

***THEME:’’Improving Service delivery for National Growth and Development : the role of the Ghana Civil Service’’***

**ANNUAL PERFORMANCE REPORT OF THE CIVIL SERVICE**



**2015**

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# FOREWORD

Over the years the Civil Service Council has given critical attention to the Annual Performance

Report of the Civil Service, not only as a legal obligation as in section 85 of the Civil Service Act, 1993 (PNDCL 327) but also as an important source document that gives an overview of the Service in the year under review and also projects its policies, programmes and activities for the ensuing year.

There is no gain saying that the Civil Service is the apex and strategic institution of Government to which all other organizations are linked and through which policies and programmes of Government are channelled to the citizenry.

The pivotal role that the Service plays in the national development agenda and in the growth of the nation cannot be overemphasized. It is therefore important for the Civil Service to continuously improve and provide a well-structured monitoring and assessment mechanism that enables it to review, correct, redress and evaluate itself and through that deliver on its mandate.

Unfortunately the year 2015 undoubtedly was a very challenging year for all Civil Service organizations due to the global economic downturn resulting in poor financial and budgetary allocations and releases. As such producing at full capacity and meeting the unending demand for social and other critical infrastructure and services from the average Ghanaian posed a huge problem to service providers and the entire Civil Service organizations. However in recognition of the sensitive roles they play; and their commitment to duty and national development most organizations devised innovative approaches to deliver their core functions as far as possible

As observed the theme for the year under review, *“Improving Service delivery for National Growth and Development: the role of the Ghana Civil Service”*, is aptly a reflection of the focus direction of the Service and citizens expectations.

One cannot lose sight of the various performance management tools that the Service is inclined to use to engender the spirit of service delivery in all aspects of the service life. For instance the signing of performance contracts by Chief Directors, Heads of Department and Directors and their analogous grades and subsequent evaluation; the new Staff Performance Appraisal instrument by all civil servants below the rank of Director and analogous grades as well as the development of Service Charters by Civil Service Organizations. These have also brought into sharp focus not only delivering of quality services but most importantly, the time to deliver the services.

You will notice the sweeping reforms in the Civil Service howbeit not on the scale of pageantry as were known to be but albeit silently and sustainable. The introduction of the e-workspace system where administrative work is carried out by electronic means through the use of the intranet would facilitate timely response and efficiency and also reduce paper work to the barest minimum if not completely remove it, thus, effectively curing the paper pushing bureaucratic maladies. Also the re-establishment and reinvigoration of the Client Service Centres in the Ministries and Departments attest to the determinance of the Service to effectively and efficiently deliver on its core functions.

Ghana would be hosting the Commonwealth Heads of Civil Service in Accra in 2016. The attention of Commonwealth nations and the world in general would be focused on Ghana and the Civil Service of Ghana. Civil Servants are called upon to rise up to the occasion in ensuring that systems and institutions work seamlessly for service delivery.

I wish to encourage us to work harder than before in the coming year. Notably, 2016 is an election year and nothing more is expected from the Civil Servant than to exhibit the core principles and values of the Service such as professionalism, accountability, integrity, loyalty, selflessness, punctuality and leadership for service delivery and stability of Ghana. I trust that there is no dispute in this and that the Civil Service would live up to expectation.

The Civil Service Annual Performance Report, 2015 is a comprehensive and careful compilation of activities and programs undertaken in the reporting year and also the challenges and the proffered solutions to mitigate them. This report is therefore a useful document to understand and appreciate the work of the Civil Service and to enable informed decision-making by stakeholders, most importantly, the Government as the employer.

On this note, may I recognize the predecessor, Civil Service Council, led by the late Dr. Robert Dodoo, for the effective and efficient advisory role it played in the management of the Civil Service. On behalf of the Civil Service Council and on my on behalf extend profound gratitude for work well done as reflected in this report.

Finally, I acknowledge that this report is a collaborative one, and it is my wish to express my sincere appreciation to all the Ministries and the personnel who contributed to producing it. It is my hope that you would not relax on your oars but would continue to work hard for the Service to achieve its set goals in the coming years.

Thank you and God bless us all.

**MR. LIBERIO BAZAA TUSOE**

**CHAIRMAN**

**CIVIL SERVICE COUNCIL**

# MESSAGE FROM HEAD OF SERVICE

So soon the year 2015 has ended. This message is to salute all the gallant Civil Servants who have worked diligently to ensure that the targets set for the individual Ministries and Departments were successfully achieved. These targets were in line with the Development Agenda of Government, as outlined in the Ghana Shared Growth and Development Agenda (GSGDA II) and the Medium Term Expenditure Framework (MTEF).

The Ghana Civil Service Annual Performance Report (APR) as you all are aware, presents a comprehensive report on activities that have been undertaken in the past year. The details provided in the report are normally used by the Government to understand the Service’s current position and future direction. That is the more reason why much attention is needed to focus our outmost in our service delivery in order to justify the need for better resources. As civil servants, we remain committed to the ethics of the Service and work towards building a better performing Civil Service that anticipates the developmental needs of our beloved nation and puts in place measures to have these addressed.

The theme chosen for the year “Improving Service Delivery for National Growth and Development: the Role of the Civil Service”, could not have been better captured. Our Service delivery is gradually improving. The soon to be introduced Human Resource Management Information System (HRMIS), which will no doubt have a positive effect on the service delivery in the MDAs, is something we can be proud of. The introduction of the Chief Directors’ Performance Agreement with me and the cascading effect on Directors Performance Agreements with Chief Directors as well as the new Staff Performance Appraisal Instrument for other Officers in the Civil Service have all served as a panacea for improved service delivery.

Without hesitating, our current economic situation coupled with the electricity challenges will continue to necessitate that we make certain critical budgetary adjustments. We will be required in the same vein to continue to manage the other operational difficulties that come with it. We should, however work hard in spite of these challenges and embrace more extraordinary, positive changes to enable us make the Service better by providing an unquestionable service to the public.

I will like to extend my sincere gratitude to our stakeholders, including the Development Partners who continue to support us in many diverse ways. I also wish to appreciate the contributions made by our colleagues and compatriots who are no longer in the Service for one reason or the other. Finally, I wish to acknowledge all Civil Servants for your immense contributions in many different ways to the Service.

It is in this direction that I pay special tribute to the late Dr. Robert Nii Djan Dodoo, the former Civil Service Council Chairman, who passed on 20th December, 2015. Dr. Robert Dodoo had a passion for fairness and was prepared to go all lengths to ensure that people were fairly treated. Wherever he found himself, he challenged systems and procedures that were not congenial. He also had a passion for the welfare of Civil Servants, probably because he had a distinguished career as the Head of the Civil Service. He would be fondly remembered for his pioneering and championing role in the Civil Service Performance Improvement Programme (CSPIP) which led to the introduction of the; performance agreement contracts’ for Chief Directors and Directors to ensure accountability and efficient public service delivery, revised code of conduct and work ethics for the Civil Service and Customer Sensitive Civil Service and development of Service Delivery brochures/Charters. He paid his due to the Civil Service and to Mother Ghana. Such was the nature of his life and we celebrate him.

I conclude this message with words of encouragement to us all; may we continue our good work and continue to uphold the ethics of the Service and provide quality service to the people.

God bless the Civil Service and Ghana our beloved country.

**NANA AGYEKUM DWAMENA**

**HEAD OF THE CIVIL SERVICE**

# EXECUTIVE SUMMARY

The Civil Service Annual Performance Report, like most annual reports, offers an opportunity for review of the various organisations’ performance during the reporting period. It enables the Service to assess its strengths, weaknesses, opportunities and threats and through that build on its successes and strategically reposition itself for higher and better performance. Section 85 (1) and (2) of the Civil Service Law, 1993 (PNDCL 327) specifically mandates The Head of Civil Service to, within three months of each new year, produce a performance report of the Civil Service for activities and programmes undertaken in the previous year. It is in fulfilment of this legal requirement, and in recognition of the need for and the importance of self-assessment that this Annual Performance Report covering the period January to December 2015, has been prepared by the Office of the Head of Civil Service (OHCS).

The Head of the Civil Service, by this mandate, also gets the opportunity to receive comprehensive reports on the overall performance of all Civil Service Organisations year after year which help his office to make informed decisions and strategize for better service delivery. Copies of the composite report, after review and endorsement by the Civil Service Council, are then presented to His Excellency the President of the Republic of Ghana, Sector Ministries, Development Partners and other identifiable stakeholders to be used as source documents for purposes of planning, budgeting and decision making to improve on national development.

Of significance is the fact that, the annual reports offer opportunities for reporting organisations to monitor and evaluate government programmes and policies as spelt out in the National Development Agenda: and outlined in the various strategic documents including the, Ghana Shared Growth and Development Agenda (GSGDA II), the Medium Term Expenditure Framework (MTEF), the President’s State of the Nation Address (SONA) and the Budget Statement which are presented to parliament in the reporting year. This is because these documents serve as the reference materials through which all the organizations, that is, the Ministries, Department and Agencies under the Civil Service develop their annual work programmes which are implemented in the course of the reporting year and for which government and donor funds are released.

This year’s report covers twenty-four (24) Ministries and three (3) Extra- Ministerial Organizations and has been prepared in accordance with a special format and guidelines provided by OHCS for the purpose. To avoid reporting on issues considered not strategic and for the purpose of uniform reporting for better analysis the guideline concentrated on collecting information on issues relating to the sectors’ core policies, programmes and project performance as well as the Administrative, Human Resource and Personnel Development initiatives and issues.

This year the focus and achievements for the reporting period have been summarized and embedded in the theme for the report as, “**Improving Service Delivery for National Growth and Development: The Role of The Civil Service**”. The theme encompasses the understanding and the effort made over the periodby Civil Service organisationsto enhance service delivery and improve on productivity in all areas. It was chosen to highlight the various monitoring interventions, programme delivery and other interventions that all the sectors have implemented in their bid to render appropriate services to the people of this country and in some cases the West Africa sub Region.

In addition to the monitoring interventions are some other critical performance measuring tools for assessing employees’ performance which have been introduced to the Service in the last couple of years. These include the roll down to signing of Performance Agreements between Chief Directors and Heads of Department and Directors and staff of analogous grades, as well as the use of the new Staff Performance Appraisal instrument developed by the Public Services Commission for assessing staff from Deputy Director and analogous grades to the lowest level in the Service. This multifaceted approach to assessment is able to hold all levels of staff accountable and to deliver on their core mandates and key result areas as outlined in various relevant source documents.

**Chapter one** of the report provides the profile of the Ghana Civil Service**.** It gives the historical background and some information on the origin and development of the Ghana Civil Service. The organization of the management systems of the Civil Service and the environment within which government business operates is also outlined here. The main function of the Civil Service as the major administrative organ of the Government which is tasked and mandated to formulate policy for the consideration of government, monitor, coordinate, evaluate and periodically review government’s policies, is discussed in this chapter. Currently there are 24 Ministries, 3 Extra Ministerial Organizations and 32 Departments whose performance are reported in this document.

**Chapter two** highlights the National Policy Framework and the source documents used in preparing the report. They are the Ghana Shared Growth and Development Agenda (GSGDA II), the 2015 President’s State of the Nation Address, the 2015 Government Economic Policy and Budget Statement and the Sector Medium Term Development Plans (SMTDP).

**Chapter three** is the largest and presents the main focus and purpose of the report**.** It captures the performance of all the MDAs during the reporting year, summarises the key activities undertaken by the sectors as provided in their programmes and projects in the budget statement. The chapter also highlights challenges encountered and proposes solutions for addressing them in the ensuing year

**Chapter four** provides the data and analysisof the profile of the workforce and the overall staff strength in the Civil Service. The total number of Civil Servants as at the time of the report, stood at 14,273 with a male population of 9,005 and female of 5,281. It further outlines the several trainings undertaken by various officers in the Service. In total 1,689 officers were trained in schemes of service courses, competency courses as well as other academic trainings, in both local and foreign institutions. Out of the total of 1,689 Civil Servants who participated in these trainings, 780 officers, representing 46%, went through Scheme of Service Training, 752 officers, representing 45%, attended workshops, seminars and conferences, with another 157 officers, representing 9%, pursued academic trainings.

**Chapter five** is the concluding chapter and itpresents a generic set of challenges that was faced by the Civil Service in general during the year as outlined by the various Ministries. It also outlines the projections of the Service for the coming Year (2016). The Service-wide challenges reported, however, have been clustered and discussed under the following sub-headings: office space and accommodation, obsolete equipment and logistics, delayed release of funds, human resource and skills gaps, unreliable power supply and high cost of power, legal and regulatory framework, poor communication and internet supply, and poor work environment. These issues were noted to be key challenges, which confronted the implementation of various developmental programmes and projects planned for execution by the MDAs.

The Outlook for the New Year is also presented in this chapter. In addition, it highlights the plans for continuous monitoring and evaluation of sector programmes and projects in the coming year. The operationalization of Client Service Units which was functioning mainly at the Ministerial level, is targeted and would be instituted at the department levels to aid improvement in service delivery. The work environment, security and the general ambiance of the Ministerial enclave would also be improved to enhance work. Efforts would also be made to roll out the e-workspace programme to achieve the objective of having a paperless system of administration.

**Summary of Major Activities Undertaken by the MDAs**

Even though the year came with a number of financial and other capacity challenges in the various Civil Service organisations, a lot of effort and innovations were employed to help the MDAs achieve as much as possible their core mandates. Below are highlights of these activities as discussed in chapter three of the report:

The ***Office of Government Machinery*** through the Council of State proactively engaged sector ministers and heads of some state institutions on a wide range of issues affecting the development of the country. The subject areas discussed covered economic policy management, energy, turbulence on the labour front, the volatility of the exchange rate and interventions in the Education and Health sectors, among others.

The Council of State supported H.E. the President to fulfil his constitutional responsibility of appointing qualified persons to various positions in the public sector. In pursuance of this responsibility the Council of State worked around the clock with H.E. the President to appoint in good time, a new Chairman for the Electoral Commission, when the incumbent, Dr. Afari Djan, retired. The Council, in line with Article 146 of the Constitution, again supported the Chief Justice in investigating cases of alleged corruption and petitions for impeachment against some Judges.

The ***Office of the Head of Civil Service,*** basedon the Training and Development Policy of the Ghana Civil Service, facilitated the participation of officers in various courses during the year. These included the Post-Graduate Certificate in Public Administration (CPA) and the Post-Graduate Diploma in Public Administration (DPA) courses at GIMPA for year.

The Central Governing Body for the three Training Institutions in the Civil Service held quarterly meetings during the year to deliberate on issues concerning the development and upgrading of the Institutions. A Steering Committee was set up to prepare a framework to facilitate the proposed merger of the three training institutions.

The OHCS, through the Management Service Department, and in collaboration with the Public Services Commission, conducted Job Inspection Exercises in 52 MMDAs, through the HR Audit Exercise. The exercise aimed at reviewing establishment levels and schedules and providing the basis for recruiting and replacement of various categories of staff.

The ***Public Sector Reform Secretariat*** under the guidance of Open Government Partnership (OGP) Support Unit in Washington D. C, USA, developed the second generation Ghana OGP Action plan, in close collaboration with Civil Society Organizations. The Open Government Partnership (OGP) is a multi-stakeholder initiative focused on improving government transparency, accountability and responsiveness to citizens. The Action plan was approved by Cabinet in September 2015, and implementation will commence in 2016. Some major activities to be implemented in 2016 under OGP include; Fiscal Transparency, Citizen Participation, and Extractive Sector Revenue Management.

The ***Ministry of Chieftaincy and Traditional Affairs*** finalized work on Eleven (11) draft Legislative Instruments (LIs) for the codification of Lines of Successions to stools and skins’. The Attorney General’s Department would submit same to the Assembly Press for publication after study and finalization.

The Ascertainment and Codification of Customary Law on Land and Family Project (ACLP – II) has completed the review of reports for two (2) Traditional Areas i.e. Asebu in the Central Region and Wassa Amenfi in the Western Region’s which are ready for validation at the Traditional Authority level.

The ***Ministry of Communications*** through the National Communications Authority monitored and enforced the telecom operators’ duties by measuring operators performance in terms of the delivery of Quality of Service (QoS) to their respective consumers. This was to ensure that all radio stations complied with license conditions and reduce interference complaints. The Authority constantly monitored various bands, conducted regular inspection of radio broadcasting stations and newly installed telecom facilities. All Internet Service Providers (ISPs) were also monitored to check bandwidth compliance as well as all cellular mobile voice services in the Eastern region except Expresso due to their technical challenges. During the monitoring, coverage signal strength levels and voice quality were checked for compliance.

The ***Ministry of Defence*** organized two (2) Ministerial Task Force meetings on Military lands and produced a comprehensive report and the Road Map to resume Regional Tours. A Cabinet Memo was drafted and submitted to Cabinet to seek approval for financial assistance to ensure the completion of the Regional tours for the remaining Regions and other measures to secure all Military Lands in Ghana.

The ***Ministry of Education’s*** working group on Education Decentralization, in conjunction with the legislative review taskforce of the Inter Ministerial Coordinating Committee (IMCC), through nation-wide stakeholder consultations, has completed work on the consolidation of the Ghana Education Service Act, 1995 (Act 506) and the Education Act, 2008 (Act 778) now to be known as the “New Education Bill”.

The ***Ministry of Employment and Labour Relations*** was able to negotiate andsuccessfully determine the 2016 National Daily Minimum Wage (NDMW) of GH¢8.00, to be incorporated into the 2016 Budget prior to Parliamentary approval. Similarly, the Ministry succeeded in determining the Public Sector Base Pay for 2016 of GH¢6.62 up from GH¢6.02, in 2015, an increase of 10%, on 2nd October, 2015 by the Public Service Joint Standing Negotiation Committee (PSJSNC). Through the National Employment Service Scheme, 598 job seekers were placed in local and foreign employment by Private Employment Agencies (PEAs) whereas the Public Employment Centres (PECs) placed 9,400 jobseekers in gainful employment.

The ***Ministry of Environment, Science, Technology and Innovation*** took up the challenge to re-plant 200ha of the Kulpawn and Ambalara forest reserves to implement the institutional and regulatory frameworks for sustainable natural resource management in the three Northern Regions of Ghana. The Ministry also provided incentives for needy but brilliant students studying mathematics and science programmes by disbursing funds to 780 continuing students (698 Tertiary students and 82 Pre-Tertiary students) and awarded scholarships to 3,400 new students (Tertiary and Pre-Tertiary).

The ***Ministry of Fisheries and Aquaculture Development*** successfully developed and facilitated the Fisheries (Amendment) Act 2014, (Act 880) and the Fisheries (Amendment) Regulation, 2015, (LI 2217) was passed by Parliament. The Fisheries Management Plan was also approved by Cabinet and gazetted on 7th October 2015. This is to give effect to International Conservation and Right Obligations of the Ministry to make regulations to control illegal, unreported and unregulated activities.

The ***Ministry of Finance*** developed a financial programming model for Ghana and conducted a number of training and capacity building programmes in financial programming for officers of the Bank of Ghana, Ghana Statistical Service, National Development Planning Commission and some of its own staff. Two workshops were organized to finalize the Ghana Financial Programming Model, which would serve as an analytical tool for macroeconomic analysis and forecasting.

The ***Ministry of Food and Agriculture*** took delivery of US$3.3 million worth of Agricultural Machinery in 2015 under the Japanese Grant Assistance Program for under privileged farmers. The machinery comprised of 77 tractors and their implements, 49 power tillers, 20 rice threshers, 11 rice reapers and 6 rice mills.

The Ministry, also in collaboration with the Export Development and Agricultural Investment Fund supported 50 farmers with seeds and clearing of land for cultivation of 24 hectares of rice to boost rice production in the country.

The ***Ministry of Foreign Affairs and Regional Integration*** purchased and installed two printers with the capacity to print 30 passports each within 15 minutes and a minimum of 2000 passports a day. The Ministry ordered two servers to boost the speed as well as improve the data storage capacity at the Passport Office. The Ministry acquired from the Ghana Investment Fund for Electronic Communications (GIFEC) 75 Computers together with 75 pieces of Uninterrupted Power Systems (UPS) and 10 Scanners costing GH₵233,625.00 for the Passport Office to support their operations and to facilitate the easy acquisition of Ghanaian passports and travelling document.

The ***Ministry of Gender, Children and Social Protection*** organized Community Dialogue sessions for 2,958 stakeholders in the Western, Ashanti, Northern and Central Regions. The sessions created the platform for participants to discuss and design innovative community-related interventions to address Gender-Based Violence, Teenage Pregnancy and promote the empowerment of women and girls. In addition, it submitted and defended Ghana’s 3rd, 4th and 5th Consolidated Reports on the implementation of the Convention on the Rights of the Child to the UN Committee on the Right of the Child (UNCRC), in June 2015 in Geneva and received the concluding observations of the reports from the UNCRC highlighting strides made in addressing concerns of children in Ghana.

The ***Ministry of Health*** commenced enrolment of active NHIS subscribers to their Preferred Primary-Care Providers (PPP) in the Upper East, Upper West, and Volta regions as a prelude to the capitation of outpatient primary healthcare services in these regions. The NHIS has started capitation sensitization in the remaining six (6) regions of Brong Ahafo, Central, Eastern, Greater Accra, Northern and Western. Preparation for capitation rollout is progressing smoothly with average PPP enrollment in the three regions just above 30%.

The ***Ministry of the Interior*** carried out a monitoring exercise on Private Security Organizations (PSOs) in the Western, Central and Greater Accra Regions. A key finding during the exercise was the illegal operation of some of the PSOs. However, the year witnessed a reduction in the number of legally registered PSOs as a result of the Ministry placing a cap on the licences issued. The Ministry further streamlined the operations of PSOs by updating their records and publishing the list of members in good standing. It also organised a one-day sensitisation meeting for Managing Directors and Chief Executive Officers of the PSOs.

The ***Ministry of Justice and Attorney-General’s Department*** entered appearance on behalf of the Government and succeeded in a number of cases. Some of these cases include: TJGEM LLC Versus the Republic of Ghana, AMA, Alfred Vandapuije, Kwabena Duffuor, Conti Group and 6 others. The Attorney-General’s Department defended the State and the District Court in Columbia dismissed TJGEM’s claims of damages in excess of **US$425 million**, and the case of Dunkwa Continental Goldfields Limited & Anor v the Government of the Republic of Ghana, where the arbitral tribunal dismissed all of the Claimants’ claims against the Ghana Government. In addition, Ghana was awarded inter alia; **US$700,000**, **US$3,164,137.51** and 33% portion of Respondent’s legal fees and expenses.

**The *Ministry of Lands and Natural Resources,* in continuing the agenda of strengthening the regulatory framework for land administration, improved and decentralized Business Service Delivery Processes through the establishment of Client Service Access Units. It also continued to** facilitate the production of Orthophoto Maps to improve and sustain spatial information service by producing up-to-date base maps. The process has been completed and digital orthophoto maps and line maps were produced for both the Northern and Southern sectors.

The ***Ministry of Local Government and Rural Development*** inaugurated 213 out of the 216 MMDAs after successful District Level Elections. Three MMDAs, namely, Nkoranza North & South and Yilo Krobo were not inaugurated for various reasons.

As part of efforts to make the new 46 MMDAs that were created functional, the Ministry awarded 43 contracts for the construction of new Administration Blocks for them which are at various stages of completion. Procurement processes for the Administration Blocks for the remaining three (3) MMDAs - Techiman North, Pru East and Nchumuru are on-going.

The ***Ministry of Petroleum*** in line with the policy objective of ensuring adequate availability of petroleum products on the Ghanaian market, reviewed the Zonalization Policy to ensure efficient distribution and availability of the products at uniform prices nationwide.

The Ministry has also developed a Gas Master Plan to provide broad guidance on the privatization and utilization of gas in power and non-power sectors, gas infrastructure development planning and gas pricing policy, which would be submitted to Cabinet.

The ***Ministry of Power*** achieved mechanical completion under the 220MW Kpone Thermal Power Project, with the commissioning of one of the two (2) units and is expected to commence Commercial Operation in January 2016. Meanwhile, the other unit is expected to start generating power in March 2016.

The ***Ministry of Roads and Highways*** pursued the implementation of the Law on Axle Load Limit as stipulated in the Road Traffic Regulation (LI 2180) and conducted intensive education and sensitization on the axle load regulation. This led to the organization of two educational campaigns held in the Brong Ahafo and Greater Accra Regions: and workshops for transporters, owners of warehouses, quarries and companies generating cargo. As part of efforts to promote trade and economic activities work was undertaken to improve the Dodo Pepeso-Nkwant - Accra East Corridor, Tarkwa-Bogoso, Buipe-Tamale, Ayamfuri-Asawinso, Awoshie – Pokuase, Sunyani - Kumasi and the Fufulso -Sawla roads. Work is currently being executed on the Alabokazo-Ekwei-Tikobo No.1 and the Princess Town Junction-Princess Town roads to support the operations of the Gas Plant in the Western Region.

The ***Ministry of Tourism, Culture and the Creative Arts,*** through theAttorney General’s Department, completed the Draft Legislative Instruments on Accommodation Enterprises, Food and Beverage Enterprises (Catering) and submitted same to Parliament for approval. The draft Film Bill has been approved by Cabinet and a series of sensitization workshops held for the Parliamentary Select Committee on Trade, Industry and Tourism. The Ministry established the Tourism Development Fund Secretariat which became functional on 2nd March, 2015.

The ***Ministry of Trade and Industry*** worked on the development of Made-in-Ghana Policy to provide the framework that would guide the production, marketing, distribution and consumption of locally made products. Associated with this, a Made-in-Ghana logo has been developed and launched to be used by Ghanaian firms as a seal of quality to boost the patronage of locally made products.

Marketing support was also provided to SMEs to showcase their products to prospective consumers, both local and international through the Ministry’s Web Based Product Gallery ([www.ghanatrade.gov.gh](http://www.ghanatrade.gov.gh)). The website was hosting the products of **857** SMEs comprising 663 manufacturing companies and 189 Service providers, as at December 2015.

The ***Ministry of Transport,*** with guidance from the Ministry of Finance, is continuing the roll out of a number of PPP interventions to encourage private sector involvement in investment in the transport sector to provide alternative financing mechanisms to support public infrastructure development.

The ***Ministry of Water Resources, Works and Housing*** launched the National Housing Policy which seeks to improve access to land with good title for housing, outline strategies for increased production and usage of local building materials in construction, establish a National Housing Fund and a National Housing Authority to regulate the housing sector and oversee the implementation of the Fund.

The ***Ministry of Youth and Sports*** facilitated the participation of the Senior National Football Team, the Black Stars, in the African Nations Cup held in Equatorial Guinea which placed second at the tournament as well as the Black Satellites in the Orange African U-20 Cup of Nations Tournament in the Senegal. The Team won third position in the tournament.

The Ministry, through the National Sports Authority in the course of the year, organized athletics competitions nationwide to provide opportunities for locally based athletes to enhance their performance as well as prepare them for the All Africa Games and other international championships.

**In Conclusion,** the Civil Service continues to strive hard in its quest to contribute effectively to national development. All the MDAs sought and worked rigorously with the hope of fulfilling their mandates in the face of daunting financial difficulties and logistic constraints. It is worth mentioning that in order for Government to achieve its developmental goals, it is imperative for the Civil Service to work even harder. Therefore, it is very important for Government to continue to give unrelenting assistance to the needs of the Civil Service to enable it to overcome all the challenges hindering its effective and efficient performance. It may be added that, despite these challenges, performance during the year was satisfactory and it is the aim of the Head of the Civil Service to ensure further growth of the Service for sustained national development. In doing this, the OHCS will ensure that the Service is well staffed with competent professionals with the requisite skills and mind set to work hard in order to meet the needs of the Government as well as private sector institutions and the general public which rely on the performance of the Service for the achievement of their goals.

# CHAPTER ONE

# 1.0 INTRODUCTION

The Civil Service performance report is prepared yearly to give account of activities and programmes carried out by the various Ministries, Departments and Agencies within the reporting period. The report provides information and gives an overview of the general policy and programme performance in terms of achievements and challenges and proposes the way forward to enhance future performance with the aim of accelerating national development. It is prepared to cover the activities of twenty-four (24) Sector Ministries, three (3) Extra Ministerial Organizations and twenty-four (24) Departments. Statutorily, the Civil Service Law, 1993 (PNDCL 327), in Section 85 (1), mandates the Head of Civil Service to produce an Annual Performance Report of the Civil Service by the end of the first Quarter of each ensuing year to inform government and also facilitate the Executive’s decision making process on the Civil Service. Over the years this legal requirement has been systematically complied with and in a way contributed to the number of reforms and initiatives that have been introduced in the Service. This 2015 performance report is therefore in fulfilment of this mandate, which also, in a way serves as a monitoring and evaluating tool for the service-wide performance from the perspective of the office of the Head of Civil Service.

The Civil Service, over the years, has been described by various writers as the heartbeat of the Government’s administrative machinery. It is seen as a major partner and a critical avenue through which policies from the Executive arm of government are executed. The Service has therefore over the years, formulated and implemented long term and short term policies and programmes, as well as vision and manifestoes of all successive governments. These policies help government to run the affairs of the nation as well as maintaining relationships with its neighbours at the Regional and Global levels. In addition, the Civil Service works to create a enabling environment that helps to promote the private sector which is also seen as a strategic partner in the National Development Agenda. Through its processes and procedures the Civil Service acts as the custodian of government records, properties and stores and as such it is the nation’s source of history, institutional memory and precious legacies.

## 1.1 Historical Background

The Civil Service of Ghana has a very rich and enviable history, dating back to the colonial administration in the Gold Coast; borrowing its procedures and practices from the British Civil Service and Administrative Systems. Until independence in 1957, the Service was the main administrative instrument for the British imperial rule in the country and this partnership has its foot prints remaining in today’s modern civil service systems. The Colonial Administration implemented its policies and programmes in the colony through the Civil Service.  The entire colonial governance system was therefore organised through the Civil Service. It was a very bureaucratic organization noted for its professional and dedicated staff who were well versed in public administration systems. With its cadre of Administrative Officers, the Ghana Civil Service was the pride of the Nation, and a very prestigious organization to work with. The service in no doubt supported government functions effectively and efficiently. Even though it was described as being bureaucratic its bureaucracy was very admirable acting only as checks and balances on procedures without any delays or red tapes. It was very meticulous and ensured quality output.

To ensure effectiveness and commitment to work, Civil Servants as in most organization were assessed constantly and vigorously. This also helped in capacity enhancement through training. Performance monitoring and evaluation through staff appraisal using the annual confidential reporting system, was the order but this was well managed to give the true picture and representation of staff capacity and output. The core values of the entire Service was based on Meritocracy, Professionalism and Neutrality, therefore a system of performance appraisal and evaluation that commended hard work and sanctioned non- performance was strictly applied.

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 out sourcing 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. Governance and other competing demands on the Service and structure of the Civil Service have changed. Administration is now more open and participatory. With such advancement and learning from best practices as well as the modern public administrative systems, the old systems of performance appraisal using the confidential report approach outlived its usefulness. Its credibility and relevance became questionable in the face of modern Human Resource Management practices that focused on developing the human capital for good governance.

In addition, the Annual Confidential Reporting (ACR) method, apart from not being participatory was noted to be mostly evaluating behavioural traits, instead of job performance based on management by objectives principles, and this made it obsolete. The shift was towards a Performance Contracting System using the British ‘Next Step’ model by which Executive Agencies’ signed performance contracts with their supervising authorities. This was rather adopted and piloted in the State Owned Enterprises sub-sector in Ghana for a while. However, it was not until the Civil Service Performance Improvement Programme (CSPIP) in 1994, which aimed, among other reform initiatives, at providing objective basis for monitoring and assessing the performance of Civil Servants and Civil Service Institutions through explicit goal and target setting that the confidential reporting systems was wholly replaced with the performance contract and agreement systems.

The CSPIP (1994-2003) therefore became the first serious attempt by the Government of Ghana to revolutionize the performance appraisal and evaluation of Public Service Organizations. The era focused specifically on institutionalizing performance management culture which was similar to those already found to be in use in many developed countries.

A key part of the programme dealt with the development and signing of performance contracts between the government and senior Civil Servants, that is, 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 aimed at ensuring good performance in the Civil Service. It is interesting to note, however, that since 2012, this performance management system of signing performance contracts 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 Administrative Heads of Government business, has been sustained with continuing improvement 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 new set of performance appraisal tools for assessing Deputy Directors and analogous grades down to the last grade in the Civil Service.

These new appraisal system provides more objective and participatory means of 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 mediocrity, allows for self- assessment and correction and encourages innovation, networking and team work which are the corner stone of all modern administrative systems.

## 1.1.1 Mandate of the Service

The Ghana Civil Service is strategically positioned to provide administrative, good governance and nation building support to the government. It derives its mandate from two main sources namely; the 1992 Constitution of the Republic of Ghana and the Civil Service Law, 1993 (PNDCL 327). The Service exists to support the Government in the formulation and implementation of its policies and programmes towards the development of the country.

## 1.1.2 Vision of the Civil Service

The vision of the Civil Service is to become a modernized and customer-sensitive public organization, providing world-class public services and policy advice to government.

## 1.1.3 Core Values of the Service

The values that define and form the basis of work ethics in the Ghana Civil Service have continued to transcend time. The strength of the Civil Service lies in the constant observation of these guiding principles of professionalism, integrity, accountability, openness, transparency, non-partisanship/neutrality and impartiality, loyalty and commitment, anonymity, customer-sensitivity, fairness and justice as spelt out in the Civil Service Code of Conduct. These core values support good governance and ensure the achievement of the highest possible standards in all that the Civil Service does. This in turn helps the Civil Service to gain and retain the respect of Ministers, Parliament, and the general public.

## 1.1.4 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.

## 1.1.5 Membership of the Civil Service

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

1. a person serving in a civil capacity in a post designated as a Civil Service post by or under the Act in:

* The Office of the President,
* Ministry
* Government Department at the national level
* Any other Civil Service department established by or under the authority of this Act the emoluments attached to which are paid directly from the Consolidated Fund or other sources approved by the Government

1. 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 sources approved by Government.

## 1.2 The Civil Service Council

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

## 1.2.1 Functions of the Council

The functions of the Civil Service Council are to:

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

## 1.2.2 Members of the Civil Service Council

### The Members of the Civil Service Council comprised:

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

## 1.2.3 The Civil Service in Perspective: 2015

The Civil Service Law, 1993, has defined the Civil Service Organization as Offices of Government acting 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 continue to evolve. As such the Civil Service has seen significant changes in its structure and modes of operation for some time now and therefore calls for an urgent review of the Law. As at 31st December, 2015, the Civil Service was made up of 24 Sector Ministries; 3 Extra Ministerial Organizations; and 32 Departments following the successful decoupling and the re alignments of some Ministries, Agencies and Departments. The detailed list of organizations affected is presented in Annex.1

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

The following events continued to have significant influence on the operational landscape of the Service during the period under review. These are the continuous implementation of the second phase of Ghana’s Development Framework- the Ghana Shared Growth and Development Agenda (GSGDA II: 2014-17) and the continuation of the Ministerial Realignment Exercises and re-designation of some Ministries. These events obviously required that Civil Service operations were well organized to enable it perform effectively and efficiently within its complexities such as the formulation, coordination, monitoring and evaluation; and also deliver on all of its responsibilities in order to meet the expectations of its key stakeholders, the Ghanaian Public.

## 1.3 The Theme for the Reporting Period - Improving Service Delivery for National Growth and Development: The Role of the Civil Service.

All reform agenda in the Civil Service, since the history of formal administrative practices to date has one clear and common objective of enhancing service delivery for higher and sustained development in the best interest of the stakeholders. Clearly a situation where clients could access services within reasonable turnaround time, have access to quality information and where services are provided at affordable cost is always the preferred choice in every business environment, be it government or private. Realizing such conclusive work environment has been the major driving factor catalysing the various reform initiatives that the Civil Service leaders have undertaken over the years. (These have been discussed in previous reports.)

In furtherance of this laudable quest for higher performing and efficient Civil Service, the Office of the Head of the Civil Service continues to fast track and improve on its Performance Management Monitoring and Evaluation Tools in the Civil Service. This quest rests on the premise that an efficient performance management practice and effective leadership styles add up to achieving higher performance and productivity in many organizations the Civil Service not exempted.

It has been underscored in many organizational concepts and practices that constant monitoring and a system of self-assessment that is participatory are very good performance management systems that lead to enhanced positive operational outcomes in organizations no matter how complex. It is for this reason, among others, that the theme for reporting on this year’s Civil Service Performance has been dubbed “**Improving Service Delivery for National Growth and Development: The Role of the Civil Service**”. The theme seeks to appreciate the critical role effective and efficient service delivery plays in national development; and the fact that the Civil Service plays a crucial role in this service delivery chain**.** It highlights the monitoring and evaluation tools; programme and policy delivery interventions that all the sectors have provided in line with their core mandates to render the required services to the people of Ghana, the sub region and in some cases globally. The theme also highlights the efforts made through the execution of policies, programmes and projects geared towards the improvement and the well-being of the people of Ghana in accordance with the national growth and development agenda.

In line with the theme, and working to achieve these improved service delivery standards, special mention could be made to Policy interventions such as the e-workspace programme which aims at reaching paper-less, affordable and least cost work environment, the development of new Service Charters and Client Service Units in all the Ministries to render better and efficient services to clients, as well as the introduction and implementation of the Human Resource Management Information Systems, where accurate and efficient human resource data and information processing procedures and the auditing of bio-data leading to the elimination of ghost names and reasonable pay roll. The institutionalization of the Performance Agreement Monitoring and Evaluation System for Chief Directors and the roll out to include agreements between Chief Directors and their line Directors/Heads of Department is another clear demonstration of efforts towards improving service delivery for enhanced productivity by the Civil Service during the reporting period.

It is, however, worth stating that for the Civil Service to continue to grow and continuously strive for excellence and good governance these interventions and many more that are lined up must be supported, sustained and upheld by all stakeholders to ensure that the Civil Service through the Ministries, Departments and Agencies live up to expectation in performing their core mandates as defined by the instrument of their establishment, discussed below.

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

Ministries and Departments, as mentioned in earlier paragraphs, serve as the main conduit through which services and programmes are developed and implemented to provide the basic needs of the ordinary citizen. These departments, however, succeed in doing this in partnership with the individual or other private sectors. To facilitate these interactions and dependencies, Ministries are created to serve as the channel. The existence and creation of Ministries and Departments are, however, mandated by the Constitution of Ghana which enable such creations by the Executive to support in the discharge of its functions. The Civil Service Law, 1993 (PNDCL 327), gives meaning to this provision and is stated in Section 11 (1): ‘there shall be in the Civil Service the Ministries consisting of such Departments as the President may determine’. It goes further to say that a Ministry shall be the highest organization for the respective sector and is constituted of the Departments and Divisions and responsible for the Sector, as determined by the President, or as provided for by any other enactment. Subject to the Constitution, the President may, by Executive Instrument, published in the Gazette, establish Ministries or re-designate Ministries.

Ministries are therefore established by Executive Instrument, which, in itself is an authority other than legislation that enables the Executive to either create a new Ministry or merge existing ones; and in some cases decouple some functions of an existing Ministry to another with the hope that by so doing a better and enhanced service would be delivered. For instance, the Government in 2007 developed and started implementing a National Social Protection Strategy (NSPS). The Strategy included a number of social interventions such as the Livelihood Empowerment Against Poverty (LEAP), Labour Intensive Public Works, Exempt category of the National Health Insurance Scheme, Free School Uniform and Exercise Books, as well as Pro-Poor Agricultural Interventions. These interventions were under different sectors.

However, to facilitate the implementation process, the Government through an Executive Instrument in January, 2013, created the Ministry of Gender, Children and Social Protection (MoGCSP) to replace the then Ministry of Women and Children’s Affairs. The creation of the new ministry was to harmonize the selection of beneficiaries of these interventions for the effective and efficient coordination of Social Protection Interventions.

Similarly, in July, 2014, the Ministry of Communication was merged with the Ministry of Information when the Government observed duplication of functions, while the Ministry of Energy was spilt into Ministry of Power and Ministry of Petroleum in November, 2014 due to the strategic role and the demanding need to provide power for Ghanaians. In effect Ministries are created and given a mandate or one big function i.e. developing policies and programmes to address some needs or issues in a particular sector, and the Departments act as the implementing arm of the Ministries to effect the Sector’s policies and programmes.

The functions of all the Ministries have been broadly outlined in the Civil Service Law, 1993 (PNDCL 327) and summarised below:

A Ministry shall;

* Initiate and formulate policies taking into account the needs and aspirations of the people
* Undertake development planning in consultation with the National Development Planning Commission
* Co-ordinate, monitor and evaluate the efficiency and effectiveness of the performance of the sector

A Department shall also;

* Be a unit under a Ministry
* Responsible for the performance of the functions for which it was created.

Section 15 (3) of PNDCL, 327 states that; ‘a special department established under this Act shall be under the Office of the President.’ There is therefore a special department such as Office of Government Machinery.

Ministries as stated above, therefore formulate policies, co-ordinate, and monitor and evaluate the policies for efficiency and effectiveness of the performance of their respective sectors.

# CHAPTER TWO

## 2.0 The 2015 Policy Framework

Policy development in the Civil Service continues to be guided by the planning, programming and implementation of the sector programmes as directed by the National Development Agenda which, in turn, is 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 2015 President’s State of the Nation Address and the 2015 Budget Statement therefore constitute the main policy framework out of which all the Ministries, Departments and Agencies’ activities are carved and implemented. It also informs the strategic deliverables out of which the performance contracts are signed with the Chief Director and Directors at the beginning of each year.

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

The Ghana Shared Growth and Development Agenda (GSGDA) II, 2014-2017, which is being implemented currently is 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 President’s long term Economic and Social Policies, spanning the period 2014-2020 and dubbed ‘An Agenda for Transformation’. This plan was submitted to Parliament in December 2014, and in fulfilment of Section 5 of Article 36 o, the Constitution which mandates the President within two years of his term of office to present such a plan. 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 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 GSGDA11 plans***.***

In line with previous frameworks, the GSGDA II provides a set of policy objectives and strategies that guide 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 are in turn anchored on seven critical thematic areas provided below:

## *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.

## *Enhancing the competiveness 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

## *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

## *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.

## *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

## *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

## *Transparent, Responsive and Accountable Governance*

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

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

## 2.22015 State of the Nation Address by H.E. the President

To facilitate the appreciation of performance and the driving factors for policy and programme direction, the highlight of the 2015 State of the Nation Address presented to Parliament by H.E. the President is provided below. These are segmented under the four basic pillars of his socio-economic transformation namely, Putting people first; Building Strong and Resilient Economy; Expanding infrastructure for growth; and Maintaining Transparent and Accountable Governance.

Pillar 1: Putting People First

Pillar 1 which focuses on: putting people first seeks to improve Education, Health, Social Protection and Sports respectively, as indicated in the table below.

| **NO.** | **SECTOR** | **PROGRAMS IMPLEMENTATION** |
| --- | --- | --- |
| 1. | Education | * Improvements in infrastructure and quality of teaching and learning and management of schools. * Enhancement of quality and access to basic education * Continue with the Re-sit Policy at the basic education level * Continue with the supply of personnel and learning materials * Continue with the Complementary Basic Education programme to cover six (6) remaining regions * Continue with interventions to improve the teaching and learning of mathematics and science across the country. * Commence implementation of a US$156 MIL Secondary Education Improvement Intervention Programme. * Commence the implementation of the Progressively Free Secondary Education Programme. * Continue with expansion works on the University of Energy and Natural Resources main campus in Sunyani. * Public University in each region: Commence preparatory works for the construction of the University for Environment and Sustainable Development in the Eastern Region * Scale-up interventions in the nation’s polytechnics, including a rigorous staff development programme to meet our policy objectives * Disburse monies (GH₵ 65M) to an estimated 100 private sector firms for technical and vocational education graduates to gain opportunities. |
| 2. | Health | * Deliver approximately 6,000 new hospital beds to facilitate access to improved healthcare by 2017 * Continue works on 13 District hospitals to bring health services closer to the people. * Construction of 15 polyclinics, with 10 in the Central Region and 5 in the Greater Accra Region * Expand the provision of modern diagnostic and treatment equipment under the National Medical Equipment Replacement Programme to cover 150 hospitals across the country. * Review of the Health Sector Supply Chain Master Plan with a view to improving the system of procurement. |
| 3. | Social Protection | * Provision of free NHIS subscription to over 10,000 senior citizens in the Greater Accra, Central and Eastern Regions * 150,000 of the poorest households to benefit from the LEAP programme * Launch a new and suitable Youth Employment Model for 5,000 Persons With Disabilities (PWDs) after governments discussions with the leadership of the federation for PWDs. |
| 4 | Sports | * Contribute to growth by focusing on sporting disciplines other than football * Government will partner Corporate Ghana to support the programs of the various sporting associations this year. |

Pillar 2: Building a Strong and Resilient Economy

This pillar among others sought to build the economy through securing bright medium term prospects, improving Real Sector performance; Agribusiness, Trade and Industry, Cocoa and Tourism as explained in the table below.

|  |  |  |
| --- | --- | --- |
| **NO.** | **SECTOR** | **PROGRAMME IMPLEMENTATION** |
| 1 | Securing Our Bright Medium Term Prospects | * Continue on cleaning the pay-roll and rid it of ghost names. Government to work with private sector and development partners to achieve an HRMIS and a pay-roll that is decentralised and has integrity * Support critical projects by Partial Risk Guarantees, approved by Cabinet and Parliament, with the World Bank and the African Development Bank to issue these alternative guarantee instruments. * Strengthen the National Pensions Regulatory Authority. * Roll out new initiatives to prevent the misuse of fuel, telephone, electricity and water in public establishments. |
| 2 | Real Sector Performance: Agribusiness, Trade and Industry | * Distribute 180,000 metric tonnes of fertilizer for use by farmers. * Continue with the Agric Mechanisation Programme to make available in the districts more than 1,000 tractors and other implements for farmers. * Facilitate the acquisition of 3,000 outboard motors for fishermen. * Assist fishmongers along the fishing communities with a revolving fund to be put together by MASLOC. |
| 3 | Cocoa | * Ghana Cocoa Board will continue the free fertilizer application (HI-TECH) programme for cocoa farms * Distribute 50,000,000 improved cocoa seedlings to farmers at no cost |
| 4 | Tourism | * Continue to promote the celebration of festivals and events such as the Homowo Festival, Emancipation Day, etc. * Continue to strengthen the linkages between hotels, catering and tourism by building capacity through the HOTCATT. |

Pillar 3: Expanding Infrastructure for Growth

Pillar 3 sought to expand infrastructure for Growth in the Water, Housing, Roads, Girls in ICT, and Power sectors. Programme implementation of the stated Sectors has been outlined below.

| **NO.** | **SECTOR** | **PROGRAMME IMPLEMENTATION** |
| --- | --- | --- |
| 1 | Water | * Cover 76% of the entire country, both rural and urban areas, with good drinking water. |
| 2 | Housing | * Roll out housing projects, which target the middle to lower bracket to give them opportunities to own decent homes. * Develop the following: * A national housing policy * A Ghana building policy * Legislation on condominium properties * A regulatory agency for the Real Estate Sector |
| 3 | Roads | * Commence a road sector intervention project that would see investments of about GH₵ 1 Billion this year * Intensify works on various road projects in the Western Region * Commence work on the redevelopment of the Accra-Tema Motorway into a six (6) lane highway with interchanges. * Begin resurfacing works on various roads in Accra, including north/south Kanda, Adenta, as well as Madina. * Initiate work on the Kasoa interchange to improve the region’s/country’s road network. * Complete work on the Sofoline interchange in the Ashanti Region. * Refurbish the road networks in the Northern Regions of the country. |
| * Provide public with greater options and flexibility in road transport by improving public transportation through the acquisition of buses. |
| 4 | Girls in ICT | * Continue promoting the observation of the Girls in ICT Day * Commission community information centres in the various regions of the country which are ready, as well as, continue with the construction of many others |
| 5 | Power | * Reform the power sector through the restructuring of the sector beginning with the Volta River Authority and the Bui Power Authority, with the intention of bringing the management of all hydro plants under one entity. * Initiate the injection of 3,665MW of power into our power transmission grid * Complete planned steam generation unit on some current single cycle plants, namely TT1, CENIT and KTPP to add another 330MW to our generation * Implement strategies to shift base load generation from hydro to thermal * Procure and feed into the system 1,000MW of emergency power through the Ministry of Power to aid in the resolution of the present energy shortfall. * Atuabo Gas Plant to rump up production to 120mscf * Operationalise the TEN and Sankofa Fields to bring gas production to above 300mscf daily. * Pursue solar, wind, tidal wave and biomass projects in order to fully incorporate renewable energy into the supply mix. * Roll out new initiative on solar energy, such as the Prepaid Solar Meter Scheme. |

Pillar 4: Maintaining Transparent & Accountable Governance

Pillar 4 concerns maintaining transparent & accountable governance through; decentralization and local governance, District Assembly Elections, Parliament, Enhancing Rule of Law and Justice, Combating corruption, Foreign Relations, Security agencies and Religious tolerance Sectors as indicated in the table.

| **NO.** | **SECTOR** | **PROGRAMME IMPLEMENTATION** |
| --- | --- | --- |
| 1 | Decentralization and Local Governance | * Reinforce environmental hygiene by promoting the comprehensive environmental sanitation programme |
| 2 | District Assembly Elections | * Conduct the district assembly elections |
| 3 | Parliament | * Start work on the e-Parliament component of the US$97 Million e-Transform Ghana Project. |
| 4 | Enhancing Rule of Law and Justice | * Complete a new court complex that will house 34 courts with the aim of ensuring efficient and speedy administration of justice. * Disburse funds for the e-Justice project |
| 5 | Combating Corruption | * Beef-up the fight against corruption * Implement the National Anti-Corruption Action Plan and Strategy |
| 6 | Foreign Relations | * Implement the Common External Tariff to aid in the establishment of a Customs Union * Support efforts in maintaining peace in the West African sub-region. * Continue to work within the multilateral international arena to join other nations of the world in fashioning out the successor to the Millennium Development Goals |
| 7 | Security Agencies | * Restructure the Narcotics Control Board into a commission |
| 8 | Religious Tolerance | * Continue to promote peaceful coexistence among all religions in Ghana |

## 2.3 Budget Statement: 2015

The theme for the 2015 Budget Statement and Economic Policy of Government was **“Transformational Agenda: Securing the Bright Medium Term Prospects of the Economy”.** The transformational agenda is premised on Inclusive Growth, Value addition and Diversification. The performance of the civil service is premised on the performance of the economy. The Macro economic performance for the preceding year and projection for the ensuing year are therefore critical in understanding the achievements and challenges of the civil service. The highlights are provided in the paragraphs below.

## 2.4 Review of 2014 Macroeconomic Performance

## 2.4.1 The Real Sector

Provisional real GDP growth in 2014 was 6.9 per cent, down from the revised target of 7.1percent. This compares with an outturn of 7.6 per cent in 2013. Provisional 2014 real GDP amounted to GHȻ34,906.80 million. This is slightly higher than the 2014 projected real GDP of GHȻ34,809.30 million and compares favourably with the 2013 real GDP outturn of GHȻ32,644.1 million.

The 2014 provisional records showed positive growth rates in all subs-sectors.

## 2.4.2 Sectoral Performance

Agriculture Sector continued its increasing trend, growing at 5.3 per cent in 2014 compared with 5.2 per cent in 2013 and 2.3 per cent in 2012.

Industry Sector recorded a growth of 4.6per cent in 2014, down from 7.3 per cent in 2013

The Services Sector recorded its lowest growth rate since 2007 by registering a 4.6 per cent growth, down from 9.6 per cent in 2013.

Factors accounting for the slower than expected pace of growth include:

• Energy supply shortfalls;

• Deteriorating commodity prices, particularly gold and cocoa;

• Low productivity;

• Inadequate access to credit and markets; and

• The effects of the depreciation of the cedi on the importation of intermediate commodities and its impact on the manufacturing sector

## 2.4.3 Inflation

Inflation rose to 16.9 per cent in October 2014, from 13.1 per cent and 13.5 per cent at end-October and end-December 2013, respectively. The rise in inflation pressures in 2014 reflected the sharp depreciation of the local currency as well as its effects on fuel and utility price adjustments.

## 2.4.4 Monetary Sector Developments

Broad Money Supply (M2+) grew at 33.6 per cent year-on-year in September 2014 compared with 17.4 per cent and 19.1 per cent at the end of September and December 2013 respectively; and credit to the Private Sector grew by 26.6 per cent (in real terms) in September 2014 compared with 13.1 per cent in September 2013.

## 2.4.5 Interest Rates

The Monetary Policy Rate was maintained at 19.0 per cent in September 2014 and reviewed to 21.0 per cent in November, 2014. Interest rates generally trended up on the money market between December 2013 and September 2014. The rate on the 91-day T-Bill Rate increased to 25.5 per cent from 19.2 per cent and the 182-day Bill increased to 26.4 per cent from 18.7 per cent.

## 2.4.6 Foreign Exchange Market

The Ghana Cedi weakened in the first eight months of the year in the face of demand pressures from official sources, largely for oil imports, amid inadequate foreign exchange supply on the market. The Ghana Cedi, however, strengthened in September, recovering about 19.0 percent of its value.

## 2.4.7 External Sector Developments

The provisional trade balance for the period January to September 2014 recorded a deficit of US$681.3million, compared with US$3,848.3 million recorded at end-September 2013.

Gross international reserves amounted to US$5,679.1 million as at end- September 2014, sufficient to provide 3.3 months of imports cover, compared with US$5,632.2 million at end-December, 2013.

## 2.4.8 Fiscal Sector Developments for 2014

Fiscal Deficit (on cash basis), was GH¢6,768.30 million (5.9 per cent of GDP) at end-September 2014, against a 3 quarter target of GH¢7,363.8 million (6.4 per cent of GDP), and an annual revised target of GH¢10,128.10 million (8.8 per cent of GDP) for 2014.

* Net Domestic Financing of the deficit amounted to ¢2,012.20 million (29.73 per cent), against a target of GH¢2,672.80 million (37.30 per cent) for September 2014.
* Foreign Financing of the deficit was GH¢4,756.1 million (70.27 per cent), against a target of GH¢4,690.9 million (63.70 per cent)

## 2.5 Macroeconomic Framework for the Medium Term And 2015

The specific macroeconomic targets for the medium term (2015-2017) include the following:

* An average real GDP (including oil) growth rate of at least 6.8 per cent;
* An average non-oil real GDP growth rate of at least 4.4 per cent;
* An inflation target of 8 per cent with a band of ±2 per cent;
* An overall Budget Deficit of 3.5 per cent by 2017; and
* Gross International Reserves which, will cover not less than 4 months of imports of goods and services by 2017.

The specific macroeconomic targets for 2015 are also as follows:

* Overall real GDP (including oil) growth of 3.9
* Non-oil real GDP growth of 2.7
* End year inflation target of 11.5
* Overall budget deficit equivalent to 6.5 of GDP; and
* Gross international reserves of not less than 3 months of import cover of goods and services.

Fiscal policy will be driven mainly by new tax policy measures, revenue administration reforms, improved public financial management, expenditure rationalization, and the implementation of new debt management strategies.

Specifically, revenue generation measures will include:

* Imposition of Special Petroleum Tax of 17.5%;
* Extension of the National Fiscal Stabilisation Levy of 5% and special import
* levy of 1-2% to 2017;
* VAT on Fee-based financial services;
* A 5% flat VAT rate on real estates; and
* Increase the withholding tax on Director’s remuneration from 10- 20%.

Some of the expenditure rationalization measures to be vigorously pursued are:

* Continuation of net freeze policy on employment (excluding education and health) and non-replacement of departing public sector employees in overstaffed areas;
* Full implementation of the Electronic Salary Payment Voucher (ESPV) System; and
* Strict implementation of the existing price adjustment mechanisms for utility tariffs and fuel prices.

## 2.6 Policy Initiatives for 2015

According to the Ministry of Finance, the Government policy measures for 2015 will cover Tax Policy, Structural measures, Debt/Equity Management Strategy, Export-Led Development Strategy, Community day SHS and progressively free SHS as part of its transformational agenda.

## 2.6.1 Tax Policy Initiatives

The ministry will review the Sliding Scale Excise Duty Policy on alcoholic beverages to ensure greater efficiency. Increase the excise duty rate from 150 percent to 175 percent to reduce the consumption of tobacco products and its associated health problems. And the National Health Insurance Act would be amended to conform to the new provisions under the VAT Act 2013, (Act 870).

Government will then abolish the use of the VAT Relief Purchase Order (VRPO) in granting of tax reliefs. Tax exemptions granted under loan agreements will be reviewed to reduce the scope of exemption and the use of special permit. The upfront exemptions will be replaced by Tax Credit System.

## 2.6.2 Support to Local Industries

VAT on locally produced pharmaceuticals and some of the raw materials used for the production of these pharmaceuticals will be removed. Government will also remove import duty and VAT on inputs for the production of machetes and the production of exercise and text books.

## 2.6.3 Structural Measures

In the medium term government would propose measures to realign expenditures under the statutory funds hitherto being catered for under the Consolidated Fund. As a transitional measure expenditure of the MDAs would be assigned to their respective statutory funds with the view to removing the rigidities in the budget and restoring balance in favor of capital expenditure.

Funding requirements of some self-financing projects would be moved from their respective MDAs and funded under the Ghana Investment Infrastructure Fund.

Government would introduce Pre-Budget Statement to Parliament to provide the broad framework and parameters which will inform the budget and also signal government policy.

## 2.6.4 New Debt and Equity Management Strategy

The Government’s debt management strategy will continue to focus on providing a more cost-effective access to the international and domestic capital markets to meet its development needs. Key initiatives to consolidate sustainability and efficiency in debt management are indicated as follows:

* Operationalize the Sinking Fund to manage the orderly redemption of Sovereign Bonds and other debt instruments, pursuant to sections 88-93 of the Financial Administration Regulations (2004) L.I. 1802. Under the Sinking Fund, Government will set aside funds (in excess of the cap on the stabilization fund) to liquidate maturing debt.
* Continue with the on-lending and escrow arrangements to minimize the impact of loans on the public debt portfolio.
* Continue to finance the capital expenditure component of the Annual budget primarily from long-term debt issuance.
* Widen the scope of financing opportunities through the issuance of the 7-10 year domestic bonds and regularly publish the issuance calendar.
* Initiate a municipal bonds programme to support credit-worthy MMDAs to access the domestic capital market to finance commercially viable projects.
* Government will establish the Ghana EXIM Bank to lead in the strategic positioning of the county as an export led economy and also take advantage of key international initiatives.

## 2.6.5 Economic Diversification

The Government of Ghana will pursue an International Monetary Fund (IMF) programme that will provide technical assistance and Balance of Payments support for the next three years. In the medium-term, Government will pursue the following measures to address the external sector imbalances:

* Embark on an export-led development strategy to boost foreign exchange earnings;
* Enhance domestic production to reduce import of rice, fish, poultry and tomatoes product by revamping the broiler programme and fish production.

Government will fully commission the gas processing facilities to supply up to 150million standard cubic feet of lean gas per day to bring gas on stream for better power generation flexibility and make savings on crude oil import.

## 2.6.6 Sanitation and Waste Management

Government will over the medium term encourage MMDAs to partner the private sector to deliver compost and recycling plants in some selected regions of the country.

## 2.6.7 Community Day and Progressively Free SHS

In the educational sector, Government will progressively absorb GES-approved examination, library, entertainment, SRC, science development, sports, culture, and internet fees charged to secondary level students in the effort to make SHS free.

## 2.6.8 Social Protection

Government in 2015 continued to expand the existing targeted social protection programs including, NHIS, LEAP and the School Feeding Programs to reach more beneficiaries. The Ghana National Household Registry (GNHR) under the Ministry of Gender, Children and Social Protection will serve a pivotal role in the identification of beneficiaries. In addition to these economic and budget performance the ensuing chapters provides details of the specific sectorial performance for all MDAs.

# CHAPTER THREE

1. **MDA PROGRAMMES & ACHIEVEMENTS FOR 2015**

This chapter centres on the achievements of MDAs, highlighting key challenges encountered by MDAs during the year, as well as highlights of MDAs outlook for the year 2016.

## 3.1 OFFICE OF THE HEAD OF CIVIL SERVICE

The OHCS is a Central Management Agency and a major stakeholder in the overall administrative functions of the Executive arm of government. The Office is responsible for the effective and efficient management and development of the Human Resource needs and other skills and capacity requirement for the Civil Service at all levels. The Office by its mandate is to also to ensure that Ministries and Departments are well-structured and organised to perform their obligations in support of good governance and accelerate national development.

In performing these critical functions, the Office of the Head of the Civil Service, like all other Civil Service Organizations, works closely with the two main Departments (MSD and PRAAD) and Training Institutions. These Departments and the Schools are provided below:

## 3.1.1 Sector Departments and Agencies

* Management Services Department (MSD)
* Public Records and Archives Administration Department (PRAAD)
* Procurement and Supply Chain Management Department
* OHCS Training Institutions - Civil Service Training Centre, Government Secretarial School and Institute of Technical Supervision.

## 3.1.2 Key Activities Undertaken

The OHCS, it’s Departments and Training Institutions, in the course of the year undertook a number of activities mainly to achieve mandate and as a way of facilitating the achievement of the bigger national agenda of growth and development. Key among these activities are the mandatory preparation and submission of annual performance report on the activities of the entire civil service, review and assessment of top management staff of the Service, the career management of the civil servants, recruitment, training and development of staff in all the organizations. It also undertook job inspections and organizational assessment and alignment; and the development and management of public records and procurement among others. The details are explained below.

## Production of the 2014 Annual Performance Report on the Civil Service

The Annual Performance Reports (APR) on the Civil Service which is a legal obligation on the Head of the Civil Service as stipulated in Section 85(1) of the Civil Service Act, 1993 (PNDCL 327) was produced and 200 copies printed and distributed to the Presidency and other major stakeholder institutions. The report gives an overview of all the programs and policy performance by all the Civil Service and other such organizations. It provides information on the trainings, the staff strength including age and gender distribution, financial performance and forecast for the ensuing year’s programs and policies among others. It offers simple reading and serves as an accountability and monitoring tool for the Government and the Head of the Civil Service and the Council, as well as development partners and all others who in one way or the other are associated with the Service

1. **Evaluation of 2014 Performance Agreements**

In January 2015 the evaluation of performance of Chief Directors for the 2014 reporting year was successfully conducted and the report submitted to the Head of Civil Service. The OHCS with assistance from the CDM Secretariat organised a ceremony to award the best performed Chief Directors for the 2013 and 2014 reporting period in accordance with the performance contract terms and arrangements. An awards ceremony to reward best performed Chief Directors was thus organized on 23rd October, 2015 at Holy Trinity Spa- Sogakope. As part of the awards package, the two best performed Chief Directors for 2014 were sponsored to undergo a one-week training programme on Evidence Based Policy at RIPA International in the United Kingdom.

1. **Signing of Chief Directors Performance Agreement**

The Office continued to pursue its effective management by objective initiatives. On 28th April 2015, a signing ceremony was organized at the Civil Service Training Centre for the signing of the 2015 Chief Directors Performance Agreements. All Twenty-seven (27) Chief Directors signed their Performance Agreements with the Head of Civil Service (HCS) which were endorsed by their Sector Ministers. The aim of this exercise was to continue to strengthen the performance management culture in the Service and also to provide the HCS with a broad and objective view of the performance of the Chief Directors.

To guide Civil Service Organizations to provide timely and efficient service to the public, the Client Service Units in many of the Civil Service institutions were reactivated and monitoring of their performance intensified. To this end review of the Client Service Units and Service Charters outlining service delivery standards were supported through reviews for a number of organizations. At the OHCS, the old Service Charter was reviewed with new and improved service delivery times and feedbacks as well as guidelines for requesting for services. Copies of the new Service Charter have since been, printed and distributed to all staff members and some stakeholder. The support would be intensified in the coming years to ensure that all Civil Service Organizations have implementable service delivery standards.

1. **Sanitation and Rationalization of the Ministerial Enclave**

The reform coordinating unit of the Office continued to purse the rationalisation to secured work environment agenda. Series of relocation and decongestion meetings were held with various categories of intruders in the ministerial enclave. High level meetings to discuss the sanitization effort and collaboration with the Department of Urban Roads and the AMA to control unauthorised movements.

1. **Recruitment and Training**

The Training and Recruitment Directorate organized a three (3) day Induction Programme for 120 newly appointed Civil Servants. The first and second sessions of the programme comprising 60 participants each were held from 19th to 21st May, and 7th to 9th July, 2015 respectively, at the Civil Service Training Centre.

The Directorate also facilitated, through announcements, all training programmes offered at GIMPA and other international organizations as well as bilateral training relations through the Ministry of Foreign Affairs and the Ministry of Finance. Through these announcements a number of civil servants benefited and built their capacities in various ways. The details of these trainings are provided in chapter five of the report. The Directorate facilitated the compilation and justification for replacements of staff exiting the Service and request by other Civil Service Organizations for additional staff and submitted same to the Ministry of Finance in accordance with the directive that financial clearance be sought before making appointments. In all, the Office received and processed requests from 13 Ministries and 10 Departments for the period January to December 2015, making a total of 349 requests for replacements.

1. **Training Plans**

From the records and analysis of training plans received from some MDAs it was realized that a total of 1,084 Civil Servants undertook various training courses during the year. The collation of the plans though very useful, remains a challenge to the Directorate as most MDAs failed to submit their plans on time and, most importantly, did not follow the trainings identified in their plans. It is hoped that in the ensuing year more attention would be paid to non- conformists and appropriate sanctions would be applied to facilitate comprehensive and relevant training for civil servants.

1. **Management of the OHCS Training Institutions**

The RTDD serviced the Central Governing Body which was constituted to oversee the strategic activities of the Civil Service Training Institutions. The Board held 4 quarterly meetings for the year 2015. Also a Steering Committee was put in place and was tasked to come up with a framework for the merger of the three OHCS Training Institutions. After months of deliberations, meetings and site visits to the three (3) Institutions to inspect facilities including programmes/courses offered, the Committee finalized and submitted its report to the Head of Civil Service on 25th of November 2015. The implementation of the recommendations would commence in 2016.

1. **Development/Review of Scheme of Service**

The Career Management Directorate (CMD) continued to facilitate the promotion, conversion, upgrading and personnel development of civil servants. The Directorate is also mandated to develop and review Schemes of Service for all the Civil Service Classes as well as newly created ones. To this end the Directorate reviewed four (4) Schemes of Service. These were in respect of the Internal Audit, Administrative Assistant, Transport Management and Development Planning Classes. The Internal Audit Class Scheme of Service was approved by the Civil Service Council and awaiting printing. The Administrative Assistant Class Scheme of Service is awaiting response from Fair Wages & Salaries Commission before printing. The Transport Management Class Scheme of Service was under review to include the Sub-professional Class, while a plan was in place to organize an in-house workshop to validate the draft Development Planning Class Scheme of Service .Promotion interviews and processes were conducted for all Civil Servants who were due and appropriately presented for the promotion exercise. Backlog of staff due for promotion would be cleared in the ensuing year

In addition to the review of the Scheme of Service the Directorate also updated and secured approval from council for the printing of 1000 copies of the Guideline on Appointments, Promotions, Conversions and Upgrading to reflect the new requirements and procedures following the decoupling of the Local Government Service from the Civil Service and other realignment issues. Due to financial constraints 400 copies have been printed and are awaiting distribution.

1. **Monitoring Completion of the New Staff Performance Appraisal Forms**

To provide support and ensure that the new staff appraisal instrument was used appropriately, the directorate set out to monitor and help ministries where necessary to understand and apply the instrument correctly for better impact. The monitoring visits revealed that majority of the MDAs had not grasped the application process well and were therefore faced with challenges in the completion of the appraisal forms. To address the problem a team has been formed at OHCS to support the affected MDAs, who have requested for further training on the completion of the Forms.

1. **Training of Preparing Officers and Authorizers**

The Research, Statistics, Information and Monitoring Directorate (RSIM), during the reporting period organized a training workshop on 4th March, 2015 at the Civil Service Training Centre for 190 Officers from all the organizations linked to the OHCS’ IPPD system. These Officers who are authorized to manage the personnel data in their respective Ministries and Department are referred to as Preparing Officers. The Preparing Officers were trained to be able to submit their information in an approved and standardized manner to facilitate quick inputting and also eliminate duplications and possible ghost names. This training led to the management and timely completion of a lot of IPPD related requests from the concerned organization linked to the OHCS data centre.

1. **Processing of IPPD Input Forms**

The Office was able to process a total of 4,846 input forms for the year 2015, in respect of Promotions (2,683), Postings (627), Leaving the Service (475), New Entrants (176), Trainees (847), and Reinstatements (38).

1. **Resolution of Salary Related Issues**

The Office also received 140 salary arrears forms, completed and presented to OHCS by the preparing Officers of the MDAs in compliance with the directives from the Ministry of Finance on issues with salary arrears. These forms were later presented to the Ministry of Finance for financial Clearance. The breakdown of the quarterly inputs as resolved by the RSIM Directorate on salary related issues is as follows:

First quarter - 175

Second quarter - 351

Third quarter - 112

Fourth quarter - 50

1. **Human Resource Management Information System (HRMIS)**

As part of the activities to implement the HRMIS system developed by the Government of Ghana for the Ghana Public Service and being spearheaded by the Public Service Commission (PSC) to have reliable data, the Office submitted the final data with SSNIT numbers for the new HRMIS to the Public Services Commission.

## 3.1.3 Public Records and Archives Administration Department

The Public Records and Archives Administration Department (PRAAD) is one of the key departments under the OHCS established by law to be the custodian of all government and public records and archives. It is mandated to facilitate and regulate the development management of all records in the civil service and beyond.

1. **Editing of Finding Aids**

During the reporting period, the Editing Unit in the department undertook a number of activities key among which is the editing and submission of four (4) Finding Aids to be used in the Reference Section by Clients (Searchers). In addition to this, five (5) Finding Aids were completed, but they are yet to be printed for onward submission to the Reference Section.

1. **Reference Library**

The Department received 150 Library materials (including reports) from institutions and the general public to be accessioned into the Reference Library. Out of this, 450 books were accessioned and put on shelves for public access. The remaining books are still being processed by the Unit. The Department also attended to approximately 120 requests made by clients who visited the reference section;,with history books, reports and law books being the most sought after materials at the Library.

1. **Binding Services**

The Preservation Services Branch (PSB) serves as the Unit for binding of documents for the Department and other Departments and Agencies. The Unit is responsible for ensuring that archival documents are well preserved. To preserve the Archives, the Unit diagnoses, de-acidifies, laminates, backs, cleans, leaf casts, binds, periodic surveys/ assesses documents in the repositories.

Table 1: Work done by the Preservation Services Branch over the period under review

|  |  |
| --- | --- |
| **Client** | **Remarks** |
| CSIR | 46 Volumes of News papers were trimmed and 46 strawboards |
| Lands Commission | Continuation of arranging and listing of the work. About 4,600 files were treated. |
| Kofi Annan International Peacekeeping Training Centre | 32 Volumes of News paper bonded but have not been delivered |
| Ghana Aids Commission: | 40 Volumes of News paper bonded but have not been delivered |
| Repository | 66 Volumes of News paper bonded and delivered to the search room |
| Exhibition | A number of photos were cleaned and reframed for the exhibition. |

1. **Services to Government and other Agencies**

Within the review period, the Reference Unit under the Archives Division, assisted Government Agencies to access records. Agencies required access to records for a range of reasons including litigation or investigation of historical issues. The Reference Unit also undertook research for official histories and one key subject was the Ghana/Ivory Coast Maritime Boundary. The Unit also responded to about 57 enquiries from organizations including Legal firms.

1. **Visits**

As a national archives and records manager, the department also receives visitors from time to time to study it systems and to learn from the professionals, on effective records management systems. For the year 2015, PRAAD received visitors from various institutions within and outside Ghana. These include a delegation from the Ethiopia Ombudsman on a study tour, and a delegation from the National Archives of Ivory Coast. These visits also served as a source of learning for the department through the exchange of ideas.

1. **Other Activities of the Department**

* The Unit printed 150 Searchers Tickets for use in the reference section.
* In collaboration with the other Units in the Archives Division, the Department successfully organized one week public exhibition during the International Archives Day Celebrations in the country.
* The Editorial Unit in collaboration with the ICT Office successfully completed the development of a new website for the Department. The Department’s website, [www.praad.gov.gh](http://www.praad.gov.gh), is currently functional and can be accessed by the general public.

**3.1.4 Management Services Department (MSD)**

MSD, one of the Departments under the OHCS is required mandatorily to undertake management reviews, operational audit and systems and operational studies of MDAs, Public Boards and Corporations and consultancy services. Some of these services are done at the behest of the Public Sector Organizations or a superior authority. The following activities were carried out by the department during the reporting year:

The Department reviewed the mandate, strategic regulatory framework (vision, mission, functions, objectives and values), structure and staffing of the MDAs and produced 9 Management Review reports for the following MDAs:

* Ministry of Education
* Ministry of Tourism, Culture and Creative Arts
* Ministry of Power
* Ministry of Petroleum
* Ministry of Finance
* Department of Feeder Roads
* Ghana College of Pharmacians
* Department of Community Development
* Ministry of Fisheries and Aquaculture Development

1. **Job Inspections**

In collaboration with the Public Services Commission, through the national human resource audit exercise, the Department conducted Job Inspection Exercises for 52 MMDAs. The exercise was to review establishment schedules, provide a basis for recruiting categories of staff and provide backing for Manpower Hearing. Even though the department cannot claim ownership of the report the exercise provided a lot of experience and opportunity for the MSD staff who were on board

1. **Organizational Manuals**

Over the period, MSD supported various MDs to develop their organizational manuals by defining the functions of their Directorates and Units, identify tasks of various post holders and their reporting relationships. In 2015 Organizational Manuals for the under-listed MDs were completed:

* Ministry of Health
* Ministry of Justice and Attorney General’s Department
* Ministry of Roads and Highways
* Ministry of Power
* Ministry of Petroleum
* Ministry of Interior
* Ministry of Communications
* Ministry of Youth and Sports
* Ministry of Transport
* Procurement Department (OHCS)

1. **Scheme of Service**

The Department also developed four (4) Schemes of Service to provide a framework for career progression for staff of various MDAs. They include:

* NAPTEX
* National House of Chiefs
* Department of Parks and Gardens
* Department of Community Development

1. **Streamlining Systems and Procedures of Work in MDAs/Service Charters**

MSD developed Service Charters to improve customer service delivery standards for various MDAs. Service Charters were developed during the year for the following MDAs:

* Ministry of Tourism, Culture and Creative Arts
* Ministry of Justice and Attorney General’s Department
* Ministry of Lands and Natural Resources

## 3.1.5 Civil Service Training Institutions

The OHCS has three training institutions which train and improve the capacity of staff of the Public, Civil Service as well as the general public. These are:

* Civil Service Training Centre (CSTC)
* Six Government Secretarial Schools (GSS) - (Accra, Koforidua, Sekondi, Kumasi, Ho, Tamale)
* Institute of Technical Supervision (ITS)

During the year under review, the following were some key activities undertaken in these institutions:

1. **Civil Service Training Centre (CSTC)**

**Training Implementation**

* **In-Plant Training**

Due to financial constraints coupled with other administrative factors, some institutions were unable to access the Training programmes organized at the Centre. But in the quest to train all eligible personnel, CSTC reduced the cost of training per head and organized the workshops for these institutions on their premises.

Out of 905 participants trained, 350 were trained in Supervisory Skills for Metropolitan, Municipal and District Assemblies representing 39% of total in-plant courses done for the year. Accelerated Scheme of Service Training for Information Service Department had 110 of the participants, representing 12% while GA Central Municipal Assembly and GHAPOHA had 2% each representing the least of participants.

* **In-House Training**

These are the courses that were held at the Centre over the period. As compared to the in plant, participants recorded various benefits. With trainees from various backgrounds, the sessions created opportunity for cross fertilization of ideas, while harnessing stronger ties through the creation of social network. A total of 1,201employees were trained at that Centre from the month of January to December, with an estimated number of 34 MDAs using the facilities.

### Accelerated Scheme of Service Courses

With the support of the OHCS, the Centre was able to reach out to 701 Civil Servants who were mostly due for promotion. Through a combination of in-house and in-plant courses, several Civil Service Departments and Agencieswere able to access the Accelerated Scheme of Service Course across the country. This intervention made it possible for many Civil Servants to qualify for their promotion interviews as required by the new scheme of service regulations for the Service.

### Monitoring and Evaluation

In the year under review, the Centre carried out the evaluation of the training programmes organized to ascertain participants’ ability to implement their Action Plans developed during the course. The exercise was carried out through a post training exercise dubbed ‘Impact Survey’. Having identified the appropriate outcomes of the training courses, the exercise provided feedback on behavioural changes that had resulted in enhanced output at their respective work places. The exercise also served as a tool to support the Centre with areas that needed to be focused on during course review and curriculum development.

### Review of Course Contents

With the successful implementation of the Scheme of Service Training for a sizeable number of Civil Servants for the past two years, it was necessary to review the course content and curricula for the upcoming years. A strategic facilitators’ meeting which drew on the expertise of some Directors of OHCS, adjunct facilitators and permanent trainers of CSTC, kick started the review process.

### Specialized Trainings

The expansion drive and initiative which were the main driving agenda for the year’s activities witnessed the Centre organizing training programmes for non-Civil Service organizations such as Ghana Ports and Harbours Authority, Local Government Service, Parliament, Cabinet Secretariat, among others. Considering the unique needs, these institutions requested a special package to be organized for their staff. Accordingly tailor-made courses were designed for these institutions.

* **International Training Programme**

In the year under review, the Centre was able to successfully organize a training programme for international participants from **Sierra Leone**.

* **Partnerships and Collaborations**
* **CSTC/GINKS**

The partnership between Ghana Information Network for KnowledgeSharing (GINKS) and CSTC for the training of Civil Servants in Evidence Informed Policy Making resulted in the completion of the design and development of relevant training materials for the course to be rolled out in 2015.

Accordingly, two sessions of the Evidence Informed Policy Making course were organized for 48 Officers in the Civil Service. A post training impact assessment of the maiden session was also carried out. The DFID and INASP Consortium that are the main sponsoring bodies also held a post training review meeting to comprehensively evaluate the course and most importantly determine the way forward in improving the organization of the training programme.

* **CSTC/MOF (PID)**

CSTC’s partnership with the Public Investment Division (PID) of Ministry of Finance achieved several milestones in the year under review. The capacity of trainers was developed in preparation towards organizing the Basic PPP Course The staff of the Centre and its adjunct facilitators undertook a PPP online course offered by the World Bank group.

A selected team of trainers from the Centre and OHCS, through the sponsorship of PID also attended a forum titled Capacity Building for PPP Projects Procurement and Contracts Management in South Africa

Much significantly, a training manual for the implementation of the basic Public Private Partnership (PPP) course for the training of public officials as well as private individuals and entities was developed following a series of retreats and reviews. Eventually, the first and pilot session of the course was launched in the last quarter of the year. Selected trainers participated in the pilot with the facilitation done by the experts from PID.

1. **Government Secretarial School (GSS)**

The June edition of the GSS Grading Examination was held from 23rd -26th June, 2015. The December edition was also held. Admissions in all courses/programmes were advertised in the print media and a total of 1,450 forms were sold in the January – December 2015 Academic year.

The following competency-basedtraining programmes were undertaken within the year 2015:

* Qualifying course in English and Maths for promotion for 92 Typist in the Civil Service, mainly from Accra, Ho, Koforidua, Tamale, Sekondi and Kumasi.
* A refresher course was also conducted for 22 ECG staff made up of Administrators, Secretaries and Clerks mainly from the Accra office.
* In-Service and Office Management training for 33 officers from Kumasi Metropolitant Assembly and Atwima Mponua District Assembly.

1. **Institute Of Technical Supervision (ITS)**

The ITS undertook its major training programmes in Technical Supervisory Management in addition to some sandwich courses during the year 2015. A total number of 82 Civil Servants (Tradesmen, Foremen, Works Superintendents and analogous grades) were trained in the following programmes:

* 31st Senior/Junior special Technical Supervisory Management Course Modules 1-3 between March and July
* Digital Satellite and Terrestrial installation Course in December

1. **Other Activities Undertaken**

The Institute organized a stakeholders meeting with the encroachers on the Eastern part of the Institute’s land to inform them of Government projects for the Land.

* The Institute wrote to all Polytechnics and other Technical Schools to express thier interest to participate in future programmes in Embedded Technology as a requirement to access the Skills Development Fund.
* Embarked on a field trip to Ghana Water Company - Weija and Osafo Automobile Company with the 31st Senior/Special Junior Course participants on the 24th July, 2015.
* The Institute pursued and reached the final stages of acquiring a title over its land.

## 3.1.6 Financial Performance

Table 2: Office of the Head of Civil Service 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SOURCE** | | **APPROVED BUDGET (GH¢)** | **ACTUAL RECEIPTS (GH¢)** | **ACTUAL EXPENDITURE (GH¢)** |
| **1** | **GoG** | | | |
|  | Compensation of Employees | 3,133,361.00 | 3,133,361.00 | 3,133,361.00 |
|  | Use of Goods & Services | 2,320,000.00 | 1,415,702.66 | 1,415,702.66 |
|  | CAPEX | 650,000.00 | 330,563.92 | 330,563.92 |
| **2** | **IGF** | 1,476,854.00 | 1,263,054.47 | 1,263,054.47 |
| **3** | **DEV’T PARTNERS** e.g. | | | |
|  | DANIDA | N/A | N/A | N/A |
|  | JICA | N/A | “ | “ |
|  | World Bank | N/A | “ | “ |
|  | **TOTAL** | **7,580,215.00** | **6,142,682.05** | **6,142,682.05** |

## 3.1.7 Challenges

* Inadequate data on training and additional skills acquired by Civil Servants from the MDAs
* Inadequate and late release of funds to implement planned programmes.
* Untimely submission of sector annual reports to the OHCS by MDAs
* Difficulties with getting the store stocked with necessary logistics needed to run the office effectively.
* Unstable internet connectivity

## 3.1.8 Outlook for 2016

The OHCS would undertake the following as its priority programmes:

* Prepare 2015 Civil Service Annual Performance Report
* Continue the implementation of the Performance Agreement System
* Facilitate the establishment and effective operationalization of CSUs in MDAs
* Monitor the implementation of the New Staff Appraisal Instrument in the Civil Service
* Review the activities of the HRMIS
* Train 50 officers in information sharing and knowledge Management and 46 field officers on data collection
* Train 80 IPPD preparing officers in the MDA’s
* Undertake research on emerging trends in areas such as productivity, work ethics, postings & transfers and contract appointments
* Collate, coordinate and validate annual Training Plan for the Civil Service
* Organize four (4) Capacity Development Workshop for Civil Servants
* Organize Induction Programme for 60 new entrants (Admin Officers and Other Classes)
* Conduct Monitoring of Training programmes undertaken by Civil Servants
* Review of Guidelines on Appointments and Promotions
* Organize a two-day Conference for HR Managers in the Ministries and Departments
* Review and print Civil Service Rules and Regulations
* Compile all circulars in the Civil Service from the 1990 to 2014
* Continue the construction of the Girls Hostel at the Government Secretarial School, Accra
* Continue the construction of the 100 Bed hostel at the CSTC, Weija
* Organize National Sanitization Programme on Public Private Partnership
* Partner with the Institute of Human Resources Management Practitioners, Ghana to develop the professional capacity of Civil Servants

**3.2 OFFICE OF GOVERNMENT MACHINERY**

The Office of Government Machinery (OGM) is made up of a number of organizations that provide multi sectorial functions and whose activities have some impact on the totality of the Ghanaian people. It is structurally headed by the Office of the President. The organizations making up the Government Machinery may be classified into two main categories. These are the Civil Service organizations and the subvented organizations:

**3.2.1 Organizations, Departments and Agencies under the OGM**

The OGM comprises six (6) Civil Service Departments and Agencies as well as eleven (11) Sub vented Agencies, as indicated below:

1. **Civil Service Departments**

* Office of the President
* Office of the Head of Civil Service
* Council of State
* Scholarships Secretariat
* State Protocol Department
* Public Sector Reform Secretariat

1. **Subvented Agencies**

* National Identification Authority
* State Enterprises Commission
* Ghana Investment Promotion Centre
* Internal Audit Agency
* National Population Council
* Ghana AIDS Commission
* Microfinance and Small Loans Centre
* Divestiture Implementation Committee
* Millennium Development Authority
* African Fund for Bio-Fuels Development
* Savannah Accelerated Development Authority

**3.2.2 Key Activities Undertaken**

The OGM, during the period, undertook several activities through a number of its organizations. These activities added, in several ways, towards the development of the nation. Reports on some of the key interventions from these organizations are presented below.

1. **The Office of the President**

The Office of the President is strategically the head of the Office of the Government Machinery, and the Cabinet Secretariat is one such office in the Office of the President.

* **Cabinet Secretariat**

The Cabinet Secretariat is headed by the Secretary to the Cabinet. This is a high position which is a step above a Minister. The Secretary to the Cabinet is supported by two line directors namely the Director Finance and Administration and Director Human Resource and assisted by other Administrative Officers. It functions through Cabinet Committees’ whose main mandate is to review Cabinet memoranda and all relevant documents consideration during Cabinet meetings***.***

* **Cabinet Committee Meetings**

Cabinet works through Committees. In all there are five such Cabinet Committees. In 2015, 10 Cabinet Committee meetings comprising: Four (4)Governance, Legal, Security Committee meetings, three (3) Joint Committee meetings between the Finance and Economy and the Governance, Legal and Security, and three (3) National Security meetings were held. Cabinet referred issues to the various Committees for thorough deliberation and reported back to Cabinet for further action.

* **Cabinet Meetings**

The Cabinet Secretariat during the period under review, covered eight (8) ordinary and five (5) Emergency Cabinet meetings. The Secretariat also processed 163 Memoranda received from the various Ministries and presented same to Cabinet for consideration. Out of this Cabinet approved 123, ‘stood down’ 38 and deferred two (2). Cabinet also approved thirteen Policies and referred same to Parliament for consideration and approval.

In terms of Loans and Financing Agreements, Cabinet approved 23, which were then referred to Parliament for consideration.

36 Cabinet directives were issued on matters of national concern. Cabinet was also apprised of 31 Cabinet Information Papers emanating from various Ministries.

* **Training**

As part of its strategic drive to build capacities for efficient work delivery, the Cabinet Secretariat, in collaboration with DFID, organised a series of training programmes for staff of the Secretariat/Office of the President as well as staff of other MDAs. The training areas covered were; Records Management, Capacity Needs Assessment, Policy Development and Analysis, and Report Preparation. Two retreats on Strengthening Policy Co-ordination between Cabinet Secretariat and MDAs were also held as part of the capacity development initiative.

1. **State Enterprises Commission (SEC)**

The SEC supervised the signing of 29 contracts by State Owned Enterprises (SOEs). It also updated four (4) databases of SOEs as well as had 36 SOEs Performance Contract, negotiated, signed, monitored and evaluated.

The Commission reviewed 150 quarterly reports from SOEs and feedback provided.

1. **Internal Audit Agency (IAA)**

The Internal Audit Agency is as an apex oversight body to co-ordinate, facilitate and provide quality assurance for internal audit activities within Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs).

The Agency reviewed documentary evidence of integrating Enterprise Risk Management (ERM) into its operations. It also surveyed 107 institutions and established a database for future training. It further reviewed 518 Internal Audit Reports and conducted, in collaboration with the Controller and Accountant General’s Department (CAGD), head counts of selected MDAs in Greater Accra Region.

Furthermore, 25 personnel were trained in Risk Based Internal Control, I.T. Auditing and Report Writing. It had 23 personnel trained in Revenue and Expenditure Control, Risk Management and Fraud Assessment and also trained 8 selected MDAs and MMDAs in Risk Management.

1. **National Population Council (NPC)**

The National Population Council (NPC) was established by the National Population Council, Act, 1994 (Act 485), as the highest statutory body to advise Government on all population related matters.

The NPC undertook the following:

* Reviewed the 1994 National Population Policy and concluded a zero draft of the revised population policy
* Reviewed the 2000 Adolescent Reproductive Health Policy and concluded a zero draft of the revised Adolescent Policy.
* Developed, in collaboration with Ghana Health Service, Costed Implementation Plan (CIP) for Family Planning.
* Developed Ghana “ENGAGE” titled “Ghana on the Rise”, an evidence based multimedia presentation aimed at creating an enabling family planning as an essential strategy to achieve national developmental goals.

1. **Bureau of National Investigation (BNI)**

The BNI processes information for onward transmission to the National Security Council [NSC] and other agencies. The BNI provide security to the Executive, VIPs, general public and key installations. It also provided limited registration services and distribution of identity cards (Ghanacard) to beneficiaries. It supports the on-going registration and issuance of non-citizen identity cards to foreign nationals.

1. **Microfinance and Small Loans Centre (MASLOC)**

Microfinance and Small Loans Centre (MASLOC) is an apex microfinance body responsible for implementing the Government of Ghana’s (GoG) microfinance programmes targeted at reducing poverty, creating jobs and wealth. Established in 2006 by the Government of Ghana, MASLOC is particularly mandated to:

* Hold in trust Government of Ghana and/or Development Partners’ funds for the purpose of administering micro and small-scale credit programmes.
* Provides, manages and regulates approved funds for microfinance and small scale credit, loan schemes and programmes
* Be a micro finance  apex body responsible for:
* The co-ordination and facilitation of the activities of institutions and organizations in the micro-finance subsector of the economy;
* Promoting and enhancing the development of a decentralized micro financial system; and
* Co-operate and collaborate with and complement the work of other non-bank finance institutions in the provision of microfinance services

MASLOC for the period under review:

* Disbursed 362 personal loans and 5,192 group loans.
* Provided financial support to 5 companies
* Hired out 20 new vehicles and 965 Tricycles
* Monitored 649 Group Loans and 181 Personal Loan beneficiaries
* Created 985 new jobs

1. **Ghana Investment Promotion Centre (GIPC)**

The Ghana Investment Promotion Centre (GIPC) is a Government agency, responsible under the GIPC Act, 2013 (Act 865): to encourage and promote investments in Ghana, to provide for the creation of an attractive incentive framework and a transparent, predictable and facilitating environment for investments in Ghana.

Object

The object of the Centre is to create an enhanced, transparent and responsive environment for investment and the development of the Ghanaian economy through investment and also encourage, promote and facilitate investment in the country.

The GIPC organised institutional seminars on the new GIPC Act 865 which led to the following outcomes:

* Prevention of duplication in functions and roles by regulators and institutions in the investment arena
* Deterrence of double dipping by investors
* Effective registration, facilitation and monitoring of investment across all sectors
* Efficient data information sharing, transparent, predictable and responsible environment for investment in Ghana

1. **Ghana AIDS Commission**

The Ghana AIDS Commission is a supra-ministerial and multi-sectorial body established under the Chairmanship of H. E the President of the Republic of Ghana by Act 613. Its mandate is to provide support, guidance and leadership for the national response to the HIV and AIDS pandemic.

The Ghana AIDS Commission undertook the following activities:

* Ensured gradual but consistent reduction in HIV prevalence from 1.5% in 2010 to 1.3% in 2015
* Increased number of prevention of Mother to Child sites for 793 in 2009 to 1,656 in 2015
* Reduced Mother to Child transmission of HIV from 31% in 2009 to 9% in 2015
* Reduced new infections among the youth by over 25% from 2009 to 2015
* Increased treatment coverage of PLHIV from 30.5% in 2009 to 63% in 2015

In addition to the above, the Commission improved coordination at decentralised levels through establishment of Regional Technical Support Units.

1. **State Protocol Department**

The Department was able to achieve some key targets during the period under consideration and these are listed below:

* Facilitated the successful hosting of six (6) Heads of State and Government meetings in Accra
* Arranged and supported 19 Ambassadors and High Commissioners to present their Credentials
* Organized 19 State/Official visits undertaken by H.E. the President.
* Facilitated discussions between H.E. the President and visiting Dignitaries at the Presidency

1. **Council of State**

The Council of state is a constitutional set up mandated to advise the President on major national issues and appointments. The Council, in 2015, carried out most of its intended activities.

The Council of State proactively engaged sector Ministers and Heads of some state institutions on a wide range of issues affecting the development of the country. The subjects of discussion covered economic policy management, energy, turbulence on the labour front, the volatility of the exchange rate and interventions in the Education and Health sectors among others.

The Council supported H.E. the President to fulfil his Constitutional responsibility of appointing qualified persons to various positions in the public sector. In pursuance to this responsibility the Council worked around the clock with H.E. the President to appoint in good time, a new Chairman of the Electoral Commission, after the position became vacant due to the retirement of the incumbent.

Finally, the Council, in line with Article 146 of the Constitution, supported the Chief Justice in investigating cases of alleged corruption, and petitions for impeachment against some Judges.

1. **Scholarships Secretariat**

This Scholarships Secretariat is part of the Office of Government Machinery set up to manage scholarship funds to provide educational intervention in the form of bursaries and scholarship to Ghanaians in need of educational support both locally and internationally**.**

The key achievements of the Secretariat during the period under consideration included the following:

* Progressive increase in the number of scholarships awards especially, at second cycle level. This is directly related to government’s policy of increasing access to senior high school education.
* Significant improvement in the return rate of students sponsored to study abroad. This is attributed to sustained monitoring, cooperation and effective collaboration between the Scholarships Secretariat, host institutions, governments and Ghana’s Missions abroad (in the case of bilateral awards).

**3.2.3 Financial Performance**

Table 3: Office of Government Machinery 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | | | |
| **SOURCE** | | **APPROVED BUDGET (GHC)** | **ACTUAL RECEIPTS (GHC)** | **ACTUAL EXPENDITURE (GHC)** |
| **1** | **COMPENSATION OF EMPLOYEES** | **210,440,000** | 208,900,560 | 207,968,750.34 |
| GoG | 210,000,000 | 208,900,560 | 207,968,750.34 |
| IGF | 440,000 | 0 | 0 |
| **2** | **GOODS & SERVICES** | **208,495,597** | 190,812,460 | 190,801,366.48 |
| GoG | 63,045,287 | 62,812,460 | 62,801,366.48 |
| ABFA | 132,000,000 | 128,000,000 | 128,000,000 |
| IGF | 10,964,358 | 0 | 0 |
| DEV’T PARTNER FUND | 2,485,952 | 0 | 0 |
| **3** | **CAPEX** | **34, 953,477** | 22,300,000 | 22,296,340.37 |
| GoG | 12,500,000 | 12,300,000 | 12,296,340.37 |
| ABFA | 10,000,000 | 10,000,000 | 10,000,000 |
| IGF | 2,509,670 | 0 | 0 |
| DEV’T PARTNER FUND | 9,943,807 | 0 | 0 |
|  | **TOTAL** | **453,889,074** | **422,013,020** | **421,066,457.19** |

**3.2.4 Challenges**

The Office of the President faced some key challenges throughout the year which included the following:

* Financial constraints
* Human Resource constraints in terms of skills and numbers
* Inadequate funds for staff training
* Inadequate Infrastructure

**3.2.5 Outlook Look for 2016**

* Reviewing of Office of the President’s Administrative Framework Documents
* Organization of two (2) Cabinet Retreats
* Deployment of the electronic visitors’ log data system at the Flagstaff House
* Continuation of the construction of the Council of State office complex
* Prioritization and rationalization of scholarships
* The process of reviewing existing awards at the various levels, with the view of making them sustainable will be pursued.
* Intensification of monitoring of scholarships at all levels to ensure that the expected benefits are derived from the huge investments made by Government

# 3.3 MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY AND INNOVATION

The Ministry of Environment, Science, Technology and Innovation (MESTI) responsible for promoting sustainable development by deepening and strengthening market driven Research and Development (R&D) for sound Environmental Governance, Science, Technology and Innovation through intensive awareness creation, collaboration and partnership. The Ministry has oversight responsibility of the under-listed Department and Agencies.

* Council For Scientific and Industrial Research (CSIR);
* Ghana Atomic Energy Commission (GAEC);
* Environmental Protection Agency (EPA); and
* Town and Country Planning Department (TCPD).
* National Bio safety Authority (NBA)

## 3.3.1 Policies and Regulations

Three (3) R&D and Technology Transfers policies were developed while 80 Technologies were profiled by the 5 institutions.

Two stakeholder consultative workshops were organized to Draft Legislative Scheme for STI bill.

In pursuance of the National Climate Change Policy that was developed in 2014 and launched by H.E. the President the following are some of the key activities and programmes that the Ministry undertook during the year under review:

## 3.3.2 Key Activities Undertaken

1. **Sustainable Land and Water Management Project (SLWMP)**

In order to implement the institutional and regulatory frameworks for sustainable natural resource management in the three Northern Regions of Ghana, a 200ha of the Kulpawn and Ambalara forest reserves were re-forested whiles an Ecotourism strategy for the Western Wildlife Corridor was developed. In addition, inputs such as fertilizer, seeds, and tree seedlings were supplied to farmers in 72 communities. SLWMP also designed and budgeted for the construction of waterholes within the Gbele Resource Reserve and developed a report on the feasibility of sustaining SLM activities through the Payment for Environmental Service Mechanism.

1. **Reduce Loss of Biodiversity**

A consultative meeting was held with various stakeholders to develop and implement a biodiversity policy to reduce biodiversity loss and conservation, and protect wetlands especially in the western corridor. Based on the above, the National Action Plan to Combat Desertification and Drought was revised, as well as the Sector guidelines for forest and wood industry. This resulted in planting about 35,000 tree seedlings on degraded lands especially the northern savannah zones, coupled with awareness creation programmes.

1. **Climate Change Activities**

As part of the efforts to enhance the capacities to adapt to climate change and mitigate its impact, the Ministry:

* Prepared and submitted Ghana’s Intended Nationally Determined Contributions (INDCs), third national communication, biennial update report and Green House Gas (GHG) inventory report to the United Nations Framework Convention on Climate Change (UNFCCC);
* Collaborated with Ministry of Finance and initiated the Green Climate Fund (GCF) Readiness Programme to enable Ghana access international climate funds;
* Operationalized the setting up of the National Climate Change Steering Committee; and
* Prepared for implementation of the adaptation fund project in the 3 Northern Regions.

1. **Green Economy Activities**

In a bid to transform Ghana’s economy into a green economy, 216 key staff of the Metropolitan, Municipal and District Assemblies (MMDAS) were trained to mainstream Green Economy in District Development plans. Subsequently, the Green Economy Assessment and Action Plan for national decision making were prepared.

1. **Promotion of Science, Technology and Innovation**

* **The Mathematics Science and Technology Scholarship Scheme (MASTESS**)

In the Ministry’s quest to provide incentives for brilliant but needy students studying mathematics and science programmes, the following itemized programs were undertaken:

* 15,000 application forms were printed and distributed;
* Funds were disbursed to 780 continuing students (698 Tertiary students and 82 Pre-Tertiary students);
* 3,400 new students (Tertiary and Pre-Tertiary) were awarded scholarships; and
* MASTESS website developed.
* **Research and Development (R&D) Support**

The Ministry established technology development, innovation, marketing and transfer centres in five (5) R&D institutions. These centres earnestly marketed and transferred the shelved technologies to the private sector in the country. In all five (5) technologies were commercialized to industries.

A Technology Fair was organized to showcase technologies of the five (5) R&D institutions being supported. An amount of GHC 10,000 was awarded to researchers in the 5 institutions.

* **TV White Space Project**

The Ministry provided support in the implementation of the TV White Space project during the year under review. In all six (6) Senior High Schools with the exception of Accra Academy which has high signal through the Persons Using Television (PUT) with antennae has been installed.

1. **Council for Scientific & Industrial Research (CSIR)**

* **Research and Development**

The Council for Scientific and Industrial Research’s (CSIR) aim of promoting Commercial productions in the country led to the signing of an agreement with Wienco Limited to produce high quality seeds and improved planting materials for the local and export markets.

* **Training of Farmers in Local Rice Production**

In all, 2,870 farmers in 18 communities in the three (3) Northern Regions were trained in Good Agricultural Practices (GAP) for local rice production. Also, more than 1000 small holder rice farmers were introduced to the Sawah technology for rice production.

* **Improved Oil Palm and Coconut Materials Supplied**

CSIR supplied improved oil palm and coconut seedlings to individual farmers, out growers and commercial farmers.

* **Poultry and Livestock Production**

The Council established Guinea Fowl Resource Centres (GFRC) at Katamanso in Accra and Nyankpala in Tamale for promotion techniques and expanded the ARIBRO day old chick development to ensure regular supply of quality and relatively cheap source of day old chicks for the poultry industry in Ghana and West Africa, with support from Export Development and Agricultural Investment Fund (EDAIF).

* **Development of Fisheries & Aquaculture**

To promote sustainable fishery management and capture marine and fresh water fish, a new strain of Akosombo Nile Tilapia that grows 40% faster than those in the wild was developed.

1. **Water & Sanitation Management**

Rain Water Harvesting Systems (RWHS) in two Senior High Schools and two private houses in Accra were installed while the assessment of the availability, quantity, as well as sustainability of ground water resources for domestic use in the Northern Region was completed.

1. **Building and Construction**

In the quest to promote the construction of wooden bridges and the use of lesser known wood species for poles as well local building materials for cost effective housing delivery, the following activities were executed:

* CSIR, in collaboration with EPA and MESTI, piloted the construction of bio-sanitation toilets in 30 senior high schools in Accra;
* 30 Artisans were trained on the use of burnt bricks and burnt pavement slaps in the construction of affordable houses;
* Pozzolana-lime paste and salt-resistant bricks technologies were developed by the CSIR and used to construct the fencing of the Takoradi Thermal Power Station at Aboadze in the Western Region;
* 2 brick factories were set-up in Bawku and Sandema by CSIR-BRRI; and
* 50 brick layers and 13 works supervisors were trained.

1. **Ghana Atomic Energy Commission (GAEC)**

* **Nuclear and Scientific Research Activities**

In order to monitor exposure of mine workers and the public to radiation, the Commission conducted safety assessment of three hundred and thirty three (333) Base Stations before installation and monitored seven hundred and twenty-seven (727) Radio frequencies for FM Stations and Mobile Phone companies.

* **Sensitization Workshop on Nuclear Energy**

Feasibility studies, stakeholder and public sensitization workshops on the adoption and introduction of nuclear energy were held in preparation towards sighting of a nuclear power plant.

* **Establishment of Nuclear Regulatory Authority**

The Nuclear Regulatory Authority (NRA) established a Regulatory Authority to oversee the promotion and use of nuclear and related activities and developed a bill which was passed into law after receiving Presidential ascent. Eighty (80) radiation workers in the sub-region were trained in nuclear science and work on the completion of Offices for Nuclear Regulatory Authority is about 95%.

* **Ground Water Resource Assessment**

Water qualities of major rivers in the Northern Regions and the coastal Central Region including the Densu Basin have been assessed and a draft report on the assessment of Northern Regions has been submitted to Water Resources Commission.

1. **Environmental Protection Agency (EPA)**

* **Environmental Compliance and Monitoring**

To ensure sustainable management of coastal resources, a draft concept note for the development of the Regulations, two (2) working documents on Hazardous Waste (Hazardous Waste Control Bill and draft Waste Regulations); draft report on Payment for Environmental Services (PES) and Two (2) ToR for consultancy have all been developed while the revision of a National Action Plan to Combat Desertification and Drought is in progress.

The Provisional results of the “AKOBEN” Performance Rating of the MMDAs in Ghana have been finalized and permits issued to One thousand six hundred and fifty one (1,651) for various projects such as mining, manufacturing, built, petroleum upstream etc.

Under chemicals management, sixteen thousand, six hundred and seventeen (16,617) licences were issued. Based on the above, 764 undertakings were monitored out of which 268 were by a team led by the Hon. Minister.

* **Environmental Awareness and Information**

EPA continued in its aim of ensuring sustainable development by organizing a capacity building programme on safe use and handling of pesticides and its regulation for a total of 90 Agricultural Research Scientists from the CSIR-CRI and CSIR-SARI. The Agency also held capacity building training workshops for about 60 officers of the GRA/CD and GIS from the Volta region on pesticide regulations and enforcement.

Additionally, to bring environmental services to the doorstep of the people of Ghana, the EPA established thirteen (13) new district/zonal offices nationwide in furtherance of the decentralization policy of the Agency, as well as developed a policy on Payment for Environmental Services (PES) and pesticide quality control laboratory infrastructure.

1. **Town & Country Planning Department (TCPD)**

* **Land and Spatial Planning Activities**

The TCPD received approval from Cabinet for the Land Use and Spatial Planning Bill and is ready to be submitted to Parliament. The National Spatial Development Framework has also been disseminated to 30 participants from 10 stakeholder groups. Furthermore, a consultant has been recruited and work started on upgrading the Land Use Planning and Management Information System (LUPMIS) and a core team of eight (8) staff trained in its application. About 60 officers from Town and Country Planning Department and allied institutions have benefited from Geographic Information System (GIS) training, especially in relation to spatial plan preparation.

## 3.3.3Financial Performance

Table 4: Ministry of Environment, Science, Technology and Innovation 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **SOURCE** | **APPROVED BUDGET (GH₵)** | **ACTUAL RECEIPT (GH₵)** | **ACTUAL EXPENDITURE (GH₵)** |
| **1** | **GOG** | | | |
| Compensation of Employees | 140,000,000.00 | 139,387,954.53 | 139,387,954.53 |
| Goods And Services | 6,250,650.00 | 3,235,876.32 | 3,080,522.20 |
| Capex | 650,000.00 | 0.00 | 0.00 |
| TOTAL GoG | 146,900,650.00 | 142,623,830.85 | 142,468,476.73 |
| **2** | **IGF** | 65,523,052.00 | 32,933,456.16 | 32,728,465.50 |
| **3** | **Development Partners** | 30,976,131.00 | 19,123,136.00 | 13,846,659.10 |
| **4** | **Grand Total** | **243,399,833.00** | **194,680,423.01** | **189,043,601.33** |

## 3.3.4 Challenges

In the course of executing its activities and programmes for the year under review, the sector encountered some challenges. These are:

* Non release of funds for capital expenditure.
* Inadequate funds for:
  + Recruitment of staff.
  + New office space.
  + Implementation of some budgeted activities.
  + Monitoring of budgeted projects and programs.
  + Logistics (equipment, computers and vehicles) to facilitate smooth operational work.

## 3.3.5 Outlook For 2016

This section provides a list of the strategic and top priority areas that have been programmed for 2016 for the entire sector, and which, is aligned to the objectives of the sector. The Ministry therefore envisages undertaking the following seven key activities:

1. **Strengthen Institutional and Regulatory Frameworks for Sustainable Natural Resource Management:**

To be able to achieve the above objective in 2016, the following activities will be undertaken:

* Reforest 200ha of the 2 forest reserves (Kulpawn and Ambalara)
* Implement community ecotourism activities (soap production, honey making, wild arts, wildlife rearing, etc.)
* Provide inputs (fertilizer, seeds, tree seedlings) to 4,000 farmers for implementation of sustainable land and water management technologies in 118 communities
* Provide output based incentives (PES) in cash and kind to farmers adopting and promoting sustainable land and water management practices
* Construct two (2) waterholes within the Gbele Resource Reserve
* Undertake 2015 auditing of project accounts
* Develop a communications strategy for sensitizing the citizenry on the environmental impacts of oil & gas exploration and drilling
* Monitor the implementation of oil & gas for development at the project areas
* Develop guidelines comprising requirements for community consultations in EIA processing for oil and gas projects
* Review the national oil spill contingency plan and clarify roles and responsibilities of different stakeholders
* Oil spill response capability strengthened by strengthening the capacity of the national oil spill team and getting the team to sign an MoU that clearly defines its targets
* Establish a working group out of the team to meet periodically
* Organise periodic training for the working group and steering committee
* Consolidate and make offices relevant to the needs of local residents
* Decentralize operations of the Agency in the districts to ensure that sound environmental practices such as illegal mining, land degradation, deforestation and waste and sanitation issues are well coordinated and dealt with in conjunction with the District Assemblies by providing the necessary technical inputs into DMTDP and ensuring its implementation
* Commence piloting of the PES across the nation
* Commence in house testing of various chemicals for registration and use in the country
* Akoben will be extended to cover 2 to 5 Star Hotels and Oil Marketing Companies (OMCs).
* Akoben system to be tested/piloted for plantation and aquaculture sectors
* Upscale monitoring of effluent and water quality in Accra and its environs, Kumasi and Sekondi-Takoradi
* Upscale the programme across the nation and emerging sectors
* Monitor and analyze air quality indicators namely PM10, NO2, SO2 and Ozone as well as effluent from industries/hotels in the Accra-Tema Metropolis. This will enable the Agency to establish the relevant environmental indicators to enable effective compliance monitoring of activities of manufacturing industries and hotels within the 2 metropolitan areas
* Investigate and resolve 180 complaints based on trend analysis

1. **Reduce Loss of Biodiversity**

The Ministry, will in 2016:

* Compile a directory of all existing ex-situ components of biological diversity in Ghana
* Identify priority species and genetic resources in need of urgent ex-situ conservation efforts
* Implement the National Biodiversity plan, especially in the Northern Savanna Zone
* Ensure that the guideline to regulate the wood and forestry sector are adhered to
* Organize awareness creation programmes as well as plant and nurture 45,000 tree seedlings on degraded landscape across the nation.

1. **Enhance Capacity to Adapt to Climate Change Impacts**

The Ministry will:

* Prepare an Action Plan for Implementation of the INDCs
* Continue the implementation of activities identified under the GCF Readiness Programme
* Coordinate the implementation of National Climate Change Policy Master Plan especially in 5 priority Sectors (Agriculture and Food Security, Disaster Preparedness and Response, Natural Resource Management, Equitable Social Development and Energy and Infrastructure Development)
* Implement first year activities of adaptation fund project in the 3 northern regions of Ghana.

1. **Promote Green Economy**

To be able to achieve this objective, the Ministry will:

* Conduct technical follow-ups and review of the MMDA Medium Term Development Plan (MTDP) for transition to Green Economy; and
* Support the implementation of Action Plan recommendations in prioritized sectors (Agriculture and Food Security, Disaster Preparedness and Response, Natural Resource Management, Equitable Social Development and Energy and Infrastructure Development).

1. **Promote the application of Science, Technology and Innovation in all Sectors of the Economy**

The following activities will be carried out under this objective:

* Develop and disseminate production guides for commercial rice farming
* Produce SAWAH Technology for rice farming
* Develop Breeder, Foundation and Certified seeds for rice farmers
* Promote mango and vegetable production
* Develop improved planting material of vegetables for farmers.
* Produce improved mango seedlings
* Multiply and supply improved planting materials of oil calm and Coconut to farmers
* Develop and transfer techniques for meat and egg production for livestock and poultry farmers
* Develop and transfer livestock, meat and egg production techniques to farmers
* Promote sustainable fishery management of capture fishery (marine and fresh water)
* Promote Rainwater Harvesting Systems (RWHS) in urban cities especially in Accra and Kumasi
* Promote the drilling of boreholes for rural communities in the Upper-East, Upper-West, Northern and Greater-Accra (3) northern regions
* Promote and develop bio-sanitations for schools and communities in two (2) regions
* Promote the use of local building materials and fast track construction techniques for affordable housing delivery
* Promote the construction of wooden bridges in Ghana
* Package and disseminate scientific research results to end users
* Intensify the characterization and conservation of genetic resources nationwide as well as protection and distribution nationwide
* Conduct safety assessment of base stations across the country
* Monitor Radio Frequency sites for FM Stations and mobile phone companies
* Acquire a ground/direct receiving station to monitor small-scale illegal (galamsey) and other illegal activities.
* Fabricate 60 underground fuel tanks
* Award 3,000 scholarships to students under the MASTESS Programme with bursaries ranging from GH₵300 to GH₵1,500
* Continue supporting private sector oriented activities at the newly established Technology Development, Transfer and Marketing centres at University of Ghana (UG), CSIR, GAEC, Ghana Telecom University College (GTUC) and the Kumasi Polytechnic (K-Poly); and
* Organise the 2nd Ghana Science Congress (GSC).

1. **Strengthen the Institutional Framework to Promote the Development of Research and its Application**

This objective will be achieved by

* Packaging and disseminating scientific research results to end users (farmers, producers, researchers, manufacturers, students and other stakeholders)
* Facilitation of policy research for the implementation of Science, Technology and Innovation (STI) Policy for national development
* Intensifying the characterization and conservation of genetic resources nationwide as well as protection and distribution nationwide (in all the ecological zones)
* Promoting the use of lesser known wood species for poles
* Developing bio-fuels from agro-waste products for generators and other machinery
* Promoting hybrid solar/wind energy systems for households in the cities of Accra, Tema and Kumasi
* Researching to introduce nuclear power into the country’s energy mix by the year 2020.
* Continuing to sensitise stakeholders and research into introducing nuclear power into the country’s energy mix by the year 2020
* Post Graduate Education Course (PGEC) in Radiation Protection will be organized for 80 radiological professionals.
* Nuclear Regulatory Authority (NRA) to be made operational
* National Bio safety Authority (NBA) board and technical advisory committee to plan, review applications, audit, conduct risk assessment for informed decision making
* Organizing 5 special public awareness programs for key stakeholders and the general public
* Providing administrative support, payment of subscriptions to conventions, conferences of the Cartagena protocol
* Training 200 persons (board members, NBA staff, appeals tribunal and technical advisory committee members, principal investigators and institutional bio safety officers, inspectors, journalists, NADMO staff) on bio safety issues; and
* Conduct at least 4 nationwide monitoring, inspections and evaluation of contained laboratories, confined field trials, commercial and environmental releases.

1. **Promote a Sustainable, Spatially Integrated And Orderly Development Of Human Settlements**

This objective will be achieved by distributing 300 copies of Development Permitting Guidelines, training of 100 Physical Planning Officers in the application of the development permitting guidelines; sponsor 5 staff for training in scheme of service, competency and academic training on land use and spatial planning subjects, recruit 100 staff and establish Board for the Land Use and Spatial Planning Authority (LUSPA) by 31st December 2016; as well as make at least ten (10) percent progress on the Land Use and Spatial Planning Authority building.

**3.4 MINISTRY OF HEALTH**

The Ministry of Health is responsible for developing and managing policies and programs aimed at promoting health and vitality for all persons living in Ghana. Its mandate includes ensuring access to health in conformity with international best standards and quality health for all people living in Ghana. To effectively perform this mandate, the Ministry currently works through 17 organizations categorized broadly into three (3). These are Service Delivery, Regulatory and Research Agencies.

**Service Delivery Agencies are**:

* The Ghana Health Service
* Korle-Bu teaching hospital
* Komfo Anokye teaching hospital
* Tamale Teachings Hospitals
* The Blood Transfusion centres
* The National Ambulance Service

**The Regulatory Agencies include**:

* The Food and Drugs Board
* The Pharmacy Council
* The Nurses and Midwives Council
* Medical and Dental Council
* Health Institutions and Facilities Regulatory Authority
* The Traditional Medicine Practice Council

**The Research Agencies include:**

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

**3.4.1 Key Policies and Bills**

The Ministry, as a policy development organization, during the year, carried out the following key activities in the area of Policies, Legislations and Regulations.

1. **Patient Safety Policy**

A draft policy has been developed and is undergoing stakeholder consultations. Consultations with the Ghana Health Service were completed. The next phases of the consultations would be with other service delivery agencies such as the Teaching Hospitals and CHAG.

1. **Antimicrobial Resistance Policy**

An Antimicrobial Resistance Policy was also developed during the year, but stakeholder consultations are yet to be undertaken to push the process to the next level towards completion.

1. **Health Sector Decentralization Bill**

The development of the Health Sector Decentralization draft Bill was completed. It was sent to the Attorney General for advice prior to submitting to Cabinet. Several stakeholder fora were organized throughout the country to solicit views to improve on the Bill. The Bill provides for the establishment of a Commission with an independent regulatory body responsible for ensuring standards and quality assurance in both the private and public sectors. It also provides for the setting up of general and technical guidelines on service provision and health technology assessment as an independent regulatory body.

**3.4.2 Key Programme Activities Undertaken**

**Accelerated Maternal Health Support Programme**

The Ministry undertook the following activities in pursuance of the above programme:

1. **Family Planning**

Community Health Officers (CHOs) were trained to offer long term family planning methods with active male involvement in the exercise.

1. **Antenatal Coverage**

This focused basically on antenatal care, home visits, maternal health and e-health. Talks on nutritional advice, Iron and Folic Acid supplementation was done during the sensitization.

1. **Skilled Delivery and Maternal Mortality**

Midwives were trained in Life Saving Skill (LSS). Health facilities were also equipped to offer comprehensive emergency obstetric and neonatal care for every pregnant woman. Due to this, supervised delivery had coverage of 50.7% and live births stood at Immr 138/100,000. 100,000 live births.

1. **The Scaling Up of CHPS In-Line with New Revised Policy**

A technical team was formed to guide the implementation of CHPS strategic plan. In view of this, the prototype design and costing of CHPS compounds and the various components were completed. As at the end of the reporting period, functional CHPS zones constructed were 3,175 whilst zones with compounds throughout the country stood at 1,410 as indicated in the table below.

Table 5: The Scaling Up of CHPS In-Line with New Revised Policy

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Region | No. District | No. Sub-Districts | No. Electoral Areas | No. Demarcated Chps Zones | No. Functioning Chps Zones | No. Chps Zones With Compounds | % Of Basic Equipment |
| AR | 30 | 148 | 1010 | 1015 | 984 | 61 | 17.1 |
| BAR | 27 | 131 | 786 | 724 | 449 | 170 | 40.1 |
| CR | 20 | 56 | 691 | 365 | 99 | 165 | 72.5 |
| ER | 26 | 170 | 849 | 768 | 457 | 250 | 63.7 |
| GAR | 16 | 62 | 364 | 912 | 177 | 22 | 69.4 |
| NR | 26 | 130 | 705 | 428 | 202 | 104 | 58.1 |
| UER | 13 | 91 | 451 | 296 | 240 | 201 | 88.2 |
| UWR | 11 | 59 | 293 | 241 | 152 | 172 | 44.6 |
| VR | 25 | 116 | 638 | 674 | 182 | 170 | 58.9 |
| WR | 22 | 89 | 664 | 545 | 243 | 95 | 65.850.5 |
| Total | 216 | 1052 | 6451 | 5968 | 3175 | 1410 |  |

1. **Strengthen Mental Health**

To improve leadership and coordination of Mental Health Services, there was a revision of job description for staff and also development of programme of work for 2015. This led to an improvement of service delivery and coordination.

1. **Scale-Up Screening and Improving Case Management of Lifestyle Diseases**

This was to create awareness of the public on lifestyle diseases. Over 1000 Ministry of Health and other Civil Servants were screened for various ailments.

1. **Scale-Up Implementation of Enhanced National Health Insurance Scheme**

* **Roll out of Capitation**

In July 2015, the NHIA commenced enrolment of Active NHIS subscribers to their Preferred Primary-Care Providers (PPP) in the Upper East, Upper West, and Volta regions as a prelude to the capitation of outpatient primary healthcare services in these regions. The NHIS has started capitation sensitization in the remaining six (6) regions of Brong Ahafo, Central, Eastern, Greater Accra, Northern and Western.

Preparation for capitation rollout is progressing smoothly with average PPP enrollment in the three regions just above 30%.

Table 6: PPP Enrolment Summary

|  |  |  |  |
| --- | --- | --- | --- |
| **REGION** | **TOTAL ENROLLED** | **TOTAL ACTIVE MEMBERSHIP** | **% ENROLLED** |
| UPPER EAST | 202,746 | 585,640 | 34.62% |
| UPPER WEST | 129,919 | 438,906 | 29.360% |
| VOLTA | 221,653 | 819,756 | 27.04% |
| **GRAND TOTAL** | **554,318** | **1,844,302** | **30.06%** |

1. **Strengthen Health Information Management System and Other E-Health Interventions**

To manage individual case based transactional data of most of our public health services at our facilities; the DHIMS II e-Tracker application was developed and deployed. Tablets were also deployed to 60% of health centers for direct data capture by facilities. The Ghana Health Service also acquired additional smart phones for expansion of the programme with support from Samsung Electronics.

1. **Improve Monitoring and Supervisory Systems And Structures**

A consultant was engaged to develop a data base to enable the Ministry monitor all Agencies regarding their performance. A database was developed for the Medical and Dental Council, Pharmacy Council, Allied Health Council and the National Ambulance Service.

Allied Health and National Ambulance Service went online in December 2015.

1. **Health Financing Strategy**

The completion of the Health Financing Strategy Implementation Plan which operationalizes the health sector health financing strategy and its dissemination was a major highlight of the Ministry of Health’s activities during the year. The goal of the Ghana Health Financing Strategy is to ultimately achieve Universal Health Coverage.

The provisions in the strategy include all types of public and private financing arrangements. It balances revenue increases and improved expenditure management including efficiency gains to extend coverage and increase sustainability together with direct links to desired service delivery and quality improvements. Implementation of some aspects of the financing strategy began in earnest during the year.

1. **Capital Investment Plan**

A final draft Capital Investment Plan was completed during the year. The draft Capital Investment Plan provided for Civil Works (infrastructure) Medical Equipment, Transport and Information and Communication Technology. The plan covers the period 2015-2019 and focuses on the key priorities and specific strategies of the health sector that have been outlined in the new Medium Term development Strategy which emphasises the following thematic areas:

* The investment framework approved for the preceding Capital Investment Plan was adopted for the preparation of the current plan. This policy framework includes:
* Re-appraisal and re-prioritization of on-going projects and proposed new projects;
* Promotion of primary level resource allocation to achieve the Sector’s objectives;
* Continuation of decentralized planning system within the health sector;
* Promote alternative financing mechanism for health sector projects through the use of PPP, Ghana Infrastructure Fund, Trusts, etc.
* The CIP has been compiled using high case, medium and low case scenarios to determine the funding requirement.

1. **Staffing Norms**

The Ministry of Health commenced the implementation of the staffing norms starting with the Ghana Health Service. The norms have been implemented in 53 Districts and this has resulted in the redistribution of some staff to other districts

1. **Capital Investment**

Work on seven (7) district hospital and integrated IT systems commenced in 2015. Total cost for construction is estimated at US$175,000,000.00. Beneficiary communities include Sekondi- Takoradi Municipality (25% complete), Abefifi District (10% complete), Garu District, Kumawu District 10%, Fomena District 30% and Dodowa District 75%.

Pre-feasibility and feasibility studies have been completed for an additional 9 new district hospital project to commence. About 85% of the project estimated at GH¢118,800,000.00 is to be funded by the United states Exim Bank. The remaining 15% is to be funded by the Government of Ghana. The Ministry of Health is currently awaiting a response from the Ministry of Finance on the financing of the remaining 15%.

The construction and equipping of 597-bed university hospital at Legon is progressing steadily. Work on the project is about 75% complete.

The major upgrade and rehabilitation of the Ridge Hospital in Accra which commenced in April 2014 is also progressing steadily. The project is funded by the HSBC Bank and EXIM Bank of the United States of America. The project is being constructed by Bouygues Batiment International at a total estimated cost US$250,000,000.00. Work was about 40% complete at the last reporting.

The Wa Regional Hospital is part of the $339 million 8-Number Hospitals project by Euroget. The project commenced in October, 2012 and is expected to be completed in September 2016. It is about 67.56 complete at the last reporting. The other beneficiary towns of the 8-number are;

* 250-Bed Regional Hospital, Kumasi-Sewua
* 60-Bed District Hospital, Salaga
* 60-Bed District Hospital, Tepa
* 60-Bed District Hospital, Nsawkaw
* 60-Bed District Hospital, Twifo Praso
* 60-Bed District Hospital, Konongo-Odumasi

The major rehabilitation and upgrade of Tamale Teaching Hospital Phase II which commenced in October 2014 also progressed in 2015 and is expected to be completed in October 2017. The contract sum is estimated at €38,500,000.00.

**3.4.4 Challenges**

* Unreliable human resource database
* Skewed staff distribution
* Difficulty in implementing an effective incentive mechanism
* Structures proposed and agreed so far for Supply Chain Master Plan (SCMP) not developed
* Inadequate funding for executing capital plans
* Existence of several uncompleted projects
* Minimal Office Space
* Inadequate and late release of funds to undertake planned activities

**3.4.5 Outlook for 2016**

* Accelerate the implementation of the revised CHPS strategy
* Increase in the establishment of midwifery training schools and managing the production of midwives
* Redistribution of critical health personnel (infrastructure, housing and incentives)
* Construction of regional hospitals in each of the regions currently without a regional hospital
* Construction of district hospitals and polyclinics especially in the districts that currently lack such health facilities
* Ensure sustainable healthcare financing arrangements that protect the poor
* Improve efficiency in the provider-payment mechanisms through capitation
* Explore new financing mechanisms in addition to the NHIL
* Strengthen public financial management and accountability systems
* Proposal to establish an infectious Disease Control Centre
* Plan to mitigate the impact of graduation from major Global Health Initiatives (e.g. Gavi, GF)
* Implementation of the Framework Convention on Tobacco Control (FCTC)
* Complete ongoing projects with emphasis on deprived and peri-urban areas
* Enforce planned preventive maintenance for capital infrastructure, replacement of obsolete equipment and vehicle availability for service delivery and supervision
* Rehabilitate and expand Health training schools and provide staff accommodation
* Construct new health infrastructure to improve access to health care
* Explore the public-private partnership in financing some selected projects
* Modernization of critical services in the Teaching Hospitals, Regional Hospital and selected District Hospitals

# 3.5 MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION

The Ministry of Foreign Affairs and Regional Integration is responsible for developing policies and programmes aimed at protecting and promoting the interests of Ghana around the world. It facilitates this process by effectively monitoring and analysing developments on the international scene and advising on their implications for the country through its missions around the globe.

## 3.5.1 Foreign Missions and Subvented Organizations

The Ministry of Foreign Affairs and Regional Integration executes its functions through Eighteen Bureaux at the Headquarters. These bureaux are mirrors of the countries and continents with diplomatic relations and national interest that Ghana has relationship with, as well as the Passport Office and the Accra International Conference Centre (AICC). It also has 51 Embassies and High Commissions and six (6) Consulates-General abroad. The 51 Embassies and High Commissions consist of 49 High Commissions and Embassies and Two Permanent Missions to the United Nations in Geneva and New York. Out of this number there are 23 Missions in Africa, thirteen (13) in Europe, nine (9) in the Middle East & Asia and five (5) in the Americas and the Caribbean. The work of these Missions is further enhanced by 58 Honorary Consulates.

## 3.5.2 Key Activities Undertaken

1. **Engagement with Ghanaians in Diaspora**

* During the year under review, the Embassy of Ghana in Washington held its first diaspora professional summit on the theme “The Role and Contribution of the Ghanaian Diaspora in National Development”. The forum was attended by a cross-section of the diaspora community within the District of Columbia, Maryland and Virginia (DMV) and from other states within the United States of America.
* The Ghana High Commission in Ottawa launched a number of initiatives to undertake a dynamic assessment of the estimation of the Ghanaian Diaspora’s demographic dynamics in order to reveal how it could contribute to a better advancement of Government’s transformation agenda as articulated in the Ghana Shared Growth and Development Strategy II (GSGDS II).
* A technical Committee made up of experts and representatives of the Ghana/Canada Association of Ontario (GCAO) inaugurated in May, 2015, developed a project proposal with appropriate cost for a pilot project to estimate the number of Ghanaians in Ontario Province.
* The Diaspora Affairs Bureau of the Ministry participated in the following meetings and conferences related to international migration and development:
  + 1st, 2nd, 3rd and 4th Senior Officials Meetings on Valetta Summit on Migration in Brussels in September, 2015, Rabat in October, 2015, Sharm El Sheikh on October, 2015 and Valetta in November, 2015 respectively.
  + Valetta Summit on Migration in Malta in November, 2015
  + 1st International Conference of Ghanaian Scientists and Engineers in the Diaspora in September, 2015 in New York.
  + Capacity Building Training for Diaspora Affairs Bureau Staff and Diaspora Desk Officers in Europe held in Brussels in September, 2015
  + IOM Conference on Migrants and Cities in Geneva, October, 2015
* The Bureau constituted a Stakeholders Committee for Diaspora Engagement which began holding meetings to collate inputs from Stakeholders for dissemination to the Diaspora.
* The Bureau developed in May, 2015, the policy proposal for drafting of the Diaspora Engagement Policy. The Bureau held a Consultative Meeting with the Diaspora Representatives in Europe to collate inputs for the Policy in September, 2015. It further facilitated in August, 2015 a Ghana Youth Leadership Forum at Ashesi University in Accra.

1. **Contract for Consultancy**

A Memorandum of Understanding on a Contract for Consultancy between the Ministry of Foreign Affairs and Regional integration and the Centre for Migration Studies, University of Ghana-Legon, was signed. A 23 member National Stakeholder Committee on Diaspora Engagement has been established for the purpose of streamlining Ghana’s Diaspora Engagement process. Out of this National Stakeholder Committee, a ten-member Core Group has been tasked to oversee the drafting of the National Diaspora Engagement Policy by the Centre for Migration Studies.

1. **Conference of Heads of Ghana Missions Abroad**

A 2-day conference of Heads of Ghana’s Diplomatic Missions Abroad was held at the Royal Senchi Hotel and Resort at Akosombo from 18th to 20th December, 2015. The objective of the Conference was to provide a platform for the Heads of Mission and the Management of the Ministry to deliberate on measures for enhancement of the work of Ghana’s Diplomatic Missions Abroad.

1. **Economic Diplomacy**

Some results of facilitation of trade and investment activities as well as diversification and expansion of the tourism industry by the Ministry through its Missions abroad include the following:

* Visit of a 32-member Japanese Trade and Investment delegation to Ghana from 2nd to 6th September, 2015. The areas of interest of the delegation ranged from Oil & Gas/Power, Bank Loans, Engineering, Consulting and Infrastructure, Energy (Thermal and Solar), Power/Steel/Machinery, Food, Automobile Sales, Agriculture/Infrastructure, ICT Industry/Business/VAT Collection/Telecommunication, Medicare/Cosmetics, General Insurance and Transport, among others.
* Ghana’s participation in the 19th International Forum on Investment and Trade (CIFIT) from 7th to 13th September, 2015. Ghana’s 15-member delegation to CIFIT was led by the Minister for Trade and Industry, Hon. Ekow Spio-Garbrah.
* The Ghana Embassy in Seoul, Korea has among others made contacts with the host trade and investment organizations and manufacturing companies including the Korea Importers Association (KOIMA) as well as the International Affairs Division of Korea Chamber of Commerce and Industry to solicit for more inwards investments for Ghana.
* The Ghana Embassy in Madrid, Spain participated in an Economic Forum organized by the World Bank to discuss its report on “Doing Business in Africa – 2015”.
* The Embassy of Ghana in Berlin participated in the annual “Open House Day” organized by the host Ministry of Economic Cooperation and Development. The Mission mounted a stand in which Made-in-Ghana products such as beads, chocolate, cocoa drinks, Ghanaian made garments, foot wear were exhibited.
* The High Commission in London in collaboration with the African Business Roundtable (ABR) organized a seminar on the topic “Ghana is Good for Business”. The event was organized to connect the Diaspora community with opportunities available for investors looking for new business or to finance entrepreneurs in Ghana. The seminar was followed by a Business Mission to Ghana from 27th April to 1st May, 2015.
* In collaboration with Chatham House, the High Commission organized a high level workshop attended by more than 150 people from all sectors of the British economy including financial institutions, credit rating institutions, think tanks, researchers, global media, and potential investors, to discuss economic prospects of Ghana on 12th August, 2015.
* The Ghana High Commission in Pretoria collaborated with Mail & Guardian Africa and the Ghana Investment Promotion Centre and organized an Investment Forum on 18th June, 2015 in Johannesburg. The Mission participated in the 47th Edition of the Swaziland International Trade Fair at the Mavuso Trade and Exhibition Centre in Manzini, Swaziland from 28th August to 7th September, 2015, with an Exhibition dubbed “2015 Ghanafest.
* The Embassy of Ghana in Malabo in collaboration with the Ghana Chamber of Commerce and Industries and the host Chamber of Commerce and Industries successfully organized the Second Solo Exhibition of Made-in-Ghana Goods at the Malabo Cultural Centre from 11th to 21st November, 2015. A total of 17 small scale companies participated in the sales/exhibition which saw the display and sales of plastic/wood products, herbal medicine, textiles and garments, leather products, beads, kente products, artifacts among others.
* The Embassy of Ghana in Kinshasa facilitated the participation of H.E. President John Dramani Mahama in the 2015 Edition of the Forbes African Economic Forum in Congo-Brazzaville from 20th to 22nd July, 2015 under the theme “The Digital Revolution: Rocket for African Growth”.
* The Ghana High Commission in Namibia facilitated the participation of 3 Ghanaian Companies: Markwills Garment, Ghana Beads and Cloths, and Chocho Industries, in the Ongwediva Annual Trade Fair 2015 held in the Ongwediva Region from 22nd to 29th August, 2015 and Windhoek Annual Trade Fair held in Windhoek from 26th September to 3rd October, 2015. The Mission also facilitated contacts between MEATCO, the Namibian Meat Production and Marketing Company and a Ghanaian company on the possibility of exporting special products to Ghana to improve on the country’s protein requirements.
* The Embassy of Ghana in Madrid facilitated Ghana’s participation in the Annual Spanish Tourism Fair, FITUR, which was held in Madrid from 19th to 21st January, 2015. The Mission facilitated the election of Ghana to the Executive Council of the Africa Tourism Commission during the 21st General Assembly of the United Nations World Tourism Organization (UNWTO) held from 12th to 17th September, 2015 in Medellin, Colombia. The Mission also played a key role in Ghana’s selection as the host country for the Regional Conference on Tourism Branding and Africa’s Image which took place in Accra on 25th August, 2015.
* The Embassy of Ghana in Beijing facilitated Ghana’s participation in the 2015 China Outbound Travel and Tourism Market (COTTM-2015) by a 15-member delegation led by the Minister for Tourism, Culture and Creative Arts in Beijing.
* The Embassy of Ghana in Rabat facilitated the participation in the International Conference on Tourism held in Rabat from 11th to 13th March, 2015 by the Deputy Minister for Tourism, Culture and Creative Arts, Mrs. Abla Dzifa Gomashie.
* The Ghana High Commission in London facilitated Ghana’s participation in the World Travel Market (WTM) held in London in November, 2015

1. **Improving Service Delivery**

* **Facilitation of Acquisition of Passports**
* The Passport Office purchased and installed two printers with the capacity of printing 30 passports each within 15 minutes and a minimum of 2000 passports a day. The Ministry ordered two servers to boost the speed as well as improve the data storage capacity at the Passport Office. The Ghana Investment Fund for Electronic Communications (GIFEC) in the course of the year presented 75 Computers together with 75 pieces of Uninterrupted Power Systems (UPS) and 10 Scanners costing GH₵233,625.00 to the Passport Office to support its operations and to facilitate the easy acquisition of passports.
* The Ministry was allocated six office rooms for use by the Passport Application Centres (PAC) in Sunyani by the Brong Ahafo Regional Coordinating Council.
* The Ministry is undertaking the renovation of the garage at its former premises which was destroyed by fire in 2009, to convert it to an auditorium for data capturing. It is anticipated to accommodate more computers which will help to facilitate the data capturing process.
* **Biometric Passport Processing at Missions Abroad**
* The Ministry granted approval for selected Missions to acquire biometric passport equipment for the issuance of biometric passports. For reasons of uniformity and to streamline the payment and contract terms, Missions were informed to procure the equipment for processing biometric passport from the same source, Muelhbauer GMBH of Germany.
* In order to facilitate the acquisition of biometric passports in Ghana, the Ministry has started retooling the existing Passport Application Centres including the software application for the entire biometric project in Ghana and its Missions abroad. The Ministry is working on providing connectivity between the Missions, Regional Passport Application Centres and the Ridge Headquarters.
* **Proposed Online Passport Application Project in Ghana**

In order to facilitate the establishment of the Online Passport Application Process in Ghana to enhance passport service delivery, a Committee was set up to engage prospective Banks on specific terms, to enable the Ministry settle on two or three Banks that would be deployed on the platform.

* **Client Service Charter**

The Ministry has produced a draft Client Service Charter as required of all MDAs by the Office of the Head of Civil Service (OHCS). The draft Charter was submitted to the OHCS for consideration and approval. The Charter is a commitment document indicating to the Ministry’s Clients what each Bureau providing services does, the timelines for provision of services and what was expected of the Clients to facilitate prompt delivery of those services to them.

1. **Concept Paper on Rebranding**

The Rebranding Committee finalized the draft Concept Paper on Rebranding the Ministry. This has been circulated to all Missions and the Ministerial Advisory Board for their inputs. A few Missions such as Berlin, Abidjan and Copenhagen have submitted their input for consideration. Other Missions are yet to forward their input. A member of the Advisory Board has also forwarded his views for consideration.

1. **Permanent Joint Commissions for Cooperation**

The Ministry successfully coordinated the organization of severalPermanent Joint Commissions for Cooperation (PJCC) meetings and the signing of Agreements and Memoranda of Understanding (MoUs). The PJCCs and MoUs were in the fields of Education, Agriculture, Energy, Tourism, Defence, Education, Transport, Communication, Information and Media, with countries including:

* Morocco
* Botswana
* Japan
* Ethiopia
* Mauritius
* Democratic Republic of Congo
* Mozambique
* Malta
* Czech Republic

1. **Welfare of Ghanaian Citizens Abroad**

* Many of Ghana’s Missions extended consular assistance to detained Ghanaians, facilitated the transportation of stranded and destitute Ghanaians to Ghana and their handing over to the appropriate authorities, facilitated the proper burial of deceased compatriots and settled work/labour related disputes between compatriots and their employers. The Consulate in Dubai was particularly instrumental in the extension of courtesies to Senior Government Officials and delegations which transited to other parts of the world especially the Gulf Region and Asia.
* The Mission in Cairo continued to liaise with the International Organization for Migration (IOM) to facilitate the repatriation of affected Ghanaians under its “Regional Assisted Voluntary Return and Re-integration Programme for Migrants Stranded in Egypt and Libya” (RAVEL).
* The Missions solicited for scholarships for Ghanaians to further develop the country’s human resources. A number of scholarships were received from India, Israel, China, South Korea, Morocco, Singapore and Russia, among others.
* The Ghana High Commission in London continues to engage with some UK universities to establish partnership arrangements favourable to Ghanaian students especially those sponsored by the Government of Ghana. In that regard, Teesside University proposed to offer a thirty per cent (30%) tuition reduction for studies in MSc Petroleum and Engineering services.
* In the wake of the UK’s Migration Policy of ‘Reduced Migration’, the Mission also engaged with UK Visa Officials regarding the operational implications of the changes in visa requirements for students. The engagement was through a seminar organized under the London Education and Research Network (LEARN) Group.
* During the incidence of the xenophobic attacks in South Africa, the Ghana High Commission in Pretoria requested for increased and extended police presence in the communities where violence had taken place to restore law and order. The Mission further advised Ghanaians to restrict their movements until law and order and calm were completely restored. These and other welfare related issues affecting Ghanaians abroad would be pursued in the coming year.
* Assisted in rescuing over 300 young Ghanaians mostly females from Kuwait together with the Saudi Mission. These Ghanaians were hired under the pretext of sending them to North America or Europe by unscrupulous recruitment agents operating illegally in the country. They were then trafficked to the Arab Region especially Kuwait and Saudi Arabia and subsequently ill-treated as modern day slave by their masters.

1. **Bilateral Treaties**

During the period under review, the Legal and Consular Bureau of the Ministry considered draft Agreements between Ghana and Germany, France, Italy, South Africa and Israel for the Reciprocal Gainful Employment of Spouses and Dependents of Diplomatic Staff. Agreements for Reciprocal Exemption from Visa Requirements for Diplomatic Staff and their Dependents were concluded with China, Mauritius, and Turkey.

1. **Ratifications**

The Legal and Consular Bureau of the Ministry prepared and deposited in Paris instruments of ratification Conventions. They are:

* Convention on the Protection and Promotion of the Diversity of Cultural Expressions.
* The Convention for the Protection and Cultural Property in the event of armed conflict (1954/1999).
* Convention on the Means of Prohibiting and Preventing the illicit import, export and transfer of ownership of Cultural Property (1970).
* Convention concerning the Protection of World Cultural and National Heritage (1972).
* The Convention on the Protection of the Underwater Cultural Heritage (2001)
* Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005)
* Convention on the Safeguarding of the Intangible Cultural Heritage (2003)
* Instrument of Ratification of the Convention on Assistance in the case of a Nuclear Accident or Radiological Emergency (1986)
* Instrument of Ratification of the Convention on Supplementary Compensation for Nuclear Damage
* Instrument of Ratification of the Convention on Early Notifications for a Nuclear Accident (1986)
* Instrument of Ratification of the Arms Trade Treaty.

1. **Bilateral Relations**

The Ministry continued to facilitate the strengthening of Ghana’s bilateral diplomacy especially with African and BRICS countries as well as other Development Partners, by leveraging our democratic and governance credentials to promote political and economic interests abroad. The following are some highlights of Ghana’s bilateral relations with other countries:

* **Ghana-China Relations**

The Third Session of the Ghana – China Joint Commission for Cooperation was held in March, 2015 in Beijing, China. At the end of the Session both countries agreed to strengthen cooperation in Bilateral Trade, Investment Cooperation, Economic and Technical and Human Resource Training.

The Ministry of Commerce of China through the Academy for International Business Officials (AIBO) organised a training course on service skills in Beijing for 20 stewards from the Office of the President.

* **Ghana – Korea Relations**

Ghana’s relations with the Republic of Korea were further enhanced with the latter’s assistance in the form of Concessional Loans and Grant Aids to improve the various sectors of the Ghanaian economy including:

* Concessional Loans of US$55.5 million for WA Water Supply Expansion Project; and US$67.2 million for the enhancement of the Prestea – Kumasi Power Project, through the Export Development Cooperation Fund (EDCF) of Exim Bank of Korea;
* Grant Aids of US$1.5million for the Development of a Master Plan for Urban Transport System in Accra; US$6.0million for Maternal and Child Healthcare Manpower Training to improve the healthcare service delivery system in the Volta Region; US$1.00 million to reduce poverty, biodiversity and sustainable development in the Western Region.
* **Ghana – Japan Relations**
* The Vice President, H.E. Kwesi Bekoe Amissah-Arthur led a 22-member delegation to participate in the Third United Nations World Conference on Disaster Risk Reduction held in Sendai from 14th to 18th March, 2015.
* The Mission organized a Trade and Investment Seminar on 2nd April, 2015 in which a total of 183 Japanese Companies and Investors participated.
* As a follow-up to the Trade and Investment Seminar, the Mission in conjunction with relevant stakeholders organized the Trade and Investment Mission which visited Ghana between 3rd and 6th September, 2015. A number of Japanese Companies which participated in the Seminar as well as Japanese Government Officials from the host Foreign Ministry, JETRO, JICA and the host Ministry of Economy, Trade and Industry took part in the Mission.
* **Ghana – India Relations**
* The Mission in New Delhi facilitated the visit to Ghana by a 36-member delegation of Indian Businesses in various sectors including Agriculture, Education, and Health to Ghana from 10th to 20th April, 2015 to explore business opportunities.
* The Indian Government through the Exim Bank in India provided a Concessional Loan of US$35 million to Ghana for the construction of the Komenda Sugar Factory. It has disbursed a total amount of US$21,548,132.01 as at 17th July, 2015.
* The Mission facilitated the participation of H.E. President John Dramani Mahama in the 3rd India-Africa Forum Summit from 27th to 31st October, 2015 in New Delhi. H.E. the President also held meetings with the Indian Prime Minister and Members of the Ghanaian Community in India.
* **Ghana-Israel Relations**
* The Israeli Government undertook a project to rehabilitate and expand Water Supply Systems in Konongo, Kumawu and the Kwahu Ridge. The project is in two phases, with Phase 1 complete while Phase 2 which is about 83% complete would be completed in October, 2016.
* The University of Ghana Teaching Hospital is being constructed with support from the Israeli Government at a cost of US $184 Million.
* **Ghana - Qatar Relations**

As a follow-up to the Official Visit of H.E. President John Dramani Mahama to the State of Qatar in 2014, a Qatari government business delegation visited Ghana from 3rd to 4th March, 2015, to explore investment opportunities. Among the issues discussed during the delegation’s meetings with Senior Government Officials were Energy, Agriculture, Transport, Health, Infrastructure Development, Education and Finance.

* **Ghana – Australia Relations**
* The High Commission of Ghana in Canberra liaised with the Minerals Commission to ensure Ghana’s successful participation in the “Africa Down Under” Mining Conference held in Perth, Western Australia from 2nd to 4th September, 2015.
* Eight middle level officials from the Lands Commission and the Ministry of Lands and Natural Resources benefitted from a 3-week training programme in Land Management, Valuation, Survey and Mapping, sponsored by the host Department of Foreign Affairs and Trade in September, 2015.
* **Ghana – Malaysia Relations**
* The Ghana High Commission in Kuala Lumpur facilitated the Official Visit of the Hon. Minister for Foreign Affairs and Regional Integration to Malaysia from 15th to 18th March, 2015. It also facilitated the visit to Malaysia by the Minister of Petroleum and a delegation of Officials of the GNPC at the invitation of Yinson Holdings Berhad as well as facilitated the visit of the Parliamentary Select Committee on Mines and Energy from 15th to 19th June, 2015.
* The Head of Mission H.E. Benjamin C. Eghan led Ghana’s delegation to the commemoration of the 60th Anniversary of the Asian-African Conference and the 10th Anniversary of New Asian African Strategic Partnership (NAASP) in Jakarta and Bandung, Indonesia from 19th to 24th April, 2015.
* The Mission also facilitated the study tour of a 17-member delegation from the Ghana Urban Management Pilot Study (GUMPS) to Malaysia from 13th to 20th September, 2015. The purpose of the study tour was to expose the Officials of GUMPP to best practices on relevant urban planning issues in Malaysia.
* **Ghana – Iran Relations**
* The Minister of Education, Prof. Naana Jane Opoku-Agyeman attended the NAM Ministerial Meeting on Science and Technology Conference in Iran in February, 2015 and delivered a Paper on “Ghana’s Achievements in the Fields of Science and Technology Education.
* The Mission in Tehran facilitated a meeting between the Minister and Ghanaian Medical Students in Tehran University during which the Honourable Minister counselled them on a wide range of issues pertinent to their studies in Iran.
* The Honourable Minister for Foreign Affairs and Regional Integration paid a 4-day visit to the Islamic Republic of Iran in August, 2015 at the invitation of her Iranian counterpart, Dr. Muhammad Javad Zarif. The two Ministers discussed issues of mutual cooperation. The Honourable Minister also paid a courtesy call on the Iranian President, Dr. Hassan Rouhani as well as the Speaker of the Iranian Parliament, Dr. Ali Larijani. She further met with Officials of the Iran Chamber of Commerce, Industry, Mines and Agriculture and briefed them on investment opportunities in Ghana.
* **Ghana – Germany Relations**
* The excellent relations between Ghana and Germany attained new heights with the State Visit of President John Dramani Mahama to Germany in January, 2015. During the Visit, the President met with several high-level personalities including the Federal President, Mr. Joachim Gauck, the Federal Chancellor, Dr. Angela Merkel, the former Federal President, Dr. Horst Kőhler, the Federal Minister for Economic Cooperation and Development, Dr. Gerd Müller, and the German Federal Foreign Minister, Dr. Frank Walter Steinmeier.
* As part of his 3-day Official Visit to Germany from 7th to 9th September, 2015, H.E. President John Dramani Mahama as Guest of Honour addressed the 1st German-African Business Summit organized by the Sub-Sahara African Initiative (SAFRI). `
* The President and his delegation also attended the 15th International Economic Forum on Africa which was held in Berlin on 9th September, 2015. The event was organized by the OECD and the host Ministry of Economic Cooperation and Development.
* Following discussion between the Head of Mission in Berlin and the Director-General of Deutsche Welle (DW), Mr. Peter Limbourg in July, 2015, DW agreed to assist the Mission to arrange interviews and other programs for visiting VIPs from Ghana.
* The Mission participated in the 2nd German-African Healthcare Symposium (GAHS) in Berlin on 14th October, 2015 jointly organized by the German African Business Association (Afrika Verein) and the German Healthcare Partnership (GHP).
* **Ghana – European Union Political Dialogue**
* The 3rd Ghana-EU Political Dialogue was organised in Accra, Ghana in June 2015 within the framework of the Cotonou Partnership Agreement. The EU announced financial support of EUR 600,000.00 for disaster relief in Ghana.
* Both Ghana and the EU emphasized their shared commitment to democratic processes and respect for human rights and the importance of transparent and credible elections in 2016. The EU announced €12million budgetary support to government institutions involved in the electoral process.
* On regional affairs, Ghana and the EU agreed to continue a regular and open dialogue. With regard to Migration, Ghana and the EU stressed the importance of organizing and facilitating legal migration and mobility, preventing and reducing irregular migration and trafficking in human beings, promoting international protection and enhancing the external dimension of asylum policy and maximizing the development impact of migration and mobility within the areas earlier mentioned.
* On development cooperation, the EU pledged to support Ghana with €323 million in Governance, Public Sector Management and Accountability, Employment and Social Protection and Productive Investment for Agriculture in the Savannah ecological zone and civil society. On the issue of the Economic Partnership Agreement, both Ghana and the EU emphasized the need to promote sustainable economic growth and diversification, trade liberalization and an environment conducive for private sector development.
* Both parties reinforced their commitment to the objectives of Sustainable Energy for All and in particular, to renewable energy development in Ghana. The EU pledged to assist Ghana in its development efforts through financial and technical support
* **Ghana – United Kingdom Relations**
* H.E. President John Dramani Mahama paid an Official Visit to the United Kingdom from 20th to 22nd May, 2015, during which he delivered a lecture on Africa at Oxford University on 21st May, 2015. The President also had meetings with the Secretary of State for Foreign and Commonwealth Affairs and the Minister for Africa as well as business and political leaders.
* The 2nd Lady, H.E. Mrs. Matilda Amissah-Arthur delivered a lecture at Oxford University in May, 2015 on the topic “Mentoring: the Mainstay for Personal and National Development”.
* The Mission facilitated the participation of the Minister for Lands and Natural Resources, Hon. Nii Osa Mills in the 3rd Edition of the Mining on Top Africa Summit held at the Park Plaza Riverbank Hotel from 24th to 26th June, 2015. The theme for Summit was “Connecting Nations, Investors and Industry to Drive Economic and Social Development”. The Minister presented a Paper on the topic “Ghana’s Mining Sector: Achievements, Challenges, Opportunities and Future Ambitions”.
* The Head of Mission paid a 2-day Official Visit to Scotland in September, 2015 where he held meetings with the Minister for International Development, Mr. Hamza Yusaf and the Cabinet Secretary for Rural Affairs, Food and Environment, Mr. Richard Lockhead.
* The Mission also facilitated the re-election of the Auditor-General of Ghana as the External Auditor of the International Maritime Organization for a term of 4 years. The Mission facilitated the visit of a British Trade Mission to Ghana from 1st to 6th October, 2015 to explore business opportunities in Energy and Infrastructure, the Capital Market, Bond Listing, Ratings, among others.
* **Ghana – France Relations**
* The Embassy of Ghana in Paris facilitated the visit of a high level Parliamentary delegation led by the Rt. Hon. Edward Doe Ajaho to their French Counterpart. The visit was intended to deepen collaboration and further strengthen the bonds of friendship and cooperation between the two Parliaments.
* H.E. the President paid a 5-day Official Visit to France from 4th to 8th October, 2015. In the course of his visit, the President held a bilateral meeting with President Francois Hollande to discuss Trade and Investment between France and Ghana as well as Peace and Security in the West African Sub-region.
* H.E. the President also visited Bordeaux where he met with the Bordeaux Chamber of Commerce and gave a lecture at Sciences Po, University of Bordeaux.
* H.E. the President attended the Special Session of the Governing Board of the OECD Development Centre. His visit also marked Ghana’s accession to the Development Centre of the OECD as the 50th Member.
* H.E. the President visited Paris, France from 9th to 10th November, 2015 during which he held discussions with President Francois Hollande and three (3) other Heads of State to discuss bilateral and multilateral issues.
* **Ghana-United States of America Relations**
* The Mission in Washington held discussions with Amb. Susan Page, Leader of the United States Interagency Consultation Team for the Security Governance Initiative (SGI) and Dr. Stephanie Burchard, Research Staff Member in the Africa Programme at the Institute for Defence Analysis on 20th July, 2015 on the Status of the SGI.
* The Mission led Ghana’s participation in the 14th United States – Sub-Saharan Trade and Economic Cooperation Forum (AGOA Forum) held in Libreville, Gabon from 24th to 27th August, 2015 under the theme “Charting a Course for a Sustainable US-Africa Trade and Investment Partnership”.
* The Mission participated in the mid-term review of AGOA held from 9th to 10th July, 2015 in Washington DC, where diplomatic representatives, Senior Officials and Experts from AGOA eligible member states deliberated on and prepared African inputs to the 14th AGOA Forum.
* The Mission facilitated the meeting between Ms. Dana J. Hyde, the Chief Executive Officer of the Millennium Challenge Corporation, and Senior MCC Officials with H.E. President John Dramani Mahama on 30th September, 2015 in New York to discuss the status of the MCC Compact II signed in August, 2014.
* Other bilateral meetings that the Mission facilitated in the margins of the 70th Session of the UN General Assembly in New York include the following:
* The meeting between H.E. the President and the Chairman/CEO of KOSMOS Energy, Mr. Andrew G. Inglis on 25th September, 2015
* The Meeting between H.E. the President and the Chief Executive Officer of Prairie Volta Limited (PVL), Mr. Everett Anderson on 28th September, 2015
* The Meeting between H.E. the President and Mr. Sanoj Dhamin, CEO/Partner of Transformed Energy Service, LLC.
* The launch of the US-ECOWAS Business Initiative in New York hosted by the African Business Initiative of the US Chamber of Commerce on 25th September, 2015.

* **Ghana – Canada Relations**
* The High Commission in Ottawa hosted a dialogue in April, 2015 on Decentralization in Ghana by the Parliamentary Select Committee on Local Government and Rural Development. It was attended by Canada’s leading academics, public servants and experts on Parliamentary Affairs and Rural Development in Canada.
* In July, 2015, H.E. the Vice President of Ghana was the host and key presenter on another roundtable focusing on “Reflections on Ghana’s Democratic and Development Transition. The roundtable presented an opportunity for very Senior Canadian Officials to engage in deeper reflections on Ghana’s Achievements over the last Decade”.
* In the third of these policy roundtable series, the Hon. Minister of Finance, Mr. Seth Tekper, the Secretary to Cabinet, Mr. Roger Ansongwine, along with other Senior Government Officials participated in a Session on 21st August, 2015 focusing on the topic “Ghana: Opportunities of an Emerging Middle Income Country
* The Head of Mission and some staff of the Mission and Consulate General undertook site visits to major Canadian businesses to inspect and engage in discussion about potentials for their investment in Ghana. Some of these companies include SolarGrid, EnerDynamic Hybrid Technologies, and Imex Systems Company.
* **Ghana – Hungary Relations**
* The Honourable Minister for Foreign Affairs and Regional Integration took part in the 4th Africa EXPO and Fair 2015 held in Budapest from 26th February to 1st March, 2015 as Guest of Honour.
* Ghana and Hungary signed five (5) bilateral agreements in Accra on 14th October, 2015 during the visit of the Minister for Foreign Affairs and Trade of Hungary. The Agreements were on Economic and Technical Cooperation, Diplomatic Exchange Programme, Educational Cooperation, Mutual Visa Exemption for Holders of Diplomatic and Service Passports and Educational Cooperation between the Ministry of Foreign Affairs and Regional Integration of Ghana and the Ministry of Human Capacities of Hungary.
* The Ambassador of Ghana to the Czech Republic and the Director, Policy Planning, Monitoring and Evaluation of the Ministry represented the Honourable Minister at the 2nd Budapest Africa Forum from 2nd to 4th November, 2015 in Budapest.
* **Ghana – Italy Relations**
* The Embassy of Ghana in Rome collaborated with the Ministry of Trade and Industry and the host Ministry of Foreign Affairs and International Cooperation to organize Ghana’s participation in the celebration of Ghana National Day at Expo Milan 2015 in July, 2015. H.E. the President led Ghana’s official and business delegation to the event. In the course of his visit, the President paid courtesy calls on the Italian President, Serjio Mattarella and the Prime Minister, Matteo Renzi respectively on 16th July, 2015. The President also held discussions with the CEO of ENI S.p.A, and the CEO of Team Engineering on Ghana – Italy Collaboration in the re-development of Ghana’s Railway Sector
* The Mission joined an official delegation from the Ministry of Fisheries and Aquaculture to participate in the 4th Edition of the “Blue Sea Land Fair” in Palermo and Mazara del Vallo respectively. At the end of the event, a MoU on Cooperation in the Fishing Cluster was signed between Ghana and Italy.
* H.E. the President was a keynote speaker together with His Majesty Topou VI, King of Tonga at the 38th Session of the Governing Council of the International Fund for Agricultural Development (IFAD) in Rome.
* The Mission facilitated the signing of the US$36.6 million Financing Agreement for the Ghana Agricultural Sector Investment Programme (GASIP) by the Honourable Minister for Food and Agriculture and the Vice President of IFAD in Rome.
* The Deputy Minister for Economic Development of Italy, Hon. Carlos Calenda led a 12-member delegation of representatives from Italian Financial and Economic Agencies to Ghana from 9th to 11th December, 2015. The delegation called on H.E. the President, H.E. the Vice President, the Honourable Minister for Foreign Affairs and Regional Integration and held discussions with other Ministers.
* **Ghana – Netherlands Relations**
* The Embassy of Ghana in The Hague facilitated Ghana’s participation in the Vakantiebeurs International Tourism Fair which took place in Utrecht, The Netherlands from 14th to 18th January, 2015. Ghana’s delegation to the Fair was led by the Hon. Minister for Tourism, Culture and Creative Arts, Mrs. Ofosu Agyare.
* The Attorney-General and Minister of Justice, Mrs. Marietta Appiah-Oppong led some members of the Constitutional Legal and Parliamentary Affairs Committee of Parliament to The Netherlands to learn about the country’s success in the implementation of the Plant Breeders Rights which has boosted the country’s agricultural sector.
* The Mission participated in the 78th Session and 79th Session of the Executive Council of the Organization for the Prohibition of Chemical Weapons (OPCW) held in March and July, 2015 respectively at The Hague. The Head of Mission, H.E. Dr. G. T. Aidoo was subsequently appointed as the Chairperson/Moderator for the OPCW’s Retreat for Ambassadors and Permanent Delegates as well as the Chairperson and Facilitator of the Open-Ended Working Group on Terrorism.
* **Ghana – Russia Relations**
* The Deputy Minister for Power, Hon. Abu Jinapor led Ghana’s delegation to the ATOMEXPO held in Moscow in June, 2015. In the margins of the Expo Ghana and Russia signed a Bilateral Agreement on cooperation in the field of the use of Nuclear Energy for Peaceful Purposes. Further to the signing of the Agreement, the two countries agreed in October, 2015 on a roadmap for the implementation of the accord by which Russia’s ROSATOM would establish a new Nuclear Plan in Ghana.
* The Mission in Moscow participated in the 2nd Phase of the International Festival of African Culture (AFROFEST 2015) held in Moscow from 16th to 24th September, 2015. The Mission in conjunction with the House of Africa and the Russian Authorities organized the Art Exhibition for 18 works of 6 renowned Ghanaian Artists to showcase their potentials and talents.
* The Head of Mission held meetings with the Vice President of Moldova’s Chamber of Commerce, Mr. Vladimir Didilica in August, 2015 after presenting his Credentials to the President of Moldova. They agreed to link up the Moldova Chamber with the Ghana Chamber of Commerce and Industry. They also agreed to develop business partnerships and explore investment possibilities between the Republic of Ghana and Moldova. They further declared their intention to invite Ghanaian business persons to attend the “Made-in-Moldova Fair” scheduled for Chisinau in February, 2016 and to invite Moldovan business persons to participate in the Ghana – Russia Business Forum to be held in April, 2016 in Moscow.
* **Ghana – Switzerland Relations**
* The Embassy of Ghana in Berne facilitated the participation of the Minister for Food and Agriculture, Hon. Fiifi Kwetey and Mr. Felix Addo, Country Senior Partner and Member of PricewaterHouse Coopers (PwC), in the Africa Governance Board during the 2015 World Economic Forum from 21st to 24th January, 2015 in Davos, Switzerland.
* The Head of Mission and the Head of Chancery participated in the Annual Swiss-Africa Business Circle Meeting in January, 2015 and used the platform to inform potential investors about business opportunities in Ghana.
* The Mission facilitated the visit of the Honourable Minister for Foreign Affairs to Switzerland from 5th to 8th May, 2015. The Honourable Minister held discussions with her Swiss counterpart, Mr. Didier Burkhalter, Federal Councillor and Head of Department of Foreign Affairs and signed a Memorandum of Understanding on Cooperation and Policy Consultations between the Government of Ghana and the Government of Switzerland.
* The Mission also facilitated the visit to Switzerland the Minister for Justice and Attorney-General, Mrs. Marietta Brew Appiah-Oppong from 13th June to 15th June, 2015 to participate in the celebrations of “200 Years of Basel Mission” organized by Mission 21, fusion of four Protestant Missionary Societies.
* On 12th June, 2015, the Mission participated in the 3rd Africa Business Day organized by the Swiss Global Enterprise and Rainbow Unlimited.
* **Ghana – Turkey Relations**

The Honourable Minister for Foreign Affairs and Regional Integration represented H.E. the President at the 100th Anniversary Celebration of the Gallipoli (Canakkale) Land Sea Battles in April, 2015. The Minister also paid a day’s working visit to Kayseri, Turkey’s industrial hub after the event.

* **Ghana – Scandinavia and Finland Relations**
* The Mission in Copenhagen facilitated the visit of a business delegation to Denmark from 9th to 13th March, 2015 to explore opportunities for collaboration in Defence Technology, Surveillance and Tracking Systems.
* The Mission facilitated the participation of the Hon Minister for Power, Dr. Kwabena Donkor in the 5th Norway – Africa Energy Summit held on 8th April, 2015 in Oslo Norway.
* The Mission participated in 3rd African Business Seminar organized by the Finish African Society on 17th September, 2015 in Helsinki, Finland and made a presentation on the investment opportunities in the Agricultural sector in Ghana.
* The Mission also participated in the Nordic-African Business Summit held on 29th October, 2015 in Oslo, Norway on the theme “Linking Nordic Capabilities with African Opportunities”.
* The Mission facilitated the participation of Ghana’s delegation in the Danish Maritime Forum held in Copenhagen from 6th to 8th October, 2015. Ghana’s delegation was led by the Deputy Minister for Transport, Mrs. Joyce Bawa Mogtari.
* **Ghana – Belgium Relations**
* The Embassy of Ghana in Brussels facilitated Ghana’s participation in the 18th Meeting of the ACP Ministerial Trade Committee and the 13th Meeting of the Joint ACP-EU Ministerial Trade Committee from 22nd to 26th 2015, the 2nd Strategic Steering Committee on the 11th European Development Fund (EDF), Regional Indicative Programme (RIP) in Brussels, Belgium from 6th to 7th July, 2015, as well as the 39th Session of the ACP Parliamentary Assembly and the Inter-Sessional Meeting of the ACP-EU Parliamentary Assembly, in Brussels from 22nd to 25th September, 2015.
* The Head of Mission in Brussels accompanied a delegation of the Flanders Business and Investment Community to Ghana from 31st May to 5th June, 2015. The objective of the mission was for the business delegation to explore business opportunities as well as seek others that arise from programs and projects financed by the World Bank, UN, African Development Bank and the EU. The delegation paid a courtesy call on H.E. the Vice President who encouraged them to take advantage of the investment potentials of Ghana.
* **Ghana – Brazil Relations**
* The existing cordial relations between Ghana and Brazil were further consolidated with the visit of President John Dramani Mahama to Brasilia to attend the inauguration of President Dilma Rousseff on 1st January, 2015.
* The Brazilian Foreign Minister, Hon. Mauro Vieiera led a 4-member delegation to visit Ghana on 28th March, 2015. During the visit, he called on the President Mahama and Hon. Hanna S. Tetteh. He inspected the Kwame Nkrumah Circle three-tier interchange project which is being constructed by a Brazilian firm. It is also undertaking rehabilitation at the Kumasi Market.
* The Brazilian Committee on Exports Financing and Guarantees approved an amount of US$99million for implementation relating to the credit support for the project design and construction of the Ghana Air Force Training Infrastructure Complex in Tamale in October, 2015.
* **Ghana – Colombia Relations**
* Ghana and Columbia held political consultations in October, 2015 during which discussions were held on potential cooperation on health, security, immigration, culture, sports, youth development, science and technology and diplomacy.
* At the end of consultations, some Cooperation Agreements were signed. They include:
* Exchanges in Culture, Sports and Education;
* Youth Development;
* Visa Exemption for Diplomatic and Service Passport holders; and
* An Agreement on the Prevention of the use of illicit drugs and the fight against the illicit traffic of psychotropic substances, chemical precursors and related offences. (On the margins of United Nations General Assembly in New York).
* The Colombian Government through the Universaidad Pontificia Bolivariana offered training to some Foreign Service Officers and some Officials from other Government institutions in Spanish Language.
* The Government of Columbia also offered training in Agriculture (Plantain Production) and Marine Defence.
* **Ghana – Cuba Relations**
* The Embassy of Ghana in Havana held discussions with Officials of the Cuban Ministry of Foreign Trade and Investment to explore the possibility of cooperation in the transfer of technology in the production of HEBER PROT-P, a drug used to treat diabetic foot ulcer, as well as the introduction of Ghanaian cocoa products and textiles onto the Cuban market.
* The Mission which is concurrently accredited to Trinidad and Tobago facilitated a capacity building visit of a ten member delegation of the Parliamentary Select Committee on Mines and Energy led by Hon. Cletus Avoka to Trinidad and Tobago from 17th to 22nd April, 2015.
* **Ghana – Senegal Relations**
* The Embassy of Ghana in Dakar with concurrent accreditation to The Gambia facilitated the visit to The Gambia on 18th February, 2015 of H.E. President John Dramani Mahama and his participation in the celebration of that country’s 50th Independence Anniversary.
* The Honourable Minister of Foreign Affairs and Regional Integration paid an Official Visit to Dakar from 28th to 29th June, 2015. During the visit, as part of efforts aimed at deepening bilateral ties between the two countries, the Foreign Ministers of Ghana and Senegal agreed to hold the first Permanent Joint Commission for Cooperation meeting in Dakar within the last quarter of 2015 and also agreed to cooperate and coordinate to enhance trade and promote their socio-economic development.
* The Mission coordinated and facilitated the visit of the Ghanaian delegation led by the Honourable Minister for Foreign Affairs and Regional Integration and the Deputy Minister of Finance, Mrs. Mona Quartey to participate in the ECOWAS Council of Ministers’ Meeting held in Dakar from 9th to 12th August, 2015.
* **Ghana – Cote d’Ivoire Relations**
* Following the arrest of six Ivoirians who were alleged to be involved in a plan to launch an attack in Cote d’Ivoire, the Head of Mission met with the Chief of Tabou, Nana Thomas Noah and with Ghanaian Community Leaders who operate canoes in Abidjan on 27th January, 2015 and 4th February, 2015 respectively. The Head of Mission advised the Leaders to sensitize members of their communities to focus on their businesses and refrain from illegal activities.
* The Mission assisted a delegation comprising Mrs. Jane Gasu-Aheto, Director/Legal and Consular Bureau of the Ministry, Mrs. Silvia Adusu, Chief State Attorney, Mr. Solomon Kobieh, Assistant Director of the Diaspora Affairs Bureau who visited the Mission to retrieve documents relating to the on-going Maritime Boundary Delimitation process between Ghana and Cote d’Ivoire from 6th to 11th January and 22nd to 25th January, 2015.
* The Attorney-General and Minister of Justice, Mrs. Marietta Brew Appiah-Oppong and the Minister for Petroleum, Mr. Emmanuel Armah Kofi Buah paid a one-day working visit to Abidjan on 18th May, 2015 to meet with Agents of Cote d’Ivoire for the Maritime Boundary Arbitration Process.
* H.E. the Vice President of the Republic of Ghana led the Ghana Government delegation to participate in the Annual General Meeting and the 59th Anniversary Celebration of the African Development Bank Group held from 25th to 29th May, 2015.
* **Ghana – Nigeria Relations**
* The Ministry facilitated a one-day Official Visit of H.E. Gen. Muhamadu Buhari, President of the Federal Republic of Nigeria to Ghana on 7th September, 2015. During his visit, the Nigerian Head of State held bilateral talks at the Peduase Lodge with H.E. President John Dramani Mahama.
* H.E. President John Dramani Mahama delivered an address as Guest Speaker at the 40th Anniversary Lecture of the University of Ilorin, Kwara State on the topic “Africa’s Agenda 2063: Ending Poverty and Ensuring Prosperity in Africa” in October, 2015. An Honorary Chieftaincy title was conferred on the President by the Oba of Offa.
* **Ghana – Sierra Leone Relations**
* The High Commission of Ghana to Freetown forwarded a request by the host authorities for technical assistance within the framework of a MoU for Technical Cooperation for the Management, Operation and Maintenance of the Power System.
* The Mission in January, 2015 received a group of 13 medical personnel who form part of the Medical Personnel from the West African Health Organization (WAHO) deployed in the host country to assist in the fight against the Ebola disease.
* **Ghana – Liberia Relations**
* The Mission in Monrovia facilitated the visit to Liberia of a 4-member team from the Ministry of Health of Ghana from 21st to 24th February, 2015 to document the experiences of the 28th Ghanaian Health Volunteers in Liberia who assisted in combatting Ebola under the auspices of the WAHO.
* The Mission facilitated the visit to Liberia by the Minister for Foreign Affairs and Regional Integration to represent H.E. the President, then Chairman of ECOWAS at the ceremony to mark the end of Ebola in Liberia on 11th May, 2015.
* The Head of Mission followed up with the Liberian authorities on the status of the General Agreement between Ghana and Liberia signed on 17th June, 2014 for the setting up of a Permanent Joint Commission for Cooperation to provide a framework for managing bilateral cooperation between the two countries for mutual benefits. The Mission has forwarded on the existing areas of cooperation to facilitate further action.
* The Mission made representations on behalf of the Ministry of Fisheries and Aquaculture Development of Ghana on signing of a Cooperation Agreement in Fisheries with the Ministry of Agriculture of Liberia. Consideration of the Draft Agreement by the Liberian side is still pending.
* The Mission facilitated successful study tours with the Judicial Service of Ghana from 26th to 31st October, 2015 by a team from the Ministry of Justice of Liberia on Building Capacity in Alternative Dispute Resolution and with the National Information Technology Agency (NITA) of Ghana from 8th to 13th November, 2015 by a team from the Ministry of Post and Telecommunications of Liberia on Structures and Best Practices in e-Government respectively.
* **Ghana – Mali Relations**
* The Mission in Bamako coordinated the participation of H.E. President John Dramani Mahama in the Official Signing Ceremony of an Agreement for Peace and Reconciliation in Mali on 15th May, 2015. In the course of his visit, the President met with members of the Ghanaian Community and briefed them on the positive developments in Ghana and encouraged them to be interested in contributing towards Ghana’s development. He further admonished them to be peaceful and law abiding in the host country.
* The Mission also facilitated the Official Visit of H.E. the Vice President, Mr. K. B. Amissah-Arthur to Bamako on 24th November, 2015 to commensurate with the Government and People of Mali, following the 20th November, 2015 Hotel Radisson Blu Attack which resulted in the death of 21 people.
* The Mission continued to strengthen its collaboration with Ghana’s contingent serving in the United Nations’ Multi-dimensional Integrated Stabilization Mission in Mali (MINUSMA) through various activities. In furtherance of the establishment of a Ghana Trade Centre in Bamako, the Mission actively sustained the interest of the identified facilitator/entrepreneur, Mr. Theophile Attiogbe who has indicated to the Mission that his company was building their own warehouses in the host capital.
* **Ghana – Egypt Relations**

H.E. the Vice President accompanied by a number of Ghanaian Officials together with the Head of Mission in Cairo attended the inauguration ceremony of the new Suez Canal in Egypt on 6th August, 2015. The Vice President also held bilateral talks with some African Presidents and the Afreximbank during the visit.

* **Ghana – Burkina Faso Relations**
* The Mission in Ouagadougou facilitated the participation of the former Deputy Minister for Foreign Affairs and Regional Integration, Amb. Kwesi Quartey for the inaugural session of Burkina Faso for the Transitional Follow-up Meeting on 13th January, 2015.
* The Mission facilitated the participation of the Chief Director of the Ministry and an Officer in the 2nd Session of the Burkina Faso Transitional Follow-up Meeting on 30th March, 2015 in Ouagadougou. The Mission further facilitated the participation of Ghana’s representatives in the 24th Edition of the Pan African Film Festival of Ouagadougou from 28th February to 4th March, 2015. Additionally, the Mission facilitated the hosting of Ghanaian Exhibitors during the 3rd Edition of the Ouagadougou Multi-Sectorial Fair from 29th May to 7th June, 2015.
* H.E. President John Dramani Mahama led Ghana’s delegation including the Honourable Minister for Foreign Affairs and Regional Integration and other Senior Government Officials to the inauguration of the new President of Burkina Faso, H.E. Mr. Roch March Christian Kabore on 29th December, 2015 in Ouagadougou.

1. **High Level Visits**

The Ministry of Foreign Affairs and Regional Integration and its Missions abroad facilitated the following high level visits of dignitaries to Ghana during the period under review:

* H. E. Dr. Toga Gayewea MCINTOSH, Vice President of the ECOWAS Commission and a delegation visited Ghana from 27th March to 1st April, 2015.
* H.E. Idris Deby, President of Chad visited Accra on Wednesday 18th March, 2015
* H.E. Mr. Faure GNASSINGBE, President of the Republic of Togo visited Ghana from 4th to 5th March, 2015
* H.E. Mr. Boni Yayi, President of Benin visited Ghana from 5th to 7th March, 2015 for the 8th PAN African Congress
* Her Excellency Madam Ellen Johnson Sirleaf, President of the Republic of Liberia visited Ghana on 13th April, 2015.
* Gen. Olusegun Obasanjo (GCFR), former Head of State of Nigeria visited Ghana on 8th April, 2015
* H.E. Dr. Hage G. Geingob, President of the Republic of Namibia visited Ghana on 2nd October, 2015.
* H.E. Matata Ponyo, Prime Minister of Congo visited Ghana to participate in the International Day for the Eradication of Poverty on 15th October, 2015.

1. **Multilateral Relations**

The Ministry actively participated in Summits, Meetings, Conferences and Workshops of International Organizations including the United Nations, the African Union, ECOWAS, Non-Aligned Movement, and the Commonwealth to articulate Ghana’s views on the promotion of mutual understanding on global issues, and to seek solutions to challenges that currently confront international peace, stability and development. These were;

* 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons (NPT)
* Commission on Social Development, Commission on the Status of Women and Convention on the Right of Persons with Disabilities
* Meeting of the Human Rights Council
* 5th WTO Global Review of Aid for Trade
* Cooperation with the IOM
* 70th Session of the United Nations General Assembly
* EU-Africa Summit on Migration
* Commonwealth Heads of Governments Meeting
* Conference of State Parties to the UN Framework Convention on Climate Change (UNFCCC/COP 21)
* 68th World Health Assembly
* 37th Programme Coordinating Board of the UN AIDS
* 4th Conference of the International Chemicals Management
* High Level Donor Conference on Ebola and International Donors Conference on Guinea Bissau
* 54th Asian African Legal Consultative Organization (AALCO) Conference
* ACP Council of Ministers Meeting
* 3rd Summit of the FOCAC
* 48th Ordinary Summit of ECOWAS and Commemoration of the 40th Anniversary ofECOWAS

1. **Election to International Bodies**

Through the support of the Permanent Mission of Ghana to the UN in Geneva, Ghana was successfully elected to the IAEA Board of Governors for the term 2015 to 2017.

The Mission also facilitated the election of the Ghana Audit Service as the External Auditor for the International Organization for Migration (IOM) for a term of three (3) years that is 2015 to 2018. The appointment underscores the competence of the Audit Service of Ghana to deliver on the mandate to promote the highest possible quality and accountability standards in the financial management of the IOM.

1. **Commemoration of UN Day**

Ghana commemorated the 2015 UN Day which fell on Saturday, 24th October, 2015. The Ministry of Foreign Affairs and Regional Integration headed an Ad-Hoc Committee to organize the national celebration of the 70th UN Day. The global theme for the 2015 celebration was “Strong UN. Better World”.

## 3.5.3 Financial Performance

Table 7: Ministry of Foreign Affairs and Regional Integration 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **SOURCE** | **Approved Budget**  **(GH₵)** | **Actual Receipt**  **(GH₵)** | **Actual Expenditure**  **(GH₵)** |
| **1** | **GoG** | | | |
| Compensation of Employees | 173,343,480.00 | 158,779,645.00 | 158,779,645.00 |
| Use of Goods & Services | 24,353,489.00 | 5,200,000.00 | 5,200,000.00 |
| Non-Financial Assets (CAPEX) | 13,000,000.00 | 1,156,701.86 | 1,156,701.86 |
| **2** | IGF | 60,627,540.00 | 31,288,381.10 | 31,288,381.10 |
|  | TOTAL | 271,324,509 | 196,424,727.96 | 196,424,727.96 |

## 3.5.4 Challenges

* Most Ghanaian Missions abroad are saddled with the challenge of having to work with very old and unserviceable equipment such as furniture, computers and vehicles.
* Poor structural condition of the building, its state of disrepair and lack of certain important facilities which will enable it meet international standards.
* The renovation/refurbishment of most Missions is long overdue therefore requiring urgent attention.
* Unannounced visits by some Senior Government Officials to certain countries make it almost impossible for the Missions in those countries to offer required and appropriate courtesies and support.
* The Ministry continue to grapple with the receipt of no response or late response from MDAs with regard to requests forward to them.

## 3.5.5 Outlook For 2016

* The Ministry would continue to promote peace and stability and accelerate the economic integration of the sub-region, including the effective implementation of the ECOWAS Trade Liberalization Scheme (ETLS), by registering more Ghanaian Companies and Products to enhance intra-regional trade.
* Continue to sensitize the public in the Upper East, Upper West and Northern Regions of Ghana on ECOWAS Protocols and Decisions.
* Strengthen consultations between the ECOWAS National Focal Point, stakeholder MDAs and the private sector, to address bottlenecks to the free movement of persons, goods and services within the sub-region.
* Develop, coordinate and articulate Ghana’s negotiating positions at regional, continental and international conferences on matters relating to the promotion of international peace, security and sustainable development.
* Implement the National E-Governance Programme as part of the strategies to promote the use of ICT in all sectors of the economy by setting up Biometric Passport Application Centres in selected Ghana Missions abroad and, in consultation with the National Information Technology Agency (NITA), establish online application systems for biometric passports and visas.
* Roll out the on-line passport application system in January, 2016.
* Increase the level of engagement with the Ghanaian Diaspora by organizing a Home Coming Summit in 2017, coordinate comprehensive data collection from Ghana Missions abroad, and review migration and Diaspora Policies of destination countries such as UK, USA, Germany, The Netherlands, Italy, Belgium, Canada, Nigeria, South Africa, Kenya, Japan, China, etc.
* The Ministry through the Ghana Missions abroad will continue to identify and lobby for positions for Ghanaians to be elected to international organizations of which Ghana is a member.

# 3.6 MINISTRY OF POWER

The Ministry of Power is responsible for the formulation of policies for the country’s energy sector to ensure safe and reliable supply of electrical energy to meet Ghana’s developmental needs in an efficient, competitive and environmentally sustainable manner. In the delivery of its policies, programmes and services, the Ministry works in close collaboration with the under-listed Agencies:

## 3.6.1 Sector Agencies:

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

## 3.6.2 Policies, Legislations and Regulations

**Passage of Nuclear Regulatory Act**

The Nuclear Regulatory Act, 2015 (Act 895) was passed by Parliament and two other Agreements on Nuclear Cooperation were under review at the AG’s Department. The basic data on plants site were completed and awaiting recognizance visit and field data acquisition.

## 3.6.3 Key Activities Undertaken

1. **Expansion in Generation Capacity**

The Ministry during the year under review made significant progress towards expansion in power generation capacity to address the power supply challenges. The following itemized projects were completed and are injecting power into the national grid:

* 110MW TICO Expansion Project at Aboadze
* 225MW Karpower Project at Tema and
* 25MW Trojan Project at Tema
* **220mw Kpone Thermal Power Project (KTPP)**

Under the 220MW Kpone Thermal Power Project, mechanical completion was achieved with the commissioning of one of the two (2) units and is expected to achieve Commercial Operation in January 2016. The other unit is expected to start generating power by March 2016.

* **180mw First Half of Asogli 360mw Phase 2 Project**

The 360MW Sunon Asogli expansion project reached a substantial stage of completion in 2015 with the first half of the project, with an installed capacity of 180MW, expected to be completed by March 2016. The second half of another 180MW would be completed by the second quarter of 2016.

* **VRA TT2PP (38 Mw) Expansion Project**

The Volta River Authority (VRA) expanded the existing Siemens plant (49.5MW) by adding 38MW and the project is expected to be completed by the first quarter of 2016.

* **250mw Ameri Energy Project**

Five (5) out of ten (10) gas turbines were installed under the **Ameri Energy Project** in 2015. The entire project is expected to reach commercial operation by end of January, 2016.

1. **GRIDCO**

* **Transmission Improvement Project**

During the year under review, GRIDCO continued with the Substations Reliability Enhancement Project (SREP) to improve operational reliability, security and control among others. Consequently, work on the Tumu-Han-Wa 161kV line was 90% completed while the Wa and Tumu Sub-stations and the Prestea-Bogosu 161kV line were completed. The Kpandu-Kedjebi 161kV line was also 50% complete were design and survey works commenced under the Prestea-Kumasi 330kV Line Project. These achievements were all in line with Government’s policy to create a non-congested transmission system.

1. **ELECTRICITY COMPANY OF GHANA**

* **Distribution Improvement Project**

In order to improve the power distribution system for efficient service delivery, the following projects were undertaken:

* **Electricity Company of Ghana Improvement Project**

The Electricity Company of Ghana completed work on the one hundred and twenty (120) Medium/Low Voltage System Improvement Project, 50 circuit-km 33kV overhead networks and 20km 33kV underground cable while seven new primary substations, two bulk supply points and work on 12 existing primary substations were upgraded. In the course of the year, ECG organized a Special Revenue Protection exercise aimed at checking the integrity of all energy meters and service connections. This helped in reducing system losses from 24 per cent to 21 per cent.

Installation of prepayment meters for public tertiary institutions and hospitals started in earnest with the completion of work on Legon campus of the University of Ghana. Prepayment meters were installed for 2,938 MDAs offices and bungalows out of a total number of 3,214 surveyed, representing 91.4% completion.

1. **Northern Electricity Distribution Company (NEDCo)**

* **Construction of Primary Substations/ Supply Improvement/Rehabilitation Project**

The NEDCO constructed and commissioned 2x7.5MVA 34.5/11kV primary substations at the University for Development Studies (UDS) in Tamale, and Kotokrom in Sunyani. Also, the Tamale Airport sub-station was upgraded from 2.5MVA to 5.5MVA and the Water Plant substation increased from 6MVA to 16MVA, all aimed at increasing the capacity and reliability of power supply to the Water Plant and the Airport.

* **Procurement of Prepayment Meter**

NEDCo procured and installed 90,000 prepaid meters throughout the five (5) NEDCo operational Areas to improve its revenue collection and cash flow.

* **Network Protection System Improvement Project (NPSIP)**

To improve system reliability, NEDCo undertook a network protection improvement project in the Sunyani and Techiman areas which involved the installation of protection devices like auto-sectionalizers, fuses, etc. The network equipment installation was about 83% completed.

* **Commercial Losses Reduction Activities**

NEDCo also revived its loss reduction activities by providing a dedicated vehicle and staff to the Loss Reduction Gangs (LORGs) in each of the five operational areas to closely monitor and check customers who undertook illegal activities which led to commercial losses.

1. **Ghana Power Compact II**

The implementation of the six projects under the Millennium Challenge Compact progressed steadily. An Advisor was engaged to advise the Government on the ECG Private Sector Participation activity. The projects had several planned activities which included:

* ECG Financial and Operational Turnaround Project
* NEDCO Financial and Operational Turnaround Project
* Access to Electricity Project
* Regulatory Strengthening and Capacity Building Project
* Power Generation Sector Improvement Project
* Demand Side Management/Energy Efficiency Project

1. **National Electrification Scheme (NES)**

In fulfilment of the policy for achieving universal access to electricity by 2020, 536 rural communities were connected to the national grid as at the end of December, 2015. This increased the rate from 75.6 per cent in 2014 to 80.5 per cent as at September 2015.

1. **Street Lighting Projects**

A number of street lighting projects were undertaken, notable are Regional Capitals Street Lighting Project, Municipal and District Capitals Street Lighting Project as well as Street Lights Rehabilitation Project, including ceremonial streets. In 2015, the implementation of about 9 street lighting projects continued and Cabinet’s approval for street lighting levy was granted.

1. **Renewable Energy**

The Government, in a bid to increase the contribution of renewable energy in the electricity mix to 10% by the year 2020, initiated a number of programmes following the passage of the Renewable Energy Act. These are:

1. **Off-Grid Electrification**

The Government, under the ICT for Basic School’s Project and the Energy Service Centre and Public Lighting Project, supplied and installed 150 units solar PV systems in 150 Basic Schools in deprived communities in 9 regions (excluding Greater Accra), 35 units of solar home systems and 175 solar streetlights in 35 deprived communities in six regions.

Again, a total of 375 solar systems in remote health facilities (CHPS compounds) in 23 Districts were rehabilitated while the Government secured funding from the African Development Bank (AfDB) for the implementation of about 350 solar home systems for public institutions in off-grid communities.

1. **Business Development Support Services**

Twelve (12) renewable energy SMEs received matching Grant financing amounting to US$301.291 with the aim of improving their operations and participation in the industry.

1. **Solar Lantern Program**

A total of 51,000 solar lanterns were procured in 2015 out of which 43,856 were distributed at 70% subsidized rates to very low income households in off-grid communities nationwide.

1. **Mini-Grid Electrification**

The Mini-Grid Electrification Contract was awarded for the design, supply, installation, commissioning and management of four (4) pilot mini-grid electrification projects on Pediatorkope (Ada East District), Aglakope (Krachi West District), Atigagome/Wayokorpe (Sene East District) and Kudorkope (Krachi East District) island communities and the overall progress as of December, 2015 stood at 95%.

Subsequently, funding was secured from SECO for the implementation of three (3) additional mini-grids in 2016. In line with that, a capacity building for relevant stakeholders in Hydropower Sustainability Assessment (HSAP) was conducted on six medium power sites namely; Juale, Kulpawn, Daboya, Jambito, Ntereso and Koulbi.

1. **The SREP Program**

The Ministry developed and received approval from the Climate Investment Fund (CIF) for the implementation of the Ghana Scaling-up Renewable Energy Programme (SREP) 2016-2019. The programme is aimed at implementing 55 mini-grids, 38,000 solar home systems in off-grid communities, 15,000 units of solar rooftop installations and capacity building.

1. **Utility Scale Renewable Energy Projects**

In collaboration with the Energy Commission with support from the German Government the Ministry successfully initiated a competitive Tender for the procurement of the first round of a 20MW solar plant for supply of electricity to the Electricity Company of Ghana under an IPP arrangement. In addition the BXC (a Chinese independent power producing company) developed a 20MW solar power plant and interconnected with the national grid at Winneba in the Central region in December, 2015.

Also, negotiations with the KfW Bank Group of Germany for the funding of the VRA 12MW solar power project in the Upper West Region (Kaleo and Lawra) were concluded awaiting Cabinet approval in 2016 for the commencement of the project.

1. **Institutional Development**

Funding support was secured with the AfDB and SREP for the development of the framework for the creation of the Renewable Energy Authority (REA) as enshrined in the RE Act 832 (2011). Meanwhile, rehabilitation and construction of the Appolonia Renewable Energy Centre has commenced with progress at 35%.

1. **Resource Assessments**

The Biomass resource assessment with focus on agro and sawmill wastes and the financial landscape assessment for mini-grid and biomass-based power plants has been completed and monitoring of all eight (8) wind measuring stations mainland and on islands was carried out with data cleaned and stored.

1. **Bioenergy Initiatives**

A total of 22,856 cook stoves were monitored and disseminated by the private sector in 2015 and 17 new institutional Stoves constructed for Gari Processors under the Energizing Development (EnDev) project by the GIZ.

## 3.6.4 Financial Performance

Table 8: Ministry of Power 2015 Financial performance

|  |  |  |  |
| --- | --- | --- | --- |
| SOURCE | APPROVED BUDGET | ACTUAL RECEIPTS | ACTUAL EXPENDITURE |
| GoG | | | |
| Compensation of Employees | 5,165,048.50 | 3,456,008.52 | 3,456,008.52 |
| Goods and Services | 667,566.50 | 567,566.50 | 567,566.50 |
| Capital Expenditure | 250,000.00 |  |  |
| Total | 6,082,615.00 | 4,023,575.02 | 4,023,575.02 |
| ABFA (SHEP) | | | |
| Goods and Services |  |  |  |
| CAPEX | 30,000,000.00 | 30,000,000.00 | 30,000,000.00 |
| CAPEX (Extra Allocation) | 111,714,312.49 | 111,714,312.49 | 111,714,312.49 |
| Total | 141,714,312.49 | 141,714,312.49 | 141,714,312.49 |
| Development Partners Fund | | | |
| Goods and Services | 128,451,105.00 |  |  |
| CAPEX | 484,655,334.00 | 37,606,211.95 | 37,606,211.95 |
| TOTAL | 613,106,439.00 | 37,606,211.95 | 37,606,211.95 |
| OTHER OBLIGATIONS | | | |
| Millennium Challenge Compact | 144,000,000.00 | 144,000,000.00 | 144,000,000.00 |
| GRAND TOTAL | 842,168,539.15 | 297,344,099.46 | 297,344,099.46 |

## 3.6.5 Challenges

Most of the Ministry’s challenges centered on:

* Inadequate funding for Rural Electrification Projects
* Poor financial health of power Utilities
* Low staff strength and inadequate office accommodation for staff
* Inadequate power supply to meet growing demand and low investment in the sector
* Non-adherence to mandatory inspection and routine maintenance plans causing loss of generating units through faults
* Non-payment of utility bills by some MDAs
* Increasing demand for electricity for household and industry
* Poor hydrology of Volta River
* Ageing equipment in the Power Sector (Generation, Transmission and Distribution)
* Absence of a reserve margin
* Non availability of fuel for thermal plants
* Insufficient GoG budgetary allocation/releases

## 3.6.6 Outlook for 2016

The Ministry under the 2016-2018 Programme Based Budget will pursue the following key programmes in 2016;

* **Programme 2: Power Generation and Transmission**
* **Expansion in Generation capacity**

In 2016, Government will continue to pursue its objective of increasing the installed generation capacity of the country to meet the growing demand for electricity. In that regard a total of 1,053MW installed capacity has been scheduled to be added to the existing installed capacity of the country. Notable among the projects are:

* Completion of the second 180MW Sunon Asogli expansion project
* 370MW Aksa fast-track project
* 107MW GPGC fast-track project
* 344MW Early Power Project
* **Transmission Enhancement Projects**

The Ministry will ensure that on-going projects such as the Substations Reliability Enhancement Project (SREP), Kpandu-Kadjebi 161kV and the extension of the 161kV system to Berekum to enhance power delivery are completed. The Ministry will also ensure that the Prestea-Kumasi 330kV Line Project is executed on schedule.

* **Distribution Improvement Projects**

For efficient service delivery, the following projects would be undertaken:

* Complete on-going sub-transmission, automation and distribution projects which are scheduled for completion in 2016.
* Achieve 80% completion of new distribution level projects and 30% completion of sub-transmission projects to be initiated in year 2016.
* Continue to improve network operations through the upgrade of existing primary substations and installation of Primary SCADA in Accra/Tema and the Central Region.
* Upgrade existing secondary automation facilities in Ashanti Region and create additional 45 isolation using Secondary SCADA facilities in all operational areas to improve network reliability.
* Liaise with the Ministry of Power to achieve targeted completion of on-going Rural Electrification Projects.
* Complete the rehabilitation of networks in two (2) major markets in Accra and Kumasi to enhance safety in major markets.
* Strengthen the ICT backbone infrastructure, improve WAN reliability and increase penetration.
* Expand coverage of prepayment metering from 40% to 75% by the end of 2016
* Increase revenue collection to 95% of current year sales and reduce the debt stock by 10%.
* **Ghana Compact II**
* In 2016, ECG would continue with the sub-transmission, automation (SCADA) and distribution projects and the implementation of Ghana Compact II to put ECG and NEDCo on the path towards operational turn around. The global coverage of Prepayment metering is expected to increase from 40% to 75% by the end of 2016.
* The Government would continue to work with the Millennium Development Authority (MiDA) and the MCC on the six Compact projects.
* **Rural Electrification**

Under Rural Electrification, the Ministry would connect over 1,500 communities to the national grid from various interventions.

* **GEDAP 3**

Distribution improvement and intensification in ECG and NEDCO operational areas; Geographical Information System (GIS) deployment in ECG & NEDCO areas, Institutional development and capacity building in ECG, NEDCO and regulatory agencies and the Ministry would be implemented under the GEDAP 3 Projects.

* **NEDCo Improvement Projects**

To meet the regulatory requirements, NEDCo would commence the construction of seven primary substations at selected sites.

* **Programme 4: Renewable Energy**
* **Off-grid Electrification**

Government would continue to pursue the installation of solar systems in public facilities located in remote communities without electricity nationwide.

* **Solar Home Systems**

The government would continue to pursue the deployment of solar lanterns nationwide while the Ministry would scale up this effort to get more mini-grids and stand-alone Renewable Energy Systems deployed in identified remote communities including islands and lakeside communities. The Tendering process for the development of the Pwalugu Multipurpose Hydro Project will also commence.

* **Programme 5: Power Sector Regulation**

The Energy Commission would continue the National Solar Rooftop Programme to bring to reality the government’s commitment to the deployment of Renewable Energy Solutions, and achieving the target for the coming year of having 200,000 rooftops in the country equipped with solar panels.

* **Development of Fuel Wood Regulation**

The Energy Commission would develop standards, regulations and codes and subsequently enforce them to formalize the fuel wood industry.

* **Woodlot Sustainability**

Energy commission would be undertaking sustainable woodlots programme under which woodlots would be cultivated to be used as firewood and charcoal in second cycle institutions. This is to ensure that fuel wood is not harvested from the natural forest which depletes the forest.

* **Renewable Energy Market Awareness Creation**

Energy Commission would organize its annual Renewable Energy Fair and Exhibition to create awareness of the benefits of the various renewable technologies. This is to ensure that the Renewable energy market has greater impact on the energy supply mix of the country.

* **Revision of the National Energy Plan and Data**

The National Energy Plan and Data would be revised to form the basis for effective planning of the Energy sector of Ghana to ensure that all energy requirements of the country are met.

* **Development of Standards and Regulations for Public Lighting**

The Commission would develop Standards and Regulations for Public Lighting. This is because governments have over the years recognized the need for public lights for cities and towns and have instituted various programmes for the deployment of these public lights in the country. Private-public partnerships, community-based and other private initiatives have been deployed to provide public lighting throughout the country.

# 3.7 MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT

The Ministry of Fisheries and Aquaculture Development was carved out of the Ministry of Food and Agriculture in 2012 to promote and accelerate the development of the fisheries and aqua culture sector to contribute to national development. This mandate is carried out through sustainable management of aquatic resources, scientific research, enforcement of fisheries laws, regulations and development of aquaculture.

The Ministry has only one agency that facilitates the implementation of its policies and programmes and that is Fisheries Commission.

## 3.7.1 Policies, Legislations and Regulations

For the year 2015, Parliament passed the following Acts to give effect to International Conservation and Right Obligations of the Ministry to make regulations to control Illegal, Unreported, and Unregulated aquaculture activities:

The Fisheries (Amendment) Act 2014, Act 880, and

The Fisheries (Amendment) Regulation, 2015, LI 2217 of 9th June 2015

Fisheries Management Plan approved by Cabinet and gazetted on 7th October 2015

## 3.7.2 Key Activities Undertaken

The following activities were undertaken during the reporting period:

1. **Guidelines for Vessel Registration**

Final guidelines for the registration and licensing of industrial and semi-industrial vessels were developed and the document is ready for printing. The guidelines which are to simplify procedures and processes for the Registration and Licensing of fishing vessels were subjected to extensive stakeholder consultative meetings between MOFAD/FC and the National Fisheries Association of Ghana, Ghana Tuna Association, Ghana Industrial Trawlers Association and Ghana Maritime Authority.

1. **Marine Canoe Registration and Embossment**

The marine canoe registration exercise began in February, 2014 and ended on 31st December, 2015. However a mop up exercise was organized for those who were unable to register in the last quarter of 2015. A total of 9,291 marine canoes were covered during the period. The table below shows the regional breakdown of the embossed marine canoes.

Table 9: Regional Breakdown of the Embossed Marine Canoes

|  |  |  |  |
| --- | --- | --- | --- |
| REGIONS | 2014 | 2015 | TOTAL |
| WESTERN REGION | 1,125 | 2,362 | 3,487 |
| VOLTA REGION | 761 | 98 | 859 |
| CENTRAL REGION | - | 3,098 | 3,098 |
| GREATER ACCRA | 369 | 1,478 | 1,847 |
| TOTAL | 2,255 | 7,036 | 9,291 |

1. **Landing sites**

Designs for the construction of 25 landing sites and 2 harbours in Accra, Elmina and other selected fishing communities are on-going and funds secured for construction of six (6) landing sites under WARFP.

1. **Fishing Inputs**

The Ministry collaborated with Agricultural Development Bank to support fishermen with 1,000 outboard motors. In addition, MOFAD is collaborating with District Assemblies to procure additional 1,000 outboard motors out of which 250 have been supplied.

1. **Reducing Illegal Fishing**

* **VMS Operation**

All Ghanaian flagged vessels have been fitted with Vessel Monitoring System and are being monitored leading to drastic reduction in fishing in restricted zones by industrial vessels. 18 additional VMS were installed on industrial trawlers, bringing the total to 97. 15 VMS infractions were detected.

* **Land Patrols**

A total of 360 hours of land patrol was undertaken in the year. FEU personnel undertook 30 beach combing exercises in about 28 landing beaches including New Takoradi, Krisan, Eikwe, Sanzule Aboaze, Ankobra and Sekondi in the Western Region and Kpone landing beach in the Eastern Region. Fishing canoes ‘Great Messiah’ and ‘Kumasi’ were arrested for illegal trans-shipment and light fishing respectively.

The FEU personnel together with personnel from the Food and Drugs Authority again undertook an operation in Aflao in the Volta Region to monitor the sale of illegal imported tilapia into the country. During the operation, the owner of the cold store was arrested and charged for illegal importation of tilapia into Ghana. Forty cartons of imported tilapia were seized. Further investigations are on-going for prosecution.

* **Sea Patrols**

A total of 240 hours of sea patrol was undertaken in the year under review. 24 FEU personnel from Tema and Takoradi joined the Naval Command on GNS NAA GBEWA, GNS CHEMLE, GNS EHWOR and GNS BLINKA to conduct 17 sea patrols making a total of 360 hours. Four (4) arrests were made by the western border patrol team and 22 arrests comprising mainly artisanal fishermen were made by the eastern border patrol team. A total of 40 generator sets and 35 lighting equipment were seized. Offenders have been processed and prosecuted.

* **Prosecution and Out of Court Settlement of Cases**

Four trawler vessels namely LU RONG YUAN YU 959, JIN HAI 605, JIN HAI 608 and MENGXIN 16 were arrested for landing fish below the minimum landing size by the western patrol team. All four applied for out-of-court settlement and three have been arbitrated on. 22 artisanal fishermen were also arrested by the eastern border patrol team for engaging in light fishing and have been processed for prosecution. A total of 40 generator sets and 35 lighting equipment were seized.

1. **Capacity building for staff and industry operators**

Training of Newly Rotated Naval Personnel of the Western Sector: The National Coordinator of the FEU conducted 4 day training for newly rotated naval staff in Takoradi. The purpose of the programme was to liaise with the agencies that assist the unit in its work.

A meeting was organized by the FEU for all industrial trawler owners and operators. The objective of the meeting was to brief the industry players on the issues arising after the installation of the VMS monitors on their vessels. They were also introduced to the concept of “Request to Land”.

1. **Sensitization Training on Port State Measures (PSM)**

Sensitization training on the FAO Port State Measures Agreement (PSMA) was held to facilitate the implementation of PSM in Ghana. The meeting was held at the Mensvic Hotel from the 16-18 March, 2015 and was organized by the Regional Coordinating Unit of WARFP and the Sub Regional Fisheries Commission (SRFC). The participants were drawn from the Fisheries Commission, Ghana Maritime Authority, Port Health Authority, Attorney General’s Department, Ghana Maritime Authority and Ghana Ports and Harbors Authority.

One-day training on the implementation of the National Fisheries Inspection Plan was held for 18 personnel of the FEU. The Inspection Plan provides guidance for effective enforcement operations of the FEU. The training highlighted on the use of IUU risks to assign resources and logistics for combating IUU.

The FEU have been meeting with representatives of the Greater Accra Chief Fishermen’s Association with the view of forming a Community Based Enforcement of the Fisheries Legislation.

1. **Customizing Judicial Arrangement**

17 out of 20 judicial officers were trained in adjudication of Fisheries Laws and Infractions.

1. **International Cooperation to Combat IUU Fishing**

Ghana’s commitment and efforts at fighting IUU activities led to the restoration of Green Card by EU on 1st October, 2015.

1. **Increasing the Contribution of the Fish Resources to the Local Economy**

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

1. **Fish health & Value addition**

* **Fish Inspection System**

The establishment of the Fish Inspection System has aided in the documentation of National list of fish diseases.

* **National Fish Processors and Traders Association**

The National Association of Fish Processors and Traders (NAFPTA) was inaugurated to strengthen co-management of fishery resources in the course of the year. The following are some of the trainings undertaken:

* Fish handling and preservation
* Improved smoking ovens

There data collection is on-going to gather and document information about the members of the association.

A Proposal was sent to the World Bank on the construction of a demonstration/learning centres in the Greater Accra, Central and Western Regions.

Stakeholder meetings were held to enhance collaboration between NAFPTA in the areas of policy advocacy. An improved fish smoking facility was commissioned at New Nzulezu for fish processors at Ekpu in the Jomoro District of the Western Region.

All artisanal cold store projects at Nyanyano, Kromantse, Shama and Half Assini were completed. The Ministry has initiated a programme to operationalize them under a PPP arrangement. (The Prampram Cold Store has been operationalized).

* **Inauguration of Steering Committee on formation of National Fish Processors Associations**

A six (6) member committee for the formation of the National Association of Fish Processors and Traders was inaugurated. Their mandate is to ensure that the Association is formed at the three levels that is; National, Regional and District levels.

1. **Aquaculture Development**

* **Fingerlings Production**

Fingerlings production stood at 126,450,000 as at October, 2015 against a target of 150,000,000.

Aquaculture remains the only sustainable means of increasing fish production in the face of the crises in the capture sub sector. It contributed 46,250mt as at November 2015 against a target 100,000mt by 2016.

* **Fish Import**

Fish import reduced from 145,910.3mt in 2014 to 102,874.95mt in 2015 leading to a net saving of US$38.79million.

* **Nucleus out grower and input support scheme**

With respect to the Nucleus Out grower and Input Support Scheme, the following preparatory activities have been undertaken:

* 65% of the zonation of the Volta Lake completed
* 50 fish farmers trained in Hatchery Management
* Over 3,000 fish farmers provided with extension services
* **Support for Tilapia Breeding Programme**

Under the West African Regional Fisheries Project, (WARFP) MOFAD is supporting the Tilapia breeding programme of the Aquaculture Research and Development Centre (ARDEC) of the Water Research Institute.

* **Aquaculture database**

The developing of database for aquaculture is on-going. The database had been developed and being populated with data for testing.

1. **Developing Infrastructure for Modernizing Fisheries Sector**

* **Turnkey Fish Processing Plant (Elmina)**

The fish processing plant which is 85% complete is to produce high valued products for sale for by the artisanal fish processors is underway in Elmina in the Central Region.

The project is aimed at reducing post-harvest losses and adding value to the fish landed. The project when completed will have facilities for descaling, gutting, filleting and packaging of fish.

1. **Donation**

MOFAD made donation of canned tuna to various institutions and the school feeding program. Some of the institutions are as follows:

* Psychiatric Hospitals (Pantang, Ankafu, Accra)
* Hospitals (37 Military Hospital, Ridge regional Hospital, Police Hospital)
* Leprosarium (Cape Coast, Ho, Kpandai, Kokofu, Accra)
* Prison service
* Gambaga Womens group
* Ophanages (Save Our Life Ghana, Osu Childrens’ Home, Frafraha)
* Sodom and Gomorrah

1. **Premix committee**

The NPC increased the number of trucks of fuel lifted from 5,983 in 2012 to 5,238 (2014) and then reduced it to 4,579 in 2015 due to shortage of gasoline for the production of the premix fuel.

## 3.7.3 Financial Performance

Table 10: Ministry of Fisheries and Aquaculture Development

|  |  |  |  |
| --- | --- | --- | --- |
| **SOURCE** | **APPROVED BUDGET (GH¢)** | **ACTUAL RECEIPTS (GH¢)** | **ACTUAL EXPENDITURE (GH¢)** |
|  |  |  |  |
| Compensation of Employees | 7,076,460.00 | 5,355,221.89 | 5,355,221.89 |
| Use of Goods & Services | 818,885.00 | 340,000.00 | 340,000.00 |
| Capital Expenditure | 1,000,000.00 | 350,000.00 | 350,000.00 |
| **IGF\*\*** | 11,154,940.00 | 13,723,727.94 | 13,362,237.49 |
| **ABFA** | 19,500,000.00 | 799,504.20 | 799,504.20 |
| **DEV´T PARTNERS (World Bank)\*** | 17,964,293.00 | 14,200,000.00 | 14,200,000.00 |
| **TOTAL** | **57,514,578.00** | **34,768,454.03** | **34,406,963.58** |

## 3.7.4 Challenges

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

## 3.7.5 Outlook for 2016

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

* Develop governance structures and processes such as creation of a computerized and modern registry for artisanal fleet in inland fisheries,
* Update modern registration and licensing management system for all fishing vessels;
* Rent of a research vessel for the research unit in Tema to conduct regular stock assessment of all fish species of commercial value for the preparation of management plans to align stock levels with vessel numbers;
* Emboss about 13,000 marine canoes;
* Undertake Volta Lake Canoe Frame Survey;
* Review the whole Fisheries Act of 2002 and the Fisheries Regulations ( L.I. 1968) to support the legal and functional reforms expected in the fisheries sector;
* Revamp the Fisheries Commission into the status of a Commission;
* Collaborate with international and regional bodies for the effective management of shared stocks; and
* Develop the capacity of small and medium-scale aquaculture operators to access the US$5m credit facility.

The Ministry will also continue with the implementation of the following priority projects and programs:

* Facilitate the roll out of Fishermen Life Insurance Scheme;
* Control fishing efforts;
* form 10 Community Based Fisheries Resources Committees;
* Complete 1st phase of the Anomabo Fisheries College;
* Streamline the distribution process of pre-mix fuel;
* Promote shrimp culture
* Introduce improved technologies in fish handling and processing;
* Strengthen Fisher Based Association;
* Establish and operationalize the four remaining fisheries enforcement unit offices at Elmina, Yeji, Kpando-Torkor and Buipe;
* Initiate the development and provision of services to some selected landing sites;
* Roll out phase 1 of Nucleus out-grower and input credit scheme;
* Implement the Ghana National Aquaculture Development Plan; and
* Strengthen the institutional and human resource capacities of the Ministry, the Fisheries Commission and the sector/industry in general.

# 3.8 MINISTRY OF FOOD AND AGRICULTURE

The Ministry of Food and Agriculture is one of the largest sectors of the economy. It a key Ministry responsible for the development of the agriculture sector which, is considered as the backbone of the nations development. To perform this mandate effectively and in consonance with government’s coordinated national growth and development agenda the ministry operates a number of Directorates and Subvented Agencies that support the implementation of its policies and programmes. These directorates and agencies are spread throughout the country.

### 3.8.1 Sector Directorates and Agencies

The Ministry is responsible for the under listed Directorates and Subvented Agencies:

* All National Directorates
* Regional Directorates
* District Directorates
* Agriculture Livestock Stations
* Agricultural Colleges

**Subvented Agencies**

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

### 3.8.2 Key Activities Undertaken

1. **Crop Development**

Agricultural sector modernization for higher and faster yielding seeds continues to occupy a strategic position in the sectors agenda. As such in collaboration with CSIR-CRI and CSIR-SARI with support from WASP-Ghana, breeder seeds of rice, cowpea, maize and sorghum were produced. In all a total of 6 tons of rice, 1 ton of cowpea, 4 tons of maize and 0.3 tons of sorghum breeder seeds were processed for multiplication into foundation seeds to promote and enhance access to quality rice seed.

In addition foundation seeds for maize production were obtained from the Crops Research Institute (CRI), Fumesua, the Savannah Agricultural Research Institute (SARI) and Nyankpala, as part of the mitigating strategies to minimize the effect of climate change on food production.

The Ministry planned to produce and distribute 200,000 cashew grafts to at least 2,000 ha of new farms. As at the end of the review period, 240,000 seedlings had been seeded and grafting was on-going at both Wenchi Agricultural Station and CRIG Station at Bole. These were meant to facilitate increased production of cashew in Ghana.

In connection with cash crops, MOFA enhanced the production of cash crop seedlings by producing 3,000 citrus seedlings from varieties of cash crops (Valencia, Blood Orange, Satsuma, Sweet Med, Ponkan and Ortanique) and a total of 30,000 bags of fertilizers (NPK and Urea) were distributed to 10,000 farmers in all the 10 regions of the Country.

1. **Livestock Production**

Livestock production in the country was given an equal attention in the sector. A total of 1,100 breeding stock comprising 222 sheep, 18 cattle, 490 pigs, 138 rabbits and 232 goats were supplied to 320 farmers as a means to increase growth in incomes.

As a result of disease outbreak, notably pockets of anthrax which affected cattle in Bolga Municipality and goats in Kassena Nankana Municipality, a mass vaccination was undertaken using antibiotics in affected communities.

Anti-Rabies vaccines were used to vaccinate 50 dogs in affected communities as a result of an outbreak of Rabies in the Talensi District, which claimed one life.

The 7 livestock breeding stations under the Animal Production Directorate carried out their mandate of livestock breed improvement. A total of 225 improved stocks of various species of livestock were produced and 538 supplied to farmers to facilitate increased productivity during the year.

To improve livestock feed, a 6 hectares of stylosanthes, hamata farm was cultivated for the production of seed.

The Ministry organized the National Farmers Day, as well as a Livestock and Livestock Products Exhibition show.

It also distributed 450 small ruminants to 90 (50% females) farmers in 15 districts across 3 regions (Eastern, Central and Western) and equipped Pong Tamale Livestock Breeding Station with 100 breeding goats, in an effort to curb the incidence of inbreeding. Apart from the direct improvement in livestock production, the sector, through The Animal Production Directorate, (APD) of the Ministry generated for the country, revenue amounting to GHC76, 368.78 from the issuance of permits (exemption from Custom’s Duty and VAT) on 12,728.13 metric tons of feed ingredients imported during the year.

1. **Agricultural Mechanization**

The Ministry took delivery of Agricultural Machinery in 2015 which was worth US$3.3 million, under the Japanese Grant Assistance Programme for under privileged farmers. The machinery comprised of 77 tractors and their implements, 49 power tillers, 20 rice threshers, 11 rice reapers and 6 rice mills.

1. **Competitiveness and Enhanced Integration into Domestic and international Markets**

To effectively monitor and regulate the international trade of plants and plant materials, 24 exporters, 15 importers, 3 ISPM and 15 operators were registered in accordance with the Plant and Fertilizer Act, 2010, (Act, 803). A total amount of GHC33, 100.00 was realized.

The Plant Protection and Regulatory Services Directorate (PPRSD), in its efforts to create awareness, organized a sensitization workshop on the Plant and Fertilizer Act and its Regulations. Relevant stakeholders who participated included: Fertilizer Inspectors, Farmers, Zonal Seed Inspectors, Agro-Input dealers, Agricultural Extension Agents (AEAs), the Ghana Police Service, Immigration Service, CEPS, DDOs, District Directors and Regional Directors of Agriculture.

MOFA in collaboration with the Export Development and Agricultural Investment Fund supported 50 farmers with seeds and clearing of land for cultivation of 24 hectares of rice to boost rice production.

Through the same collaboration, farmers were trained on the good methods of rice production and this has increased their knowledge and skills. Also, a total number of 994 groundnut farmers were trained on Good Agricultural Practices to enable them adopt best practices to reduce aflatoxins in the commodities. This is expected to increase their competitiveness at both domestic and international markets.

32 Asian vegetable and African leafy vegetable fields were inspected and certified in the Eastern, Greater Accra and Central Regions. Major season pre-harvest inspection and certification on export oriented mango fields in the Greater Accra, Eastern and Brong-Ahafo Regions were also conducted.

To streamline roles and strategize for addressing frequent alerts and interceptions that have characterized fruits and vegetable exports in Ghana, a MOTI-Ghana Association of Vegetable Exporters (GAVEX)-MOFA Roundtable Stakeholder Meeting was organized. A proposed capacity building schedule was developed and shared with GAVEX.

1. **Sustainable Management of Land and Environment**

Sustainable Land Management (SLM) Unit of MOFA has the responsibility of leading the implementation of activities to safeguard Agriculture in the area of land, water and environment. Specific activities were carried out in 2015 towards the achievement of the objective.

* Farmers in Ashanti Region were sensitized on integrated soil fertility management practices which according to studies have positive impact on productivity. A total of 250 households received soil fertility management training and this comprised of 15% females and 85% males.
* Bio-efficacy trials were conducted to test for effectiveness of the product, phytotoxicity, safety of the products, effects on micro-organisms in the soil, presence of heavy metals and ability of the product to support plant growth. Seven products were subjected to efficacy trials and reports submitted to the University of Ghana, Crop Science Department on best Foliar Fertilizer NPK 15:25:8 + 3%S + 2% Mg.
* Facilitated the implementation of community watershed management plans in 10 districts in the 3 northern regions of the country. Monitoring visits and impact evaluation missions were undertaken. A total of 2,760 sub-project proposals were reviewed for later approval by the project steering committee.
* Increased the resilience of agricultural production systems against global climate change. In achieving this, the Ministry finalized the identification and listing of 10 communities, with a rapid appraisal using a set of community selection criteria developed to rank the selected communities.

1. **Science and Technology Applied in Food and Agriculture Development**

In addition to the regular field visits, MOFA, in a bid to reach more farmers is using ICT technology ‘e-Agriculture’, to enhance communication. Over 50,000 farmers are now hooked onto the extension website and extension WhatsApp platform. MOFA is also collaborating with VODAFONE to implement Farmers Club programme using the mobile phone to facilitate extension-farmer intersection and farmer-farmer extension.

The development of Farmer Based Organizations (FBO) to facilitate service delivery with MOFA is on-going. MOFA is embarking on a private sector extension service development project. This is to register and train private sector extension providers to improve their performance.

The Ministry undertook adaptive trials on hybrid maize, guar gum, and quinoa at the agricultural research stations.

Conserved 178ha accessions of 5 Dioscorea spp (yam species) in collaboration with Plant Genetic Resources Research Institute (PGRRI-BUNSO). Accessions are used as breeding stock for Dioscoria spp in Ghana.

1. **Improved Institutional Coordination**

As part of efforts to streamline project activities, the Monitoring and Evaluation Directorate set out to monitor the implementation of the West African Agricultural Productivity Programme (WAAPP) activities in the Central Region

The 2015 Joint Sector Review of the Agriculture Sector was organized on 16th June 2015 at the Coconut Groove Regency Hotel, with the objective of assessing the status of implementation of work plans and progress toward the achievement of target outputs and outcomes in the agriculture sector. It also discussed pertinent issues affecting agricultural development in order to make recommendations for institutional and policy reforms that will inform the medium-term planning and budgeting process. The 2014 APR formed the basis for the assessment.

The Ministry collaborated with the Environmental Protection Agency (EPA) to organize workshops on environmental safeguards for GCAP grantees at Asutuare and Tamale. It also collaborated with public and private sector organizations to review ActionAid Ghana’s Country Strategy Paper V.

1. **Food Security and Emergency Preparedness**

A total of 400 stakeholders along the seed and fertilizer value chain were sensitized on the seed and fertilizer policy documents across the country.

MOFA facilitated the development of a National Seed Plan. The plan was developed and validated in collaboration with both public and private seed stakeholders.

The Ministry developed a catalogue of all crop released varieties, with Volume 1 of the catalogue sent for publishing.

It also supported the development of a 6,000 ha land for the cultivation of rice under the Rice Sector Support Project (RSSP).

Technical and National Variety Release Committee (NVRC) meetings were organized. As a result, the National Seed Council approved for release; 5 hybrid drought tolerant maize, 6 cassava and 5 pearl millet varieties.

1. **Improved Growth in Incomes**

The Ministry organized Agricultural Sector Nutrition Planning meeting in collaboration with the Women in Agriculture Directorate (WIAD), Food and Agriculture Organization (FAO), Representative for Equal Access to Community Healthcare (REACH) and Ghana Health Service (GHS), and drafted an Action Plan (2015-2019) to guide their activities.

It facilitated the inauguration of the Cotton Development Board and held one meeting to fix the seed cotton price for the 2015/16 farming year at GHC 1.9/kg.

Under the Partnership for Child Development (PCD), the Ministry developed 3,300ha of oil palm plantation and 7,884ha of rubber plantation which was maintained by 986 farmers (730 males & 265 females).

## 3.8.3 Financial Performance

Table 11: Ministry of Food and Agriculture 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SOURCE** | | **APPROVED BUDGET (GH¢)** | **ACTUAL RECEIPTS (GH¢)** | **ACTUAL EXPENDITURE (GH¢)** |
| **1** | **GoG** | 59.63 | 53.478 |  |
|  | ABFA | 204 | 26.44 |  |
|  | IGF | 1.806 | 1.261 |  |
|  | Donor | 146.385 | 86.317 |  |
|  | Other Income |  | 5.203 |  |
|  | Non-Road Fund |  | 11.942 |  |
|  | **TOTAL** | **411.821** | **184.445** |  |

## 3.8.4 Challenges

* Untimely releases of funds for agricultural activities
* Delays in promotion of qualified staff of MOFA
* Limited capacity building programs to upgrade the skills of the already inadequate staff of the national directorate
* Inadequate means of transport which affects the smooth implementation of programs and activities
* Difficulty in accessing data from other institutions for report compilation.
* Inadequate qualified personnel for delivery of veterinary services
* Proliferation of fake and substandard pesticides and fertilizers on the Ghanaian market.

**3.9 MINISTRY OF LANDS AND NATURAL RESOURCES**

**The Ministry of Lands and Natural Resources is mandated to ensure the sustainable management and utilization of Ghana’s lands, forests and wildlife resources as well as the efficient management of the mineral resources for socio-economic growth and development now and into the future.** The Ministry has oversight responsibility over the following departments and agencies:

## 3.9.1 Sector Departments and Agencies

The Ministry exercises responsibility over the following institutions:

**Civil Service Departments**

* Office of the Administrator of Stool Lands (OASL)
* Geological Survey Department

**Subvented Agencies / Public Service Organizations**

* Minerals Commission
* Lands Commission
* Forestry Commission
* Precious Minerals Marketing Company Ltd

## 3.9.2 Policies, Regulations and Legislations

To enhance the performance of the mining sub-sector, the Ministry submitted the following Bills, Policies and Agreement to Cabinet for consideration and approval:

1. **The Minerals Development Fund Bill**

The Minerals Development FundBill is currently before Parliament for consideration. The bill seeks to provide financial resources for the direct benefit of mining communities, holders of identifiable interest in land within mining areas and traditional authorities as well as create a sustained infrastructural and socio-economic development of the mining communities.

1. **The Minerals and Mining (Amendment) Bill**

The Bill was approved by Parliament in November, 2015 and awaiting Presidential accent. A Communication Strategy has also been developed. The bill is meant to consolidate various policies in the mining sector in order to secure the continued development of a thriving mining industry that would contribute to sustainable economic development by December, 2014.

1. **Mining Policy**

The Policy is currently at the Minerals Commission waiting official launching at the Ministry in January, 2016

1. **Investment Agreements**

Newmont Revised Investment Agreements approved by Cabinet and currently before Parliament for consideration. This is to help review mining fiscal regimes as contained in the mining laws as well as renegotiate mining stability agreements signed by Government.

1. **Ratification of Mining Leases**

Ten (10) Mining Leases were ratified by Parliament as at end of December, 2015

1. **The Geological Survey Authority Bill**

The Bill has been approved by Cabinet and finalized by the Attorney General’s Office to be submitted to Parliament for consideration.

1. **Land Sub-sector**

In the year under review, the Ministry continued to strengthen the regulatory framework for land administration. Business Service Delivery Processes were improved and decentralized through the establishment of Client Service Access Units (One –stop-shop) to serve clients and the general public.

## 3.9.3 Key Activities Undertaken

The Ministry and its agencies, for the 2015 fiscal year undertook a number of key policy interventions and activities in line with its core functions as indicated below.

The Ministry continued to facilitate the production of Orthophoto Maps to improve and sustain spatial information service by producing up-to-date base maps. The process has been completed and digital Orthophoto maps and line maps were produced for both the Northern and Southern sectors of the country.

In addition to the above stated policy objectives and achievements, the Ministry of Lands and Natural Resources also worked towards defending the continental shelf extension project with the United Nations and facilitated the delimitation of Ghana’s maritime boundaries with her coastal neighbours through negotiations. The Ministry sought to secure the extension of the continental shelf of Ghana beyond 200 nautical miles in order to increase the sea bed natural resources for the economic development of the country and also delimit maritime boundaries between Ghana and her neighbours.

1. **Geological Survey Department**

As part of the strategies to improve the mining sub-sector and to promote the sustainable extraction and use of mineral resources, various programmes and activities were carried out which include geological mapping, geochemical soil sampling, airborne geophysical ground follow-ups on anomalies in the FS : 0602D1 (Beposo, Ashanti Region), continuous monitoring of seismicity of Ghana and expansion of seismic network. Some of the key achievements and activities undertaken were:

* Geological Mapping and Geochemical Soil Sampling to identify various rock types and possible economic potentials including areas for possible quarrying clay and sand evaluation for engineering and other industrial purposes. The geochemical sampling was aimed at establishing the background of the country which is directly relevant to environmental aspects, agriculture, forestry, animal and human health (medical geology) and land use planning with a view to sustainable development & production of geochemical maps/atlases
* Clay Investigation in Field Sheets 0600C4 (Adidome), 0600D4(Dodze), 0600D3(Vume), 0500B1 (Kunyenya) in the Volta Region; 0601C1 – (Tenkyemso), 0601C2 – (Kwahu Jejeti), 0601A4 – (Ampekrom, Oframase) E/R. This was aimed at determining suitability of clay deposit as an industrial mineral (for the production of brick, tile, crucibles, and other ceramic products)
* Silica sand prospecting at Eikwe-Atuabo, Western Region
* Kaolin prospecting at Teleku Bokazo & New Aluku, Western Region
* Continuous monitoring of the seismicity of Ghana & expansion of seismic network
* Limestone evaluation in the Afram Plains South in the Fo River Basin near Tease, Eastern Region

1. **Office of the Administrator of Stool Lands (OASL)**

In order for the OASL to effectively mobilize revenue from IGFS and for landowners to get maximum revenue from their lands as well as ensure effective administration of stool lands in Ghana, the following highlights of programmes and sector achievements were undertaken:

* **Mobilisation of stool land revenue**

An amount of GH¢30,257,640.55 was mobilized. This comprises: Ground Rent: GH¢7,518,166.30; Timber Royalties: GH¢8,585,059.47; Farm Rent: GH¢1,402,866.25; Mining Concession Rent: 7,731,435.53; Sand Dues: GH¢20,113.00; Mineral Royalties: 5,000,000.00. The OASL also developed key measures to ensure owners of stool lands get the maximum revenue from their land and to ensure fairness and forestall litigation.

* **Establish Customary Land Secretariats (CLS)**

To enhance customary land administration at the local level and to improve records on land transaction, ten (10) CLS were identified and sensitized and equipment and Stationary were procured for the CLS by the PCU of LAP.

* **Customary Boundary Demarcation (CBD)**

To clearly delineate customary boundaries to forestall or reduce boundary disputes, the CBD Manual was reviewed, communities were sensitized, social assessment, communication and gender sensitization for Bongo was completed, and ADR consultancy for Bongo TA is on course.

* **Ascertainment of Customary Law on Land and Family (ACLP)**

To ascertain and document existing customary laws on land and family, a Manual was prepared, data collection completed in two (2) TAs- Wassa Amenfi and Asebu and data validated at the TA level

**3.9.4 Financial Performance**

Table 12: Ministry of lands and Natural Resources 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **SOURCE** | **APPROVED BUDGET (GH₵)** | **ACTUAL RECEIPTS (GH₵)** | **ACTUAL EXPENDITURE (GH₵)** |
| 1 | **GOG** |  |  |  |
| Compensation of Employees | 2,508,476.00 | 2,508,476.00 | 2,508,476.00 |
| Use of Goods and Services | 2,121,848.00 | 911,430.10 | 803,997.38 |
| CAPEX | 250,000.00 | 84,520.35 | 84,520.35 |
| 2 | **IGF** |  |  |  |
| 3 | **DEV’T PARTNERS** |  |  |  |
| WORLD BANK - LAP | 38,571,805.50 | 36,406,743.00 | 28,936,260.00 |
|  | **TOTAL** | **43,452,129.50** | **39,911,169.45** | **32,333,253.73** |

**3.9.5 Challenges**

The following key challenges were faced by the sector in the year 2015.

* Inadequacy of resources and capacity to support achievement of targets
* Delay in passage of Mineral Development Fund Bill
* Development of the requisite linkages between the mining sector and the rest of the economy.
* A focus on only a few minerals, notably gold, bauxite, manganese and diamonds but especially gold.
* Management of Artisanal and Small Scale Mining, especially the menace of illegal mining (galamsey)
* Monitoring and evaluation of fiscal and financial flows within the sector to ensure efficient and equitable mobilization and distribution of the benefits of mining;
* Non-Renewal of operating permits by operators
* Conflict between mining communities and mining companies
* Continual dwindling of timber resources
* Illegal Mining in Forest Reserves
* Bottlenecks in acquiring land titles and deeds

**3.9.6 Outlook Look for 2016**

The following strategies are proposed as a way forward for the sustainable and efficient management of the land and natural resources sector in Ghana.

* Facilitate the passage of The Mineral Development Fund (MDF) Bill
* Improve mining sector revenue collection, management and transparency.
* Collaborate with the University of Mines and Technology (UMAT) to train Artisanal and Small-Scale Miners, District Mining Committees and District Officers of the Minerals Commission in various mining related courses.
* Explore minerals other than gold in the Voltarian Basin to assist in the mineral diversification of the mining industry.
* Finalize and implement the National Forest Plantation Strategy which seeks to, among others, create an enabling environment for public private investment in plantations.
* Expedite action on the importation of timber
* Continue to seek viable partnership with credible private sector investors to develop ecotourism in wildlife protected areas.
* The Ministry will facilitate the passage of the LIs to operationalize the OASL Act 1994, Act 481. The Ministry will also facilitate the timely release of Minerals Royalties from the Ministry of Finance to OASL to enable it undertake planned programs and projects
* Facilitate the timely release of funding especially for time-bound projects such as plantation.
* Maintenance of established plantations (2010-2013) including fire management
* Survey, re-demarcation and re-pillaring of admitted farms and destruction of illegal farms and settlements in Forest Reserves
* Establish more Client Service and Access Units (CSAUs) to enhance land delivery services and reduce turnaround time for land title and deeds

# 3.10 MINISTRY OF FINANCE

The Ministry of Finance is another Central Management Agency with multi sectorial functions. It is responsible for financial resource mobilization, distribution, and the management of the national economy. Its functions also include ensuring macro-economic stability, management of national debts and facilitation of sustainable economic growth towards accelerated development; through implementation of sound financial policies and other fiscal relationships with donor and development partner. In carrying out its functions and core mandates the Ministry collaborates and also oversees the following Departments and Agencies.

* Ghana Statistical Service
* Ghana Revenue Authority
* Securities and Exchange Commission
* Public Procurement Authority
* Financial Intelligence Centre
* Institute of Accountancy Training

**3.10.1 Policies, Regulations and Legislations**

In order to facilitate the development and amendment of laws, regulations and codes of conduct for the financial sector, the ministry suggested and made some inputs for amendment on the draft Credit Union Regulations to the Attorney-General’s Department (A-G) for consideration and resubmission to Parliament. The Securities Industry Bill was submitted to Parliament for consideration. The Stakeholder report on the new Insurance Bill and Regulations has also been submitted to the management of National Insurance Commission (NIC) for their review.

The drafts of the Deposit Protection Bill as well as Banks and Specialized Deposit-Taking Institutions Bill (SDI)were submitted to Parliament for consideration. The Bank of Ghana developed proposals for the amendment of the Bank of Ghana Act, 2002, (Act 612) with the view to strengthening the operational independence of the central bank.

**3.10.2 Key Activities Undertaken**

1. **Economic Policy Management Programme**

* **Real Sector**

The Ministry in collaboration with the Institute of Statistical, Social and Economic Research (ISSER) and the Overseas Development Institute (ODI) carried out a climate change public expenditure and institutional review. Also a National Designated Authority (NDA) Technical Advisory Committee was constituted to facilitate effective engagement with the Green Climate Fund (GCF) and to advise the NDA on country policies, programmes and projects vis-a-vis the operations of the Fund.

A survey was conducted on the impact of the decline in Gold price on the economy, particularly on Government Revenue and Employment and also suggested measures to manage such impacts. In order to eradicate extreme poverty and hunger and to achieve universal primary education, the Ministry undertook an evaluation on the impact of the Ghana School Feeding Programme, from its inception till the year 2015 in 50 selected districts. The findings revealed that the Ghana School Feeding Programme has significantly increased enrolment, especially girl child enrolment and overall performance in beneficiary schools, despite its challenges.

1. **Economic Research and Forecasting**

The Ministry developed a financial programming model for Ghana and conducted a number of training and capacity building programmes in financial programming for officers of the Bank of Ghana, Ghana Statistical Service, National Development Planning Commission and the Ministry of Finance. Two workshops were organized to finalize the Ghana Financial Programming Model, which will serve as an analytical tool for macroeconomic analysis and forecasting. The Ministry with the support of other relevant stakeholders also revised the macro-economic framework for 2015 and also developed the 2016 framework.

The Ministry initiated the ‘Brown Bag’ Policy Seminar Series to create a platform for policy makers and academia to interact and share ideas on topical research publications and to promote evidence-based policy formulation as well as capacity building within the Ministry. Five (5) seminars were held covering areas such as the Bank of Ghana inflation targeting regime, fiscal decentralization, implications and lessons of the falling oil prices, and the Tax Incidence Analysis.

1. **Ghana Statistical Service**

The Ghana Statistical Service (GSS) focused on the implementation of the outstanding post 2010 Population and Housing Census activities; specifically, finalizing the 2010 Census Gazetteer and updating and digitizing all the Enumeration Area (EA) maps of Ghana. The Service produced a disaggregated consumption-based poverty estimates for the 216 districts and 29 sub-metropolitan areas in Ghana. This is referred to as the Ghana Poverty Mapping Report, 2015. In addition, the Service completed the data processing, analysis and report writing activities of the 2014 Ghana Demographic and Health Survey (GDHS) as well as, published and disseminated the main report and key findings of the GDHS during the year under review.

The Service also produced the main outputs of the Integrated Business Establishment Survey (IBES) Phase I which included a register of establishments in the country, a report on employment, job creation report and the summary report. Key activities relating to IBES Phase

II, such as the sample design and selection of establishments, pilot survey, training of trainers’ workshop, training of field personnel, and commencement of field work were implemented.

The GSS also initiated the annual Labour Force Survey. Activities implemented were the development of survey instruments, sample design, pilot survey, training of field personnel and the commencement of the main field data collection exercise using Computer Assisted Personal Interviewing (CAPI) technique. Preparatory activities for the implementation of the Census of Agriculture were also carried out.

1. **Financial Sector**

The Ministry continued with the implementation of the recommendations of the five-year Financial Sector Strategic Plan phase II (FINSSP II) which began in 2012 and will come to an end in 2016.

In addition, the National Financial Inclusion Strategy was developed for implementation. Similarly, the National Bond Market Committee II (NBMC II) continued to monitor the implementation of the recommendations aimed at developing the Bond Market with particular focus on the Corporate Bonds.

The Securities and Exchange Commission (SEC) granted approval for the sale of 20,000,000 existing ordinary shares and subscribed 60,000,000 ordinary shares of no par value at GH¢0.05 per share on the Ghana Alternative Exchange (GAX). In addition, the Commission approved for issuing and listing of GH¢26,725,101 million notes under the GH¢100 million Note programme.

The Financial Intelligence Centre launched and implemented the National Anti-Money Laundering and Combating Financial Terrorism (AML/CFT) Strategy and Action Plan, reviewed and consolidated the draft reports of the National Risk Assessment (NRA) Working Group. To strengthen the capacity of financial regulatory bodies, a number of officers were trained on AML/CFT, Financial Investigation and promotion of Financial Inclusion. An AML/CFT Policy/Guideline for Designated Non-Bank Financial Institutions (DNBFIs) and others were developed.

1. **Revenue Mobilization and Management Programme**

* **External Resource Mobilization**

The Ministry procured an aid management system, Ghana Development Cooperation Management Information System (GH-DCMIS), which is expected to help capture aid information efficiently as well as support the management of DP funded projects and programmes.

In order to improve the capacity of the public services for transparent, accountable, timely, efficient and effective performance and service delivery, the Ghana Capacity Development Mechanism (CDM) supported 19 public sector organizations in enhancing organizational and administrative frameworks; improving human resource management and development; increasing capacity for policy planning, budgeting, monitoring and evaluation; and strengthening communication systems.

1. **Domestic Resource Mobilisation**

The Ghana Revenue Authority (GRA) commenced the process of widening the tax net using Geographic Positioning Systems to map the location of unregistered taxpayers and to include them in the tax register. Businesses in the Greater Accra Region have been mapped.

As part of efforts to enhance revenue mobilization, a special Task Force was instituted to deal with recalcitrant taxpayers. In addition, special tax audits of companies, re-registration and re-issuing of Tax Identification Numbers for existing taxpayers continued. Efforts to increase revenue through special tax audits of companies and the Rent Tax Task Force were intensified.

1. **Expenditure Management Programme**

Pursuant to Regulations 152 and 153 of the Financial Administration Regulation, the Ministry developed and circulated the 2016-2018 Budget Preparation Calendar and Budget Guidelines to all MDAs and MMDAs as part of the budget development process. In order to enhance policy discussions and ensure alignment of MDA policies with the GSGDA II, the policy and technical hearings for 2015 were held separately. The Ministry collaborated with NDPC and organized hearings with various sectors to discuss development policies eliminate duplication of efforts and also leverage knowledge as sector players. The Technical Hearings were later held to discuss issues in relation to the 2016-2018 Budget estimates of all MDAs.

The 2015 Mid-year Review and Supplementary Budget was prepared and subsequently approved by Parliament. In addition, the maiden edition of the Annual Budget Performance Report of the 2014 financial year was prepared, published and distributed to key stakeholders to enhance budget transparency, monitoring and evaluation. Again, to deepen participatory governance, stakeholder consultation meeting was also held with civil society organizations to solicit for inputs for consideration into the 2016 Budget Statement and Economic Policy.

1. **Electronic Salary Payment Voucher (E-SPV)**

The Controller and Accountant-General’s Department (CAGD) in 2013 introduced the Electronic Salary Payment Voucher (E-SPV) and E-Payslip as a major step in controlling payroll cost. The system is operational in eight regions. The roll out to the remaining two regions (Eastern and Volta Regions) was completed by the end of 2015. All MDAs and some MMDAs now process transactions financed from the Consolidated Fund through the GIFMIS.

In order to improve procurement activities of public entities, the Public Procurement Authority undertook a nationwide assessment of procurement activities of over 1,000 Public Entities in compliance with the provisions of the Public Procurement Act, 2003 (Act 663). In addition, the Authority developed detailed Contract Management Manuals for Goods, Works and Services. The Authority also continued its training programme aimed at building procurement capacity within the Public Service and the Private Sector.

The Authority in collaboration with the Public Services Commission, Office of the Head of Civil Service and the Local Government Secretariat and other key stakeholders successfully developed a document for the implementation of the Scheme of Service for Procurement Practitioners which is critical for the establishment of the Procurement Units within the Public Sector. In addition, a Migration Criteria was developed for the migration of the staff of the Supply and Materials Management Class (SMMC) onto the established Procurement Class in close consultation with SMMC.

1. **Public Debt Management Programme**

The Ministry prepared and published the Medium Term Debt Management Strategy (MTDS) for the period 2015-2017. The objective is to lengthen the maturity profile of the entire debt portfolio and reduce refinancing risks associated with rollover of maturing debt within a shorter period. In addition, Ministry developed and published the issuance calendar, in a bid to promote transparency and improve active market participation in the domestic debt market.

The 2-year Treasury note was opened to non-resident investors as part of the measures to reduce the issuance of short term instruments, particularly 91-day T-bills. The debt sustainability analysis conducted this year, reveals a high risk of debt distress as a result of increased coverage to include SOEs debt without recognizing their assets.

To ensure effective implementation of government policies and programs, the Ministry set up a technical team to track and monitor the status of implementation of these policies and programs.

## 3.10.4 Challenges

The Ministry performed fairly well in supporting efforts by government to restore fiscal consolidation. The Ministry’s work was hampered by certain challenges which were mitigated by specific policy measures and strategies.

* Relatively underdeveloped financial market in Ghana
* Inadequate Resource Mobilization
* Unsustainable Fiscal Deficit
* Inadequate and reliable statistical data and information to support evidence-based decision making
* Weak capacity for managing public procurement
* Ineffective Debt Management Strategy

## 3.10.4 Outlook for 2016

In 2016, the Ministry will continue the implementation of its Sector Medium Term Development Plan (SMTDP: 2014-2017). The outlook for the various programs for 2016 is the focus of this section.

* **Economic Policy Management**

In 2016, the Ministry in collaboration with Ministry of Environment, Science, Technology and Innovation (MESTI) and other relevant stakeholders will implement measures to position Ghana in readiness to access global climate funds specifically the Green Climate Fund to undertake low emission and climate resilient programs and projects. The Ministry will also conduct a survey on the effect of the power outages on the Small and Medium Scale Enterprises in some selected regions.

A planned evaluation of the Capitation Grant to ascertain whether the programme has succeeded in eliminating fees and charges, and improving the livelihood of beneficiary communities, and finally its impact on school enrolment and performance will be carried out. In addition, government will continue to work with all stakeholders in the agriculture and agribusiness sector to define relevant areas that require policy analysis and research to support decisions geared towards the growth and development of the agriculture sector. In this regard, the Ministry will carry out a research in agricultural financing and insurance and undertake public expenditure review of the agriculture sector.

In 2016, the GSS will commence the process of rebasing of the Consumer Price Index (CPI) by moving the current base year from 2012 to 2014 and the estimation of quarterly Gross Domestic Product (GDP) using the expenditure approach. Furthermore, the results of the 2014 Labour Force Survey will be published and the disaggregated consumption-based poverty estimates for the districts and sub-metropolitan areas will be updated. The Service will also use the Survey of Well-being via Instant Frequency Tracking (SWIFT) methodology to inform policy decision-making, planning, monitoring and evaluation of programs.

The FIC will establish, initiate and coordinate the operations of the Asset Management Office which will receive and take possession of restrained and abandoned assets and manage the assets including the power to transfer or dispose of the assets just as it pertains in many jurisdictions.

* **Revenue Mobilization and Management**

In 2016, the Ministry will roll out the Ghana Development Cooperation Management Information System (GH-DCMIS) and continue its engagement with DPs with the view to further deepening and enhancing development cooperation in the light of new and emerging financing sources. Engagement between the Government and the Development Partner Group (G-DPG) will be strengthened to ensure higher level participation in aid management dialogue.

The Ghana Development Corporation Policy will be revised to pave way for the development of guidelines for sourcing, allocation, utilization and coordination of all DP funded projects and programs. In addition, the Ministry will continue to pursue the Aid Effectiveness Agenda under the BUSAN Protocol to better coordinate and manage the principles of ownership, alignment, harmonization, managing for results, and mutual accountability.

As part of measures to improve NTR/IGF collections, accounting and reporting, the Ministry will deploy an electronic monitoring system dubbed e-monitor across regional and district collection points of a number of MDAs and interface the system with the Integrated Financial Management and Information System (IFMIS).

* **Expenditure Management**

In 2016, the CAGD will undertake post implementation review and continuous monitoring and evaluation of the Electronic Salary Payment Voucher (E-SPV). The scope of the system will be expanded to cover the processing of transactions relating to other public funds such as Internally Generated Funds (IGFs), Statutory Funds, and Development Partner (DP) Funds. This expansion of the GIFMIS P2P process will contribute to the quest of government to ensure a comprehensive reportage on all public funds.

The Department will replace the manual payroll input forms with an Electronic Input Forms which will be rolled out to CAGD Personnel Processing Directorate (PPD) and all the Personnel and Processing Sections (PPS) at the MDAs and MMDAs. This will provide speedy processing of public servants entitlements, and reduce cost of printing the manual inputs forms as well as provide an improved audit trail.

# 3.11 MINISTRY OF TOURISM, CULTURE AND CREATIVE ARTS

The Ministry of Tourism, Culture and the Creative Arts is charged with the responsibility of promoting Ghana’s tourism potentials, effective mainstreaming of the Ghanaian culture into all aspects of national life; and to ensure the emergence of a strong vibrant creative economy to improve and advance the tourism industry and facilitate national development in general. The sector is known to be one of the high contributing sectors to the GDP. This is achieved through effective and efficient use of policies, plans, programs and projects designed by the sector.

It has responsibility over fourteen (14) Sub-vented Agencies namely:

* Ghana Tourism Authority (GTA)
* Hotel Catering and Tourism Training Centre (HOTCATT)
* National Commission on Culture and Regional Centres for National Culture
* Bureau of Ghana Languages
* Ghana Museums and Monuments Board
* National Theatre of Ghana
* Kwame Nkrumah Memorial Park
* W.E.B. Dubois Memorial Centre
* National Symphony Orchestra
* Ghana Dance Ensemble
* Abibigromma Theatre Company
* National Folklore Board
* Pan African Writers Association
* Ghana Tourist Development Company (GTDC)

**3.11.1Policies, Regulations and Legislations**

1. **Legislative Instruments on Accommodation Enterprises, Food and Beverage Enterprises**

The Draft Legislative Instruments on Accommodation Enterprises, Food and Beverage Enterprises (Catering) was submitted to the AGs office for onward submission to the Parliament. This has been completed by the Attorney General’s Department and submitted to Parliament for approval.

1. **Legal and Regulatory Framework For The Creative Arts Industry**

The draft Legal and Regulatory framework for the Creative Arts Industry was prepared and a sensitization workshop held for about 500 Creative Arts Practitioners in the Greater Accra Region as part of effort to finalize the framework for submission to Cabinet.

1. **Film Bill**

The draft Film Bill has been approved by Cabinet and a series of sensitization workshops held for the Parliamentary Select Committee on Trade, Industry and Tourism.

1. **Cinematography Bill**

The Cinematography Bill submitted to Cabinet has been approved and a series of sensitization workshops have been organized for the Parliamentary Select Committee on Trade, Industry and Tourism.

**3.11.2 Key Activities Undertaken**

1. **Management & Administration Programme**

The Ministry established the Tourism Development Fund Secretariat which became functional on 2nd March, 2015.

A Tourism Satellite Account (TSA) Committee was set-up with a secretariat at the Office of the Ghana Tourism Authority to support Tourism Data processing for effective planning and investment promotion. The TSA will ensure the provision of credible data to demonstrate the sector’s contribution to Gross Domestic Product (GDP).

1. **Tourism Product Development Programme**

The Ministry organized the 2nd Greater Accra grand Homogenous Festival (HOMOFEST) for the Chiefs and People of the Greater Accra. This is aimed at repackaging Ga- Adangbe culture for local and international patronage and investment as well as to foster understanding, unity and peace for development. Local Food (Kpekpele) Competition was organized in a number of the Ga- Adangbe Communities notably Ga Mashie, Osu, La, Teshie, Nungua and Tema. A three (3) day exhibition was also organized for the entire 16 Metropolitan, Municipal and District Assemblies within Greater Accra to showcased tourism, culture and investment potentials within the MMDA’s.

An action plan, as well as monitoring and evaluation plan for the development of the Marine Drive area was developed to ensure the successful implementation of the project. The project consists of hotels, shopping malls, cultural village, restaurants, theme parks, amphitheater etc.

Feasibility study for the establishment of the National Tourism & Hospitality Training Institute is on-going and the Consultants are yet to submit the results.

A one -stop shop for information, entertainment and sports tourism development for domestic and international tourists, the Accra Visitor Information Centre (AVIC) is about 90% complete. Work is on-going towards furnishing of the facility.

Construction works for the seven tourist receptive facilities at Salaga, Gwollu, Axim, Kpetoe, Agogo, Saltpond are at various stages of completion (about 70 % on the average). Aside opening up the tourist sites the projects will improve the quality of service delivered to tourists. In addition it will also create livelihood opportunities for the local people and increase investment in tourism-related micro, small and medium enterprises.

1. **Tourism Research and Marketing Programme**

The Ministry showcased Ghana’s rich and diverse tourism and cultural products to policy makers, international travel trade practitioners, the media and investors, among others, at the following events:

* The 21st UNWTO Session General Assembly, in Medellin, Columbia from 12-17 September, 2015
* Africa Travel Association (ATA), 40th Annual World Congress, Nairobi, Kenya November, 9-14, 2015
* World Travel Market International Tourism Fair in ExCel, London, UK
* Joint Commission for Cooperation Bilateral Meetings organised by the Ministry of Foreign Affairs to review existing or prepare drafts MoU’s on co-operation with a number of countries to develop and promote Tourism, Culture and Creative Arts. Ghana has new Draft MoU’s under consideration with the following countries; Seychelles, Malta, Ethiopia and Zambia.
* 5th Edition of the Carnival International de Victoria 2015 at Seychelles. The occasion was also used to reconnect the shared Historical Cultural roots between Seychelles and Ghana. Ghana’s trip to the Seychelles was a historical one. A significant visit that afforded The Asantehene Otumfuo Osei Tutu II to retrace parts of his roots in Seychelles.
* Ghana Hosted the UNWTO Regional Seminar on “ Enhancing Brand Africa, Fostering Tourism Development” in Accra Ghana from 17-19 August 2015.The conference attracted over 200 delegates including the UNWTO Secretary- General, 5 African Tourism Ministers, Ambassadors and representation from the African Union and the International Media visibly represented by CNN and Check –In- TV based in Qatar, among others.
* It also collaborated with Ministry of Foreign Affairs and Regional Integration (MFARI) and Golden Tulip Hotel, Kumasi to organize the first ever ambassadorial tour to Kumasi to participate in Akwasidae at Manhyia Palace. This innovative program was aimed at promoting Ghana’s rich culture to Ambassadors representing their countries.
* Organized the 12th edition of PANAFEST on the theme “PANAFEST at the Threshold of the Decade of the People of African Descent.”
* Re-launched the Explore Ghana Domestic Tourism Programme and Dedication of 2015 as the Year of Tourism by the Hon. Minister to promote domestic tourism in the country.

1. **Culture, Creative Arts and Heritage Management Programme**

As part of the Ministries mandate on Culture and Creative Arts, some Ghanaian Culture and Creative Arts Actors were given exposure by facilitating their participation in a trip to the People’s Republic of China, Seychelles, and World Travel Market (ATM) in Berlin and, Chicago, USA, at the international front.

1. **Ghana Tourism Authority**

The Ghana Tourism Authority was established by Tourism Act 817 of 2011 as an implementing body of the Ministry. During the year under review, the Authority undertook the following activities:

* Participated in ten (10) international fairs and exhibitions. The Hon. Mrs. Elizabeth Ofosu Adjare, Minister of Tourism, Culture and Creative Arts (MOTCCA) led the delegations to the first eight fairs. At each fair and exhibition, the Authority provided tourism information to tourists and trade practitioners who visited the Ghana Stands. Ghana Days were organized to climax each event. Gifts and souvenir items that were sampled at the Ghana Stands included Bar of Chocolates, Alomo Bitters, Plantain Chips, Scarves, Bungles and Ear Rings.
* The Hon. Minister led a delegation to participate in 5th Edition of the Carnival International de Victoria 2015 Mahe, in Seychelles. The Asantehene Otumfuo Osei Tutu II was the Special Guest of Honour for the Carnival.
* Participated in a Business and Investment Forum in Johannesburg, South Africa
* Attended an Investment Fair at St. Emilion in France and a made a presentation on “Agro-Tourism” to Bordeaux Chamber of Commerce.
* Took delivery of Reprints of ‘Ghana @ a Glance and Mini Tourist Maps’.
* Advertised Ghana’s tourism products in (three) 3 international magazines- Travel to West Africa, Ghana Links and Guardian.
* Facilitated the organization of two Paragliding Events at Atibie, Kwahu in the Eastern Region.
* Participated in six Local Fairs and provided tourism information to participants and trade practitioners who visited the Tourism Information Stands.
* Mounted a stand at the Exhibition held during the UNWTO Regional Conference on Tourism Brand for Africa.
* The Authority collaborated with Brave Hearts Expeditions to promote Urban Abseiling in Ghana as an aspect of sports adventure tourism which involves the vertical descent from steep rock, mountain surfaces or high rise buildings. A successful demonstration led by five instructors was held at the Shai Hills.
* In promotion of consumption of made-in-Ghana products on Chocolate Day (Valentine’s Day), the Authority organized seminars and tours for second cycle institutions to visit tourist sites across the country.
* Collaborated with the Golden Tulip Hotel to host seven (7) Heads of Diplomatic Missions in Ghana who undertook Ambassadorial Tour to Manhyia Palace and other important tourist sites. They also observed “Akwasidae” Festival
* Planned and organized the Emancipation Day celebrations at Assin Manso and Assin Praso and a reverential night at Cape Coast. Wreaths were laid at George Padmore Library, W.E.B. Du Bois Centre and Kwame Nkrumah Memorial Park to commemorate the event.
* Planned and organized the 23rd Edition of Pan African Festival (PANAFEST) under the theme: “PANAFEST at the threshold of the decade of the people of African descent” at Cape Coast.
* Organized various activities in all the eleven (11) regions including Tema to mark the celebration of the World Tourism Day. The activities included; public lectures on the theme “One billion tourists, one billion opportunities”, talk shows, radio discussions, health walks, visits to eco sites and Rattary Park in Kumasi.
* The Authority inspected and licensed 5,028 tourism enterprises as follows:
* Formal Accommodation = 2,716;
* Formal Catering=483 (460 Restaurants & 23 Night Clubs);
* Travel Trade = 397 (317 Travel & Tours & 80 Car Rentals);
* Informal accommodation = 103;
* Informal Catering = 1,329 (493 Chop Bars, 827 Drinking Bars & 9 Snack Bars).
* The Authority in collaboration with three District Assemblies opened three District Tourism Offices at Techiman, in the Brong Ahafo, Bosomtwi/Kuntenanse in Ashanti and Mpraeso/ Kwahu in the Eastern Regions respectively and also carried out enforcement exercise on 546 tourism enterprises. This will ensure efficient tourism development and promotion at the district level.
* Continued to provide extension services for improvement of tourism facilities and services in all regions. 49 groups comprising 3,725 members/students were facilitated to visit 27 tourist sites in 6 regions, thus - Greater Accra, Central, Western, Northern, Brong-Ahafo and Eastern.
* Organized 11 Regional Tourism Awards to distinguished tourism practitioners as a prelude to National Tourism Awards on 16th December. Prizes were awarded to winners in various categories.
* In recognition of its staff’s commitment to work, GTA organized an End of Year Staff Awards for its employees at the Fiesta Royale Hotel.
* Registered and certified 346 tourism establishments for the 1% Tourism Levy Collection comprising; 259 accommodation units, 53 catering units and 34 Car Rental Operators.

1. **Hotel, Catering and Tourism Training Institute (HOTCATT)**

The Hotel Catering and Tourism Training Institute (HOTCATT) is a subverted organization and the training wing of the Ministry. As part of the process to restructure HOTCATT, a local consultant SIC was selected to undertake feasibility study. The restructuring would also lead to the establishment of satellite campuses in the nine (9) regions to minimize the ordeal of travelling to Accra for training.

The Institute during the year provided training for 15,000 students in the Greater Accra, Volta and Upper West Regions at the lower and middle levels in the hospitality industry.

1. **National Commission on Culture**

The main activities undertaken for the reporting period were:

* **Capacity building**

The following capacity building programmes were organized:

* Youth training programmes in Traditional Art and Handicrafts production in the 10 Regional Centres for National Culture and the Community Youth Cultural Centre
* Vacation Camp Training Programme in Arts and Culture for the Youth
* Training Programme on Cloth wearing and Traditional Dance
* Workshop for Visual and Performing Arts on Production Techniques in the Western Region
* Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -
* Youth Training Programme in Ceramics Production
* Seminar to effectively promote cultural programs in the Upper East Region
* Seminar /Workshops on Straw Basket and Leather ware Production Techniques
* Two–day Orientation for District Cultural Officers on the relevance of sacred and ritual music to national heritage and development in the Upper West Region
* Seminar/Workshop on Traditional Textiles Production Techniques for Industry Players
* Capacity Building Programme for Officials and Creative Industry Players
* Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region
* Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region
* **Festivals and Cultural Activities**

The Commission coordinated and organized the following festivals and cultural activities:

* 10 Regional Senior High School Drama Festivals
* Second cycle Schools Drama Festival dubbed Sankofa
* Pappoe Thompson Choral Festival for Industrial Choirs
* Joe De Graft Student Drama Festival for 2nd Cycle Schools
* Week-end Cultural Variety Programme
* Bi-Weekly Baajoe programme
* Eastern Regional Cultural Week to showcase the Region’s potential
* **Others**

The under listed are the remaining programmes organized by the Commission:

* Intensified youth participation and interest in cultural programmes and activities at the Community Youth Cultural Centre and the10 Regional Centres for National Culture
* Arts Skuul (School) programme
* Annual Kpaatashie Programme on Indigenous Ghanaian Cuisines
* Visual Arts Exhibition dubbed Welcome Home
* Exhibition for Visual Artists in the Region
* Cultural Quiz Competitions for Schools and Colleges
* Weekly Story-Telling Programs
* Regional Cultural Complexes through PPP
* Printed 1,000 copies of the NCC Newsletter dubbed; ‘Efie Nkomo’.
* Collated reports for NAFAC 2014, reviewed, evaluated and developed inputs for NAFAC 2016 in Accra

The National Commission on Culture also monitored and evaluated the regional offices and Centres to strengthen the administrative activities

1. **Ghana Museums And Monuments Board (GMMB)**

The following are the highlights of activities of the GMMB for the year under review:

* Technical Training for GMMB Staff was organized to strengthen institutional capacity for Conservation and Presentation on heritage sites
* International Museums Day 2015 was successfully marked with awareness creation and interaction with the deaf and dump students
* Collation of records and site plans of all GMMB lands and sites for registration at the lands Commission
* Restoration activity to maintain the state of the forts and castles

1. **Kwame Nkrumah Memorial Park (KNMP)**

The KNMP organized the following activities:

* Re- enactment of declaration of independence
* Emancipation day Wreath laying ceremony
* Founders day wreath laying ceremony
* DuBios/ Padmore/ Nkrumah Pan-African Lectures 2015

1. **National Symphony Orchestra**

* Collected more African works for new repertoire and recording
* Performed with African/American in a concert Dubbed DIEMA.

1. **Ghana Dance Ensemble**

* The Dance Ensemble performed for 80 institutions both in the private and public sectors.
* The National Theatre, National Dance Company and National Symphony Orchestra in collaboration with Ohio University & Azaguno presented "Diema" a three (3) night of explosive Ghanaian contemporary music and dance.
* Abibigromma & Dance Ensemble undertook an outreach programme at St. Mary’s Senior High School.
* Presented “King’s Dilemma" to the public
* Rehearsal of "Musu" for the Black History Month at the National Theatre
* Five Members of the Company and Abibigromma & the Theatre undertook some theatre collaborative work in Nigeria

1. **National Theatre Of Ghana**

The National Theatre in 2015 successfully organized the following programmes:

* 6 Fun World programmes to provide basic school students the opportunity to realize and present their artistic talent.
* 1 Kiddafest programme to provide basic school students the opportunity to realize and present their artistic talent.
* Comedy Series to give up and coming comedians the platform to perform and promote stand up.
* 10 Highlife to give up and coming comedians the platform to perform and promote stand up
* Slam Ghana to rejuvenate the love of poetry and inculcate into the students the art of writing
* Ghana Theatre Festival was organized to provide artistic groups who cannot afford the rental of the facility, the opportunity to present their artistic work
* An exchange to promote cultural, educational and scientific co -operation between Ghana and Nigeria.
* Other programmes undertaken included; Teen Beat, Nkonsonkonson, Carol Service and No Rules

1. **W.E.B. Dubois Centre**

The activities undertaken by the Centre for the year 2015 included the following:

* Educated 300 participants on Pan Africanism
* Organised Drama, Poetry recital to improve poetry and artistic performances for promotion and preservation of culture
* Organised Wreath laying ceremony at the Du Bois Tomb, Padmore Library and KNMP to commemorate achievements of Heroes of Emancipation
* Organized Schools Outreach Programme to promote cross cultural interactions with other students.
* Organised Tour guiding education for tour guides to provide tour guide to Tourists at Du Bois Museum.

1. **Bureau of Ghana Languages**

The Bureau of Ghana Languages is an agency of the Government of Ghana that focuses on Ghanaian languages, including publication of materials in the various approved languages. It was founded in 1951, originally as the Vernacular Literature Bureau. The Bureau undertook the following activities:

* Developed synopsis for radio/television programs to sensitize Ghanaians on the importance of the use of the Mother language.
* Launched International Mother Language Day Celebration
* Developed and translated the Blueprint of Books 1 & 2A of the “Way to Knowledge Series” into Ghanaian Languages.
* Organised language Committee Meetings to discuss terminologies and workshop to explain terminologies to BGL staff

## 3.11.3 Financial Performance

Table 13: Ministry Of Tourism, Culture and Creative Arts 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SOURCE** | | **APPROVED BUDGET (GH¢)** | **ACTUAL RECEIPTS(GH¢)** | **ACTUAL EXPENDITURE(GH¢)** |
| 1 | GoG | | | |
|  | Compensation of Employees | 22,289,031.00 | 18,915,860.66 | 18,915,860.66 |
| Use of Goods & Services | 1,438,328.01 | 541,163.76 | 23,853.26 |
| CAPEX | 1,000,000.00 | 70,062.02 | 70,062.02 |
| 2 | IGF | 8,569,184.33 | 7,710,852.27 | 7,710,852.27 |
|  | **TOTAL** | **33,296,543.00** | **27,237,938.71** | **26,720,628.21** |

## 3.11.4 Challenges

* Very low budgetary allocation for effective development and promotion of the tourism, culture and creative arts products
* The peculiar slow pace of releases or non-releases of funds is a big challenge to programme implementation.
* Poor standards and quality of service delivery to tourists by tourism, culture and creative arts enterprises
* Inadequate transport infrastructure particularly, poor road network coupled with congestion inhibit convenient and rapid movement of tourists around the country and major cities.
* Inadequate cultural infrastructures to promote the cultural and creative arts sub-sectors.
* Lack of research on contribution of the whole Sector (tourism, culture and creative arts) to national development
* Unattractive and unhealthy environments due to poor sanitation especially along the beaches and in the big cities
* Low appreciation and support of tourism, culture and creative arts sector by policy and decision makers including MDA’s and MMDA’S
* Limited investment in tourism, culture and creative arts enterprise development by private sector.

## 3.11.5 Outlook for 2016

Over the medium-term, the priority interventions in the tourism, culture and creative arts will focus on increasing the sector’s contribution to GDP and foreign exchange earnings, as well as sustainable employment and incomes. The domestic market and their travel behaviour is expected to rise steadily as the economy grows and disposable incomes increase. In line with the sector plan, for 2016 in particular the following targets have been projected:

* The **projected international tourist arrivals** is expected to increase from its 2015 figure of 1,202,200to reach 1,600,170 ( 10% change) in 2016
* The corresponding receipt accruals projected to be US$2,275.2 billion for 2015, is expected to rise to US$3,033.8 billion by 2018
* The labour-intensive nature of the tourism industry leads to rapid growth in employment creation
* Total employment created by the tourism sector alone projected at 392,000 for 2015 is expected to rise to 540,570 in 2018.

### Management Administration

* Provision of General Administration support services (i.e. Utilities, repairs, fuel etc.) to support service delivery
* As part of the restructuring it will monitor the establishment of GTA District Offices in line with tourism decentralization process.
* Provide Legal and Regulatory Framework for the development and promotion of Creative Arts
* Review the National Commission of Culture Law and Laws of Other Culture related Agencies as part of strengthening the cultural Agencies to deliver on their mandate
* Establish the Council for the Creative Arts and Secretariat to oversee the re-organization of the Creative Arts so as to develop a competitive creative arts industry.
* Train staff in tourism, culture and creative arts related skills to build capacity for effective service delivery
* Organise Mid-Year Performance Review for the Sector
* Undertake monitoring & evaluation of sector’s programs and projects
* Organize quarterly Public Private Partnership forum
* Organise quarterly Ministerial Advisory Board Meetings
* Organize Regional Familiarization Tours

### Tourism Product Development

* Continue engagement with the United Nations World Tourism Organization (UNWTO) to help mobilize funding for the implementation of the 1st Phase (5 yr. immediate Action Plan 2013-2017) of the new 15-year National Tourism Development Plan (2013-2027). Among others the funding will be sought for preparation of various tourisms circuits namely; Volta Lake Master Tourism Plan, Integrated Master Plan for Mole National Park and Surrounding Areas, Master Plan for Kakum National Park, Management Plan for Elmina Castle and Fort. St. Jago, Shai Hill Resource Reserve Management Plan, Marketing & Branding Plan for Kumasi Craft Villages.
* The Ministry will complete work on the Accra Visitor Information Centre which is to serve as a one stop shop for information, virtual tour, recreational and entertainment, business, catering, among others, for tourists. It will also make efforts to complete tourist receptive facilities in Axim, Kpetoe, Salaga and Gwollu as part of efforts to improve visitation, revenue generation and jobs in the respective communities who host tourists.
* As part of diversifying the tourism product, the Ministry will organize the 3nd Greater Accra Regional Homogenous Festival dubbed “**HOMOFEST”** in 2016. This event seeks to rejuvenate indigenous entrepreneurial cultural activities, creativity, create jobs and generate revenue for the local residents and traditional communities. The ultimate goal is to foster social cohesion and national unity for development.
* Organize 11 festivals and special events in the regions
* Establish District tourism development committees in collaboration with relevant MDAs and the private sector
* Organize Ghana carnival to boost domestic tourism and stimulate the local economy and tourism enterprises.

### Tourism Research & Marketing Programme

* In 2016, the Ministry will vigorously promote Ghana’s tourism products in target markets in Europe, America, Asia and Africa by showcasing Ghana’s tourism, culture and creative arts to travel trade practitioners, the media and investors at international tourism fairs in Vakantierbuers, the Netherlands, FITUR International Tourism Fair in Spain, ITB International Tourism Fair in Berlin, Germany, African Travel Association Presidential Forum in New York, USA, China Tourism International Fair. These efforts are aimed at positioning Ghana on the international tourism map. Similarly, it will attend UNWTO/ UNESCO International Tourism/ Culture Conferences to articulate Ghana’s Tourism and culture offer for international patronage.
* Special documentaries on Ghana’s tourism and culture will be developed for promotion in the international media and travel journals.
* The Ministry’s official tourism website *(*[*www.motcca.gov.gh*](http://www.motcca.gov.gh/)*)* will be updatedand made more interactive to improve global access to Ghana’s tourism.
* The Ministry will attend Joint Commission for Cooperation Meetings with Iran, South Africa, Turkey, Brazil, Kenya, Ethiopia, Russia etc. to secure bilateral partnerships and support for the development of Ghana’s tourism, culture and creative arts.
* The Ministry will organize key events such as National Chocolate Day, Accra Carnival, World Tourism Day in September, Food Festival, Handicraft Fair, Paragliding Festival, Emancipation day celebration and Cultural Bazaar as part of boosting domestic tourism. The promotion of domestic tourism among others is aimed at helping Ghanaians to know more about their country to appreciate Ghana’s rich culture and beautiful environment and preserve them for posterity. The organization of the events further seeks to stimulate businesses in hospitality and cultural enterprises, including hotel, catering, performing arts, entertainment, recreational and transport services, handicraft production and retailing for patronage of tourists in and around the communities and districts where the events are hosted.

### Culture, Creative Arts and Heritage Management Programme

* Continue to secure partnerships and funding from the private sector towards the completion of Regional Centres for National Culture for the promotion of the arts and culture, beginning with the Kumasi Centre for National Culture to foster national cohesion and provide jobs for artisans and artists. Also the development of the new cultural village in the Ashanti region to boost tourism, culture and creative arts enterprises in the region.
* Furthermore, the Ministry will continue her engagement with members of the Creative Arts Trade Associations as well as the Ghana Culture Forum (Apex Body of Creative Arts Associations) to explore ways of developing a competitive creative industry in Ghana.
* Organise Youth Training Programs in Traditional Art and Handicrafts Production
* Establish secretariat for the Creative Arts Council
* Organise the Celebration of Ghanaian Orchestral Icons
* Organize Theatre for Development performances in second cycle schools
* Organise Annual Kiddafest and provide support for performing artistes
* Research into new dance forms to promote Ghanaian culture
* Develop Museums interaction programs and exhibitions
* Organise International Mother Tongue Day and sensitize the citizenry on the Use of Ghanaian Language as a Potent Tool for Nation Building
* Organise National Festival of Arts & Culture (NAFAC)

# 3.12 MINISTRY OF TRADE AND INDUSTRY

The Ministry of Trade and Industry (MOTI) is the primary Government organization with the broader mandate of formulating and developing trade and industry related policies, supervising its implementation, and evaluation in Ghana. The ministry as part of its strategic goal aims at establishing Ghana as a major value added manufacturing, industrial and commercial hub in West Africa by the year 2025.

The Ministry also provides support to public and private entities involved in commercial and industrial activities to develop a modern, robust and globally competitive economy driven by science and technology to generate higher growth rates and contribute towards employment growth and poverty reduction in the country.

## 3.12.1 Sector Departments and Agencies

The Ministry exercises oversight responsibility over the following Agencies, Public Boards and State Owned Enterprises (SOEs):

**Subvented Agencies**

* Ghana Export Promotion Authority (GEPA)
* Ghana Standards Authority (GSA),
* Export Development and Agricultural Investment Fund (EDAIF),
* Ghana National Procurement Agency Limited (GNPA)

**Public Boards and Commissions**

* National Board for Small Scale Industries (NBSSI)
* Ghana Free Zones Board (GFZB)
* Tariff Advisory Board ( TAB)
* 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
* Ayensu Starch Company Limited
* Volta Star Textiles Limited
* Northern Star Tomato Company Limited.

**Overseas Trade Missions**

The Ministry’s business is also undertaken by 9 overseas trade missions namely:

Nigeria (Abuja), Belgium (Brussels) Switzerland (Geneva), UK (London) USA (Washington), Turkey (Ankara), Japan (Tokyo), China (Beijing) and South Africa (Pretoria) for trade and investment promotion.

## 3.12.2 Policies, Regulations and Legislations

In order to enhance the regulatory environment and deepen competitiveness of the trade and industry sector, the Ministry initiated the following policies;

1. **Promotion of Made in Ghana Goods and Services**

The Ministry completed work on the development of Made-in-Ghana Policy to provide the framework that would guide the production, marketing, distribution and consumption of locally made products. Consequently, a Made-in-Ghana logo has been developed and launched to be used by Ghanaian firms as a seal of quality to boost the patronage of locally made products.

Marketing support was also provided to SMEs to showcase their products to prospective consumers both local and international through the Ministry’s Web Based Product Gallery ([www.ghanatrade.gov.gh](http://www.ghanatrade.gov.gh)). The website was hosting the products of 857 SMEs comprising 663 manufacturing companies and 189 Service providers as at December 2015.

1. **Consumer Protection Policy**

A Consumer Protection Policy was developed to serve as a framework for establishing a legal, institutional, and social infrastructure that enhances the welfare, health, safety and economic interest of consumers and also empowers them to assert their rights in the marketplace.

1. **National Sugar Development Policy**

The Ministry developed a comprehensive sugar policy. This is expected to create an enabling framework for infrastructural and institutional environment to make Ghana a globally competitive private sector hub for sugar.

1. **National Quality Policy**

A National Quality Policy of Ghana was completed to strengthen the National Quality Infrastructure in order to achieve accelerated economic growth, increase in exports, ensure supply of safe quality products and services at competitive prices and contribute towards the protection of consumers and the environment.

1. **Competition Policy**

The Ministry engaged a technical consultant to draft a Competition Policy aimed at ensuring that consumers are adequately protected from firms, whether large or small, which usually engage in collusion to prevent competition so as to exploit consumers. The consultant submitted two reports to the Ministry and is expected to submit the final report in the first quarter of 2016.

1. **Ghana Logistics Policy**

The concept paper for the Ghana logistics policy was developed during the year. This Policy is aimed at instituting an efficient service delivery for the country with particular focus on SMEs through an integrated approach, with convergence on infrastructure and public-private services, which addresses coordination failures and identifies logistics constituencies for reform.

1. **Ghana Standards Bill - Intellectual Property Right**

The Ministry reviewed the remaining two out of the 7 Acts of the Intellectual Property Rights Law: Trademarks, Copyrights, Layout-Designs of Integrated Circuits and Trade Secrets have been completed.

The Plant Breeder’s Rights is currently before Parliament while Geographical Indications, Patents, Industrial Designs have been reviewed and currently under consideration by Cabinet.

## 3.12.3 Key Activities Undertaken

During the period under review, the Ministry pursued the Transformational Agenda of Government through implementation of its 2015 action in Sector Medium Term Development Plan, the Industrial Sector Support Programme, the Trade Related Assistance and Quality Enabling (TRAQUE) Programme, the National Export Development Programme, the Rural Enterprises Programme, the Private Sector Development Strategy II and the Ghana Private Sector Development Facility with the aim of supporting the growth of the private sector.

1. **Trade and Industry Development Programs**

* **National Export Development Programme**

The Ministry established a Programme Coordination and Management Unit at the Ghana Export Promotion Authority to implement the National Export Development Programme. It aims at doubling earnings from the Non Traditional Export sector from the current level of USD2.5 billion to USD5 billion within a 5-year period.

* **Rural Enterprises Programme (REP)**

This programme seeks to improve rural livelihood through entrepreneurship training in collaboration with NBSSI and GRATIS Foundation. Under this intervention, Business Development Services (BDS) were provided to 23,638 MSEs in rural communities in various districts across the country and their associations were strengthened; 2,232 rural master craft persons and apprentices were supported with technology services; 80 Staff of Financial Institutions including ARB Apex Bank were trained; 14 Training programs were also organized for MSE support institutions at district, regional and national levels; 285 clients were supported through the Matching Grant Fund.

* **Ghana Private Sector Development Fund**

The Ghana Private Sector Development Facility (GPSDF) entered the second phase of implementation during the period under review. In 2015, GPSDF approved applications of 99 SMEs with total requested funds of 44.2 Million Euros as against the available fund of 4.4 million Euros. Out of these applications, only 8 firms were supported.

1. **Multilateral, Bilateral and Regional Trade Division**

* **Economic Partnership Agreement (EPA)**

As part of the national preparations for the effective implementation of the Economic Partnership Agreement with the EU, a strategy document was developed to enable Ghana maximize the benefits and minimize losses from trade with the EU. In the strategy document a number of measures would be undertaken to support private sector operators.

* **US Trade Africa Initiative**

The Ministry signed an MOU with the US Government to expand bilateral trade and investment cooperation under the new US Trade Africa initiative. Within this framework, Ghana will benefit from US assistance to implement its WTO Trade Facilitations Category C measures, establish Ghana International Trade Commission and also deal with issues relating to technical barriers to trade (TBT) and sanitary and phyto-sanitary measures (SPS) to improve the ease of doing business.

* **Establishment of Ghana International Trade Commission**

The Ministry completed work on the draft bill for the establishment of the Ghana International Trade Commission. The overarching goal is to enable Ghana institute safeguard (counter-veiling and anti-dumping) measures to deal with unfair trade practices in line with WTO rules. The bill is expected to be passed by Parliament in the first quarter of 2016.

* **Ghana Cargo Clearance System (GICCS)**

GCNet deployed the Ghana Integrated Cargo Clearance System (GICCS) Phase 2. The system, a web-based module is expected to minimize data entry errors by more than 55% and also make declaration submission virtual and efficient.

* **Export Promotion**

The Ministry, through the Ghana Export Promotion Authority (GEPA), assisted 18 manufacturing companies to obtain approval for 21 products exported to the West African sub-region under the ECOWAS Trade Liberalization Scheme. The GEPA also trained;

* 1,120 horticultural farmers in Good Agricultural Practices and Export Quality Management
* 1,750 groundnut farmers were trained in the prevention of aflatoxin
* 240 craftsmen in the handicraft sector on quality management and
* 714 exporters were given advisory services.

1. **GRATIS Foundation**

As part of Technology Transfer Services to SMEs, GRATIS in 2015 provided training for 114 vulnerable men and women in various food processing and other income generating skills. Four hundred and seventy four (474) persons and Master craftsmen received training in Mechanical craft practice and various engineering skills. 184 persons also received training in Welding and Fabrication and 44 in Metal Machining.

1. **National Board for Small Scale Industries**

The Board with the aim of improving competitiveness of Small Enterprises facilitated access to quality Business Development Programs and Integrated Support Services for MSEs through;

* **Access to Credit** - The NBSSI with EDAIF support established the NBSSI-EDAIF Credit Scheme with a seed capital of GHS3, 000,000 to support MSEs in the agro-processing and export sectors. A total of GHS1, 431,500.00 was approved and disbursed for 210 projects across the country. The Board facilitated access to institutional credit for 1,062 small businesses consisting of 441 (41.5%) males and 621 (58.5%) females.
* **Business Development Services (BDS)** – NBSSI with support from Export Trade Development and Agricultural Investment Fund (EDAIF), Rural Enterprises Programme (REP) and Trade Related Assistance and Quality Enabling (TRAQUE) Programme facilitated the organization of 2,800 business development support programs, benefitting 56,224 entrepreneurs of which 21,495 (38.2%) were males and 35,729 (61.9%) were females.

1. **Export Trade, Agriculture and Industrial Development Fund (EDAIF)**

In 2015, the Fund approved over GHS102 million in highly concessionary credit and grants; an additional GHS33.0 million for projects. These were supports given to over 1,000 beneficiaries. A total of GHS15.0 million was approved to commence EDAIF’s equity funding for SMEs.

1. **Standardization and Conformity Assessment**

In order to safeguard the health, safety and economic interest of consumers, the Ministry through the Ghana Standards Authority inspected 43,791 imported high risk goods at the port of entry, conducted 392 market surveillance activities throughout the country and also tested and analyzed 13,513 samples to ascertain their conformance to applicable standards.

1. **National Salt Iodization Project**

A Universal Salt Iodization Strategy III Document was developed and submitted to Cabinet for approval. This seeks to increase salt production for industrial use, export and domestic markets.

1. **Komenda Sugar Factory**

The construction of the factory was 70% complete as at December 2015 whilst the construction of access road to the factory was 30% complete. The Ministry initiated a process to develop an irrigation project and sugarcane plantation to feed the Komenda Sugar Factory upon its completion.

1. **Ghana Free Zones Board**

* **Tema Export Processing Zone**

The occupancy rate of the Tema Export Processing Zone increased from 59 companies to 65 in 2015. A new power substation to boost power supply to the enclave was completed and commissioned.

* **New Industrial Zones**

The Ministry through the Ghana Free Zones Board acquired land in Tamale to establish an industrial zone. Lands were also identified at Shama, Sekondi, Kumasi and Ho for the same purpose.

**3.12.4 Financial Performance**

Table 14: Ministry of Trade and Industry 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SOURCE** | | **APPROVED BUDGET (GH¢)** | **ACTUAL RECEIPTS (GH¢)** | **ACTUAL EXPENDITURE (GH¢)** |
| 1 | **GoG** | | | |
|  | Compensation of Employees | 36,302,697.00 |  | 12,927,027.00 |
| Use of Goods & Services | 1,442,805.00 |  | 812,000.00 |
| Non-financial Assets | 2,000,000.00 |  | 1,990,577.00 |
|  | **Sub-total** | **39,745,502.00** |  | **15,729,604.00** |
| 2 | **IGF** | **82,196,610.00** |  | **20,276,741.96** |
| 3 | **DEV’T PARTNERS** | | | |
|  | EU | 61,888,087.00 |  | 1,052,134.80 |
|  | **TOTAL** | **183,830,199.00** |  | **37,058,480.80** |

## 3.12.5 Challenges

Some of the challenges encountered during the year are as follows:

* Inadequate budgetary allocations to implement key projects and programs of the Ministry.
* Constraints associated with the timely procurement of goods and services (value for money) due to The Public Procurement Act sometimes
* Delay in the release of funds from collaborating DPs for specific projects or programs due to untimely release of counterpart funds (e.g. IFAD funds for the REP III)
* Inadequate staff to manage the Business Advisory Centres across the country.
* Lack of collateral by SMEs to access EDAIF funds from financial institutions

## 3.12.6 Outlook for 2016

# The Ministry would continue to implement the following programs and projects towards the realization of its policy objectives:

# Trade Development

* **Domestic Trade Development**

In 2016, the Made-in-Ghana policy document would be presented to Cabinet for approval after which the required legislations will be pursued to support the implementation of the policy. The promotional campaign which was started in 2015 would also be pursued to create more awareness amongst the public.

* **Consumer Protection Policy**

The Ministry will ensure that work is completed on the Bill to address concerns and needs of consumers especially those of women, children and the physically challenged and initiate the process for its passage by Parliament.

* **Competition Policy and Law**

Work on the above is progressing and the Ministry will work assiduously for the completion of the Policy which was started in 2015 and the enactment of a Competition law to promote fair competition.

* **Economic Partnership Agreement (EPA)**

Work on the EPA Development Programme and its implementation plan and related activities will be pursued in 2016. These activities will constitute the inception phase activities of the EPA.

* **Measures to Deal with Unfair Trade Practices**

Preparations are far advanced for the establishment of the **Ghana International Trade Commission** (GITC) in 2016 to enable Ghana institute safeguards; counter-veiling and anti-dumping measures to deal with unfair trade practices in line with WTO rules. The draft bill is expected to be passed by Parliament in the first quarter of 2016.

* **National Export Development Programme (NEDP)**

The Ministry will continue to implement the NEDP to double earnings from Non-Traditional Export sector from the current level of USD 2.5 billion to USD 5 billion within a 5 year period.

* **National Export Strategy (NES)**

In 2016 the Ministry will commence full implementation of the strategy to diversify and increase revenue earnings from the Non-Traditional Export Sector.

* **Export Promotion**

The Ministry, through the Ghana Export Promotion Authority, will undertake a study on the impact of the AGOA and strengthen itself to participate effectively in the new AGOA, particularly with regard to apparel exports.

* **Export Trade, Agricultural and Industrial Development Fund (EDAIF)**

In collaboration with Ministry of Finance and Bank of Ghana the process to convert EDAIF into EXIM Bank to enable it continue to provide financial resources to support Ghana’s export trade, agricultural and industrial development would be pursued.

* **Standardization and Conformity Assessment**
* **Trade Related Assistance and Quality Enabling Programme (TRAQUE)**

The process to support the National Quality Infrastructure (NQI) is expected to be completed in 2016 with the provision of testing equipment for food (chemical and microbiology) and non-food (plastics, textiles, fertilizer, cosmetics etc.). There would be calibration of equipment for mass, temperature, pressure, volume, time, frequency etc.

* **Sugar Policy**

Consultative stakeholder fora on the policy would be completed in 2016 after which work on sugar bill will commence.

* **Komenda Sugar Factory**

The Komenda Sugar Factory is expected to become fully operational. In addition, the Ministry of Trade and Industry, through public private partnership (PPP) arrangements will establish another sugar factory with irrigation facility in Savelugu in the Northern Region.

* **New Industrial Zones**

There will be surveying and mapping of lands identified for Industrial Parks in the Northern, Ashanti and Volta Regions. The Ministry would also facilitate the acquisition of lands in the remaining regions and commence development of the lands into multi-purpose industrial parks.

* **Private Sector Development Strategy (PSDS II)**

The Ministry would work with the private sector in 2016 under the PSDS II to improve business environment for private sector operators in order to support industries to discover opportunities and promote innovation towards economic transformation and sustained growth.

* **Corporate Social Responsibility Policy**

Implementation of the policy would commence in 2016 to provide the necessary framework within which government and industry, through a collaborative effort can improve the health, safety and well-being of the people.

**3.13 MINISTRY OF THE INTERIOR**

The Ministry of the Interior is responsible for the maintenance of lawDescription: http://mint.gov.gh/index_htm_files/0.gif  and order in the country as provided for in the 1992 Constitution. The Ministry as such exists to ensureDescription: http://mint.gov.gh/index_htm_files/0.gif  internal peace and harmony, security, in addition to ensuring 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.

**3.13.1 Sector Departments and Agencies**

The Ministry has no departments but oversees the performance of the following Public Services and Agencies:

**Public Services**

* Ghana Police Service
* Ghana Prisons Service
* Ghana National Fire Service
* Ghana Immigration Service

**Other Agencies**

* Narcotics Control Board
* National Disaster Management Organization
* Ghana National Commission on Small Arms & Light Weapons
* National Peace Council
* Ghana Refugee Board
* Ghana Gaming Commission

**3.13.2 Policies, Legislations and Bills**

The review of some outdated Acts and Regulations that govern the operations of some of the Agencies continued to gain the attention of the Ministry in 2015. This is to ensure that the Agencies’ responsibilities are in tandem with the current needs of the society. The following were the Policy documents and Bills prepared/reviewed by the Sector and submitted to Cabinet for consideration:

* Extradition Bill
* Ratification of the Arms Trade Treaty
* Ratification of Protocol establishing the ECOWAS Criminal Intelligence and Investigation Bureau

The Ghana Migration Policy has been approved by Cabinet and sensitization programme on the Policy document was organized in the Northern, Brong Ahafo and the Greater Accra Regions. The aim of the Policy was to help minimize the negative impact and optimize the potential impact of migration for development of Ghana.

The Prisons Service Bill/Regulations was under review by Parliamentary Select Committee on Constitutional and Subsidiary Legislation whiles a Memo on the Ghana Immigration Service (Amendment) Regulations was also submitted to Parliament for consideration.

The Ministry in collaboration with the Narcotics Control Board, continued the process to replace the Provisional National Defence Council Law (PNDCL) 236 which established the Narcotics Control Board (NACOB) with the Narcotics Control Commission’s Bill. The draft Bill is currently at the consideration stage in Parliament. The Bill seeks to address certain weaknesses in the existing law (PNDCL 236), which became law before the commencement of the Fourth Republican Constitution. The PNDCL 236 restricts the confiscation of illegal property of drug offenders and does not adequately deal with the freezing of accounts of drug dealers. The utilization of proceeds of realizable property was also not provided for. The main purpose of the Bill is to establish the Narcotics Control Commission to provide for offences related to narcotic drugs and psychotropic substances.

The Ministry, in collaboration with the Immigration Service,reviewed and presented the Immigration Service Act, 1989 to Parliament for re-enactment and approval to include other added functions. The new Immigration Bill is currently at the second consideration stage in Parliament.

The Ghana Refugee Board (GRB) completed the draft National Policy on Refugee Management (Refugee Commission Bill) which is intended to change the Board to Commission is awaiting submission to Cabinet. The Board has completed the draft Cabinet Memorandum on Statelessness.

The Gaming Commission facilitated the drafting of its Legislative Instrument (LI) to support the Gaming Act 2006, (Act 721) pending Cabinet approval.

**3.13.3 Key Activities Undertaken**

In line with its mandate and in recognition of the strategic position the ministry and its sector agencies occupy in the nation building process, a number of related interventions and activities planned were executed.

1. **Retooling of the Security Agencies**

The Ministry prepared a Loan Facility to procure logistics in order to retool the Security Agencies to enable them provide effective and efficient internal security for human safety and protection. This was submitted to the Ministry of Finance and Attorney General’s Department for consideration in 2014 but due to Government’s policy/directives on contracts/loans rationalization, the sector had to take a second look at the facility in 2015. The loan facility/document has however been forwarded to the National Security Service for consideration and further action.

1. **Monitoring of Private Security Organizations (PSOs)**

A monitoring exercise on Private Security Organizations (PSOs) was carried out in the Western, Central and Greater Accra regions by the Ministry. A key finding during the exercise was the illegal operations of some of the PSOs. However the year witnessed a reduction in the number of legally registered PSOs as a result of the Ministry placing a cap on the licences issued. The Ministry further streamlined the operations of PSOs by updating their records and published the list of members in good standing. It also organised a one-day sensitisation meeting for Managing Directors and Chief Executive Officers of the PSOs.

1. **Research and Public Relations / Outreach Programmes**

The Research and Public Relations Directorate disseminated sectorial information on its policies, activities, procedures, and conducted research into the sector’s programmes and activities.

The Ministry, on 29th September, 2015, took its turn at the ‘Meet-The-Press’ series. This meeting as usual offered the Ministry the opportunity to interact with the media and sections of the public. It also held an End-of-Year Press Soiree with Editors and Senior Journalists of selected Media Houses to review the work of the Ministry in 2015 and shared experiences with the view to enhance our collaboration and cooperation for national development. All these provided Ghanaians the opportunity to be well informed about the work undertaken by the Ministry and its Agencies.

The Ministry collaborated with United Nations International Children Emergency Fund (UNICEF) and undertook the following activities towards the protection of the child;

* Organized a two (2) day workshop on Online Child Sexual Molestation to craft a National response to combat this creeping social phenomenon
* Established a Steering Committee on Child Friendly Policing Initiative; The Committee held two (2) meetings during the review period to reassess the work of the Technical Committee towards infusing Child-Friendly Policing into the Curriculum of the seven (7) Police Academies in the Country.
* Consider the engagement of legal experts to lead the process of crafting a non-custodial Law for Ghana.

Figure 1: Services Rendered By the Ministry of the Interior to the Public In 2015

A total of Fifty (50) foreign Nationals died in Ghana and were exported to their various Countries. These include Thirty (30) from Nigeria, Five (5) each from Togo and Liberia, Two (2) each from Sierra Leone and Benin, One (1) each from Britain, Germany, Philippines, Ivory Coast, Congo and Burkina Faso.

Figure 2: Work Permit Granted

The Ministry received a total number of 269 applications from foreigners of various countries. From the above line graph, it can be deduced that all the applicants were granted work permits and there was no outstanding.

Figure 3: Dual Citizenship

The graph above depicts the quarterly distribution of dual citizenship applications received (632, 658 and 844 for first, second and third quarters respectively), approved (610, 530 and 767 for first, second and third quarters respectively) and those outstanding (22, 26 and 77 for first, second and third quarters respectively). Of the 2,122 Dual Citizenship applications received, 1,274 are Males and 848 are Females.

Figure 4: Private Security Organizations

From the graph above, 88 Private Security Companies renewed their licence, 18 are pending for renewal, 73 new applicants for licence were received and 28 licenses were issued to newly established Private Security Companies.

Figure 5: Registration of Spouse

In 2015, a total number of Thirty-Four (34) applications for Registration of Spouses were received by the Ministry and are awaiting approval.

Figure 6: Registration of Minors

In 2015, Twenty-Five (25) applications for Registration of Minors were received and approved.

Figure 7: Renunciation and Naturalisation

Seven Hundred and Thirty-One (731) applications for Renunciation of Ghanaian citizenship were received, Three Hundred and Sixty-Seven (367) approvals were granted while Eighty (80) are pending for approval. Thirty-Six (36) applications for Naturalization as Ghanaian citizenship were received and are yet to be approved by the Ministry.

1. **Crime Management Programme**

The Ministry through its Agencies was able to maintain peace and order in the country. Some of the notable Security concerns that confronted the nation during the period under review were the Ethnic and Communal Conflicts / attacks that erupted in some parts of the country particularly Bimbila, Bawku, Nakpanduri, Nkonya and Alavanyo, Brong Ahafo, Kumasi, Let my Vote Count demonstration at the Electoral Commission (HQ) of Ghana and labour agitations, to mention but a few. The Private Security Organizations (PSOs) also collaborated with the State Security Agencies to promote Peace and Security in the Country.

1. **Ghana Police Service**

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

The Ministry envisioned reducing crime by 20% of the 197,902 figure that was recorded in 2014. Currently crime rate has been reduced drastically by 15%. The plan was fulfilled through the rebranding of the Patrol, Accessibility and Visibility Unit of the Service and the further expansion of these Units in all the Regions across the Country. The Service created additional Twenty (20) Divisional Headquarters, Sixty-Five (65) Districts, Two Hundred and Sixty (260) Stations and Posts, deployed about One Thousand Nine Hundred (1,900) personnel to the newly created Units and intensified the day and night patrols in our cities and along the highways. Similarly the Ghana Police Service continued with the implementation of the Tent-City System, Prefab and Street Policing programs to further actualize the Community Policing Concept.

Intelligence-led policing deepened through the improvement of rewards given to informants. In the same vein investigation and prosecution of cases have also been improved. The Service undertook Massive Traffic Management Operations that involved the development and implementation of a comprehensive programme and embarked on regular Road Safety Educational Campaigns. The operation eased traffic congestion, reduced accident drastically on our roads and led to improvements in our marine and rail safety. The Stakeholders Counter-Terrorism training course was initiated to train Police personnel on how to deal with emerging threats of terrorism which would continue until the 2016 general election period.

Improvement in Logistics management - The Police Service put up the Upper West Police Regional Headquarters in Wa, undertook renovation and furnishing of offices and residential buildings, constructed the Police Intelligence and Professional Standards (PIPS) Headquarters. The construction of the Police Hospital Expansion Project by the International Hospital Group (IHG) was also continued. Likewise, the Service improved their engagement with the local and international media and other stakeholders across the Country.

One Hundred and Sixty (160) Formed Police Unit (FPU) personnel were deployed and equipment to Southern Sudan to fulfill and enhance the effort of the Service towards International Peace Keeping Operation.

1. **Ghana Prisons Service**

**Custody of Inmates and Correctional Services**

In the Service’s quest to reduce recidivism and promote effective re-integration of ex-convicts, it continued to provide formal education and vocational training to selected inmates. Seventeen (17) candidates were prepared to sit the Basic Education Certificate Examination (BECE) and Sixteen (16) of them passed. Thirty-Four (34) candidates were presented for the National Vocational Training Institute (NVTI**)** Exams but the results are yet to be accessed. Also, prudent rehabilitation programmes for the inmates was put in place resulting in the reduction of recidivism rate to 4.7% as compared to the 5.4% recorded in 2014.

Additional efforts to reduce remand population in the Prisons continued to yield positive results as Special Court Project under the ‘’Justice for all ‘’ programme was completed at the Nsawam Medium Security Prisons. For example, the recent sittings to review cases resulted in the release of Two Hundred and Thirty (**230)** remand Prisoners. This together with normal discharges reduced the overcrowding rate from the 2014 figure of 48.16% to 45.4%. Also, the inmates’ population at the Two Thousand (**2,000)** capacity Maximum Security Prisons, Ankaful increased from about Eight Hundred and Thirty-One (**831)** in 2014 to Eight Hundred and Seventy-Eight (**878)** in the reporting year, partly as a result of the completion of some residential facilities to house Officers who are responsible for the provision of Security in the Prison.

The ‘Project Effiase’ and the Ten (10) Year Strategic Development Plan of the Prison Service were inaugurated and launched. The project is aimed at creating awareness on the deplorable state of Ghanaian Prisons as well as soliciting the support of Corporate Institutions, Religious Bodies, and well-meaning Ghanaians to assist in improving conditions at the Prisons. The Prisons Administration together with the Paralegal Unit of the Service also updated the records of remand prisoners in the Forty-Two (42) Prison establishments to give early notification to the Ghana Police Service and the Courts of Ghana when their warrants would expire. The Desk Officers representing the Paralegal Unit established at all the Prisons have been put in charge to liaise with the Courts, Police, Commission on Human Right and Administrative Justice (CHRAJ) and Legal Aid to keep regular contact with these Agencies and facilitate Court attendance to ensure that Offenders do not unduly overstay in Prison custody.

Nineteen (19) Superior Officers and Twenty-One (21) Junior Officers were trained at Ghana Armed Forces Staff College (GAFCSC) in Conflict, Crises and Defence Management and International Correctional and Management Training Centre, (ICMTC) USA.

The Service achieved agricultural production output of 1,252 acres for crops and 1,009 for livestock as against the annual targets of 1,332 acres and 3,352 for crops and livestock respectively. Besides the improvement in the agricultural production output, the Public Private Partnership (PPP) initiative with HAVILAK at Bolgatanga in basket weaving is still on-going. The aim of this project is to develop industries for rehabilitating prisoners and to generate income for the Service.

1. **Narcotics Control Board**

**Narcotics & Psychotropic Substances Management**

The Narcotics Control Board (NACOB), through its enforcement and control activities, arrested and seized several kilogrammes of various narcotic drugs and psychotropic substances The Board recorded a total of twenty three (23) Narcotics Drug arrest cases and a total weight of 760.64kg postal seizures of various substances were made. One person was also convicted for Narcotic Drug offences.

1. **Ghana National Fire Service**

**Fire Management, Rescue and Extrication Services**

The Ghana National Fire Service (GNFS) implemented the Fire Education Campaign Strategies which resulted in the conduct of Fire Education in various languages on Radio and Television stations twice a week. The Service undertook One Hundred and Four (104) Radio and Television programmes, conducted Strategic Fire Education in Five (5) Markets and Lorry Parks, eight (8) Public Institutions and other organizations as well as Schools and Churches all aimed at educating the Public on Fire Prevention. The service attended to Two Thousand, One Hundred and Eighty-Seven (2,187) fires saving many lives and several properties running into millions of Ghana Cedis. Improvement in time spent to respond to fire and other emergencies is averaging between 10-15 minutes compared to previous years’ response time of 20-30 minutes as against the international standard of 4 minutes.

The Fire Safety Directorate of the Service issued One Thousand, Two Hundred (**1,200)** Fire Certificates to the Public and Commercial Premises thereby generating **Gh₵ 713,000.00** as Internally Generated Fund (IGF) for the country. This represented **41.42%** of the **Gh₵1,721,530.00** projected IGF for the year.

One Thousand (**1,000)** Fire Volunteers were trained nationwide to equip them with the requisite knowledge on Fire Prevention and Fighting Skills. In the same vein, the National Bush-Fire Prevention Campaign was launched at Agona Swedru in the Central Region of Ghana.

1. **National Disaster Management Organization-NADMO**

**Disaster Risk Management**

The period saw the Organization stepped up its Flood Disaster Preparedness Programme by embarking on Public Education on Disaster Risk Reduction and Climate Change Adaptation. Though NADMO embarked on these exercises, yet the year under review recorded one of the worst fire and flood disasters in the National Capital, Accra on June 3, 2015 where One Hundred and Fifty-Four (154) lives were lost and thousands of people displaced. Even with these dire statistics, as at October, 2015, NADMO responded to 15,000 victims of flood disasters as against the 2014 figure of 18,550, indicating a decrease in the total number of flood victims over the period. NADMO, over the period, also supported victims of various fire incidents that occurred in places such as Ablekuma North, Kokompe Industrial Spare Parts Shops, Okai Koi North, New Achimota Market, Odorkor etc.

The Organization formed 3,203 Disaster Volunteer Groups (DVGs) bringing the total national membership to 56,275 and officially commissioned the WebEOC (National Emergency Operations Centre) project.

1. **National Peace Council**

**Conflict Management**

The National Peace Council (NPC) conducted research/stakeholder engagements into new and emerging threats to Peace and Security (Religious Intolerance, Nomads and Indigene Conflicts etc) so as to affect positive attitude for behavioral change. In line with the above, NPC & University of Cape Coast (UCC) developed Training Manuals/Modules for building capacities of Chiefs and Religious Leaders, engaged a select side of the Regional House of Chiefs in Northern, Brong Ahafo, Upper East and West Regions of Ghana on ascension trends to reduce chieftaincy related violence in the Country. This engagement would be extended to the Western, Volta, Central, Ashanti and Greater Accra Regions in 2016.

The NPC acquired office accommodation for its Headquarters and other Regional Offices, organised capacity training for staff & stakeholders in the peace industry to execute their mandate and engaged all Political Parties and other stakeholders on strategies towards peaceful General Elections in 2016.

1. **National Commission on Small Arms**

**Small Arms and Light Weapons Management**

The National Commission on Small Arms (NACSA) continued with public education and sensitization on the dangers and impact of Illicit Arms and Gun Violence on Joy and Peace FMs in Accra.

Under the first phase of the National Arms Marking Project, 10,000 weapons in the custody of Ghana Army in the Greater Accra Region was marked and captured into the database system installed at the Ghana Armed Forces. Another Data Base System has been installed at the Ghana Police Service and is awaiting capturing. The Commission provided training for the National Commission on Small Arms, Ghana Police Service and the Ghana Armed Forces in Liberia on Arms Marking and Record Keeping in March, 2015. NACSA has developed a zero draft of the Legislation on Small Arms in Ghana. The Commission completed the First draft Act/Bill and facilitated the ratification of the Arms Trade Treaty (ATT) by Parliament.

1. **Ghana Immigration Service**

**Border Security and Migration Services**

The Ghana Immigration Service (GIS) made remarkable achievement in the reduction of time spent in checking documents from 3 minutes in 2014 to 1 min. 45 sec in 2015. Construction works on the Seventy-One (71) capacity ICT Laboratory at Assin Foso and the Migration Consultancy Centre were 70% and 30% completed respectively. Also, the Service carried out intelligence led operations that resulted in the arrest of One Hundred and Sixty-Eight (168) illegal immigrants out of which One Hundred and Ten (110) persons were repatriated.

1. **Ghana Refugee Board**

**Refugee Management**

The GRB also completed Refugee Status Determination for Asylum Seekers from Eleven (11) countries, locally integrated Two Thousand (2000) former Liberian Refugees and granted Refugee Status Determination to Seventy-Four (74) Asylum Seekers from various countries and continued with the issuance of Refugee Identity Cards in 2015.

1. **Gaming Commission**

**Gaming Regulation**

The Commission conducted an inventory of all gaming machines in use across the country resulting in the discovery of Six Hundred and Sixty (660) Slot Machines, One Hundred and Thirty-Seven (137) Tables and Sixty-Seven (67) Roulettes in use by Gaming Operators in Ghana.

The Gaming Commission, as at October, 2015, had licensed Eighteen (18) Casinos that were of good standing, Thirteen (13) Sports Betting Companies and Five (5) Route Operation facilities that were scattered in major cities notably Accra, Kumasi, Tema, Sunyani, Aflao, Swedru, Tarkwa, Obuasi, Ho and Takoradi among others. The Commission contributed to the National coffers by generating a total revenue of GH¢ 2,995,446.08 as Non-Tax Revenue (NTR) for the reporting period representing 109.30% of the entire revenue of GH¢ 3,223,762.00 generated in 2014.

Table 15: Ministry of the Interior 2015 Financial Performance

|  |  |  |  |
| --- | --- | --- | --- |
| **Table 17: OURCE** | **APPROVED BUDGET (GH¢)** | **ACTUAL RECEIPTS (GH¢)** | **ACTUAL EXPENDITURE (GH¢)** |
| Compensation of Employees | 1,085,013,340.00 | 709,100,475.10 | 709,100,475.10 |
| Use of Goods & Services | 46,105,587.00 | 10,532,391.00 | 10,532,391.00 |
| CAPEX | 4,000,000.00 | 847,853.50 | 847,853.50 |
| IGF | 69,074,793.41 | 51,422,581.12 | 13,958,874.00 |
| TOTAL | 1,245,508,937.41 | 771,903,300.72 | 734,439,593.60 |

**3.13.4 Challenges**

Some major challenges encountered by the Sector during the year are as follows:

* Inadequate budgetary allocation, late release and non-release of funds
* Inadequate office accommodation for NACSA, NPC, GC and GRB
* Inadequate office and residential accommodation
* Inadequate operational vehicles and other logistics
* Inadequate human resource
* Low Percentage Retention and Non-Retention of Internally Generated Funds (IGF) for some Agencies
* Outmoded Laws and regulations governing some of the agencies

**3.13.5 Outlook for 2016**

* **Headquarters**
* Continue with the rehabilitation of existing infrastructure and facilitate the procurement of logistics for the Security Services and other Agencies under the Ministry.
* Complete the review, submission and approval of Cabinet / Parliamentary Memoranda on the Narcotics Commission Bill; NADMO Bill; Ghana Prisons Service Bill; Ghana Immigration Service (Amendment) Law and BNI Regulations to improve the Institutional Capacity and Operational Readiness of these Agencies.
* Conduct monitoring and evaluation of the projects and programmes carried out by the Departments and Agencies.
* Develop a Strategy to contain and improve conflict situations nationwide.
* Construct permanent Office Complex for the National Peace Council.
* Roll out Police Accessibility Patrol and Community Policing nationwide.
* Continue the sensitization of Public on the Migration Policy to optimize the potential impact of Migration for Development of Ghana.
* **Ghana Police Service**
* Enhance Human Resource Capacity through recruitment of Four Thousand (4000) police personnel, training and development.
* Deepen Police visibility and Accessibility across the country.
* Ensure that the country continues to enjoy peace before, during and after the 2016 general election.
* Continue to minimize incidence of crime, particularly, violent crimes, through increase in frontline Police and Intelligence gathering.
* Improve road safety and traffic management.
* Continue to increase day and night patrols on highways, commercial and residential suburbs of the major cities across the country.

* **Ghana Prisons Service**
* Place much emphasis on the Reformation and Rehabilitation of Prisoners by extending skills and Vocational training, formal education and life skills to cover all Central Prisons.
* Commit more funding to meet the welfare needs of inmates to significantly satisfy the United Nations Minimum Standards for the Treatment of Prisoners and also enhance the Human Rights of Prisoners.
* Improve upon Security Procedures and procure security equipment to reduce the incidence of escapes and ensure the safety of officers, inmates and visitors.
* Embark upon vigorous Capacity Building programmes for all categories of staff. Emphasis would be placed on in service training.
* Mechanize agricultural activities to increase yield and also expand the rearing of animals and poultry to supplement Government Budgetary provision.
* Construct three new Prisons and upgrade a number of existing ones to accommodate more inmates.
* Seek government’s assistance to replace old fleet of vehicles to cut down on maintenance cost of aging vehicles and make operations effective.
* Expand the Service’s use of the PPP module to undertake infrastructural development.
* **Ghana National Fire Service**
* Improve operational efficiency and effectiveness of the Service.
* Train personnel in modern Fire - Fighting Techniques.
* Intensify Fire Prevention and Safety education.
* Launch Bush Fire Prevention Campaign and intensify Bush Fire Prevention and Safety education.
* Increase the issuance of Fire Certificates so as to generate income/revenue.
* Develop and implement policies on ICT.
* Conduct research into fire - fighting and prevention strategies.

* **Ghana Immigration Service:**
* Draft, launch and sensitize officers and men on the 2016 – 2020 Five Year Strategic Plan
* Undertake Regular Revenue Monitoring Exercises Annually
* Inspect Factories, Hotels, Churches, Dwelling Places And Mining Sites
* Update skills of revenue collectors
* Organize educational campaign to sensitize the public on Migration and Work permits
* Continue with the installation of E-monitor at 6 major revenue collection points
* Develop policies to address transportation, housing, maintenance, etc.
* Roll out the operationalization of E-Immigration process.
* Review Immigration Service Act, 2000 (Act 573).
* Open 16 districts and 6 sectors enforcement units.
* Embark on rigorous enforcement of immigration laws (on-the-spot-checks and investigation)
* Intensify Border surveillance.
* Strengthen the Enforcement and Intelligence Units throughout the country.
* Embark on activities to strengthen border surveillance especially in the wake of the EBOLA virus and terrorism in the sub region.
* Train100 cadets and 600 Recruits.
* Procure office equipment, machines and other operational logistics.

* **Narcotics Control Board**
* Continue with the implementation of the Human Resource Development Programme
* Embark on sensitization and reduction programme on narcotics and psychotropic substances
* Continue with the implementation of the Supply Suppression and Law Enforcement programme
* Continue with the implementation of the National Drug Rehabilitation Centre
* Embark on Special Operations for interdiction and running of informants.
* Monitor and Control Precursor Chemicals.

* **National Disaster Management Organization**
* Undertake pre-flood cleaning exercise in collaboration with the Ministry of Local Government & Rural Development nationwide to prevent and mitigate the effects of flooding in 2016.
* Embark on sensitization or public awareness creation on the dangers, prevention and management of Disasters.
* Improve upon the livelihood of society through the creation of Disaster Volunteer Groups or job creation.
* Render support to disaster victims via the distribution of relief items.
* Improve the capacity of Disaster Volunteer Groups to adequately prepare them to manage disasters.
* Conduct vulnerability/ risk analyses with the view to planning for effective Disaster Risk Reduction, disaster mitigation and effective response to the various disasters especially floods.
* Enhance International, Africa Regional and ECOWAS sub-regional co-operation in Disaster Management and Climate Change Adaption.
* Hasten processes to have the National Disaster Management Organization Bill enacted during the year by Parliament.
* **National Peace Council:**
* Continue engagement with stakeholders for peaceful elections before during and after the 2016 general elections
* Organize capacity building and sensitization programmes for Peace Actors to play their role effectively towards the 2016 elections
* Equip Board Members and Staff with requisite skills to prevent, manage, resolve electoral conflicts

* **National Commission on Small Arms and Light Weapons:**
* Embark on Public Education and Awareness on the dangers of Armed Violence, Illicit Small Arms Proliferation and Abuse towards building a peaceful 2016 elections in the country.
* Complete the review of the Small Arms Legislation.
* Continue with the National Arms Marking project.
* Carry out Capacity Development for the staff to enable them cope with the changing dynamics of gun control both locally and globally.
* Continue with the implementation of the National Arms Database system project.
* Identify, mobilize and engage blacksmiths in the Eastern Region for sensitization on the dangers of illicit Arms Manufacturing and Proliferation as well as facilitate skills improvement for blacksmiths.
* Roll out the Capacity building programs for Security Agencies at the borders of Ghana.

* **Ghana Refugee Board:**
* Assist in the general wellbeing and care, maintenance and management of refugees and asylum seekers in the country.
* Register Asylum Seekers and relocate refugees to refugee camps
* Grant interview and carry out refugee status determination
* Undertake monitoring of Refugee camps
* Organize sensitization and verification exercises for refugee and asylum seekers.
* Transfer all contract staff unto Government Payroll
* Developing solution to address displacement as a development challenge
* **Gaming Regulation Programme:**
* Purchase and install Central Electronic Monitoring System
* Purchase land for the construction of office complex
* Undertake Recruitment of Eighty-Five ( 85) additional staff
* Intensify monitoring of gaming operations to increase mobilization of non-tax revenue

**3.14 MINISTRY OF COMMUNICATION**

The Ministry of Communications continues to oversee the development of policies related to the operational and regulatory framework and systems of organizations in the Information and Communication Sectors. The Ministry implements it policies and programmes in collaboration with the under-listed Department and Agencies that it oversees:

**Civil Service Department**

Information Services Department (ISD)

**Sub-vented Agencies**

* Ghana Meteorological Agency (GMA)
* National Information Technology Agency (NITA)
* Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE)
* Postal and Courier Service Regulatory Commission (PCSRC)
* Ghana News Agency (GNA)
* National Film and Television Institute (NAFTI)
* Ghana Broadcasting Corporation (GBC)
* National Identification Authority (NIA)

**Statutory Bodies**

* National Communications Authority (NCA)
* Ghana Postal Company Ltd (GPCL)
* Ghana Investment Fund for Electronic Communications (GIFFEC)
* Data Protection Commission (DPC)
* Graphic Communications Group Company Limited (GCGCL)
* Ghana Publishing Company Limited (GPCL)
* New Times Corporation (NTC)

**3.14.1 Policies, legislations and Regulations**

## National Cyber Security Policy & Strategy

The Ministry organized a validation workshop for cyber security experts, academia, policy makers, regulators and general users of ICT to finalize the National Cyber Security Policy and Strategy for implementation to guide Government and industry in protecting Critical National Information Infrastructure from cyber threats and attacks.

**3.14.2 Key Activities Undertaken**

## Eastern Corridor Fiber Optic Project and Managed Services Procurement

The Ministry, as part of its ICT infrastructural development, has completed the extension of the 808.3 e-Government Network along the Eastern Corridor of Ghana; starting from Ho in the Volta Region to Bawku in Upper East Region with a link to Tamale through Yendi. This was commissioned by H. E the President on 18th May, 2015 at Ho.

## Universal Access

The Ministry has completed the construction of 21 Enhanced Community Information Centres (e-CICs) throughout the 10 regions of Ghana to bring internet access closer to the people. The selected areas were: Keta, Battor, Techiman-Krobo, Twifo Atti-Morkwa, Bodi, Effiduase, Glefe, Pantang, Amanfrom, Drobonso, Anum, Bekwai, Nandom, Welembelle, Sagnarigu, Pusiga, Gambaga, Kpetoe, Talensi, Ofoase, and Lassia-Tuolu. Sixteen (16) out of the 21 have been commissioned and handed over to the beneficiary communities.

In the same vein, solar powered base stations at ten un-served areas in the country have been provided to provide access to basic telephony under the Rural Telephony Project. The areas include the following:

* Abuyanyan, Nkwanta North District
* Kofitiakrom/Zezeera, Jaman South District
* Wogu, Nadowli- Funsi Nadoli District
* Tingase, Nkwanta North District
* Matse Ho Municipal
* Anfoega Aveme Kpano Municipal
* Taviefe Ho Municipal
* Dorfor Adidome North Tongu District
* Wute Akatsi District

In its effort to tackle Cyber Crime, the Ministry built capacity of personnel of the Police, Army and Fire Service in Ethical hacking, Microsoft Office Suite and Linux Server administration and also provided Six (6) cyber labs through GIFEC to five (5) regional offices and one (1) district office at the following cities Sekondi , Wa, Koforidua, Kumasi, Ho and Nandom. All cyber labs have been equipped with fifteen (15) computers each and are yet to be connected to the internet.

1. **Girls in ICT Skills Training**

The Ministry continued to promote the celebration of “Girls-in-ICT” programme to provide the platform for as many as possible girls and young maidens to interact with mentors within the ICT sector and also extend it to other regions to generate the interest of Girls in technology, computer science, new communication media and engineering, as well as offer them the opportunities to choose careers in the area of ICT.

During the 2015 celebration, 907 girls from public schools in Volta Region were brought together and trained in the use of ICT tools and equipment. The programme created the opportunity for the girls to interact with the mentors and to work together with other girls from other Districts in the Volta Region. There was also awareness creation on Child Online Protection (COP).

The telecom sector continues to experience tremendous growth as a result of investment in infrastructural development and deployment as well as a favourable enabling environment. Some key activities undertaken by the Agencies are expatiated below.

* + 1. **National Communications Authority**

## Quality of Service

The Ministry, through the National Communications Authority, continues to monitor and enforce the telecom operators’ duties by way of measuring Operators’ performance in terms of the delivery of Quality of Service (QoS) to their respective consumers and also ensure that all radio stations comply with licence conditions and reduce interference complaints. The Authority performed constant monitoring of various bands, conducted regular inspection of radio broadcasting stations and newly installed telecom facilities. All Internet Service Providers (ISPs) were monitored to check bandwidth compliance as well as all cellular mobile voice services in the Eastern region except Expresso due to their technical challenges. During the monitoring, coverage signal strength level and voice quality of these services were checked.

### Authorized FM Radio and TV Stations

During the course of the year, the Authority announced the authorization of two (2) new commercial radio stations.  Thus the full list of authorized FM Radio broadcasting stations in Ghana by the end of the year totalled 406. Out of this number 313 stations are currently operational whilst the total number of TV operators authorized stood at 62.

## National Information Technology Agency (NITA)

## Construction of National Data Centre

The contract for the construction of the physical infrastructure of the national data centre has been completed. The wiring, networking and installation of all relevant electronic equipment are on-going. This is intended to consolidate the storage of data needed for critical decision making by Government. The 600 racks capacity is deemed to be the largest in West Africa.

In the interim, a pilot data centre has been completed by National Information Technology Agency (NITA) and e-Services applications are currently running on it. This Data Centre is now providing shared IT services to almost 100 MDAs.

1. **E-HEALTH**

The e-health project branded as **‘Digi-Health’** has deployed an Enterprise Level Hospital Administration System, Radiology Information System/Picture Archiving and Communications Systems (RIS/PAC) for managing every segment of healthcare provision needs for three (3) pilot hospitals; Korle-bu Teaching hospital, Wa Regional Government hospital and Zebilla District Hospital and solutions deployed by IPMC and ESS Company.

### E-SERVICES/E PAYMENT PROJECT

The E-Payment/e-Commerce Portal (GEPP) is a pilot project being implemented to support payment of government services delivered online and provide postal and delivery services for thirteen (13) selected MDAs including Ghana Revenue Authority, Ghana Police Service-CID, Ghana Tourism Authority, Accra Metropolitan Assembly, Ministry of Foreign Affairs-Passport Office, Food and Drugs Authority, National Identification Authority, National Communications Authority, Driver and Vehicle License Authority, Minerals Commission, Department of Births and Deaths, Registrar General’s Department and Ghana Immigration Service.

The GEPP is currently integrated with the Government e-Services Portal, the GRA Portal and the RGD Portal. Services were delivered to applicants from Ghana, UK, USA, Australia, New Zealand, Canada, China, Hong Kong and Kenya.

## E-CABINET

The e-Cabinet system has been implemented to automate the operations of the Cabinet Secretariat and Cabinet. Fifty (50) laptops were supplied to the Cabinet Secretariat and all Cabinet Ministers trained on the use of the system.

## One- Stop Service Centre

The One Stop-Service Centre (OSSC) is a centre that provides integrated services and information from government to people, as part of a comprehensive strategy to ease stress and strain of accessing public and social services to better their lives. The Greater Accra Regional OSSC has been established as a pilot project. As part of the public service delivery transformation, 8 Government Organizations are presently delivering their services from the OSSC facility.

### Web Hosting

NITA’s shared hosting environment is being managed together with all other resources at the National Data Centre in a secured and professional environment to ensure high performance and high availability.

At the close of the year, NITA hosted a total of sixty-four (64) websites for various MDAs with several content management systems.

### Learning Management System (LMS)

This project is to provide an e-Learning platform to MDAs, Educational Institutions. The aim of this project is to cut down cost of training to beneficiary Agencies and to provide a flexible and efficient alternative to face-to-face training. In the third and fourth quarters of 2015, pilot Harvard Management e-Learning Training for 18 Chief Directors and other senior officers was conducted and Pilot On-boarding exercise for 5 MDAs was also done

### GMIC/MTN Innovation Partnership Programme

This is to promote ICT Entrepreneurship and commercilaization through incubation and to develop ICT skills and build capacity in the area of Business Process Outsourcing (BPO).

* Road shows were successfully held in selected universities.
* Project and technical committees were inaugurated and have already started work
* The Technical committee was put together to vet ten shortlisted innovations

1. **Data Protection Commission**

## Data Privacy and Confidentiality

The Commission commenced the registration of data controllers / processors on first of May, 2015 and a total of 388 applications were received. Out of this management has approved and certified 272 were registered, 71 are pending authorization and 45 have been rejected.

## Meteorological Services

In line with its core business of providing cost effective weather and climate services, the following activities were carried out during the year under review:

30 Automatic Weather Stations and 20 automatic rain gauges were installed at various locations in the regions. These regions are; Ashanti, Brong Ahafo, Central, Eastern, Northern, Upper East, Volta and Western Regions.

Quality Management Systems was introduced into the Agency as required by WMO. Personnel were trained and the Agency is awaiting ISO 9001 Certification in the first quarter of 2016.

## Ghana-India Kofi Annan Centre of Excellence

During the period under review, the Ghana-India Kofi Annan Centre of Excellence in ICT trained and recorded the following:

1. **Core Training**

887 individuals including 107 women and girls benefitted from core training services constituting a slight downturn from 2014. This was linked to a number of factors: redefinition of activities termed core training, lack of clearance of a new legal agreement with our Indian partners; levels of student debt and dropouts also indicated that the economic downturn had affected ability to pay. Close to 200 students successfully completed the under-listed courses:

* Cisco Certified Network Associate,
* ORACLE
* Foundations of Software Development,
* Post Graduate Diploma in IT Infrastructure,
* Systems and Security and Copy Right X

1. **Non-Core Training (Projects, Advisory and Technical Support Services)**

The Centre developed customized training products for a broad range of national and international clients drawn from government, private sector, NGOs and multi-lateral institutions i.e. UNESCO. A total of 1000 persons were trained under these initiatives generating around GHC 600,000 in revenue.

The Youth Mobile initiatives supported by GIFEC and AITI-KACE, trained over 500 students and 50 teachers from selected Senior High Schools (SHS) in each of the Ghana's 10 regions to develop mobile applications and transfer the knowledge in their communities.

Also training was conducted in High Performance computing at KNUST in Kumasi with a view of providing technical support services in the areas of execution of a number of designs, customization and deployments of new technology. This was done with the support of a team from CDAC.

### Outreach, Advocacy, Corporate Social Responsibility

The Centre continued to be a locus for student visits. Around 400 students visited during the year with about 50 of these visitors coming from our neighbouring countries including Nigeria. These visits were supplemented by a number of free events including Innovation Week, Open Day, Technology Transformation Seminars, Software and Document Freedom Days and Stakeholder Meetings.

The annual Innovation Week (I-Week)[[1]](#footnote-1) was held under the theme “Digital payments and E-Commerce: Embracing a Cash-light Economy”. Discussions focussed on Ghana's Financial Technology sector, Payment and E-Commerce platforms. The event showcased how Africa can leverage on trending technology to resolve existing challenges and future threats. The 2015 edition was streamed live and attended by delegations from the sub-region. The event attracted over 800 live and virtual participants. Woe Laboratories from Togo demonstrated a homebuilt 3D printer and computers built from jerry cans.

Special training events were organised for women in the context of the ITU Girls in ICT Day with close to 100 women students benefiting.

## Postal and Courier Services Regulatory Commission

The Postal and Courier Services Regulatory Commission, in line with Government’s vision of providing a postal sector that offers value for money, choice, increased customer focus and innovation in the provision of postal service undertook various activities:

Two new operators were issued with licenses to provide services in the domestic category whiles 32 licenses were also renewed from January to September.

The Commission, in collaboration with Ghana Police, continued to undertake exercises to arrest illegal operators – registered operators who have reneged on renewing their operating license for the reporting year. All illegal operators arrested are in touch with the Commission to legalize and regularize their operations.

## Information (News) Dissemination

### Transparent and Accountable Governance

To further promote transparent and accountable governance, the Ministry organized Meet-the-Press Series for ten (10) MDAs and 5 Press Briefings to inform the citizens on government policies, programs and projects.

In addition to its annual live coverage of National Events, the Ghana Broadcasting Corporation covered the 47th Session of Heads of ECOWAS meeting and National Forum on Single Spine Salary Structure in all the regions to inform the general public and ensure their active participation in decision making.

Ghana News Agency (GNA) also processed 16,360 local and 8,320 foreign stories.

* + 1. **Financial Performance**

Table 16: Ministry of Communications 2015 Financial Performance

|  |  |  |  |
| --- | --- | --- | --- |
| **2015 Budget Allocation Compared** | | | |
| **Source** | **2015 Allocation** | **2016 Allocation** | **Variance** |
| Compensation for Employees (GoG) | 64,683,582 | 73,637,769 | 8,954,187 |
| Goods & Services (GoG) | 2,766,114 | 1,383,057 | - 1,383,087 |
| Capital Expenditure (GoG) | 750,000 | - | - 750,000 |
| **Sub Total** | **68,199,696** | **75,020,826** | **6,821,100** |
| Internally Generated Funds (IGF) | 52,348,480 | 71,404,334 | 19,055,854 |
| **Sub Total** | **52,348,480** | **71,404,334** | **19,055,854** |
| Development Partners | 178,087,815 | 146,436,267 | - 31,651,548 |
| **Sub Total** | **178,087,815** | **146,436,267** | **- 31,651,548** |
| **Grand Total** | **298,635,991** | **292,861,427** | **-5,774,564** |

**3.14.5 Challenges**

In the delivery of its activities, the Ministry encountered the following challenges:

* Inadequate budgetary allocation
* Delay in the release of funds
* Inadequate skilled professionals
* Lack of office accommodation
* Difficulty in getting financial clearance to recruit and replace staff
* Lack of meteorological equipment
* Obsolete equipment
* Lack of funds for running and maintenance of network operating system
* Non-payment for internet service by MDA/MMDAs
* Non-payment for services rendered to Ghana Civil Aviation and Ghana Airport Company

**3.14.6** **Outlook for 2016**

The Ministry will continue to pursue policies, programs and projects to enhance the rapid growth of the ICT sector. In this regard the following will be pursued:

## ICT INFRASTRUCTURE DEVELOPMENT

### E-Transform Ghana Project

The Ministry will continue the implementation of the e-Transform Ghana Project in 2016. It will focus on employing ICT-based interventions, create job opportunities and promote entrepreneurship.

Among the programs that will be implemented under the e-Transform Ghana Project are:

* National Electronic ID System
* E-Immigration System
* E-Procurement System
* E-Parliament System
* E-Justice System
* Digitization of Paper Records
* Integrated e-Health Systems
* Teachers network, Educational Portal and Capacity Building
* E-Services
* Tertiary Institutions Access Program (TIAP)

### Development of Western Corridor Fibre Project

The Ministry seeks to pursue the expansion of the national broadband infrastructure to cover the western corridor and offshore oil and gas exploration areas. The project is expected to build some terrestrial fibre at the south western part of the country which is rich in agriculture and mining activities. There will be a link to connect to the Eastern Corridor fibre to enhance its robustness and reliability. The Ministry in the coming year will publish the request for proposals for the project.

### ICT Park Development

The Government of Ghana through the Ministry has entered into a partnership agreement with the Republic of Mauritius to invest over USD 200m in the ICT Park at the Tema Free Zone Enclave which when commenced and completed will create several thousands of jobs for the youth.

* **Digital Terrestrial Television (DTT)**

The Ministry will pursue the phased rollout plan of the DTT project and complete phase two (Volta, Northern, Upper East & Upper West Regions) and phase three (Central, Western, Eastern, Brong Ahafo Regions) by March 2016.

The Ministry will continue sensitization campaign and public education nationwide on the digital migration process.

### Meteorological Services

In line with the World Meteorological Organization (WMO) standards for quality management systems, the Ghana Meteorological Agency will improve upon its service delivery in the country by undertaking the following:

* Recruit and Train 50 Meteorologists in Aeronautics, Agromet, Hydromet, weather Forecasting and Climate services
* Procure and Install three (3) Weather Surveillance Radars (WSR) and 144 Automatic Weather Stations (AWS) in the Country
* Procure and install Three (3) Vertical Wind Profilers and Weather Communication Systems and Data Processing

## Scaling up of E-Government Applications:

### E-Services

The Ministry of Communications has deployed a Portal Infrastructure to provide a platform for Content Management, e-Forms, Document Workflow and online Payments for various Government Agencies. This portal will serve as a one-stop shop for the public to access government services, and also provide one-stop source of information to the public. In addition to this, the e-Service module will merge with government services and help to eliminate the difficulty involved in handling complex and bureaucratic processes at interdependent Ministries and Agencies that provide government services.

### Integrated e-Health System

Having successfully carried out trial runs in most of the Departments of the Piloted Hospitals, the Ministry intends to advance the project by ensuring the completion of the following:

* Conduct trial run of the 16 remaining Departments at the Korle Bu Teaching Hospital by the end of 2016
* Monitor the Go live and rollout to the 11 Departments at Zebilla District Hospital
* Conduct Trail-run of the system to the remaining 8 Departments by first quarter of 2016 at the Wa Regional Hospital

### E-Parliament System

This involves providing support to Parliament of Ghana in electronically conducting parliamentary processes that will allow a paperless flow of information within Parliament. Additional requirements/scope including software request are being assessed.

### E-Justice System

The development of a Case Management System to improve on the effectiveness and efficiency of justice delivery in Ghana is being pursued. It will include theupgrade of LAN infrastructure for 30 target courts and provision of related hardware and peripherals.

### Establishment of mal*/* mLab

The Ministry will establish and growth one mLab in Accra and two mHubs (in Kumasi and one other location to be agreed upon in the northern region), as a self-sustaining initiative. This will support the growth of innovation, entrepreneurship and job creation environment where entrepreneurs can participate in launching new products and services, scaling up e-applications and services, and increasing uptake of e-applications.

### Establishment of 3 Medical Call Centres

The Ministry will set-up three medical call centres in the Greater Accra Region, the middle belt and the northern belt, in collaboration with the private sector to provide first response to citizen inquiries about medical and healthcare issues in remote and rural areas.

These medical call centres will provide essential linkages with physicians and urban healthcare centres, and provide urgent and emergency healthcare advice to patients seeking medical care. These centres will be well-versed in healthcare services, and staffed with nurses, paramedics, emergency medical technicians, or community health workers. The centres will provide immediate medical advice to patients, and necessary referrals to medical experts or healthcare centres.

### Connectivity to selected district hospitals and Senior High Schools

The Ministry will provide internet connectivity to 100 priority district and regional health centres in the less developed parts of Ghana in the year 2016. The objective is to address a critical need of connectivity for selected district and regional health centres from the least developed parts of Ghana.

Similarly, internet connectivity to the bottom 200 secondary schools will be provided in order to improve quality of teaching and learning. The selected schools will be eligible for a high-speed internet, equipment, devices as well as LAN and computers for schools labs.

### Tertiary Institutions Connectivity Programme

The Ministry will pursue a tertiary institutions network programme in eight (8) selected tertiary institutions to strengthen ICT capacity at the nation’s tertiary institutions. The programme consists of the provision of (a) infrastructure, (b) connectivity and (c) applications to the following public institutions:

* University of Ghana
* University of Cape Coast
* Kwame Nkrumah University of Science and Technology
* St. Theresa Training College, Hohoe
* OLA Training College, Cape Coast
* University College of Education, Winneba
* University of Development Studies
* Sunyani Polytechnic

## HUMAN DEVELOPMENT

### Support ICT Skills Training with focus on Girls in ICT

The Ministry will further promote the agenda of putting people first. In this regard, the Ministry will in 2016 train 900 girls in ICT programs as part of Girls in ICT Celebration to be held in Tamale. The essence is to generate the needed interest as well as encourage girls take up ICT related courses. As part of the programme, the sensitization of Child-On-Line Protection will also be undertaken.

Again, in recognition of the important role the Internet is playing in the provision of quality education for children, the Ministry continued to collaborate with the International Telecommunication Union (ITU); Commonwealth Telecommunications Organization (CTO); the Ghana Police Service, the Ministry of Gender, Children and Social Protection, and the National Communications Authority (NCA) to pursue the COP initiative as a platform to raise awareness about child online safety issues.

In furtherance of its core mandate, KACE has projected to train 3000 participants in areas of software, security and networking courses, and sandwich programs for tertiary students, executive and corporate entities.

NAFTI has projected to train 178 students in film and television production and other media and creative arts through its Bachelor of Fine Arts degree, Certificate in film and video production, Top-up for Diploma Graduates.

## Transparent and Accountable Governance

### Meet-the-Press

To further promote transparent, responsive and accountable governance, the Ministry in 2016 will organize 25 Meet-The-Press Series to inform the citizens on the operations of the various MDAs and MMDAs as well as government policies, programs and projects.

### Government for the People (G4P)

The Ministry will also organize 10 Regional Government for the People (G4P) fora to disseminate government information to the public and provide the platform for citizens to engage public officials on their concerns.

### Policy Fair

The national policy fair which is meant to improve the engagement of government with the people and make information on development policy available to the citizens will be pursued to continue to bring governance closer to the people.

### Broadcasting Bill

Following the validation workshop to solicit input of stakeholders and also address some lingering concerns, the Ministry will in 2016 ensure the finalization of the Bill for submission to Cabinet for consideration and approval.

### Electronic Media Services

In 2016, the Ministry through the Ghana Broadcasting Corporation (GBC) will ensure the completion of the changeover of the mode of transmission from analogue to digital through digitalization of the Radio and TV Studios and acquisition of Outside Broadcasting (OB) vans.

Further GBC will establish 20 District community radio stations, in collaboration with District Assemblies in the various Regions, and will also revive Radio 1 and 2 stations.

Additionally, GBC will ensure the preservation and exploitation of broadcasting heritage so that creative cultural endeavours in the form of programming can continue to give value to the community.

### Telecommunication Regulatory Environment

The telecommunication sector continues to be a vibrant industry. The Ministry in 2016 will monitor the implementation of the following four policies namely: the Interconnect Clearing House, the Mobile Virtual Network Operating License, International Wholesale Carrier License and the Unified Telecom License. The effective implementation of these policies will tremendously benefit the country.

* The year under review saw ICH awarded and operational.
* MVNO license was issued to 2 companies
* International Wholesale carrier - 5 licenses were issued and 5 more are yet to be issues
* Unified Telecom Access license was issued to SCANCOM Ghana Limited
* Legislative Instrument for the analogue to digital broadcasting migration process.

NAFTI

For 2016, the strategic and top priorities that have been programmed are as follows:

* Graduate 60 students of the BFA Degree Programme in April.
* Hold the 6th NAFTI Film Lectures which would celebrate Ghanaian film actors whose dedication to students’ productions helped sustain the development of the Institute.
* Introduce Professional Diploma programs in Media and Creative Arts in addition to the Certificate programs which are already in the second year running in affiliation with NABPTEX.
* Admit about 120 students (an increase of about 20% over the 2015 admission) for the 4-year BFA Degree programs.
* Continue with the expansion and transformation of NAFTI into a first class College of Media and Creative Arts.
* Increase in IGF Generation from GH¢600,000.00 in 2015 to GH¢1,000,000.00 in 2016.
* Increase in centralized database of films, which can be accessed at terminals, or piped into lecture rooms.
* Acquire Library Books, and films to enhance research, teaching and learning.
* Procure audio-visual equipment.
* Establish a Radio wing to facilitate teaching and learning of the Broadcast Journalism programme.
* Procure two civilian buses for students’ production exercises.
* Increase staff training and development programs.
* Continue to execute staff and students’ productions.
* Participate in local and international conferences.
* Migrate NAFTI from Ministry of Communications to Ministry of Education, which among others, would enable NAFTI access the GETFUND in order to address infrastructural challenges.
* Access a developmental loan.

## ISD

* Revamp the photo section into the State-of-the-Arts facility to enhance photo re-production, research and archiving of national records/events.
* Upgrade the competency of all the category of staff to improve the overall service delivery.
* To improve the capacity of the Information of Services Department to step up its sensitization programme through the acquisition of a new fleet of the state-of-the-art cinema vans.
* Acquire a modern high tech printing machinery to aid the Department in dissemination programs.
* 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.

# 3.15 PUBLIC SECTOR REFORM SECRETARIAT

The PSRS exists to provide strategic focus and coordination on public sector reforms to promote improved, timely and transparent performance and service delivery in the public services and facilitate private sector-led growth to achieve the national development priorities through highly motivated and professional staff in a state-of-the-art environment. The Secretariat’s vision is to ensure a reformed public sector with improved performance and satisfied clients.

## 3.15.1 Sector Key Activities

The following activities were undertaken by the Secretariat:

1. **Facilitated implementation of service delivery improvement measures in MDAs/MMDAs including international charters, protocols and service delivery**

**Review Implementation Status of CSCs and CSUs**

The secretariat incollaboration with the Commission for Human Rights and Administrative Justice (CHRAJ) commissioned a study on the operations of the Client Service Units and Charters across the country. The contract has been signed with the consultant for the work to start in 2016.

However, it was noticed that a number of Ministries, during the year under review, completed the development of their respective Client Service Charters and circulated to their various stakeholders. While this is commendable, PSRS noticed that these Charters need to be improved to conform to a standard. The PSRS will follow the implementation of these Charters to ensure that MDAs comply with the standards described therein.

The design and development of the proto-type Client Service Charters, by PSRS has, however, reached an advanced stage with the draft undergoing scrutiny by experts.

1. **Institutionalize international best practices**

**Development of OGP Action Plan II 2016-2017**

The Open Government Partnership (OGP) is a multi-stakeholder initiative focused on improving government transparency, accountability and responsiveness to citizens. OGP brings together government and civil society champions of reform that recognize that governments are much more likely to be effective and credible if they open their doors to public input and oversight.

Under the guidance of Open Government Partnership (OGP) Support Unit in Washington, the second generation Ghana OGP Action plan was developed, in close collaboration with the Civil Society Organizations. The Action plan underwent validation and was submitted to Cabinet for approval. Cabinet in September 2015 approved the Action plan and implementation will commence in 2016. Major activities to be implemented in 2016 under OGP include:

* Passage of fiscal responsibility act;
* Fiscal transparency;
* Right to information;
* Human rights monitoring;
* Extractive sector revenue management;
* Investment oversight;
* Citizen participation;
* Code of conduct bill;
* Audit reports;
* National broadcasting;
* E-Immigration;
* Financial management; and,
* Policy portal
* Facilitating the upgrading of the Ghana Open Data portal to enhance data management features and incorporate open data standards in order to meet global standards

1. **Ratification of the African Charter on the Values and Principles of Public Administration**

Ghana is member of the Conference of African Ministers of Public Service and in line with the Constitutive Act (Article 5(1) and the Abuja Treaty (Article 25 of the Treaty establishing the African Economic Communities), buttressed by the Africa Union blueprint – Agenda 2063, all African Union Ministerial Conferences under the AU have been reconstituted as African Union Specialized Technical Committees (AU STCs) and also known as AU-STC no 8.

One of the key programs to be implemented by AU-STC no 8 is the ratification and domestication of the African Charter. During the year PSRS continued actions, initiated in 2014 to get Cabinet approval for the African Charter which was subsequently approved in September 2015 and was immediately sent to parliament for ratification. Implementation of the provisions of the Charter including domestication and public awareness creation on the Charter will commence in 2016.

1. **Implement Sub-vented Agencies (SA) Reform (Gazette and Categorise Sub vented Agencies Act 706) Programme**

* **Gazette All Sub-vented Agencies**

Sub-vented Agencies (SAs) were to be considered for weaning off. The first step towards weaning off was to categorize and gazette all SAs. It also required the Ministry of Finance (MoF) to submit a confirmed list of Sub-vented Agencies to the secretariat but the secretariat did not receive any response from the Ministry and all follow-up proved futile.

* **Roll out Performance Contract in 15 Sub vented Agencies**

There has been significant progress in this direction. With the support of the French Government, a Team of five (5) Experts from a firm called “Expertise France” from Paris was in the country to take five Selected SAs through the process. Earlier, in February 2015, a review workshop was held for all the sub-vented agencies.

Workshops to roll out the implementation of the institutional performance contracting with additional institutions – Korle Bu Teaching Hospital, Cape Coast Polytechnic, Tamale Polytechnic and Tamale Teaching Hospital and 30 other SAs were held in February 2015 to discuss the institutional performance contract regime. Fifteen (15) additional sub-vented agencies were identified for the implementation of the contract. In 2014, The French Government and the Ghana Government, represented by the Ministry of Local Government and Rural Development and PSRS, respectively, signed a new contract under the project No FSP 2014-2 “Strengthening Accountability of Ghana’s Central and Local Government“. Under the project Korle Bu Teaching Hospital, Sunyani Polytechnic, the Energy Commission, Lands Commission and the Ghana Standards Authority will undergo a second pilot performance contract regime.

1. **Creation of Institutional Framework for Reform Management**

A plan was also developed to take stock of all reforms taking place in the public sector, with the view to reporting back to the Office of the President. In all eight (8) MDAs responded to the call and submitted their reports on the status of implementation of reform activities and challenges.

## 3.15.2 Finance Performance

Table 17: Public Sector Reform Secretariat 2015 Financial Performance

|  |  |  |  |
| --- | --- | --- | --- |
| **SOURCE** | **Estimated Budget GH¢** | **Approved**  **GH¢** | **Actual Expenditure GH¢** |
| **Compensation of Employees** | 1,024,698 | 1,086,500 | 1,225,610 |
| **Goods and Services** | 5,386,100 | 700,000 | 354,519 |
| **Assets** | 3,631,100 | Nil |  |
| **Liabilities** | 280,000 | Nil |  |
| **Donors** | 4,890,488 | Nil |  |
| **Total** | **15,212,786** | **1,786,500** | **1,580,129** |

## 3.15.3 Challenges

* Inadequate and untimely release of funds for programs and activities
* Inadequate office space
* Old and over-used equipment and machinery

## 3.15.4 Outlook for 2016

In 2016 PSRS intends to commence the robust implementation of the Comprehensive Public Sector Reform Strategy developed to meet the IMF Structural Benchmark for Ghana. This document, which covered cross-cutting reforms, was developed in active collaboration with key stakeholders like MoF, PSC, OHCS, NDPC, LGSS, and State Enterprises Commission (SEC)

The goal of the new public sector reform strategy is: “To ensure a responsive, efficient and effective public sector which would deliver improved services to the public”.

The strategies for achieving the goal are as follows

* Improving service delivery processes and outcomes;
* Improving efficiency and productivity;
* Enhancing greater openness, inclusiveness, transparency and accountability;
* Strengthening citizens’ participation and engagement in local governance; and
* Improving leadership capability and delivery qualities

# 3.16 MINISTRY OF CHIEFTAINCY AND TRADITIONAL AFFAIRS

The Ministry is responsible for the promotion of an effective interface between Government and Civil Societies on matters relating to Chieftaincy and Traditional Affairs. In pursuing its responsibility, the vision of the Ministry is to preserve, sustain and integrate the regal and traditional values and practices to accelerate wealth creation and harmony for the total national development for the overall development of Ghana.

**3.16.1 Sector Departments and Agencies**

The Ministry has oversight responsibility over the following Agencies:

* National House of Chiefs
* The ten (10) Regional Houses of Chiefs
* 200 Traditional and Divisional Councils.

**3.16.2 Policies, Regulations and Legislation**

1. **Codification of Lines of Successions**

* The Ministry finalized work on Eleven (11) draft Legislative Instruments (LIs) for the codification of Lines of Successions to stools and skins’. The Attorney General’s Department would submit same to the Assembly Press for publication after study and finalization.
* The Ascertainment and Codification of Customary law on land and Family Project (ACLP – II) has completed the review of reports for two (2) traditional Areas i.e. Asebu in the Central Region and Wassa Amenfi in the Western Region which are ready for validation at the Traditional level.

1. **Elimination of Harmful Traditional Practices**

The Elimination of Harmful Traditional Practices Project (EHTPP) which was launched in the Northern Region in June 2014 is in the final stages of phase 1. The draft report is completed and is being finalized by the Stakeholders.

1. **National Registration of Chiefs**

A total number of 1,112 names of Chiefs was entered into the National Register of Chiefs as required by the Chieftaincy Act 2008, Act 759 and the 1992 Constitution. The Ministry also completed the collection of data for the Chieftaincy Bulleting which has since been published by the Assembly Press.

1. **Workshop on Child & Juvenile Policy**

The Ministry in collaboration with the Ministry of Gender, Children, and Social Protection (MOGCSP) organized sensitization workshop on Child and Juvenile Policy for Chiefs and Queen mothers from the National House of Chiefs (NHC) as well as the Brong Ahafo, Volta and Western Regional Houses of Chiefs. These workshops also addressed issues of unity among the Queen-mothers.

1. **Admission of Divisional Chiefs**

The Upper East Regional House of Chiefs (UERHC) successfully admitted seven (7) Divisional Chiefs from the Bawku Traditional Council and Five (5) from the Sandema Traditional Council, to bring the current membership of the House to Thirty-two (32).

1. **Other Key Activities Undertaken**

* Continued to organize workshops for Queen mothers to sensitize them on their roles in the fight against infant/ maternal mortality, early marriages and school drop outs.
* Worked with Chiefs to collaborate with key Stakeholders to implement the Galamsey Livelihood Programme under the Ministry of Lands and Natural Resource (MLNR).
* Supported the Ministry of Trade and Industry to develop creative and innovative investment in the creative arts and tourism industries.
* The Ministry developed M&E Plan for monitoring the performance of its Sector Medium Term Development Plan (SMTDP) (2014 – 2017).
* The Internal Audit Unit successfully undertook a nationwide head count exercise of all staff of the Ministry’s Headquarters, the NHC and the Ten (10) RHC’s and forwarded to the Internal Audit Agency for further action.

**3.16.3 Financial Performance**

Table 18: Ministry of Chieftaincy and Traditional Affairs 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SOURCE** | | **APPROVED BUDGET (GHȻ)** | **ACTUAL RECEIPT (GHȻ)** | **ACTUAL EXPENDITURE (GHȻ)** |
| **1** | **GoG** | | | |
|  | **Compensation of Employees** | 18,126,360.00 | 16,276,950.98 | 16,76,950.95 |
|  | **Use of Goods & Services** | 670,425.00 | 462,842.00 | 462,842.00 |
|  | **CAPEX** | 750,000.00 | 58,465.16 | 58,465.16 |
|  | **TOTAL** | **19,546,785.00** | **16,798,258.14** | **16,798,258.11** |

**3.16.4 Challenges**

* Inadequate infrastructure and logistics remained a setback for the Metropolitan/ Municipal/District Assemblies to support chiefs in the establishment of Traditional Council offices and also for them to partner with Traditional Authorities in order to function more effectively and efficiently.
* Lack of financial resources and logistics for the facilitation of research activities in the Regional House of Chiefs.
* Uncompleted office buildings for the National House of Chiefs and the various Regional Houses of Chiefs affected the smooth functioning of the Houses.
* Inadequate training for staff

**3.16.5 Outlook for 2016**

* Convert Ten (10) reports to codify lines of Succession to skins and stools to draft L.I.s
* Resolve Forty (40) cases pending before the Judicial Committees of the various Houses of Chiefs by the Judicial Processes and ADR.
* Implement phase II of the EHTPP based on recommendation from the stakeholders.
* Facilitate Chieftaincy machinery through adequate resourcing of Houses of Chiefs and Capacity building programs for chiefs, Queen mothers and staff of the Ministry.
* Collaborate with the MLNR on the Alternative Livelihood Programs for Galamsey.
* Collaborate with the Ministry of Tourism, Culture and Creative Arts to develop innovative investment in the creative arts and tourism industries.
* Monitor and Evaluate Ministry’s Programs and Projects.
* Upgrade the ICT infrastructure of the Ministry’s Headquarters and the various Houses of Chiefs.
* Renovate the Headquarters building.

# 3.17 MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

The Ministry of Local Government and Rural Development exists to ensure good governance and balanced development of Metropolitan/Municipal/District Assemblies. It is also mandated to ensure the attainment of effective performance management in the Local Government System. The Ministry exercises oversight responsibility over the activities of the District Assemblies, which have been entrusted with both political and administrative authority to manage the affairs of the Districts.

## 3.17.1 Sector Departments and Agencies

**Civil Service Departments:**

### Births and Deaths Registry

### Department of Parks and Gardens

### Department of Community Development

**Allied Agencies:**

### Local Government Service Secretariat (LGSS)

### Institute of Local Government Studies (ILGS)

### District Assemblies Common Fund (DACF)

**Boards and Councils under the Ministry:**

* Ministerial Advisory Board
* Institute of Local Gov’t Studies Council

## 3.17.2 Policies, Legislations and Regulations

## Sub-Metropolitan District Councils LI

The Ministry laid the Sub-Metropolitan District Councils of the Metropolitan Assemblies (Establishment, Composition and Functions) Instrument before Parliament. The LI has been approved and will aid the restructuring of the sub-structures of the Six (6) Metropolitan Assemblies for effective coordination and management.

## Municipal Finance Bill

The Ministry, in collaboration with the Ministry of Finance, is finalizing the Municipal Finance Bill (MFB) which will create a strong Regulatory Framework that will empower the MMDAs to access funds from capital markets for major infrastructural projects.

## 3.17.3 Key activities undertaken

## Local Governance and Decentralization

As part of the implementation of the Decentralization Policy Framework (2010-2014) and subsequent review, Cabinet approved the Decentralization Policy Framework II and Action Plan (2015-2019) with the following five (5) thematic areas:

* Political Decentralization and Legal Reforms
* Administrative Decentralization
* Decentralized Planning
* Fiscal Decentralization
* Popular Participation

The Ministry also inaugurated 213 MMDAs out of the 216 MMDAs after a successful District Level Elections. Three MMDAs namely Nkoranza North & South and Yilo Krobo were not inaugurated.

## 

## Construction of New Administration Blocks

As part of efforts to make the new 46 MMDAs that were created functional, the Ministry awarded 43 contracts for the construction of new administration blocks for the MMDAs which are at various stages of completion. Procurement processes for the remaining three (3) Techiman North, Pru East and Nchumuru are on-going.

## Construction of School Blocks and CHPS Compound

To eliminate schools under trees and improve health delivery in the Communities, in line with Government’s agenda, the Ministry directed all the 216 MMDAs to construct 2No. 6-Unit Classroom Blocks and 2No. CHPS Compound out of their 2015 District Assemblies Common Fund allocation. Reports received from all MMDAs indicated that all the 432 Classroom blocks and 432 CHPS compounds have been executed.

## District Development Facility (DDF)

As part of efforts to improve the performance of the MMDAs, the Ministry and its Development Partners introduced a Performance Based Grant System (District Development Facility) which uses the Functional Organizational Assessment Tool (FOAT) to assess the performance of MMDAs annually. MMDAs that met the minimum conditions were given additional discretionary resources to implement their programs and projects in their Medium Term Development Plan (MTDP) and Annual Action Plan (AAP).

Since the introduction of the DDF, a total amount of GH¢352 million had been transferred to MMDAs for infrastructural development. A total of 3,203 projects had also been completed in all 216 MMDAs in the following sectors: Education (1,283), Health (331), Governance (208), Economic (326), Roads (244), Sanitation (497), Water (190), Energy (116) and Agriculture (8).

## Environmental Health and Sanitation

To facilitate the provision of Environmental Health and Sanitation Services through policy development, monitoring and capacity development to promote a clean, safe and healthy living and working environment in Ghana, the Ministry came out with a number of interventions and programs to address the sanitation problems in the country.

The Community Led Total Sanitation Programme was initiated to inspire and empower communities to desist from the practice of open defecation, build, own and use improved latrines. In this respect, 5,481 communities were targeted over the period 2014 and 2015. Out of this figure, 4,341 communities representing 79.2% were “triggered”. About a third of the triggered communities that is 1,731 had progressed to attain basic open defecation free status. Thus, more than 70,000 people in over 1,700 communities in 7 regions namely Brong-Ahafo, Eastern, Upper East, Upper West, Northern, Volta, and Central Regions now live in “Open Defecation Free” environment.

To further increase access to improved sanitation, the Ministry engaged a number of private sector stakeholders through innovative financing mechanisms to roll out the bio-fill toilet technology. This was meant to provide public and institutional toilets in selected communities nationwide. During the review period, a total of 12,503 Bio-fil toilets were constructed in Greater-Accra, Central and Western Regions. This collaboration will be expanded to cover other regions and districts in the ensuing year.

The Ministry as part of its effort to close down the “Lavender Hill” rolled out a number of interventions to ensure that faecal waste discharged into the sea is stopped. These interventions included:

* Rehabilitation works started on the Accra central sewerage system and that of Dansoman Estates. In addition, the rehabilitation and construction of sewer networks in Presbyterian Secondary School, Achimota School, University of Ghana and University of Professional Studies were completed and undergoing test runs.
* Also, works on the sewer networks for the Central Business District of Accra, James Town, Labone, Ridge, Ministerial Enclave, and Parliament Area were on-going. Additionally a 6,600m³/day capacity sewage plant had been constructed in Legon for the treatment and safe disposal of all liquid waste generated in Legon and its immediate environs.
* The Mudor plant was being rehabilitated to be able to treat 200 truckloads (2,000m3) per day of septage from the Accra central sewage system, public and households toilets from Accra through PPP arrangement with Sewerage Systems Ltd. 6no. Digesters were installed near the Mudor plant to take up 50 truckloads of septage, dewater it (partial treatment) before being discharged into the sea, hence reducing the discharge of raw septage into the sea. About 150 truckloads of septage (1,500m3) use to be discharged into the sea.

Other interventions that were underway under Public, Private Partnership (PPP) arrangements to holistically deal with the liquid waste treatment and safe disposal challenges included:

* The construction of a sewage treatment plant at Adjen Kotoku by Zoomlion (GH) Ltd to handle all septage and sewage generated at the Northern parts of Accra. The Plant will be able to take up an average of 65 truckloads (650m3) of liquid waste when completed.
* The National Sanitation Day campaign is monthly activity organised to sensitize Ghanaians to support in addressing the sanitation challenges in our cities and towns through clean up campaigns and public education activities. The Ministry successfully organized ten National Sanitation Day exercises in the regions of the country. One Hundred Thousand (100,000) of 240 litter Waste bins were procured and distributed nationwide to curb littering in our communities.

## Rural Development and Management

In order to adopt a coordinated and systematic approach towards rural development, the Ministry formed an Inter-Ministerial Committee to formulate a comprehensive Rural Development Policy that would guide overall development of our rural communities. Additionally, several interventions geared towards enhancing Rural Development were pursued. These include the following;

## Ghana Social Opportunities Project (GSOP)

GSOP developed a National Social Protection Policy. A total of 399 sub-projects were completed and 134 others were on-going. The completed sub-projects were made up of 40 social infrastructure sub-projects, 150 feeder roads of length 588.23km, 137 small earth dams and dug outs and 72 climate change interventions covering an area of 344.47 hectares.

A total of 24,775 poor unskilled persons (made up of 68% female) benefitted from the LIPW. They were employed as unskilled labour at GH¢7.00 wage rate per day. A total of GH¢8,612,828 was paid to them with average earnings of GH¢348 for the entire Project period.

Climate change mitigation sub-projects completed included a 20 Hectare wood energy plantation in Bahankra community in Sekyere Kumawu District, a 50 Hectare cocoa plantation at Pameng in Atiwa District and a 30 Hectare mango plantation at Abease community in Pru District.

## Food Security and Environment Facility (FSEF)

The FSEF Project of the Government of Ghana was implemented in the three (3) regions in the North of the Country with support from the Canadian Government. The goal of the eight-year project is to contribute to Ghana’s efforts to achieve food security through environmentally sound agricultural development, through thirty (30) Sub-Project Implementing Partners (SPIPs). Out of a total of 27 sub-projects introduced, 11 were completed whilst 16 were on-going. The total number of beneficiaries of the project was 37,435 in 39 Districts in the 3 Regions in the North. Out of this figure, 21,257 representing 56% were women and 16,168 representing 43% were men.

The introduction of 59 cages under the Cage fish culture production projects in 5 districts namely Wa Municipal, Wa West, Nandom, Tolon and Bongo Districts also resulted in the production of fish as an alternative livelihood in selected communities in the Districts. This intervention led to other private investors’ also adopting and producing tilapia in the three Regions in Northern Ghana.

Aside fish farming, yam and onion cultivation was promoted. 342 raised yam huts and 150 household onion storage structures were constructed to improve shelf life of these produce in the Northern and Upper East Regions respectively. Farmers had increased shelf life of stored yams from a baseline of 4 to 7 and onion from 2 to 4 months.

The facility introduced drip irrigation for the production of dry season vegetables in four districts namely Nadowli, Jirapa, Tolon and Kumbugu. A total of 540 (311 women and 229 men) farmers were engaged to produce vegetables during the dry season thus creating off season farming activities for these farmers.

The Project, in collaboration with the Sandema Guinea Fowls Association, commenced the construction of an ultra-modern Guinea Fowl production Unit with a hatchery powered by solar energy in the Builsa North District.

## Urban Development and Management

## Ghana Urban Management Pilot Project

The Ghana Urban Management Pilot Project (GUMPP) is a €40.5 million Government of Ghana – AFD Urban Development Programme. The project was on-going in Kumasi, Tamale, Sekondi-Takoradi Metropolitan Assemblies and Ho Municipal Assembly. This project involved the construction of Gumani Storm Drain, upgrading of Aboabo heavy goods and lorry-park as well as the construction of an abattoir in Tamale.

Other projects were the construction of Integrated Social Centre and upgrading of Kokompe enclave (garages, skills development centres and roads) in Sekondi-Takoradi; reconstruction of Ho market complex, construction of Abattoir and engineered landfill site at Ho; and construction of 3No. Market complex in Kumasi at Asawase, Old Tafo and Atonsu. These projects were at various stages of completion and would continue in 2016.

In addition, construction of new cells at Oti landfill site in Kumasi and construction of town roads, drains, streetlight, toilet and other community upgrading projects for Tishiegu and Moshie Zongo in Tamale were also on-going.

## Street Naming and Property Addressing

Following the approval of the policy on the Street Naming and Property Addressing System and Guidelines, a Presidential directive was issued for all MMDAs to name their streets and number all properties in their area of jurisdiction. The Ministry trained Nine Hundred and Four (904) technical staff of all RCCs and MMDAs to enable all the MMDAs to carry out the street naming and property addressing exercise. By the end of the period, all MMDAs had named their streets and installed signage in parts of their major towns. However, the exercise was on-going and all MMDAs were entreated to continue with the implementation. To sustain the programme, the Ministry embedded components of the street naming and property addressing exercise in their various projects including GUMPP, (Ho, Tamale, Sekondi Takoradi and Kumasi). The Ministry facilitated support for Accra Metropolitan Assembly from the Land Administration Project (LAP). Similar support was given to 80 other MMDAs through negotiations with GIZ.

## Local Government Capacity Support Project

A total of 214 out of 261 sub-projects representing 82% being implemented under UDG-1 were completed, with the remaining 47 at various levels of completion. During the period under review, 25 out of 208 sub-projects were completed. Training on the Citizens Public Financial Management (PFM) Templates was organized for all 46 participating MMAs.

The Social Accountability Unit (SAU) of the Ministry facilitated 10 multi-stakeholder forums in each of the 10 Regions, to discuss development plans and initiatives of the MMAs based on the adopted PFM Templates.

## Greater Accra Passenger Transport Executive

The Greater Accra Passenger Transport Executive (GAPTE) was established to coordinate the roll out of Bus Rapid Transit (BRT) Pilot project in Accra. 10 buses were initially received and were being used to train the drivers. Two bus terminals namely Amasaman and Tudu were constructed solely for the operation of these buses.

1. **Establishment of Plant Pool Centres**

The Ministry acquired 115 construction equipment and machinery through the German Government backed Export Credit Facility/ HERMES Suppliers Credit Facility at a total cost of EURO 27,795,000.00. The Ministry established a Central Plant Pool with these equipment and machines for the benefit of all MMDAs. Three centers namely, Cape Coast, Sunyani and Tamale equipped to manage the equipment on request by all MMDAs within its catchment area. This program dubbed **“**TOUR OF HOPE**”** was meant to assist Assemblies to construct and rehabilitate or maintain farm roads to make them accessible to market centers.

## Redevelopment of Kejetia and Kumasi Central Market

To enhance socio- economic and commercial activities in our cities and towns, H. E. the President, cut the sod for the redevelopment of the Kumasi Central Market and Kejetia Infrastructure which included a modern bus terminal, a police station, a fire station, a modern sewage and waste management facility, among others. The project when completed will provide about 10,000 stores and shops for businesses in Kumasi. The construction of Kotokuraba market at Cape Coast was also on course.

## Introduction of District League Table

The Ministry in collaboration with UNICEF and the Centre for Democratic Development (CDD-Ghana), in 2014, introduced the District League Table (DLT) and followed up with the second year of ranking of the MMDAs in 2015. The District League Table, which is a simple Social Accountability Tool, aggregates the Service Delivery from Six (6) main sectors (Health, Education, Governance, Sanitation, Water and Security) from the MMDAs and ranked them to assess their performance levels. In order to boost improved performance among the MMDAs, the Ministry, with its partner in the performance index, will extend the index used in the ranking to make the league table more competitive. Tema Metropolitan Assembly was first and Gomoa West was last on the District League Table.

## Department of Community Development

## Training and Update of curricula

A total of 2,989 youth consisting of 848 males and 2,141 females were trained in technical and vocational skills country wide. A total of 69 Community Educators were also trained. The first draft of curricula for award of Bachelor and Diploma qualifications in Community Development and Social Protection by the Rural Development College was developed and validated.

## Department of Parks and Gardens

## Parks, Gardens and Recreation

The Department of Parks and Gardens continued to maintain State grounds and gardens including the Flagstaff House, the Peduase Lodge, State House and all Regional Coordinating Councils (RCCs). The landscaped areas of roundabouts, road medians and road shoulders in the cities and towns as well as recreational parks including Nationalism Park, the Independence Square and the Asomdwee Park were also maintained. In all, a total land area of 1,580,524m2 was landscaped and beautified.

The Department in collaboration with the Department of Town and Country Planning, La Dadekotopon Municipal Assembly, Private Sector Organizations identified open spaces in the Greater Accra Region to be developed into recreational and relaxation points for the citizenry.

Medicinal and aromatic plant species were cultivated for conservation whilst rare and endangered plant species were identified and multiplied. Various communities, districts and other organized groups were supplied with 352,556 tree seedlings for urban afforestation.

## Department of Births and Deaths Registry

## Births and Deaths Registration

The Births and Deaths Registry is a Key Department under the Ministry mandated to register and collate births and deaths in the country. The Registry this year embarked on a nationwide campaign to sensitize the citizens on the importance of the Civil Registration and Vital Statistics System.

A total of 356,708 out of 644,471 births, and 39,874 out of 209,244 deaths were registered and certificates issued in 2015. These represent 55 per cent and 19 per cent of birth and deaths registration targets, respectively. Additional Registration Centres were established in 56 rural communities and mobile registration undertaken in Eastern, Ashanti and Brong-Ahafo regions with 6,715 fresh births registered in 96 communities.

As part of the efforts to strengthen the Registry and make it more efficient, the Registry has been provided with 11 vehicles for all the 10 regions, including the Head Office, for public education on Births and Deaths registration and monitoring. The Registry began processing applications for certified copy of Birth Certificates on-line. 314 applications were received and 55 processed and collected.

## 3.17.5 Challenges

* Cut in budgetary allocation for implementation of activities at the Ministry
* Procurement processes continued to be impediment in the entire implementation process due to the complexities and delays involved
* Utilization of specific releases for activities or programs other than those in the approved budget
* Reliance on Government of Ghana (GoG) funds and existing decentralized existing structures for monitoring

## 3.17.6 Outlook for 2016

* Review & consolidation of disparate legislation on local governance
* Resolution of District Boundaries disputes
* Provision of infrastructure for Newly Created Districts
* Mainstream LED Policy in DMTDP
* Formulation of Comprehensive Rural Development Policy
* Formulation and implementation of National School Feeding Policy
* Implementation of Community- Led Total Sanitation programme
* Development of Sanitation Master plans
* Functional Street Naming and Property Addressing System
* Development of small scale enterprise scheme and
* Development of modern farmers markets
* These are detailed below under specific Cost Centres.

## Local Government Service

To enhance effective and efficient service delivery and deepen Local Governance and Decentralization in Ghana, the Local Government Service seeks to implement the following activities:

* The Local Government Service would continue to implement the report on the reviewed, amended and consolidated legislation affecting local government, in order to harmonize the implementation of Act 462, Act 656 and L.I. 1961.
* Human Resource Units would be established in 66 District Assemblies. The Secretariat would also facilitate the establishment of District Works Departments in all MMDAs.
* Periodic monitoring and evaluation missions will be conducted in MMDAs and RCCs using the Results Based Management System. This is to establish baseline indicators to enhance tracking of performance and evaluate the status of development in the Service.

## District Development Facility

* The 8th round of assessment of the performance of the 216 MMDAs for 2014 (FOAT VIII) would be conducted.
* A total of GH¢ 138m being outstanding amount based on the FOAT VI (2012) would be transferred to qualified MMDAs. In addition, a total of GH¢ 150m based on the FOAT VII (2013) would be transferred to MMDAs.

## Department of Community Development

The Department will provide formal training for 3,000 youth in vocational and technical skills. 400 Technical Instructors would also be trained in TVET Reforms. An additional 300 Community Educators would be trained for the provision of technical backstopping to the RCCs and MMDAs.

## Births and Deaths Registry

* Registration of births and deaths coverage would be improved to 80% and 35% respectively. A total of 689,212 births and 78 deaths would be registered.
* The turn-around time for issuing of true certified copy of entries of birth and deaths would be reduced from two weeks to one week.

## Department of Parks and Gardens

The Department would continue with the promotion of landscape beautification in the built and natural environment and to develop programs for floral beautification of our Cities and Towns. The Department would also collaborate with MMDAs in the establishment of Public Parks and promote ecotourism.

Additionally plans are far advanced for the Department to partner private sector through Public-Private Partnership (PPP) to develop the Aburi Botanical Gardens to a centre of excellence.

The Department will further diversify its operations by introducing event management activities, pest and disease control (fumigation) services, urban afforestation, landscaping of open spaces and Recreational Centres in each of the ten Regional Head Offices. In addition, the Department will launch the National Beautification Week. A forty- footer capacity cold room facility for storage of fresh flowers at the National Head Office will be constructed and the 120,000m2 of Ceylon tea plantation at Amedzope will be revamped.

## Environmental Health and Sanitation Unit

* The Ministry will continue with the National Sanitation Day (NSD) campaigns and assist the RCCs to undertake regional campaigns in their districts, Area, Zonal and Town Councils.
* The Unit will scale up Community Led Total Sanitation to cover all Regions in the country. Currently seven regions are being covered. A Results-Based M&E system for environmental sanitation to accurately capture, process and analyse data for national statistics will be deployed.
* 10,000 household toilets and 110 school toilets will be constructed in all the Metropolitan and Municipal Assemblies in Greater Accra Region. Additionally, arrangements are far advanced to supply all MMDAs with Cesspit Emptier in 2016.
* Plans are almost completed for the provision of 500 boreholes and 133 institutional and community latrines in distress communities.
* In addition, the Ministry is collaborating with the Fidelity Bank to provide micro- credit for construction of household and public latrines throughout the country.
* Under this arrangement, 850 Small and Medium enterprises would be provided with loans to operate in the sanitation sector in Ghana. 2,600 households would also be provided with loans to construct their own household toilets
* Under the on-going 5-year Greater-Accra Metropolitan Area (GAMA) Sanitation and Water Project, 250,000 inhabitants in low income communities in GAMA will benefit from improved sanitation and water facilities.
* A total of 40,000 household toilets and 220 institutional toilets are expected to be constructed within the project period. Over the period under review, the Ministry has worked hard to meet project effectiveness and procured all consultants required for designs and community mobilization activities.

## Integrated Rural Development Project

Construction of 60 socio- economic sub-projects would be completed. A total of **GH¢255,000.00** would be disbursed under the revolving loan funds of the Project.

## Ghana Social Opportunities Project

The project will finalize the report on the Rationalization of National Social Protection. A policy on the Labour Intensive Public Works (LIPW) would be formulated and submitted to Cabinet. A total of 210 sub-projects will be commenced and completed under the LIPW.

## Food Security and Environment Facility

The FSEF project will continue the implementation of the Cage Fish Culture project, the Small remnants projects, the onion value chain improvement project and the Zai method with micro osing.

Drip irrigation will also be introduced to some selected farmers in Nadowli and Jirapa. Farmers in 10 communities in selected districts in Northern and Upper East Regions will be introduced to dry season farming through the Food Security and Environmental Facility under the sustainable farming techniques programme.

It will also introduce improved sweet potato production and preservation using organic technologies in the Nabdam District. Improved traditional sun- drying of agricultural produce will also be introduced in the Mamprugu Moaduri District.

The project will also continue the introduction of the Cage Fish Culture, improved onion production, dry season gardening, and legume inoculation in the three Regions in the North.

## Modern Farmers Markets

2No. Modern Farmers Markets will be constructed in Northern and Brong-Ahafo Regions.

## Street Naming and Property Addressing System

The Ministry will continue to facilitate implementation of Street Naming by the MMDAs in line with Street Naming Policy and Guidelines with emphasis on spatial data capture and installation of signage; train remaining MMDAs, facilitate acquisition of satellite Maps by the MMDAs, and establish GIS Unit at the Ministry and monitor MMDAs to ensure the successful implementation of the Street Naming and Property Addressing System in Ghana.

## Ghana Urban Management Pilot Project (GUMPP)

Monitor the construction of all priority investment projects in GUMPP Cities and ensure full implementation of all sub-projects with all support measures including street naming spatial planning and revenue enhancement.

As result of successful implementation of GUMPP, the project is being extended to cover five (5) other secondary/intermediate cities namely Sunyani, Cape Coast, Bolgatanga, Wa and Koforidua

## Local Government Capacity Support Project

The Ministry will transfer an amount of GHc128million to qualifying MMA under the Urban Development Grant, to enable them undertake urban investment projects.

## Greater Accra Passenger Transport Executive

GAPTE will roll out the Bus Rapid Transit system, as pilot, on the Accra – Amasaman corridor in the Greater Accra Region. The Ministry will procure additional 74 No. High Occupancy busses to scale up the project.

**3.18 MINISTRY OF PETROLEUM**

Ministry of Petroleum was created out of the erstwhile Ministry of Energy and Petroleum in November 21, 2014 by His Excellency, the President of the Republic, in exercising the power conferred on him under section 11 of the Civil Service Act.

The Ministry of Petroleum exists to sustain and optimize the exploration, development and utilization of oil and gas endowment for the overall benefit of Ghanaians, through the initiation, formulation, coordination, monitoring and evaluation of innovative policies and programs for the Petroleum Sector.

**3.18.1 Sector Agencies**

The Ministry exercises oversight responsibility for eight (8) Agencies. These are:

* Petroleum Commission (PC)
* National Petroleum Authority (NPA)
* Ghana National Petroleum Corporation (GNPC)
* 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)

**3.18.2 Policies, Legislations and Regulations**

1. **Petroleum (Exploration & Production) Bill**

To better regulate the upstream activities of the Ministry, the Petroleum (Exploration and Production) Bill was finalized and submitted to Parliament for consideration and is expected to be passed in 2016. This was preceded by a broader stakeholder engagement and a study tour, facilitated by the Ministry, for Members of the Parliamentary Committee on Mines and Energy to major oil producing countries i.e. Norway, Malaysia and Trinidad and Tobago.

1. **Revision of Zonalization Policy**

In line with the policy objective of ensuring adequate availability of petroleum products in the Ghanaian market, the Zonalization Policy was reviewed to ensure efficient distribution and availability of Petroleum products at uniform prices nationwide.

**3.18.3 Activities Undertaken**

1. **Gas Master Plan**

To provide a broad guidance on the privatisation and utilization for the gas in power and non-power sectors gas infrastructure development planning and gas pricing policy, a Gas Master Plan has been developed and being finalized for submission to Cabinet.

1. **Reverse Flow of Gas From Atuabo in the West African Pipeline System**

Cabinet also gave approval for a Reverse Flow of stranded gas from Aboadze into the West African Pipeline system to enable gas flow from the West to the East in the interim. A project implementation team was put in place to oversee the execution of the project. Meanwhile, a dedicated onshore pipeline from Takoradi to Tema is also under consideration in the medium to long term.

1. **Liberalization of Petroleum Product Prices**

In June Cabinet gave approval for Petroleum Price Liberalization which became operational in July 2015. This was to address the issue of government’s indebtedness to the Bulk Distribution Companies (BDCs,) resulting from Under Recoveries, foreign exchange ***(Forex***) Loss and periodic shortages in the market. This saw sustained reduction in Petroleum Product Prices in the last quarter of 2015 due to the intense competition among the Oil Marketing Companies (OMCs).

1. **Rural LPG Promotion Programme**

The Ministry’s Rural LPG Promotion Programme which is aimed at popularizing the use of LPG, especially, in rural communities continued in earnest with the launch and distribution of 51,500 cylinders and cook stoves in 25 districts in the country.

1. **Oil & Gas Capacity Building Project**

The following projects were executed under the Oil and Gas Capacity Building Project (OGCBP) in 2015;

* Supply of various laboratory equipment for KNUST, Regional Maritime University, Takoradi Technical Institute, Kikam Technical Institute and EPA office at Sekondi
* Renovation of Data Centre and ICT equipment for the Petroleum Commission and
* Office Block extension for the Ministry of Petroleum.

1. **Jubilee Production**

Crude oil production from the Jubilee Field was stepped up with a total of 37.41 million barrels being produced from January to December 2015. The average daily production was 102,461.98 barrels per day. The Ghana Group lifted 6 cargoes totalling 4.78 mmbbls within the period.

1. **Greater Jubilee Full Field Development**

The Jubilee partners successfully drilled 2 Jubilee development wells (J37-P & J36-WI) and successfully completed 3 Wells (J46-WI, J37-P and J24-P). The Plan of Development (PoD) for the Greater Jubilee Full Field was submitted by the Jubilee Partners to the Minister for approval pending the submission of additional information on the project.

1. **Petroleum Agreements**

Eight (8) Petroleum Agreements were under negotiations in 2015 (Exxon Mobil, Springfield, ENI, Cyka, SOM Petro, and SWAOCO Pletora Bay &Radin Griffon) and have reached various stages of completion.

1. **TEN Developments**

The Tweneboa Enyenra, Ntomme (TEN) Project is on course and was expected to deliver about 60,000 bopd and 60 mmscf of gas a day. First Oil is expected in August 2016 and first Gas in the third quarter of 2017. Drilling of four (4) of the TEN 1st oil wells have been completed.

1. **Sankofa-Gye Nyame**

The Sankofa Gye Nyame (SGN) Project which has recoverable reserves of about 162mmbls of oil and 1.07 TCF for gas is on course. Key commercial Agreements including Gas Sales Agreement, Heads of Agreements, Multi Party Deed Agreement and Sovereign Guarantee have been signed between the OCTP Partners, GNPC and the Government of Ghana. Production of first oil from Sankofa Gye Nyame was expected in 2017 and gas in 2018. The Front End Engineering Design (FEED) on the gas export sea line is completed.

1. **Gas Infrastructure Project**

The Gas Infrastructure Project (GIP) consisting of an Offshore Pipeline, Onshore Pipeline and a Gas Processing plant was completed in 2015. Commercial operation of the plant commenced on 1st April, 2015 and was officially commissioned by His Excellency, the President on September 2015. Currently, the plant is delivering around 110mmscf/d to Thermal Plants at Aboadze for power generation and producing about 500 tons of LPG a day to the domestic market. It is expected to produce more than 180,000 metric tons of LPG per year which amounts to 50% of annual LPG demand for the country.

**3.18.4 Financial Performance**

Table 20: Ministry of Petroleum Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SOURCE** | | **APPROVED**  **BUDGET (GH¢)** | **ACTUAL**  **RECIEPTS (GH¢)** | **ACTUAL**  **EXPENDITURE (GH¢)** |
| 1 | GOG | | | |
|  | Compensation of Employees | 994,257 | 994,256 | 994,256 |
|  | Use of Goods & Services | 667,411 | 567,411 | 567,411 |
|  | CAPEX | 250.000 | 0 | 0 |
|  | **Sub Total GoG** | **1,911,668** | **1,561,667** | **1,561,667** |
|  | ABFA | 7,500,000 | 2,951,818 | 2,951,818 |
|  | **TOTAL** | **9,411,668** | **4,513,485** | **4,513,485** |

**3.18.5 Challenges**

* Slow take off of the Ministry’s Work Programme as a result of initial programs associated with the setting up of the new Ministry
* Inadequate budget allocation for the operations of the Ministry
* Non release of approved budget for key projects i.e. ABFA allocation for Rural LPG Promotion Programme
* Inability of VRA to pay for lean gas supplied by GNGC for power generation. This has resulted in heavy indebtedness of VRA to GNGC thus threatening to affect the smooth running of the GPP.
* Shutdown of the Gas Processing Plant arising from compressor failure on the FPSO in July 2015 affecting oil and gas production
* Falling price in crude oil on the World Market and the attendant negative impact on new investments in the Industry
* Maritime boundary dispute between Ghana and Cote D’Ivoire which adversely affected exploration activities of some of the companies with blocks in the disputed area.

**3.18.6 Outlook for 2016**

* Subsea installations for TEN Project to pave way for first oil in the 3rd Quarter of 2016
* Execute the Greater Jubilee Full Field Development Plan
* Install oil and gas infrastructure for Sankofa Gye Nyame Project towards first oil in 2016 and gas in 2018
* Acquire 300Line Kilometres of 2D Seismic data in the Voltaian Basin
* Interconnect the Atuabo Gas pipeline with the West African Gas Pipeline System
* Develop Gas policy, Gas Pricing Policy and a Gas Bill, to address infrastructure requirement, funding and institutional mandates for gas sector agencies, reflecting our developmental priorities and
* Continue the Rural LPG Promotion Programme to bring more communities into the programme.

# 3.19 MINISTRY OF EDUCATION

The Ministry of Education is in charge of the formulation and implementation of the country’s educational policies at the basic, secondary and tertiary levels. In pursuing its objectives and mandate, planned programmes and activities are delivered through the collaborative effort with its Agencies. In all, the Ministry has oversight responsibility over eighteen (18) Agencies each of which are managed by a Board or Council as appropriate. At the tertiary level there are nine (9) public Universities and Ten Polytechnics also managed by various Councils. The Agencies include:

* Ghana Education Service
* National Council for Tertiary Education
* National Accreditation Board
* National Board for Professional and Technicians Examination
* West African Examinations Council-National Office
* Encyclopedia Africana Project
* Students Loan Trust Fund
* Ghana Academy of Arts and Sciences
* Ghana Education Trust Fund
* National Inspectorate Board
* National Council for Curriculum and Assessment
* Ghana National Commission for UNESCO
* National Teaching Council
* Ghana Book Development Council
* National Service Scheme
* Center for Distance Learning and Open Schooling
* Council for Technical Vocational Education and Training
* Ghana Library Authority

**3.19.1 Policies, Legislations and Regulations**

During the review period, the following regulations, legislations and policies were formulated for cabinet and parliamentary approvals.

1. **The New Education Bill**

The working group of the Ministry on Education Decentralization, in conjunction with the legislative review taskforce of the Inter Ministerial Coordinating Committee (IMCC) through a nation-wide stakeholder consultations has completed work on the consolidation of the Ghana Education Service Act, 1995 (Act 506) and the Education Act, 2008 (Act 778), now known as the “New Education Bill”.

1. **Establishment of National Research Fund**

A seven member committee was constituted to review the report of Prof. Mireku Gyimah Committee to reflect findings emanating from negotiations of POTAG and UTAG with the FWSC. The Committee produced a Draft Tertiary Education Research Fund Bill which has been finalized in consultation with the Attorney-General’s Department.

1. **Establishment of University of Environment and Sustainable Development**

The Eastern University Bill has been passed by Parliament and a Technical Report of the Task Force has been submitted to the President. The Ministry is engaging institutions that have expressed interest in financing the Project in liaison with the Ministry of Finance.

1. **Stakeholder Consultative Forum on the Conversion of Polytechnics to Technical Universities.**

The Ministry spearheaded the organization of a stakeholder dialogue on the conversion of Polytechnics into Technical Universities on the 6th January, 2015 at the La Palm Royal Beach Hotel. Report of the dialogue has been circulated to all major stakeholders and the Draft Technical Universities Bill has been finalized by the Attorney-General’s Department.

## 3.19.2 Other Activities Undertaken

In addition to the above, the following activities were also undertaken;

1. **Standardization of School Fees at the Senior High School level**

A country-wide seminar was held for all Regional Directors of Education, Regional Accountants and Auditors, Metropolitan, Municipal and District Directors of Education, Heads of Second-cycle Institutions and School Accountants in the Ghana Education Service. This is to ensure compliance with the Ministry’s policy on Standardization of School Fees at the Senior High School (SHS) level. The standardized fees were published as part of the placement document into SHS. The Ministry now publishes the SHS fees on the Ministry’s website and in the print media.

1. **Implementation of BECE Re-sit Examination**

In 2014, the Ministry introduced a new policy to give opportunity to unsuccessful BECE candidates to re-sit the examinations. A total of 1,181 candidates took part in the maiden edition in March 2015 and were part of the 2015 placement into SHS and Technical institutes.

1. **The National language Policy**

Government under the National Literacy Acceleration Programme is implementing a language policy which states that the medium of instruction at kindergarten and Primary one to three should be the Ghanaian language with English language taught as a subject. Series of consultations were held in 2015 to review the policy document with relevant stakeholders to gather concerns and ensure that the policy addresses the aspirations of the education fraternity. The stakeholder consultations showed that the key challenges that have impeded effective implementation were the inadequacy of and sometimes non-availability of qualified language teachers and appropriate teaching and learning materials. To overcome these challenges, the Ministry in 2014/2015 academic year trained 24,520 teachers from 75 deprived districts at the KG and primary levels in eleven Ghanaian Languages.

1. **Teacher Registration and Licensing**

To enforce discipline and professionalism in the teaching career, the Ministry, through the National Teaching Council is piloting the scheme for the registration and licensing of teachers in Shai Osudoku, Upper Manya Krobo, Ajumako-Enyan-Essiam, Kassena-Nankana East and Savelugu-Nanton districts in accordance with the new Teachers’ Licensing Policy under Act 778.

1. **Enforcement of Zero Tolerance for Teacher Absenteeism.**

The enforcement of the policy on zero tolerance for Teacher Absenteeism through increased school inspection, supervision and awareness creation has led to an improvement in Teacher Attendance Rate from 89 per cent in 2013/2014 to 90.2 per cent in 2014/2015 academic years.

1. **Posting and Electronic Payment of National Service Personnel**

The National Service Secretariat (NSS) deployed a total of 69,000 Service personnel to various institutions across the country. A total of 30,994 Service personnel representing 45 per cent were posted to the Education sector to make up for the shortfall in the supply of teachers. In addition the NSS introduced an e-Zwich platform for the processing and payment of service personnel allowances in place of the direct cash payment and an Electronic Payment Voucher system to facilitate the identification and validation of personnel on monthly basis.

1. **Standards for Book Publishing**

The Ministry in collaboration with Ghana Book Development Council is developing standards for book publishing and printing. A working group comprising representatives of Ghana Association of Writers, Ghana Book Publishers Association, Ghana Printers and Paper Converters Association, Ghana Book Sellers Association and other relevant stakeholders was formed in June 2015 to develop standards for book publishing and printing. The group submitted the first draft of the standards and the second phase is expected to be completed in 2016.

1. **Campus Connect Initiative**

The Campus Connect initiative is an addition to the Annual Meeting with students to bring governance to the doorsteps of students. The initiative was launched at the University for Development Studies on the 31st March, 2015. Subsequently, the initiative has been extended to the Kwame Nkrumah University of Science and Technology, Accra Polytechnic and the Ho Polytechnic.

1. **Basic Education**

* **Improvement in equity and Access indicators**

Between 2013/2014 and 2014/2015 academic years, the number of KGs increased from 20,100 to 20,960, Primary from 20,502 to 21,309 and Junior High Schools from 13,082 to 13,840 representing 4.3 per cent, 3.9 per cent and 5.8 per cent, respectively. During the period, total enrolment at the basic level increased from 7,236,614 to 7,700,309 representing 6.4 per cent.

* **Provision of Complementary Basic Education**

In fulfilment of government’s commitment to ensure Education for All, a total of 54,850 out-of-school children in the Northern, Upper East, Upper West and Brong Ahafo Regions were enrolled under the Complementary Basic Education (CBE) programme for the 2014/2015 academic year whilst 47,517 learners were mainstreamed into the formal system. To aid effective and efficient teaching under the CBE programme, 129 motor bikes and eleven cross country pickups were provided for monitoring and supervision at the district and community levels. In addition, 1,437,500 readers for learners, 16,100 facilitators teaching manuals and guides in eleven languages were distributed.

* **Payment of Capitation Grant**

In an effort to improve access, raise the quality of education and reduce the burden on parents, the government provided funding for the payment of Capitation Grant to pupils in public basic schools and subsidy for the registration of 438,000 candidates for the 2015 Basic Education Certificate Examinations (BECE).

* **Free School uniforms**

Government procured and distributed school uniforms to 504,070 pupils in selected deprived communities to boost enrolment and retention in government basic schools. These interventions among others contributed to an increase in enrolment at all levels of basic education between 2013/14 and 2014/15 academic years.

* **Scholarship for Girls and take home ration**

In fulfilment of the Millennium Development Goal 3 (MDG), the government undertook a number of interventions such as scholarship for girls and take home food ration to bridge the gender gap in access to education. This resulted in the attainment of gender parity at the KG and primary levels. Between 2013/2014 and 2014/2015 academic years, the gender parity index increased from 1.01 to 1.04 at the KG level and 0.99 to 1.00 at the Primary level. As part of measures to bridge the gender gap in access to education at the JHS level, 55,000 girls in 75 deprived districts were provided with scholarship package under the Girls Participatory Approach to Student Success (Girls PASS). In addition, 800 girls from distant places were provided with bicycles. This contributed to an improvement in gender parity at this level from 0.95 in 2013/2014 to 0.96 in the 2014/2015 academic years.

* **Distribution of free locally produced sandals**

As part of efforts to sustain enrolment in schools especially for underprivileged communities, 10,000 sandals were procured and distributed to selected pupils in deprived districts and schools. H.E. the President launched the distribution of the sandals on 22nd June 2015 at a forum in Ada Foah in the Greater Accra Region.

* **Provision of Teaching and learning Materials**

To ensure adequate supply of teaching and learning materials at the beginning of the 2015/2016 academic year, a total of 42,000 Teacher Note Books, 98,736 Class Attendance Registers and 1,195,250 boxes of white chalk and other supplementary reading materials were procured and distributed to public basic schools across the country. This is to supplement Teaching and Learning Materials expected to be provided by schools under the Capitation Grant for all basic schools and under the Global Partnership for Education Grant for all public basic schools in the 75 Deprived Districts.

* **Completion of Schools-Under-Tree Project**

As part of efforts to improve facilities in schools at the basic education level, government continued to eliminate Schools-Under-Trees. Under this programme, a total of 1,714 school projects out of the 2,578 were completed and handed over. During the 2015 financial year additional 151 schools were completed.

* **In-service- training**

During the reporting period, 13,637 teachers went through various in-service training programs in the 75 deprived districts as part of their teacher development programs. In addition, 1,500 mathematics teachers were trained on innovative approaches in the teaching of mathematics.

1. **Secondary Education**

* **Improvement in Access and Equity Indicators**

Enrolment in second cycle education has continued to increase resulting in an increase in the Gross Enrolment Rate (GER) by almost two percentage points, reaching 45.6% in 2014/15. The Net Enrolment Rate (NER) has also increased from 2013/14, indicating that more children of the appropriate age are enrolled in SHS. Private participation has declined, indicating that a greater proportion of students are enrolling in public schools. Greater capacity for the increased enrolment is demonstrated through a corresponding increase in number of schools, with both the number of private and public schools having increased compared to 2013/14.

* **Implementation of Progressively Free SHS**

To increase access to quality second cycle education, government provided funding to Senior High Schools as subsidy for 2014/15 academic year. In fulfilment of the Constitutional provision of making secondary education progressively free, His Excellency the President launched the Progressively Free Senior Secondary Education Programme at Ekumfi-Otuam in the central Region on 17th September, 2015. Government provided funding for the first term of 2015/16 academic year to absorb the examination, entertainment, library, SRC, sports, culture, science development, science and mathematics quiz, ICT and co-curricular fees for 320,488 day students in public senior high schools.

* **Provision of 123 New Community Day Senior High Schools**

Government under the year in review commenced work on 123 new Senior High schools categorized into three: (i) 50 community day senior high schools under phase I; (ii) additional 50 community day senior high schools under phase II and (iii) another 23 new community day senior high schools under support from the World Bank.

Under Phase I, three **(**3) schools have been completed and handed over; additional 2 have been completed for handing over. The rest are at various stages of completion. The Procurement process has been completed and Contracts awarded for activities under Phase II. Construction at the 23 new sites under the World Bank has taken off. Average completion of the 23 new schools is approximately 25%.

* **Improvement in facilities for selected 50 low performing SHSs:**

To bridge the gap in access to quality facilities at the senior high school and improve equity, 50 low performing SHSs were selected to benefit from facilities improvement. The selected schools are benefitting from a range of supports including provision of additional classrooms and sanitation facilities. Work has commenced in each of the 50 schools identified and the average status of completion is approximately 50%.

* **Provision of scholarship for students from low performing and low income families**

2,143 SHS beneficiaries from low income families are currently benefitting from the scholarship package distributed for 2014-15 academic year under the first batch, the second batch of 5,300 beneficiaries to be approved is on-going. Scholarships covered school fees and other basic needs.

* **Training of science and ICT Teachers:**

The Ministry committed itself to upgrade facilities in 100 Science Resource Centres and train 400 Science teachers under phase II of the Science Resource Project. In 2015, 200 science teachers and laboratory technicians from the 100 beneficiary schools were trained in ICT, audio visuals, physics, chemistry, biology and general laboratory whilst a contract for the supply of science equipment, chemicals and IT aids has been finalized.

1. **Non Formal Education**

Under the National Functional Literacy Programme (NFLP), the number of classes increased from 2,540 in 2014 to 3,700 in 2015 whilst the number of learners also increased from 63,000 to 80,000 during the same period. The National Functional Literacy policy has been developed.

A national draft policy on the Open and Distance Learning (ODL) has been developed and audio-visual lessons have been distributed to schools. Development of an e-Learning platform for an online classroom is also underway. The Open School System is being piloted with over 600 enrolees across JHS, SHS, and National and Vocational Training Institutes, ensuring increased access in education. The National Functional Literacy Program has continued with the 19th batch of students currently enrolled. English language classes are also offered.

The National Apprenticeship Programme (NAP) also saw progress. A database of Master Craft Persons has been developed to better assign them with apprentices, also a data collection initiative have begun to restructure the program. A skill competition was organized to promote the NAP and Master Craft Persons who have been trained across various regions.

1. **Inclusive and Special Education Programme**

The Ministry has demonstrated its commitment to inclusive and special education through a standard Inclusive Education policy that was presented to the Acting Director-General in April 2015. An implementation plan with costing to guide the implementation of the policy has also been finalized. A Technical Working Group has developed standards and guidelines to ensure smooth delivery for inclusive and special education.

In addition, Heads and staff of schools have been trained in identifying students with special needs and disabilities. At the district level, Circuit Supervisors and Deputy Directors were trained. Appropriate special education materials have been distributed to schools whiles a monitoring tool is being piloted to monitor the standards of inclusive education. A total of 6,385 pupils in the Special Schools benefited from Feeding Grants in the 2014/15 academic year. In addition, 14 buses were also distributed to selected Special Schools and needy institutions nationwide.

1. **Tertiary Education**

* **Establishment of Ten New Colleges of Education**

Report on the establishment of the Colleges have been finalized and Government has absorbed five (5) existing Private Colleges of Education and two new ones will be constructed in the Central and Greater Accra Regions.

* **Provision of infrastructural facilities at University of Health and Allied Sciences (UHAS)**

Infrastructural projects to enhance the academic programmes of the University of Health and Allied Sciences (UHAS) was completed and handed over to the Ministry of Education by the People’s Republic of China. The projects were executed at a cost of $20 million from a Chinese grant with a local counterpart funding of GH¢3.5 million from the government of Ghana.

Among the facilities completed include a Faculty of Basic and Biomedical Science, the main administration block, a library, 15 lecture halls, one-multi-purpose auditorium and seven laboratories. The projects, which were started on August 7, 2013 and completed on April 6, 2015, were executed by the China Yanjian Group Company Ltd.

* **Implementation of Bilateral Cooperation Agreements in the Education Sector**

The Ministry continues to facilitate bilateral cooperation with other countries related to the education sector. The Ministry submitted position papers for the meetings held in Morocco in February and China in March 2015 on tertiary education. The Ministry also held bilateral meetings with Sudan, Botswana, Angola, Iran, Togo, and Malta.

* **Africa Higher Education Centres of Excellence Project**

The Africa Centres of Excellence Project is a US$150 million World Bank Project to finance 19 University-Based Centres of Excellence in West and Central Africa. The competitively selected centres will receive funding for advanced specialized studies in Science, Technology, Engineering and Mathematics (STEM)-related disciplines, as well as in agriculture and health.

Ghana is among 8 other countries in West Africa including Nigeria, Senegal, Benin, Burkina Faso, Cameroon, Togo and Gambia to benefit from the project. The project is financed through credit from the International Development Association (IDA) and the amount allocated to Ghana is US$24 million to be shared among three beneficiary Centres of Excellence (Each ACE to receive US$8 million). The ACEs are the West African Centre for Crop Improvement (WACCI), UG; West African Centre for Cell Biology and Infectious Pathogens (WACCBIP) and the Kwame Nkrumah University of Science and Technology (KNUST)

## 3.19.3 Financial Performance

Table 21: Ministry of Education 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **FUNDING SOURCES** | **APPROVED BUDGET (GH¢)** | **EXPENDITURE (GH¢)** | **VARIANCE** | **EXP. AS % of BUDGET** |
| Central GoG | 4,943,782,587 | 4,032,556,393 | 911,226,194 | 81.6% |
| ABFA | 334,136,714 | 127,020,437 | 207,116,277 | 38.0% |
| Donor | 155,763,101 | 143,906,997 | 11,856,104 | 92.4% |
| IGF | 1,306,754,981 | 1,068,393,847 | 238,361,134 | 81.8% |
| TOTAL | **6,740,437,383** | **5,371,877,674** | **1,368,559,709** | **79.7%** |

**Total Expenditure as at September, 2015**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **EXPENDITURE ITEM** | **APPROVED BUDGET (GH¢)** | **EXPENDITURE (GH¢)** | **VARIANCE** | **EXP. AS % of BUDGET** |
| Compensation | 4,914,366,857 | 4,027,687,711 | 886,679,146.36 | **82.0%** |
| Goods and Service | 1,506,223,326 | 1,156,070,415 | 350,152,910.50 | **76.8%** |
| CAPEX | 319,847,200 | 188,119,548 | 131,727,651.91 | **58.8%** |
| **TOTAL** | **6,740,437,383** | **5,371,877,674** | **1,368,559,709** | **79.7%** |

## 3.19.4 Challenges

* Reduction in sector allocation making it impossible to undertake some key activities.
* Untimely release of the revised allocations
* Lack of vehicles for NTC and NCCA to support their activities.
* Understaffing and inadequate office space and office equipment for the three autonomous bodies (NTC, NCCA and NIB) and some Agencies/Departments makes it difficult for managing key sector responsibilities such as teacher management, school inspection,(monitoring and evaluation) and curriculum assessment
* Repayment of student loan by past beneficiaries of the Scheme.
* Delays in payment of students’ loan to beneficiaries due to late submission of students’ list by tertiary educational institutions.
* Inadequate training for technical staff in the planning class

## 3.19.5 Outlook for 2016

In 2016, the Ministry would continue to focus on the following policy objectives:

* Improving the management of education service delivery.
* Increasing inclusive and equitable access to and participation in quality education.
* Improving the quality of teaching and learning.
* Promoting the teaching and learning of Science, Mathematics and Technology.
* Ensuring the provision of life skills training.

The Ministry through its Agencies would pursue the following activities and programs under (i) Management and Administration, (ii) Basic Education, (iii) Second Cycle Education, (iv) Non-formal Education, (v) Inclusive and Special Education and (vi) Tertiary Education.

**Management and Administration**

* Teacher development / training: Continue implementation of the Transforming Teacher Education and Learning Project, continue with the pilot programme of the teacher registration and licensing programme under the Pre-Tertiary Teacher Professional Development and Management Policy
* Continue with the infrastructural development at all levels
* Initiate additional and immediate measures to improve examination results in 2016
* Review/ finalize launch the implementation of the language policy
* Finalize the work on the ESP mid-term review and development of a new National Action Plan for Education 2030.
* Engage WAEC for the pursuit of additional measures to avert recurrence of examination malpractices in 2016 BECE and beyond
* Further strengthen and support specialized Agencies
* Facilitate the passage of the new Education Bill into a law and commence implementation.
* Facilitate measures to improve payroll management to include monthly staff validation etc
* Continue with the procurement of Teaching and Learning Materials (TLMs) for Public Basic Schools and SHS

**Basic Education level Programme**

* Improve the teaching and learning of Mathematics, Science and ICT
* Continue with the implementation of Social Intervention Programs (SIPs) - provision of capitation grants to all public basic schools, procurement and distribution of school uniforms, free exercise books.
* Continue with the implementation of Complementary Basic Education to cover additional 100,000.
* Review CSSPS after 10 years of implementation.

**Secondary Education Programme**

* Continue with the construction and completion of Community Day Senior High Schools under phase 1 and 2. Phase 3 of the construction will commence this year.
* Continue to implement Progressively Free SHS to cover new and existing day students and targeted boarding students.
* Upgrade Science Resource Centres through provision of training for science teachers and supply of science equipment, chemicals and IT aids for 100 selected Senior High Schools.
* Initiate the Basic Mathematics and Science Project.
* Provide scholarships for about 4000 students from low income families under the SEIP.
* Complete work on the quality improvements for 125 low performing SHSs.
* Complete work on facilities improvement for 50 selected low performing SHS.

**Tertiary Education Programme**

* Reform Book and Research Allowance with passage of National Research Fund Bill and implement the National Research Fund.
* Start the implementation of the technical report recommendations for the gradual conversion of Polytechnics into Technical Universities by September 2016.
* Provide additional facilities for 5 newly absorbed Colleges of Education and commence construction of Colleges of Education in Central and Greater Accra Regions.
* Initiate the Construction of facilities for University of Environment and Sustainable Development.

**Legislative Agenda**

The following Bills were drafted to be passed in 2016 to address issues of roles and responsibilities of the Agencies, Professional Bodies and Institutions operating under the Ministry:

* The Chartered Institute of Bankers
* The Chartered Institute of Accountants
* The Institute of Taxation
* National Accreditation Board
* Tertiary Education Fund
* Ghana Book Development Council
* National Commission of Tertiary Education
* Education Bill (Decentralization)

# 3.20 MINISTRY OF YOUTH AND SPORTS

The Ministry 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. Additionally, the Ministry is to ensure that sport is used as a tool for national cohesion, the expression of national pride and also as a platform for healthy living.

## 3.20.1 Sector Department and Agencies

The Departments and Agencies operating under the Ministry are:

* The National Sports Authority
* The National Youth Authority
* The National Sports College, Winneba

The Ghana Football Association (GFA) and the Ghana Olympic Committee are accorded a unique place in the Ministry’s scheme of things and in some instances work directly up to the Ministry.

**3.20.2 Policies, Regulations and Legislations**

The Ministry pursued the revision of some of its policies and legal framework to enable the sector achieves its mandate.

The **draft** **National Youth Authority Bill** which was started last year was completed and sent to Cabinet. The bill has currently been approved by Cabinet and will be laid in Parliament early this year.

The **draft** **National Sports Authority Bill** has been completed and will be submitted to Parliament for passage early this year.

The first **draft of the National Sports College Bill** has been completed and submitted to the Attorney-General’s Department for further action.

The **National Youth Policy Implementation Plan** was launched in January, 2015 by H.E. the President of the Republic. The objective of the plan is to provide an accelerated framework with timelines for a systematic implementation of programs and activities in the National Youth Policy.-

**3.20.3 Key activities undertaken**

Other programs that the Ministry and its Departments/Agencies undertook during the review period included:

1. **Main Ministry**

* Facilitated the participation of the Senior National Football Team, the Black Stars in the African Nations Cup held in Equatorial Guinea and the team placed second at the tournament. The Black Satellites placed third in the Orange African U-20 Cup of Nations Tournament that was held in Senegal this year. The other male and female National Football Teams participated in various competitions in the course of the year but were not able to reach the medal zone.
* Completed construction works at the Cape Coast Sports Stadium and it is expected to be commissioned in January 2016.
* Collaborated with the Millennium Marathon Sports Limited, Ministry of Tourism, Culture and Creative Arts, the Accra Metropolitan Assembly and other sponsors organized Regional Marathons in all the Regional Capitals except Greater Accra to promote and sensitize the public on the usefulness of mass sports and physical exercise. The Regional Marathons culminated in the first International Marathon in Accra on September 5th, 2015.

1. **National Youth Authority**

* The Authority under an exchange programme with the Government of Colombia organized two workshops in the Ashanti and Brong Ahafo Regions. The purpose of the workshops was to teach selected Youth on value addition to Plantain Production. The workshop was attended by 100 plantain farmers.
* In the area of Vocational /Skills Training, the Authority provided training for 1,646 youth in the 11 Youth Leadership and Skills Training Institutes out of which 200 youth wrote the TVET Certificate 1(NVTI).
* The Authority collaborated with the Office of the President to promote civic engagement and the participation of young people in public life by organizing a youth durbar to commemorate the International Youth Day at Elmina.
* The National Youth Authority also partnered with the United Nations Population Fund and Futures Group to educate the Youth on Peer and Reproductive Health activities and Sexually Transmitted Diseases and Infections (STDs) including HIV/AIDS.

1. **National Sports College**

The Ministry through the Public Investment Division of the Ministry of Finance initiated the process to expand the infrastructure stock at the National Sports College through a Public Private Partnership (PPP) arrangement. The objective of the arrangement is to turn the College into a Centre of Excellence. Under the arrangement, the following infrastructure will be provided at the College:

* Hostel and other hospitality facilities;
* New classroom blocks;
* Gym and sports Hall
* Playing fields and Tennis Courts; and
* An Olympic-size swimming pool.
* Accommodation facilities for staff.

The services of a Transaction Advisor, CRISIL Infrastructure Solutions Limited from India, has been procured and work has started. The Transaction Advisor has since submitted his Inception Report which was forwarded to the World Bank. Additionally, the prefeasibility report of the project was submitted to the Ministry.

1. **National Sports Authority**

* The Sports Authority submitted a request to the Ministry of Finance for the rehabilitation of four National Sports Stadia located in Accra, Kumasi, Tamale and Essipong among others under a Public Private Partnership arrangement.
* The Authority in collaboration with the various national sporting associations, undertook the following preparatory activities;
* The National Athletic Association in the course of the year organized national athletics competitions nationwide to provide opportunities for locally based athletes to enhance their performance as well as prepare them for the All Africa Games and other international championships.
* The National Badminton Championship was organized in Tema from the 13th to 15th March 2015, to keep athletes in good shape as well as to prepare them for the 2015 All Africa Games. The team also participated in the Nigeria International Championship in Lagos, from 13th – 18th July, 2015, in Lagos, Nigeria.
* During the 2015 All Africa Games held in Brazzaville, Republic of Congo, Ghana took part in 16 out of the 22 events and Team Ghana won 19 medals made up of 2 gold, 9 silver and 8 bronze.
* The Cricket association also organized fourteen (14) cricket events at the community and schools levels to enhance the development and promotion of the sport in the country. Ghana remains in the ICC Africa Elite Division 1 and participated in the ICC Africa Regional Division 1 Seniors Championships in Benoni, South Africa.
* Ghana participated in the FIBA Africa Zone III, 3 x 3 Tour from the 18th – 21st June, Lagos, Nigeria and placed 3rd, 4th and 5th in the Men, Women and under 18 boys categories respectively.
* In Cycling, Ghana participated in the Tour du Togo in May and won 8 trophies as well as the Tour du Benin in July, 2015. It also undertook a training tour to La Cote D’ivore.
* Ghana won two (2) gold and one bronze medals at the West Africa Judo Championship held in La Cote D’Ivoire.
* Three (3) National Swimming Events were held between January and April. These are; Cross Road Open Championship, Water Polo Coaching Clinic Level 1 and Accra Open Championship.
* The Table Tennis Association organized ten (10) national competitions as part of preparations towards the All Africa Games. These include: National Table Tennis League and Knock-outs, top 8 men and women, justify your inclusion, Top 16 tournament; among others.
* Ghana participated and won the Zonal Volleyball Competition for the men and women divisions of the 2016 Rio Olympic Beach Volley qualifier held in Accra. It also placed second at the FIVB World Beach Volley Qualification Championship held in Tunisia.
* Ghana also participated in the Africa Games Indoor Volleyball qualifiers held in Burkina Faso. Ghana placed second in both men and women divisions and qualified for the 2015 All Africa Games. 29 persons were trained and certified at the FIBA.

3.20.4 Financial Performance

Table 22: Ministry of Youth and Sports 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| SOURCE | | APPROVED BUDGET (GH¢) | ACTUAL RECEIPTS (GH¢) | ACTUAL EXPENDITURE (GH¢) |
| 1 | GoG | | | |
|  | Compensation of Employees | 10,190,701.00 | 8,744,077.64 | 8,744,077.64 |
| Use of Goods & Services | 20,995,516.00 | 16,861,583.00 | 16,755,583.00 |
| Non-financial Assets | 5,000,000.00 |  |  |
| 2 | IGF | 279,815.00 | 459,641.71 | 458,441.71 |
|  | TOTAL | 36,186,217.00 |  | 25,958,102.35 |

## 3.20.5 Challenges

Below are the challenges faced by the Ministry

* Late and non-release of funds
* Inadequate Personnel
* Insufficient Office Equipment
* Inadequate Office Space
* Telecommunication and Internet Connectivity
* Inadequate Sports Infrastructure/ Facilities
* Inadequate District Offices
* Inadequate vehicles

## 3.20.6 Outlook for 2015

* **Bills and Policies**

The following bills will be laid in Parliament early this year:

* The National Sports Bill
* The National Youth Bill;

Work on the National Sports College Bill will continue this year. The Ministry expects to submit the bill to Cabinet by close of 2016. The National Sports Policy will also be revised this year to make it more relevant to modern sports laws and administration in the world.

* **Participation of National Teams in International Competitions**

The Ministry will facilitate the preparation and participation of the Senior National Football Team, the Black Stars in the AFCON 2017 and World Cup 2018 qualifiers.

Also, the National U – 20 Team, the Black Satellites and the National U-17 Team, the Black Starlets will both play qualification matches towards the 2017 African U-20 Cup of Nations Tournament and the African U-17 Championship respectively.

On the Women’s front, the Black Queens will participate in the African Women’s Championship, Cameroun, 2016. Besides, the Black Princesses will participate in the FIFA 2016 U-20 Women’s World Cup whilst the Black Maidens will prepare and participate in the 2016 FIFA Women’s U-17 World Cup.

* **Completion of the Construction of the Cape Coast Sports Stadium**

The completed Cape Coast Sports Stadium will be inaugurated and commissioned in January, 2016 to bring to five the number of Sports Stadia in the country.

* **Youth Development Programs in 2016**

The following Youth Centred Programmes will be pursued by the National Youth Authority in 2016:

* Organization of National Patriotism lectures in Regions and Districts to instil the youth with patriotism and a sense of worth.
* Organization of Voluntary work camps in 30 Districts. The primary essence of the Camps is to inculcate the spirit of volunteerism in the youth.
* Dissemination of the National Youth Policy and Implementation plan.
* Renovation of the Eleven (11) Youth Leadership and Skills Training Institutes.
* Training of 2,250 Youth in Leadership, Vocational, and Technical Skills annually.
* Organization of Presidential Youth Dialogue at the regional and national levels to encourage youth participation in decision making.
* **Sports Development Programs in 2016**
* The National Sports College, Winneba will continue work on the Public Private Partnership arrangement to convert the College into a Centre of Excellence in West Africa. Feasibility Studies on the project will be carried out and completed in the course of the year. Also the procurement phase of the Public Private Partnership arrangement will start next year.
* The National Unity Games which was last held in 2011 will be organized in 2016 to hunt for new sports talents and nurture budding ones.
* The National Sports Associations will continue preparation for qualification and participation in the 2016 Olympic and Paralympics Games to be held in Rio, Brazil.
* The National Sports Authority will continue to support the 40 National Sports Associations to attend and participate in international events and competitions including their respective Annual General Meetings (AGMs) in 2016.
* There will also be the organization of various capacity building workshops / Seminars for staff and sports officials in the course of next year to improve the efficiency of work outputs.
* Equipment and Logistics will also be provided to the various Sports Associations and Regional and District Offices to facilitate implementation of programs and activities.
* Mass sports will also be organized countrywide to promote fitness and healthy living.

**3.21 MINISTRY OF TRANSPORT**

The Ministry exist to provide leadership and guidance for the development of Ghana’s transportation system through; effective policy formulation, market regulation, asset management and service provision. The Ministry of Transport has oversight responsibility of all the modes of transport in Ghana (Aviation, Railways, Maritime & Inland Waterways and Road Transport Services).

**3.21.1 Sector Departments and Agencies**

The Ministry has no Civil Service Department but has oversight responsibility of 15 sector agencies namely:

**Subvented Agencies**

* Driver & Vehicle Licensing Authority
* National Road Safety Commission
* Government Technical Training Centre
* Ghana Railway Development Authority
* Regional Maritime University

**Public Boards and Corporations**

* Ghana Civil Aviation Authority
* Ghana Airports Company Limited
* Ghana Railway Company Limited
* Ghana Maritime Authority
* Ghana Ports & Harbours Authority
* Ghana Shippers’ Authority
* PSC Tema Shipyard & Dry Dock Company Limited
* Volta Lake Transport Company Limited
* Metro Mass Transit Limited
* Intercity STC Coaches Limited

**3.21.2 Key Activities Undertaken**

1. **Improving Aviation Sub-Sector**

Key strategies that were implemented to meet the growing demand in the aviation sub-sector included expansion of physical infrastructure at the Kotoka International Airport (KIA) and rehabilitation of physical infrastructure at the Kumasi, Sunyani, Wa and Tamale regional airports, improved safety and security conditions at KIA and the other regional airports and the development of a new international airport to meet the future growth of air traffic.

2

1. **PPP arrangements with Ministry of Finance**

The Ministry with guidance from the Ministry of Finance is continuing the roll out of a number of PPP interventions to encourage private sector involvement in investment in the transport sector to provide alternative financing mechanisms to support public infrastructure development. Some of these include:

1. **Establishment of a new national air carrier**

Feasibility studies have been completed and request for Proposal documents is currently being prepared for advertisements to be placed in the national dailies for strategic investors to submit proposals to partner Government to establish the national airline. It is estimated that a partner would be engaged by the first quarter of 2016.

1. **Development of the Eastern Railway Line and the Boankra Inland Port**

Similarly, Transaction Advisory services are on-going to assist in the selection of a private sector partner for the development of the Eastern Railway Line and the Boankra Inland Port as an integrated logistics corridor to increase transit trade and also reduce congestion at the Tema Port. Feasibility studies have been completed and being subjected to stakeholder review.

1. **Rehabilitation, Upgrade and Management of the PSC Tema Shipyard**

Transaction Advisory Services are also on-going for the engagement of a strategic investor to partner Government to rehabilitate, upgrade and manage the PSC Tema Shipyard. Proposals have been received and the necessary due diligence is on-going towards the selection of a suitable private partner for Government who will be expected to inject the needed capital to upgrade and develop the shipyard to international standard and also ensure the realization of the Shipyard’s potential and purpose for which it was established.

1. The Ministry has also procured and handed over to Volta Lake Transport Company Limited (VLTC), three (3) units’ 50-seater high-speed passenger ferries and one (1) unit modular passenger/cargo ferry. All four (4) Ferries have been assembled and are undergoing testing and trials for deployment to provide cross ferry services on the Volta Lake in the first quarter of 2016. Funding arrangements have also been concluded with the World Bank for the retrofitting of three (3) of VLTC’s existing vessels with new engines to improve the efficiency of the services provided by VLTC with its aged fleet of vessels.
2. **Aviation Sub-Sector**

* **Operational Statistics**

Total international aircraft movements recorded between January and September, 2015 was 17,233 showed a decrease of 2,706 or 13.57% compared with the performance target of 19,939 movements for the period.

Similarly, international passenger throughput fell short of the target during the reporting period with a figure of 1,224,524 against the targeted figure of 1,382,209, thus a shortfall of 157,685 passengers or 11.41%.

The operational performance of the local airline industry recorded total aircraft movement for the period 11,288 as against a target of 13,480. This showed a variance of 16.26% or 2,192 movements as against the target set.

Domestic passenger throughput also recorded a total of 416,782 passengers as against a target of 618,638. A variance of 201,856 or 32.63% was therefore realised during the period.

These shortfalls in international passenger numbers and aircraft movements was attributed to poor load factor, withdrawal of flight operations to the country in the course of the year, change in the airline’s operational strategy for West African routes, economic slowdown in the country arising from the energy crisis, high air fares arising from the increase in exchange rate (i.e. cedi to US dollar) and drop in flight services to Ebola struck areas and Islamic militant attacks. The Ebola and Islamic militant attacks adversely affected number of flights operating from Nairobi to Accra and other cities. Xenophobic attacks in South Africa did not augur well for demand for leisure and business travels between Accra and Johannesburg.

Furthermore, the reduction in flight operations by Middle East Airlines as a major annual festival usually scheduled for September of every year in Beirut was cancelled.

Also, following the implementation of 17.5% VAT/NHIL approved by Parliament in the 2013 budget on all domestic air travels, local airlines have incorporated this tax into air fares thereby making them more expensive. The increases in the price of airfares have subsequently resulted in the decline in passenger throughputs of local airlines.

* **Infrastructural Developments**

The aviation sub-sector has undertaken various infrastructure projects to meet the growing demand for air transport services. Works on the KIA Arrival Hall expansion project is nearing completion and sections of the Hall have been opened partially for use. Construction works for a new terminal (Terminal 3) at KIA has commenced. Other projects undertaken at KIA as part of the expansion of the facility included the installation of CCTV, reconstruction of Taxiway & Apron pavements as well as installation of Airfield Lighting System, provision and extension of Fuel Main System and rehabilitation of the Touch Down Zone.

Additional works were undertaken at the Kumasi Airport with the completion of the rehabilitation of airfield pavements.

With regards to the Tamale Airport, the first phase of the planned upgrade involving the reconstruction and extension of the runway commenced in August, 2013. Works are on-going and so far, about 70% of the works have been completed expected to be fully completed by August, 2016.

During the year, H.E. the President also cut sod for the construction of a new airport in the Volta Regional capital, Ho. Works at the airport has commenced in earnest.

Construction of a new Aviation Training Academy Complex at the KIA is nearing completion. Outstanding works in the facility include the installation of interior furnishing. This will help provide academic, professional and technical training to support Ghana’s growing aviation industry.

Procurement processes are on-going for remedial works for a temporal Terminal Building, drainage system and access roads at the Wa Airport. Rehabilitation works has commenced and it is expected that commercial operations will begin in the first quarter of 2016.

Land acquisition processes are also on-going for the development of an aerodrome in Cape Coast. Discussions are also on-going for an appropriate location in Bolgatanga since the existing runway is not appropriate due to a valley at one end of the runway which is not safe for aircraft operations.

The proposed site for the development of a new international airport in the Dangbe West District of the Greater Accra Region to meet the future growth of air traffic needs of the country is on-going.

1. **Railway Sub-Sector**

The total freight hauled by the Ghana Railway Company Limited (GRCL) between January and September, 2015 was 401,479 tonnes of manganese ore from Nsuta. The target set for the quarter was 352,000 tonnes, resulting in a positive variance of 14.06%. Freight hauled during the same period in 2014 was however 522,951 tonnes, thus, resulting in a negative variance of 23.23% compared to the actual haulage in 2015.

With regards to passenger traffic, the total number of passengers carried during the period January-September, 2015 was 548,600 against a target of 970,283. This represented a negative variance of 43.46% against the target. During the same period last year, the total patronage of rail passenger services was 868,650.

1. **Maritime and Inland Waterways Subsector**

* **Operational Statistics**

By the end of the third quarter, deep sea commercial vessels handled between the Ports of Tema and Takoradi recorded 1,348 calls. This represented an unfavourable variance of 116 calls or 7.92% as against a target of 1,464 calls.

The volume of cargo handled between the two ports at the end of the third quarter was 12,649,045 tonnes. This represented a negative variance of 183,920 tonnes or 1.43% against a target of 12,832,965 tonnes.

The volume of container handled by the two ports at the end of the third quarter of 2015 was 623,343 TEUs. This represented a favourable variance of 11,217 TEUs or 1.83% against a target of 612,126 TEUs.

In the area of vessel turnaround time, the Port of Tema recorded 101.40 hours as vessel turn round time in the third quarter of 2015. This represented an improvement of 50 hours or 33.07% against a target of 151.50 hours for the period. Turn round time in Takoradi however declined with an averaged 61.80 hours in the third quarter. This performance represented an adverse variance of 4 hours or 6.55% against a target of 58 hours.

The improvement in vessel turn round time in Tema was partly due to a decline in vessel traffic and also the load factors of vessels. Improvements in ship and labour productivity also accounts for the favourable performance in terms of vessel turn round time.

Transit cargo traffic handled by the two ports at the end of the third quarter of 2015 was 580,958 tonnes. This represented a favourable variance of 98,123 tonnes or 20.32% against a target of 482,835 tonnes.

Transit container traffic handled by the two ports between January and September, 2015 was 31,105 TEUs. This represented a favourable variance of 10,345 TEUs or 49.83% against a target of 20,760 TEUs.

The total number of newly registered shippers for the period under review was twenty-eight (28). A total of one hundred and eight (108) shippers also renewed their registration at the various Branches Offices and the Head Office of the Ghana Shippers’ Authority during the reviewed period January to September, 2015.

The passenger throughput on the North-South route was below the targeted figure by 35.97%. The actual figure recorded was 4,322 passengers against a targeted figure of 6,750 passengers.

Similarly trends were recorded with regard to the Cross-Lake Ferry services as the number of passengers carried were below the forecasts. For example, a total of 390,692 passengers were recorded against the target of 489,622 resulting in a negative variance of 20.21%.

With regard to freight services by the end of the third quarter of 2015, vessels on the North/South Route transported a total of 35,537.80 tonnes of cargo, significant decline as against the target of 93,934.10 tonnes (thus a 62.17% shortfall). Liquid cargo, which is the major source of VLTC’s income, was the most affected as only 11,106.40 tonnes of the target of 53,553.60 tonnes were transported. This resulted in a decline of 79.26% against the targeted tonnage of liquid cargo (fuel).

* **Infrastructural Developments**

To stand up to the growth in traffic at both the Tema and Takoradi Ports, the GPHA under the direction of the Ministry embarked on major infrastructural development projects such as the extension of breakwater, dredging, reclamation and construction of a bulk oil handling facility at the Ports. Works have also been completed at the Tema Fishing Harbour involving the reconstruction of the Net-Mending Wharf to support the local artisanal fishing industry. To provide logistics and supply chain support for the oil & gas industry, the Ghana Shippers’ Authority constructed a logistics platform in Takoradi which provides warehousing facilities, interior bridge crane system, and pipe racking facilities, office space and so on.

Various studies under the World Bank funded Transport Sector Project aimed at providing blueprints for the development of lake transportation was also completed. These studies include:

* Preparation of a transport master plan for the Volta Lake and its surrounding region;
* Preparation of regulations and an organizational development plan for Ghana Maritime Authority so that it can fulfil its regulatory mandate for inland water transport in Ghana;
* Preparation of a plan for the rapid rehabilitation of VLTC vessels and current port handling facilities in the inland ports of Akosombo and Buipe;
* Preparation of standards and a plan for the rapid rehabilitation, and development where needed, of landing stages and reception facilities currently used by VLTC and the many informal boat operators around the lake.

1. **Road Transports Services Sub-Sector**

* **Operational Statistics**
* **Vehicle Registration**

Comparing figures recorded for vehicle registration between January and September, 2015 to the same period in 2014, it will be noticed that there has been a decrease by 21.50%, thus from 116,736 registrations is 2014 to 91,640 in 2015. The decrease in the number of vehicles registered during the period could be attributed to the general poor economic conditions being experienced in the country.

* **Roadworthiness Tests**

As observed from **Table 12** above, the number of vehicles examined for roadworthiness also reduced marginally from 693,776 in 2014 to 692,125 in 2015, thus 0.24% decline.

* **Performance of Private Vehicle Test Stations (PVTS)**

The number of vehicles tested by the PVTS for new registration during the period under review (January - September, 2015) totalled 27,909. During the same period in 2014, a total of 40,341 vehicles were tested and registered. This results in a decline in the number of registration undertaken by PVTS by 30.82%.

However the performance of PVTS in terms of existing vehicles in the register tested for road worthiness showed a huge positive variance of 111.32% with the 2014 figure of 70,516 vehicles reaching 149,013 in the same period in 2015.

* **Computer Based Theory Tests**

The number of applicants tested in theory driving test decreased from 84,443 in 2014 to 64,098 in 2015. This represents a 24.09% decrease in performance compared to the previous year.

* **In-Traffic Tests**

As shown in **Table 12,** the number of applicants who undertook in-traffic driving test declined from 49,900 in 2014 to 39,110 in 2015. This represents a decrease of 21.62%. The decline in the number of applicants tested on the in-traffic test could be attributed to the inability of many applicants to pass the theory driving test as a result of the introduction of Computer-Based Test.

* **Road Traffic Crash Statistics**

Guided by provisions in the National Road Safety Strategy III (NRSS III) and the performance of the National Road Safety Commission (NRSC) in 2014, the following targets were set and matched against actual road traffic casualties to help establish a clear path towards achieving the Strategic National Road Safety Objective of reducing road traffic casualties by 50% by end of 2020.

Between January and September, 2015, a total of 10,061 road crashes were recorded in the country involving 15,600 vehicles, resulting in 1,441 deaths and 8,802 injuries. Compared with the same period last year (January-September, 2014), all the indices witnessed reduction in 2015. Cases reported, vehicles involved, injuries and fatalities reduced by 19.86%, 19.71%, 14.02% and 20.88% respectively.

Targets set for the period were however not met as the actual number of persons killed through road traffic crashes were 1,239 against a target of 1,091 persons, thus 13.57% negative variance. Total number of persons injured also exceeded target as 6,964 people were injured as a result of the crashes as opposed to the expected 3,071. This represents a negative variance of 126.77% against the target for the period.

In the area of road safety, the NRSC continued with its public education and awareness programmes to protect road users and improve driver behaviours.

* **Infrastructural Developments**

The Ministry, with support from the European Union, completed a study to develop a framework for the establishment of a National Road Transport Authority to regulate the operations of road transport services in the country. A draft Bill is currently under review by the Attorney-General’s Department. The new Road Traffic Regulations, L.I. 2180 of 2012 has been rolled out and its provisions are being enforced. This is to ensure the safety of all road users and reduce carnage on our roads.

The Ministry, in collaboration with KOICA, is developing a Transport Master plan for the Greater Accra Metropolitan Area. The project is being funded through a $1.5m Korean Government grant with the objective of setting a clear direction for transport in the Greater Accra Region for the next 20 years.

Buses have been procured and put into service by the Metro Mass Transit Ltd. To enhance their capacity to achieve their mandate of providing mass inter and intra city services. In addition, to facilitate the implementation of the Bus Rapid Transit (BRT) system, some buses are being procured to be used to operate service. Ten (10) of these buses have been delivered and being used for training of the drivers and scheduling for the pilot route from Amasaman to the Central Business District of Accra.

Two (2) additional Private Vehicle Test Stations (PVTS) are being constructed in the Greater Accra region to enhance service delivery to the public in terms of vehicle registration and road worthiness checks. The automation of DVLA Services is also nearing completion to improve on its efficiency in service delivery to the general public by providing a harmonized platform for all DVLA services, minimize fraud and also improve the security of its documents.

**3.21.3 Financial Performance**

Table 23: Ministry of Transport Financial Performance

|  |  |  |  |
| --- | --- | --- | --- |
| **SOURCE** | **APPROVED BUDGET(GH₵)** | **ACTUAL RECEIPTS(GH₵)** | **ACTUAL EXPENDITURE** |
| **GOG** | | | |
| Compensation of Employees | 24,295,466.54 | 11,073,535.57 | 11,073,535.57 |
| Goods and Services | 33,479,352.00 | 12,043,730.84 | 12,043,730.84 |
| CAPEX | 52,451,792.56 | 9,427,616.72 | 9,427,616.72 |
| IGF | 32,000.00 | 29,000.00 | 29,000.00 |
| ABFA | 42,074,286.00 | 55,066,258.01 | 55,006,258.01 |
| DONOR/WORLD BANK | 11,810,814.00 | 82,113,398.24 | 82,089,768.12 |
| **TOTAL** | **164,143,711.10** | **169,753,539.38** | **169,669,909.26** |

**3.21.4 Challenges**

The following are some of the challenges encountered by the Sector during the year:

* **Aviation Sub-Sector**
* Encroachment of lands earmarked for aviation infrastructure development due to the absence of land titles.
* High cost of financing Aviation Industry infrastructure.
* Restoration of GCAA FAA Category One Status
* Implementing USOAP, USAP & FAA Corrective Actions
* Human resource capacity limitation in relation to technical expertise in the aviation industry
* **Maritime/Inland Waterways Sub-Sector**
* Inadequate legislature to support the growth and development of Ghana’s inland waterways/maritime/oil & gas industry
* Lack of boats for patrol at sea and inland waterways
* Capacity limitations in the Ports of Tema and Takoradi which do not meet the demands of bigger modern vessels
* Lack of training vessel for on-board practical training at RMU
* Lack of appreciation of GSA role by some Stakeholders as well as unprofessional conduct by some shippers and agents
* Lack of facilities for inland waterway system e.g. Landing Stages, Passenger reception & Warehousing facilities, unchartered fairways and modern communication equipment
* Poor condition of access roads to Ferry Stations along the Volta Lake
* Difficulties in the provision of efficient and safe lake transport services on the Volta Lake due to aged vessels and equipment requiring rehabilitation or total replacement in some cases
* **Railway Sub-Sector**
* Inadequate institutional and regulatory framework for the railway sub-sector
* Poor railway infrastructure resulting in the closure of some sections of the railway system, thus, affecting the provision of efficient passenger and freight services
* High number of GRCL staff relative to current operations posing difficulties in the payment of staff salaries
* Encroachment of lands earmarked for railway development
* High cost of financing railway infrastructure development
* **Road Transport Services Sub-Sector**
* High number of fatalities and carnage on our roads
* Resistance by GPRTU for the installation of seat belts in commercial vehicles
* Unwillingness of private investors to construct vehicle testing facilities at less busy locations
* Ageing fleet of commercial vehicles plying our roads
* Operational and financial challenges facing ISTC
* Absence of a regulatory authority for the Road Transport Services sub-sector
* Low compliance to the requirements of the Road Traffic Regulations 2012 (L.I.2180)

**3.21.5 Outlook for 2016**

The Ministry would continue to explore the PPP options to address the infrastructural challenges facing the sector.

The Ministry would also depend on the Government Infrastructure Fund (GIF) for social infrastructure development. Bilateral funds will also be sought through the Ministry of Finance for the development of other projects.

In order to address the challenges associated with encroachment on lands, the Ministry will continue to engage the Ministry of Lands & Natural Resources to perfect titles to all transport lands to avoid further encroachment.

**Aviation sub-sector**

The Aviation sub-sector envisage to continue with the construction of an Air Navigation Centre to provide state-of-the-art equipment for air navigation services to further enhance safety of aircraft operations in our airspace.

The 2nd Phase of the Kumasi Airport upgrade which will involve the extension of the runway from the existing 1981m to 2500m as well as expansion and modernization of the Terminal Building would be pursued vigorously.

In line with Government policy of developing airports/aerodromes in all regional capitals to boost tourism, accelerate economic development and enhance healthcare, land acquisition processes will be completed for the development of a new airport in the Central Regional capital.

Discussions are also on-going for an appropriate location in the Upper East Region due to a valley at one end of the existing runway at the Bolgatanga Airstrip.

**Maritime sub-sector**

GPHA has signed a Concession Agreement with Meridian Ports Services (MPS) aimed at increasing the current capacity of the Tema Port by equipping it with new facilities to accommodate more cargo as well as increase the efficiency of the Port.

The Project would involve the following specific key components:

* Construction of breakwater
* Construction of a new 1.4km quay wall for 4 new container berths
* Construction of a railway terminal at the port to facilitate the transportation of freight by rail to and out of the Port
* Upgrading of the Accra - Tema Motorway into 6 lanes.

Rehabilitation of the Albert Bosomtwi Sam Fishing Harbour in Sekondi will also commence in the 2nd quarter of 2016.

**Railway sub-sector**

The rail way sub-sector envisages the rehabilitation and modernisation of the existing lines. In this regard, the following activities have been planned to be pursued;

* Continue construction of the Sekondi-Takoradi via Kojokrom sub-urban railway line.
* The Ministry will continue to seek other sources of funding to reconstruct the remaining sections of the Western Rail Line from Kojokrom to Kumasi.
* The Eastern Railway Line rehabilitation project will be pursued after the selection of a suitable private sector partner.
* Government is sourcing funding from the Exim Bank of India to undertake Tema to Akosombo Railway Line as part of the Eastern Corridor Multi-Modal Transport System to link the Volta Lake. Funding arrangements are being finalized for commencement of works.

**Road Transport Services sub-sector**

The DVLA has over envisions equipping its Client Service Units in its offices across the country with facilities to assist applicants through the processes for the acquisition of licenses without delays and also complete its automation in order to improve upon its service delivery to the public.

The NRSC will continue with the implementation of the Road Safety Strategy III Action Plan which is aimed at halting the rising trend of road accidents by 2015 and further reduce it by 50% by the year 2020 and also continue with its public education and enforcement of safety standards in line with L.I. 2180 to improve road safety in the country.

# 3.22 MINISTRY OF WATER RESOURCES, WORKS AND HOUSING

The Ministry of Water Resources, Works and Housing, exists to formulate and implement planned projects and programmes for the sustainable management of the nation’s water resources, the provision of safe, adequate and affordable water; water related sanitation; secure, decent and affordable housing; public landed properties; coastal protection works; operational hydrology and drainage for the well-being of the people living in the country.

## 3.22.1 Sector Departments and Agencies

The Ministry operates through the following Institutions:

### Civil Service Departments

* Public Works Department
* Hydrological Services Department
* Department of Rural Housing
* Rent Control Department
* Public Servants’ Housing Loan Scheme Board

**Sub-vented Agencies**

* Community Water and Sanitation Agency
* Architects Registration Council

**Public Boards and Corporations**

* Ghana Water Company Limited
* Tema Development Corporation
* State Housing Company Limited
* Architectural Engineering Services Limited

**3.22.2 Policies, Legislations and Regulations**

1. **National Housing Policy**

The Ministry launched the National Housing Policy which seeks to improve access to land with good title for housing, outline strategies for increased production and usage of local building materials in construction, establish a National Housing Fund and a National Housing Authority to regulate the housing sector and oversee the implementation of the fund.

1. **Establishment of Real Estate Agency Authority**

A Bill for the establishment of a Real Estate Agency Authority to regulate real estate agency practice, commercial transactions in real estate including the sale, purchase, rental and leasing of real estate and related fixed assets is before Parliament. The Parliamentary Select Committee on Works and Housing is currently reviewing the document.

1. **Rent Bill**

The final draft of the new Rent Bill has been completed and is due for validation and onward submission to Cabinet for approval.

1. **Dam Safety Regulations**

A Dam Safety Regulation has been developed with the aim to ensure uniform and adequate level of safety for all dams throughout the country. The Regulation is ready to be laid before Parliament.

**3.22.3 Other Activities Undertaken**

1. **Affordable Housing Programme**

During the 2015 financial period, the Ministry undertook the following activities under the Affordable Housing Programme;

* Handed over the Borteyman site of 1,478 units and the Asokore Mampong site of 1,125 housing units to the Social Security and National Insurance Trust (SSNIT) for completion and the buildings are at different stages of completion.
* Engaged both foreign and indigenous Ghanaian companies to access funds to complete 686 units at Koforidua, Wa, and Tamale sites.
* The Tema Development Corporation was 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.

1. **Security Services Housing Programme**

Work on phase II of the Security Services Housing Programme made up of 368№ housing units which will serve as the first ever Navy Barracks is still ongoing and has progressed significantly. The current work rate on the project is about 38% and it is expected to be completed as scheduled.

1. **Public Private Partnership (PPP) Projects**

Under PPP arrangements, M/s Sethi Realty were expected to construct 5,000 affordable housing units branded “Nyame Dua” Estate and the first phase is about 90% completed. The first phase of the Messrs Construtora OAS Ltd at Saglemi - Old Ningo is made up of 1,502 housing units. Work is progressing according to schedule with infrastructural works at 90% and buildings works at 55% completion.

1. **Water Sector Harmonization Study**

The Ministry launched the Water Sector Harmonization Study which seeks toappraise the cohesiveness of water sector partnerships in Ghana with the view to fostering greater consensus around sector management and improving donor alignment with national systems and procedures.

1. **Water Sector Strategic Development Plan**

Another document launched by the Ministry is the Water Sector Strategic Development Plan. The plan seeks to provide a framework for implementing its vision, policy objectives and targets for the water and sanitation sector. The document will serve as a guide to actors in the water sector as a whole (both state and non-state actors) in the planning, development and management of the nation’s water resources and in the delivery of sustainable water and water-related sanitation services.

1. **National Drinking Water Quality Monitoring Framework**

The National Drinking Water Quality Monitoring Framework which seeks to ensure improved water quality at the household level was developed with all stakeholders signing onto the framework.

1. **Urban Water Management Programme**

* **Kwahu Ridge, Konongo and Kumawu Water Supply Project (3Ks)**

This project seeks to rehabilitate the existing Kwahu Ridge Water Supply treatment plant to its installed capacity and expand the intake to produce 3.5MGD, rehabilitate and expand the Konongo water system to produce 3.6MGD per day and to rehabilitate the Kumawu Water Supply System. The status of these projects is 80% complete.

* **Essakyir Water Supply Project**

Cabinet and Parliament gave approval for additional works to commence on the Phase II of this project which was estimated to cost €3.6 million. The project seeks to address deficiencies in the existing distribution network and extend supply to new areas such as Gomoa Maim, Ekumfi, Otuam, Esuehyia, Akra, Asaafa, Etwaa, Nakwa, Asokwa, Abeka, Ekumfi Swedru, Essakyir, Ekroful, Otabenadze and Ataakwa.

* **Akim Oda – Akwatia – Winneba Water Supply Project**

Under this project, a new water treatment plant was expected to be constructed at Akim Oda to serve Akwatia, Oda and its environs and also rehabilitate the Winneba water supply system. Upon completion, the existing Winneba water treatment plant will be restored to its original capacity of 3MGD to serve about 360,000 people. The following pipelines were also laid: 197km out of 242km in Akim Oda, 113km out of 143km in Akwatia, and 50km out of 91km in Winneba and this represents 74% completion of the pipeline works.

* **Interconnection of Sekyere-Hemang Water Treatment Plant to the Brimsu Water Treatment Plant**

An interconnection pipe line is being constructed to link the Sekyere-Hemang Water Treatment plant which has surplus capacity to the clear water reservoir at the Brimsu Headworks. This involved the laying of a new pipeline from Abrem Agona to Brimsu which will allow treated water from the Sekyere-Hemang plant to be made available to residents within the supply area of the Brimsu Headworks. The project is about 40% complete.

* **Wa Water Project**

This is a new project which is based on an intake on the Black Volta to provide 3.3MGD water. The project will bring the total water supply to Wa and its environs to approximately 3.7MGD sufficient to meet the water demand for Wa up to 2025. Work is in progress on the laying of the transmission pipeline as well as the construction of the intake and the water treatment plant. The project which is at a cost of US$55 million is about 70% complete.

* **Upper East Region Water Supply Project**

Work was initiated on the Upper East Region Water Supply Project. This project is partly funded by a 35% grant secured from ORIO of Netherlands and 65% commercial loan which is currently being negotiated with a financing agency.

* **Kpong Water Supply Expansion**

The project is completed and was handed over to GWCL in May, 2015. The water treatment plant (WTP) is currently producing 20MGD water into the Greater Accra Metropolitan Area (GAMA). Structures completed include the 40MGD capacity WTP, Intake structure, dedicated powerline, and 73km transmission pipelines, booster stations at Dodowa and Boi, Reservoirs at Dodowa, Boi and Madina.

* **Rehabilitation & Expansion Existing Pumping Station at Kpong**

The completed 3.3MGD package water treatment plant was fully handed over to GWCL. The facilities included a 250m of 1800mm diameter steel raw water pipeline, 4No. Low lift pumps and 3 sets of new high lift pumps for the ATMA rurals plant.

* **ATMA Rurals Water Supply Rehabilitation & Expansion Project**

Work on the 9.24MGD water treatment plant, transmission pipelines, four (4No) Reservoirs, distribution extensions and standpipes is currently adding 9.24MGD of water to the supply system was Completed.

* **Gama Sanitation and Water Supply Project**

The procurement of a consultant to update the existing master plan for the water supply in the Greater Accra Metropolitan Area was concluded.

1. **Rural Water Management Sub-Programme**

* **Peri-Urban, Rural and Small Towns Water and Sanitation Project in the Brong Ahafo Region**

This project was planned to improve access to potable water in 27 Districts in the Brong-Ahafo Region. 15 Small town water systems were targeted and have been completed; 700 boreholes were drilled and installed with hand pumps. All the targeted 20 hand dug wells have been completed and fitted with hand pumps. In addition, 101 institutional latrines have been completed; Open Defecation Free triggered in 66 out of 150 communities and targeted Water and Sanitation Management Teams, Area Mechanics, Latrine Artisans, School Head Teachers have been trained.

* **Sustainable Rural Water and Sanitation Project (SRWSP)**

The project is to provide 1,200 new boreholes, construct 40 limited mechanized water facilities and 29 Small town pipe systems in the six regions; the Upper West, Upper East, Northern, Brong-Ahafo, Central and Western. The project will also rehabilitate 400 boreholes in the Northern region. Work on the project which is expected to be completed by June, 2016 is about 90% complete.

* **Northern Region Small Towns Water and Sanitation Project (NORST)**

During the reporting period, a total of 45 KVIPs have been completed and five (5) other KVIPs are at various stages of completion. The following Institutional Latrines (KVIPs) are at various stages of completion: 2 no. each at Loloto and Kabonwule in the Kpandai District - 80% and 70% respectively; 1 no. at Kpatinga in the Gushegu District - 80%; 2 no. at Binde in the Bunkpurugu District - 80%. While seven (7) Small Towns Water Systems under the project have been completed and commissioned. Additional 5 have been completed and are awaiting commissioning. Six (6) Small Town Water Systems are also at various stages of completion:

* **Rehabilitation & Expansion of Nsawkaw-Nkona Kwaja Small Town Water supply system in the Tain District**

This project funded by the Government of Ghana was designed to serve a population of 9,500 people and also to improve access to potable water in the community. The project was completed in October 2015 and is in use.

* **SMARTerWASH Project**

SMARTerWASH is a project aimed at making Rural Water and Sanitation monitoring data available in real time. The project is currently on-going in 119 districts in six (6) regions, namely Upper West, Upper East, Northern, Brong Ahafo, Western and Central Regions.

1. **Water Resources Management Sub Programme**

* **Education and Enforcement**

Public awareness and education campaigns were organized to sensitize the public on the proper use of water resources. Screening two documentaries on the Pra and Tano River basins on national television networks and social media has started. The second phase of training law enforcement agencies and the media to assist in enforcing compliance of water use regulations and educating the public respectively has been completed. Twenty-five (25) police prosecutors in the Volta region and 59 media personnel in the Volta and central regions have been trained.

* **Trans-boundary Cooperation and Decentralization of Water Resources Management**

Ghana is playing a key role towards the establishment of a new international organization to manage the Bia-Tano-Comoe basins system and to promote benefit sharing with Cote d’Ivoire, Burkina Faso and Mali. So far, the four countries have agreed on the governance structure and adopted the road map towards the formal establishment of the international river basin organization.

* **Creation of Buffer Zones**

The Ministry acting through the Water Resources Commission (WRC) created new buffer zones at Pwalugu, Djentiga 1 and 2, and Yarigungu, and extended the buffer zones in Mognori and Bazua in the Upper East Region. A buffer area of about 4.3km out of the targeted 30.7km on both sides of the White Volta River has been created with the active participation of the local people.

1. **Housing Settlement and Development Sub- Programme**

The following are some of the completed and on-going projects undertaken in the year under review.

* Completion of Improvement of Services Project at Community 23
* The Community 24 Site and Services Project – 90% complete (the remaining 10% represent the outstanding works to link the access road to the Accra-Tema Motorway);
* The Community 24 Extension Site and Services Project – 70% (Work has stalled due to a Court injunction since 2014);
* 8-Storey Shops and Offices Complex at Community 2 is at 75% complete
* 24 Blocks of affordable houses at Kpone – 8 Blocks at 80% complete
* Blocks of 8 Storey Flats and Commercial facilities at Site 3, Community 1 – 85% complete
* Construction of 8Blocks consisting of 4 units each of Terrace Houses at Community 23 – 4 Blocks at 80% complete;
* Construction of 12 blocks of 36 apartments for staff at Community 22 – 85% complete and
* Review of the Tema Master Plan – 85% complete

The Public Servants’ Housing Loan Scheme accumulated a revolving fund of GH₵1,689,439.00 which was disbursed to 126 public sector employees for the construction of their residential houses. Nineteen (19) of these houses were fully completed.

The Seventy-Two (72) Affordable Housing units at Borteyman allocated to State Housing Company were completed and ready to be occupied. The Adenta Regeneration Project also known as the “SHC Gardens” is about 85% complete. This project is aimed at providing apartments for middle income households.

In order to improve access to rental housing management services to the public, Rent Control offices were opened at Kadjebi and Techiman; Fifteen (15) electronic media interactions which resulted in 37% increase in responses from tenants and landlords were held; 17,211 out of 21,023 complaints received were settled whiles 1,501 have been referred to the Court and 2,311 are pending nationwide.

In collaboration with COCOBOD, the third phase of the cocoa Farmers Housing Scheme was implemented and 8 no. 3 bedroom houses were under construction in the Western Region at Enchi, Papueso, Sefwi Dwenase, Tanaso, New-Adeambra, Bodi and Samreboi. Seven (7) houses have been completed and handed over to beneficiaries.

A total of 618№ units out of a target of 836№ of house types A, B, and C from inception of the Keta Sea Defence Resettlement Housing Programme had been completed, thus attaining a 74% completion. Provision of technical supervision for the construction of the following projects was provided;

* Office Block Complex for the Council of State is 70% complete;
* Offices for the Scholarships Secretariat Ridge, Accra is 41% complete;
* Consultancy services for the construction of Two Storey Hostel Facility for the Ghana Registered Nurses Association at Ejisu, Ashanti Region is 80 % complete;
* Consultancy services for the construction of Two Storey Hostel Facility for the Ghana Registered Nurses Association at Ho, Volta Region is 60 % complete.
* Renovation of 3rd Floor for the Ministry of Fisheries and Aquaculture, Accra was70% completed;
* Refurbishment of Prestige Bungalows was completed.

1. **Coastal and Drainage Management**

* **Aboadze Coastal Protection Works**

The Coastal protection works at Aboadze which is located in the Western Region to protect particularly the Aboadze Thermal Plant was 70% completed.

* **Sakumono Coastal Protection Works, Phase**

The Coastal protection works at Sakumono which is located in the Greater Accra Region is aimed at protecting particularly the railway line and parts of the Tema Harbour is completed and handed over.

* **Nkontompo Coastal Protection Works**

The coastal protection works at Nkontompo in the Western Region of Ghana was aimed at protecting the land and preventing further erosion and protecting life and property and is 50% complete.

Some of the drainage management programs undertaken across the country include:

* Akora River Drainage Project in Agona Swedru (Central Region) is 40% complete;
* Extension of Nima Drain Phase 1 in Greater Accra is 7% complete;
* Reinforced Concrete Drains at Sakaman, Lot 1- Greater Accra – 81% complete;
* Reinforced Concrete Drains at Goaso, Brong-Ahafo Region, Lot 1 – 68%; Lot 2 – 76%; and Lot 3 – 20%;
* Earth Drains at Taifa, Lots 1 & 2 – Greater Accra Region –completed:
* The storm water drainage improvement works at Taifa which is in two phase is 100% complete on both phases

A Biogas sewage treatment plant was constructed for the Ministry of Finance Redco Flat at Madina in the Greater Accra Region. This is to improve sanitation conditions in the area. The current state of implementation is about 80% complete.

## 3.22.4 Financial Performance

**Table 26: Ministry of Water Resources, Works and Housing 2015 Financial Performance**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **SOURCE** | **2015** | | |
|  | | |
| **APPROVED BUDGET (GH¢)** | **ACTUAL RECEIPTS (GH¢)** | **ACTUAL EXPENDITURE (GH¢)** |
|  | **MAIN MINISTRY** |  |  |  |
| **1** | **GoG** | | | |
|  | **Compensation of Employees** | 9,323,942.00 |  | 19,896,977.29 |
|  | **Use of Goods & Services** | 1,247,893.00 |  | 1,332,419.53 |
|  | **CAPEX** | 750,000.00 |  | 0.00 |
| **2** | **IGF** |  |  | 1,967,343.20 |
| **3** | **ABFA** | 64,184,890 |  | 38,153,236.73 |
|  | **DONOR** |  |  |  |
|  | **Goods and Services** | 49,913,489 |  | 49,913,489 |
|  | **CAPEX** | 199,653,959 |  | 199,653,959 |
|  | **OTHER (SPECIFY)** |  |  |  |
|  |  |  |  |  |
|  | **TOTAL** | **315,750,231.00** |  | **291,020,447.46** |

## 3.22.5 Challenges

* Inadequate information on/and maintenance of government landed properties
* Inadequate staffing levels and capacity
* Inadequate / non-release of GoG funds
* Increasing access to safe drinking water for the entire population, both rural and urban
* Insufficient of use of local building materials
* Reducing the Housing Deficit
* Uncoordinated and lack of enforcement of building regulations

## 3.22.6 Outlook for 2016

* To Review the National Water Policy to reflect on-going trends in the Water Sector
* Establishment of a Water Fund to provide financial support to the Sector
* To continue the implementation of the WASH tracking financing initiative
* Development of a Legislative Instrument to enforce the implementation of the Dam Safety Regulations.
* Implementation of the Rainwater Harvesting Strategy for Ghana will be pursued through the field demonstration of no/low regret investments and other water conservation and utilization schemes in the White Volta Basin.
* Laying of distribution pipelines within GAMA to ensure the full utilization of the capacity of the Kpong Water Supply Project.
* Complete the construction of the water treatment plant at Kumawu and Konongo and rehabilitation works on the Kwahu Ridge Water supply system. The Project will add 8.47MGD of water to the supply system.
* Commence work to update the existing Master Plan for the Greater Accra Metropolitan Area (GAMA) water supply. Additionally, tenders will be issued for the laying of transmission and distribution pipelines in GAMA.
* Construction of the Essiama Enclave Water Supply Project will commence subject to the fulfilment of conditions precedent to the commencement of the contract. This project is aimed at meeting the water demands of the Gas and Oil related industries to be set up in the Western Region. The expected capacity of the plant is 50,000m3/d.
* Intensify advocacy and sensitisation programme on illegal practices in the built environment as well as the promotion of local building materials.
* Continue with the Continuous Professional Development (CPD) Program to upgrade the knowledge base of all practitioners in the building industry. The crusade on awareness creation of IP will continue.
* Complete the review of and launch a Code of Conduct for architects and practitioners.
* To Review of the Architects Act 1969, NLCD 357 and lay it before Parliament
* Construct one hundred (100№) houses using improved locally manufactured building materials under the building and construction programme for rural and peri-urban households
* Extend the Cocoa Farmers’ residential housing scheme to cover the other five (5) Cocoa growing regions.
* construct seventy (70№) housing units under the Keta Sea Defence Resettlement Housing Programme
* Public Servants Housing Loan scheme expects to complete fifty (50№) of the on-going projects.
* Develop proposals to access funds through Private Sector Partnership to complete the Affordable Housing projects at Koforidua, Tamale and Wa sites
* Work will continue on the Phase I of the Government 5,000 housing units at Saglemi-Ningo Prampram for completion by the 3rd quarter of 2016.
* Complete the rehabilitation of outstanding Ministerial and Prestige Bungalows
* Commence the construction of Reinforced Concrete Drains at Ofoase Kokoben in located in the Ashanti Region.
* The regeneration of the Kanda Estate and other regeneration projects at Lartebiokorshie and Kaneshie, all in Greater Accra and North Effiakuma in the Western region.
* Commence the Construction of Reinforced Concrete Drains at Tafo in the Ashanti Region
* Commence the Construction of Reinforced Concrete Drains at Hwidiem, Lots1 and 2 located in the Brong-Ahafo Region
* Commence the Construction of Reinforced Concrete Drains at Kumawu, Lots1 and 2 located in the Ashanti Region.
* Commence the construction of Reinforced Concrete Drains at Tepa, Lots 1 and 2 in the Brong-Ahafo Region.
* Commence the Construction of Reinforced Concrete Drains at Tamale, Lots 1 and 2 located in the Northern Region.
* Commence the Construction of Reinforced Concrete Drains at Asankragua, Lots 2 and 3 are located in the Central Region.
* Commence the Construction of Reinforced Concrete Drains at Ejura, Lots 1 and 2 located in the Ashanti Region.
* Complete the Coastal Protection works at Amanful Kumah is located in the Western Region.
* Complete the New Takoradi Coastal Protection Works in the Western Region
* Commence the Coastal protection works at Dansoman in the Greater Accra Region.
* Complete the coastal protection works at Blekusu in the Volta Region.
* Commence the Construction of Reinforced Concrete Drains at Goaso, Lots 1, 2 and 3 located in Brong Ahafo Region.
* Complete the Construction of Reinforced Concrete Drains Phase 2 at Winneba in the Central Region.
* Complete the construction of Reinforced Concrete Drains Lot 1 at Sakaman, in the Greater Accra Region.

# 3.23 MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION

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

## 3.23.1 Sector Departments and Agencies

The following are the sector departments and agencies under the Ministry:

* Department of Gender
* Department of Children
* Department of Social Development
* National Council on Persons with Disability
* Domestic Violence Secretariat
* Human Trafficking Secretariat

## 3.23.2 Policies, Regulations and Legislations

1. **Affirmative Action Bill**

The Ministry in consultation with stakeholders validated the Affirmative Action Bill. A Cabinet Memorandum was prepared for Cabinet’s consideration. A series of advocacy and awareness creation activities on the bill is on-going.

1. **Intestate Succession and Property Rights of Spouses Bills**

The Intestate Succession and Property Rights of Spouses Bills are still being considered by Parliament.

1. **National Gender Policy**

Cabinet on 14th August, 2015 approved the National Gender Policy. The Policy was launched on 14th December, 2015 by the Chief Justice Her Ladyship Mrs. Theodora Georgina Wood. The policy is to provide broad guidelines, strategies and institutional framework for achieving gender equality and women’s empowerment targets in the national vision of “a stable, united, inclusive and prosperous country with opportunities for all” as outlined in the GSGDA II.

1. **Child and Family Welfare Policy**

This Policy was launched on 14th July, 2015, by H.E the Vice President, Kwesi Amissah Arthur. The Policy is a landmark document that will promote the interest of children as well as address and prevent harm to them. It is founded on positive traditional values, principles and protective practices inherent in Ghanaian culture. The Implementation plan for the Child and Family Welfare Policy was completed and adopted for implementation.

1. **Justice for Children Policy**

The Ministry in the course of the year held four (4) consultative meetings to finalize the Justice for Children Policy aimed at formulating and implementing key policies and appropriate programs to enhance child protection and development. This was approved by Cabinet on 10th December, 2015.

1. **National Social Protection Policy**

Cabinet approved the National Social Protection Policy on 10th December, 2015 for implementation. This Policy seeks to achieve sustainable, effective and efficient coordination of the implementation, monitoring and evaluation of social protection in Ghana.

Other social protection interventions included the successful prosecution of operators of an orphanage in the Eastern Region for refusing to stop operations after it had been closed down and 28 children’s homes have been closed down for not operating according to law. To date, 692 children have been re-united with their families.

1. **Domestic Violence and Human Trafficking Regulations/LI**

The Human Trafficking Regulations (L.I.2219) 2015 was passed and Ghana signed a Child Protection Compact (CPC) Partnership Agreement worth $5million with the US State Department to support Ghana’s fight against child trafficking in the Greater Accra, Volta and Central Regions. Currently the Ministry is finalizing a new Human Trafficking National Plan of Action to combat human trafficking in Ghana and piloting an Operationalized Shelter for Rescued Children of Trafficking at Madina Shelter Rehabilitation Centre.

The Domestic Violence Legislative Instrument was finalized with legal advice from the Attorney General’s Department. The Ministry is holding nationwide community and media engagements to end Sexual and Gender Based Violence as well as Teenage Pregnancy in Ghana on the theme: Men as change agents” as four (4) regions covered so far are the Northern, Upper West and Upper East and Greater Accra Regions.

1. **Establishment of a Central Adoption Authority**

Parliament on 15th December, 2015 adopted the ratification of The Hague Convention on Inter Country Adoption, as part of the process to restructure the adoption system in Ghana. The Ministry established a Central Adoption Authority responsible for processing all inter-country adoptions. It is also working on Regulations and Manuals for adoption and foster care and amending the Children’s Act in line with the provision of the Hague Convention.

Other activities included the preparation and submission of 966 Social Enquiry Reports to the Family Tribunals and Juvenile Courts for the determination of adoption and custody cases.

## 3.23.3 Key activities Undertaken

1. **Early Childhood Care and Development Policy (ECCD)**

A new National Steering Committee was inaugurated to coordinate the implementation of the Early Childhood Care and Development Policy. The aim of this policy is to develop early childhood care and learning standards for children of 0 -3yrs. To date a draft terms of reference has been developed and submitted to UNICEF for discussion.

1. **Sexual and Gender Based Violence**

The Ministry organized Community Dialogue sessions for 2,958 stakeholders in the Western Region, Ashanti, Northern and Central Regions. The sessions created the platform for participants to discuss and design innovative community-related interventions to address Gender-Based Violence, teenage pregnancy and promote the empowerment of women and girls.

1. **Adoption of the Beijing Declaration**

The Ministry participated in the 59th Session of the Commission on the Status of Women and presented the key achievements of Ghana, 20 years after the adoption of the Beijing Declaration and Platform for Action and hosted a side event themed *“40 Years of Ghana’s Women’s Machinery: Achievements, Challenges and the Prospects*”. The Hon. Minister Nana Oye Lithur and two others, Mrs. Charlotte Osei and Mrs. Hillary Gbedemah were the main speakers.

1. **Establishment of a Child Support Unit**

A Child Support Unit was established in accordance with the Policy to strengthen enforcement of maintenance orders to alleviate the challenges that caregivers and children face in ensuring compliance with such orders. A position paper on best practice models for child support units has been prepared. The Ministry is working to implement the recommendations made on the best model for Ghana.

1. **Convention on the Rights of the Child**

The Ministry submitted and defended Ghana’s 3rd, 4th and 5th Consolidated Report on the implementation of the Convention on the Rights of the Child to the UN Committee on the Right of the Child (UNCRC) in June 2015 in Geneva and received the Concluding Observations of the reports from the UNCRC highlighting strides made in addressing concerns of children in Ghana.

1. **Renovation of Children’s Parks**

The MoGCSP is taking advantage of the PPP initiative to renovate all Children’s Parks. It is currently in partnership with UT Life Financial Services and the Ministry of Tourism to transform the Efua Sutherland Children’s Park (ESCP) into a public green space to serve the recreational needs of children. To improve and maintain these facilities a memo was developed and submitted to Cabinet for 100% retention of proceeds.

1. **Sensitization on the Dangers of Child Marriage**

A National Campaign to “End Child Marriages” was launched and five (5) national dialogues were held for 450 participants and media events were held in all regions to discuss issues of Child Marriages.

1. **Research on cost of Child Abuse**

The Department conducted a research to ascertain the cost of Child abuse in Ghana. Data was collected from 22 selected MDAs/ MMDAs and Queen mothers that work on children. Moreover, two (2) Stakeholder meetings were held to validate research findings as the final report has been completed for submission.

1. **Dissemination of Report on** **Eliminating Discrimination against Women**

As a follow-up on Ghana’s presentation of the 6th and 7th country report to the Convention on the Elimination of Discrimination against Women (CEDAW) Committee in 2014, 150 copies of CEDAW and Beijing +20 Reports were printed as well as 100 copies of Ghana’s achievement of the MDGs and disseminated to key stakeholders in 2015.

1. **Livelihood Empowerment against Poverty (LEAP) -**

The LEAP coverage was expanded from 89,000 in 2014 to 144,980 beneficiary households as at the 39th cycle payment in November, 2015. In March 2015, the Ministry launched the LEAP 1000 programme which targeted poor households with pregnant women and children less than two years. The programme is currently being implemented in 7 districts of the Northern and 3 Upper East Regions with payments made to 6,124 beneficiary households.

1. **Establishment of the National Targeting Unit**

The National Targeting Unit was established to develop a National Household Registry database and Management Information System (MIS) to facilitate the effective targeting of all social intervention programs in Ghana. The unit was launched on 20th September, 2015 by H.E the Vice President, Kwesi Amissah Arthur. Consultations are ongoing in the Upper West Region to create the Household register for the region.

1. **Launching of the Eban Welfare Card**

The Eban Welfare Card for the Elderly which seeks to provide the elderly with relief services in the areas of transportation and health service delivery was launched on 5th January, 2015. A national rollout of 25,000 cards is currently on-going with about 9,526 elderly persons in the Central, Western, Volta, Eastern and Greater Accra Regions issued to date. Under its implementation the Metro Mass transit is providing 50% rebate on transport fare for the elderly nationwide while negotiations are underway with private transport unions to provide priority transport services to the elderly.

1. **Ghana School Feeding Programme**

The programme is currently providing one hot and adequately nutritious meal to 1,693,698 pupils in 4,881 schools per each school day.

1. **Registration of Prison Inmates unto the NHIS**

The Ministry in collaboration with the National Health Insurance Authority has registered over 8,000 inmates of the country’s prisons from Ankaful, Kumasi Central, Sekondi, Koforidua, Nsawam, and Ho Prisons onto the NHIS.

1. **School of Social Work**

An Institutional Authorization Certificate from the National Accreditation Board was acquired to facilitate the process of attaining a tertiary status for the School of Social Work at Madina. In addition, the sod was cut for the construction of 18 classroom block, administration and library blocks.

1. **Persons with Disability Issues**

A project to register all Persons with Disability in Ghana is on-going. The Ministry in collaboration with the Ghana Standards Authority and funding support from the Open Society Initiative for West Africa developed the Ghana Accessibility Standards in Built Environment to ensure the provision of disability friendly accesses.

A proposal for the amendment of the Persons with Disability Act (Act 715, 2006) in line with the UN Convention on the Rights of Persons with Disability (PWDs) was developed and a Draft Affirmative Action on the representation of PWDs in the district assemblies submitted to the Office of the President for consideration.

**3.23.4 Financial Performance**

Table 24: Ministry of Gender, Children and Social Protection 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | SOURCE | APPROVED BUDGET(GHc) | ACTUAL RECEIPTS(GHc) | ACTUAL EXPENDITURE(GHc) |
| 1 |
|  | Compensation of employees | |  | | --- | | 13,725,775.00 | | |  | | --- | | 13,535,219.81 | | |  | | --- | | 13,535,219.81 | |
| Use of Goods and Services | |  | | --- | | 9,500,000.00 | | |  | | --- | | 1,297,043.67 | | |  | | --- | | 973,356.59 | |
| 2 | **IGF** | |  | | --- | | 15,204.00 | | |  | | --- | | 50,300.00 | | |  | | --- | | 18,250.10 | |
| 3 | **Development Partners** | | | |
|  |  | |  | | --- | | 19,890,715.00 | | |  | | --- | | 7,308,917.65 | | |  | | --- | | 7,308,917.65 | |
|  | **TOTAL** | |  | | --- | | **43,631,694.00** | | |  | | --- | | **22,191,454.13** | | |  | | --- | | **21,835,744.05** | |

**3.23.5 Challenges**

* Inadequate office space to accommodate the entire Ministry together with its Departments and Secretariats
* Dilapidated structures of rehabilitation centres, vocational schools and correctional institutions.
* Inadequate human resource at all levels to facilitate the effective and efficient implementation of the Ministry’s intervention programs.
* Absence of an M&E systems to track performance and impacts.
* Budgetary allocation not commensurate with the expansion of the Ministry’s mandate.
* Lack of funds to run rehabilitation centres and vocational training institutions.
* Inadequate and irregular financial support from government to children’s homes.
* Inadequate decentralized structures of the Departments of Gender and Children at the District level.
* Absence of a Management Information System (MIS) and an ICT Unit.

## 3.23.6 Outlook for 2016

* Develop and implement Ghana’s National Plan of Action (GHANAP) and the United Nation Security Council Resolution (UNSCR) 1325
* Extend medical and financial support to women and girls suffering from obstetric fistula
* Implement programs under the ECOWAS Gender Development Centre to support young girls in specialized technical and professional education through the award of scholarships of excellence
* Implement the National Gender Policy
* Disseminate the Child and Family Welfare Policy
* Continue to promote and advocate the rights of children
* Finalize review work on the Early Childhood Care and Development Policy
* Develop Children’s Parks around the country
* Present Social Protection Bill to Parliament
* Extend the LEAP beneficiary households to 250,000 by December, 2016. Prepare regulations for the operations of the Central Authority for Adoption
* Provide 650 orphaned children in 3 Government children’s homes and 2 sub vented RHC with counselling, education and skill training
* Organize validation workshop on Draft Ageing Bill
* Continue nationwide rollout of Eban Card Project and NHIS Registration
* Engage data collection firms to collect data using the PMT Questionnaire
* Undertake data collection in the Upper West region
* Process data and create single register database for Upper West region
* Secure financial clearance from MOF for the proposed increase in the Feeding Grant from GH¢0.80 per pupil per school day to GHc1.20 per pupil per school day to reflect economic realities
* Boost the rural economy through effective linkage of Farmers, Farmer Based Organizations (FBOs), and some middlemen to GSFP Caterers by the end of 2016.
* Implement the ration design tool (Dubai Cares Project), and Handy Measures in collaboration with PCD, and other stakeholders
* Finalize the development of the Human Trafficking National Plan of Action (NPA) and also disseminate the Human Trafficking Regulations , the LI 2219
* Coordinate the implementation of the Child Protection Compact Agreement signed between the United States Government and the Government of Ghana to combat child and human trafficking in Ghana
* Build the capacities of law enforcement agencies especially border control officials for victim identification and reduce human trafficking
* Finalize the Domestic violence LI and regulations to help the implementation of the Domestic Violence Act, 732
* Continue engagement with communities to end child marriage.
* Complete and refurbish the Ministry Office Complex to address the acute office accommodation needs of the Ministry.
* Organize policy coordinating meetings with key MDAs, GEST, CSOs and other stakeholders to elicit information on gender, children and social protection for purposes of designing relevant policies, strategies and programs to address these concerns.
* Train selected MDAs and MMDAs on Gender Responsive Budgeting.
* Disseminate outcomes of international conferences and educate stakeholders on international conventions and protocols.

**3.24 MINISTRY OF JUSTICE AND ATTORNEY-GENERAL’S DEPARTMENT**

The Ministry of Justice and Attorney-General’s Department exists to entrench the core of the body politic, an abiding respect for the rule of law and a constant observance of human rights, ensure equality of access to justice and equality of treatment before the law for all citizens, promote by law; social justice, facilitate the operation of a fair, efficient, and transparent legal system, propagate a culture of due process and legality, as well as to strengthen investment prospects of the national economy.

## 3.24.1 Sector Departments and Agencies

The Ministry has oversight responsibility for the following:

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

## 3.24.2 Key activities undertaken

1. **Main Ministry**

In 2015, the main policy focus for the Ministry was to improve the quality of legal representation of Ministries, Departments and Agencies (MDAs). The objective of the policy was to enhance public confidence in justice delivery and administrative systems. The ministry entered appearance on behalf of the Government and chalked some success in the following cases:

* It appealed and applied for a stay of execution for judgement in favour of China Jinlin International Economic and Technical Corporation against the State. The Office succeeded in limiting a claim of **GH¢352,623,144.40** and **US$1,006,093.00** to **GH¢100,000.00**.
* In the case of TJGEM LLC Versus the Republic of Ghana, AMA, Alfred Vandapuije, Kwabena Duffuor, Conti Group and 6 others. The Attorney-General’s Department defended the State and the District Court in Columbia dismissed TJGEM’s claims of damages in excess of **US$425 million**.
* In the case of Zoomlion v. ADB; Attorney-General – Third party; Ministry of Finance wrote a letter of comfort and undertaking to ADB on behalf of the Plaintiff to expedite the release of certain Yutong buses to particular beneficiaries. Plaintiff added the Attorney-General as a third party to indemnify Zoomlion should judgement go in favour of the ADB. The Court ruled in favour of the Attorney-General and held that the Plaintiff was not entitled to an indemnity from the Attorney-General to the tune of **GH¢6,845,114.36**.
* Alexander Adjei v. Pharmacy Authority & AG; Plaintiff, in this case, an employee of the 1st Defendant was found to have conspired with certain people to issue fake pharmacy licences throughout the nation. At the time of the incident the Ministry of Health had oversight responsibility of the 1st Defendant. The Plaintiff was subsequently interdicted for 6years. His reliefs included reinstatement. The court ruled in favour of the Attorney-General.
* In Micheal Kweku Djan v Ministry of Trade & Industry & 3 ORS, the Plaintiff applied for an injunction to stop the Ministry of Trade from carrying on its single window project at the ports. The court ruled in favour of the Attorney-General.
* Also, in the case of Dunkwa Continental Goldfields Limited & Anor v the Government of the Republic of Ghana, the arbitral tribunal dismissed all of the Claimants’ claims against the Ghana Government. In addition Ghana was awarded inter alia **US$700,000**, **US$3,164,137.51** and 33% portion of Respondent’s legal fees and expenses.
* **Operationalization of the Client Service Unit**

In 2015 the Ministry established its Client Service Unit, developed and printed five hundred (500) copies of the Client Service Charter to publicize the services that the general public can access. It also secured funding from the UNDP to produce and print 2,500 copies of its maiden newsletter dubbed the Legal Digest.

1. **Legal Aid Scheme**

The Legal Aid Scheme which was set up to provide legal aid to the indigent and marginalized at little cost received 4,156 cases. Out of this number, it provided legal assistance to 978 of such cases through Alternate Dispute Resolution (ADR).

1. **Council for Law Reporting**

The Council for Law Reporting reprinted 5 volumes of out of stock Ghana Law Reports. Out of a total of 2,500 copies printed, 749 copies have been sold out. It also published 1,000 copies of the [2010-2012] vol. 1 of Ghana Law Reports which are currently on sale.

1. **General Legal Council (Ghana School of Law)**

The General Legal Council (Ghana School of Law) trained **35** lawyers who were called to the bar through Mini Call and **300** students in professional law amongst which **219** were called to the bar.

1. **Economic and Organised Crime Office**

The Economic and Organized Crime Office (EOCO) investigated **186** cases out of which **46** of these cases are being prosecuted. The Office recovered an amount of **GH¢2,419,443.72** from these cases.

1. **Registrar-General’s Department**

The Registrar General’s Department registered **42,111** businesses in 2015. The Department also registered **2,228** marriages.

Table 25: Company Registration

|  |  |
| --- | --- |
| **Types of Companies** | **No. Registered** |
| Subsidiary Business Names | 357 |
| Company Limited by Guarantee | 3,454 |
| Partnership | 120 |
| Company Limited by Shares | 10,061 |
| Sole Proprietor | 28,041 |
| External Company | 78 |
| **Total** | **42,111** |

1. **Law Reform Commission**

The final draft report on Minerals and Mining Laws was completed and submitted to the Attorney General for approval.

A consultant was hired to conduct a study/research on the Law of Torts.

1. **Copyright** **Office**

The copyright Office organized 2 sensitization workshops on copyright for visual artist and also public education programs on copyright law in the print and electronic media. The Office is in the process of creating an online platform for the registration of copyright works. The enabling LI to increase service fees was passed. All these are aimed at improving fiscal revenue mobilization for copyright owners.

## 3.24.3 Financial Performance

Table 26: Ministry of Justice and Attorney-General’s Department Financial Performance

|  |  |  |  |
| --- | --- | --- | --- |
| **SOURCE** | **APPROVED BUDGET(GH₵)** | **ACTUAL RECEIPTS(GH₵)** | **ACTUAL EXPENDITURE(GH₵)** |
| GOG |  |  |  |
| Compensation of Employees | 59,294,695 | 46,413,703.05 | 46,413,703.05 |
| Goods and Services | 2,030,291 | 482,404.98 | 482,404.98 |
| CAPEX | 1,250,000 | 136,442.41 | 136,442.41 |
| IGF | 11,775,296 | 8,288,026.11 | 8,288,026.11 |
| **TOTAL** | **74,350,282** | **55,320,576.55** | **55,320.576.55** |

## 3.24.4 Challenges

* Inadequate funding
* Inadequate office space and residential accommodation across the country
* Delay by MDAs in providing adequate information to the Attorney-General in cases involving them occasionally resulting in default judgement against the state.
* Inadequate logistics such as computers and accessories to enable the Attorneys to process their own work to forestall delay if they have to rely on Secretaries
* Inadequate vehicles to convey Attorneys to and from courts, and also to conduct field research by the Law Reform Commission and Company Inspectors of the Registrar-General’s Department as well as investigations by the Economic and Organised Crime Office (EOCO)
* Work on the ten (10) storey and two (2) tier basement for car park which construction is up to the tenth-floor, has come to a standstill since 2010, due to lack of funding.

## 3.24.5 Outlook for 2016

* The Management and Administration hopes to conduct monitoring and evaluation of all the programs for all the Departments and Agencies under the Ministry. The Office will also ensure to provide resources for completion of the client service unit of the Ministry.
* Council for Law Reporting seeks to reprint 3,500 copies of out of stock Ghana Law Reports. The office will also publish 500 copies of [2006-2010] Review of Ghana Law, 500 (2011-2014) Review of Ghana Law and reprint of 1000 copies of [2010-2012]Ghana Law Reports Volume 2 and 1000 copies of [2013-2015] Ghana Law Reports, Volume 1.
* The Attorney-General’s Department will continue to defend the State and avoid all forms of illegitimate Judgement debts and ensure value for money in all Government contracts and agreements that are reviewed by the Office.
* The Prosecution Division of the department seeks to prosecute 1,300 criminal cases across the various courts in Ghana.
* The Drafting Division also envisages to draft 15 legislations comprises Legislative Instruments (LIs), Constitutional Instruments (CIs), and Executive Instruments (EIs).
* The Civil Division anticipates handling 600 petitions, give 1,800 legal advice to the MDA’s and also handle 210 civil cases brought against the state.
* The Law Reform Commission envisages drafting 2 proposals on new laws, receiving 63 draft proposals and reviewing 1 of the proposal.
* The Registrar-General’s Department targets to register 63,000 businesses, 2,885 marriages, use 2 days to register sole proprietorship and limited liability and a day to register marriage.
* The Copyright Office envisages holding 8 sessions of public education on copyright and in more second cycle institutions. The office also seeks to undertake 40 anti-piracy exercises in various selected centres of the country. The office anticipates mediating 66 copyrights cases that the office would receive.
* The Copyright Office will seek to register 1,750 copyright works for the year 2016
* Legal Aid Scheme anticipates receiving 8,708 cases and disposing of 6,901 cases through ADR and further providing 1,807 legal aid at the various law courts
* The Economic Organised Crime Office (EOCO) will investigate cases of Economic and Organised crimes and ensure that accruals from such activities are confiscated and recovered. The office will also undertake 21 sensitization sessions as awareness creation on economic and organised crime
* The Ghana School of Law hopes to train and call 300 law students to the bar. The General Legal Council will also ensure that the ethical standards of the legal profession is upheld and maintained.
* The Law Enforcement Agencies envisions training 40 participants in areas of Human Rights and Criminal Procedure.

**3.25 MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS**

The Ministry of Employment and Labour Relations is a principal Government Institution responsible for handling Employment and Labour related issues. It also oversees the creation of employment opportunities and labour-related interventions in all sectors, as well as promotes decent jobs and ensures harmonious labour relations in Ghana. This is done with the active support of the following departments and agencies:

**Civil Service 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 Centers for Employable Skills (ICCES)
* Opportunities Industrialization Centre - Ghana (OIC-Ghana)
* Ghana Co-operatives College (GCCo)
* Ghana Co-operatives Council (GCC)
* National Labour Commission (NLC)
* Ghana Youth Employment and Entrepreneurial Agency (GYEEDA)
* Fair Wages and Salaries Commission (FWSC)
* National Pensions Regulatory Authority (NPRA)
* National Tripartite Committee (NTC)

In addition, the Ministry has supervisory authority over the Ghana office of the Organization of African Trade Union Unity (OATUU), which is an autonomous regional union federation for Trade Union centres in Africa. Since its inception, the OATUU has maintained a position of independence as an International Union Federation.

## 3.25.1 Policies, Regulations and Legislations

1. Organised the National Job Summit and launched a National Employment Policy (NEP).
2. Revised and submitted a draft Occupational Safety and Health (OSH) Policy Bill to the Attorney General’s Department for advice.
3. Revised and submitted a draft Labour-intensive Public Works (LiPW) Policy and Implementation Plan to Cabinet for approval.
4. Passed the Youth Employment Agency (YEA) Bill

## 3.25.2 Key Activities Undertaken

1. **Main Ministry**

* Engaged a total of 47,000 youth under various modules of the YEA.
* Collaborated with the Ministry of Education to rebrand TVET.
* Trained 15,051 youth in various vocational trades.
* Trained district labour officers and researchers in STATA analysis.
* Procured a Consultant to develop a framework for the LMIS together with a Monitoring and Evaluation (M&E) plan.
* Procured a Consultant to develop a Website for the Ministry, which is functional.
* Revised the National Pensions Regulatory Act, 2008 (Act 766) by Parliament.
* Negotiation and approval of the Categories 2 and 3 Allowances.
* Determination of the management of the 2nd Tiers of the Pension Schemes for 12 Public Sector Workers Unions and Associations.
* The Public Sector Base Pay reviewed upwards from GH¢6.01 in 2014 to GH¢6.02
* The 2016 National Daily Minimum Wage (NDMW) negotiated from GH¢7.00 to GH¢8.00, an increase by 14.29%.
* Resolved a number of labour disputes involving worker groups such as Ghana Medical Association, Psychiatric Nurses and the University Teachers Association of Ghana (UTAG) Research Grant.
* Inauguration of the Ministerial Advisory Board.

1. **National Tripartite Committee**

The Committee during the year under review, successfully determined the 2016 National Daily Minimum Wage (NDMW) of GH¢8.00, prior to Parliamentary approval of the 2016 Budget, which hitherto was not the case. Subsequent to and of equal importance was the determination of the Public Sector Base Pay for 2016 of GH¢6.62 up from GH¢6.02 in 2015, an increase of 10% rise on 2nd October, 2015 by the Public Service Joint Standing Negotiation Committee (PSJSNC).

1. **Labour Department**

The Department issued 57 Collective Bargaining Certificates to Trade Unions, registered three (3) new Trade Unions and also registered two (2) Employers’ Associations. In addition, 139 labour inspections were conducted during the year.

Under National Employment Service, 598 jobseekers were placed into local and foreign employment by Private Employment Agencies (PEAs) whereas the Public Employment Centres (PECs) placed 9,400 jobseekers in gainful employment.

With regard to International Labour Affairs the Department successfully reported on 17 ILO Conventions.

For Workmen’s Compensation**,** a total number of 262 cases from the Public Sector of the economy were reported to the Department. An amount of GH¢2,986, 860.08 was paid as monetary compensations to 239 injured persons out of the 262. However, 23 fatal cases are being processed at the Law Court for payment to Dependents of deceased workmen. Over 5,138 cases from the private sector were also reported by private sector employers and an amount of GH¢424,242.06 were paid to the beneficiaries/claimants in the private sector, leaving 5,085 outstanding cases.

During the year ending 31st December 2015, the Child Labour Unit of the Labour Department made significant and improved achievements including:

* The Sub-Committee of the National Steering Committee on Child Labour developed a program for the year’s celebration which focused on Child Labour on the theme: “Stop Child Labour, Yes to Quality Education!”
* The Department in close collaboration with the MDAs, MMDAs, Social Partners, Development Partners and Non-Governmental Organizations validated the Standard Operating Procedures (SOP) document for use by all partners undertaking child labour activities in the country.
* Undertook a sensitization programme for media operators on “Concepts of Child Labour and the Role of the Media in the Elimination of Child Labour” at the International Press Centre, to sharpen their understanding and advocacy role in the enormous challenge of reducing the menace of Child Labour.
* Distributed Child Labour laws to over 280 personnel of law enforcement agencies and Focal Persons carried out.
* Hazardous Activity Framework and Standard Operating Procedures (SOP) and guidelines for dealing with Child Labour were distributed to the Districts’ Child Protection entities.
* Technical capacity of 36 Implementing Agencies under the National Plan of Action was built through workshops and coordinating meetings.
* Child Labour Resource Centre equipped with logistics, furniture and resource materials has been established at the Labour Department.

1. **Department Of Factories Inspectorate**

The DFI promoted and enforced occupational safety and health standards to ensure a safe and healthy working environment in both the formal and informal sectors as a pre-requisite for preserving the human and material resources necessary for productivity and national development. Specifically the Department undertook the under-listed activities:

* Conducted 1,917 inspections on registered workplaces to ensure that workers worked under hazard-free and conducive working conditions.
* Registered 460 new premises
* Conducted 96 industrial hygiene surveys
* Investigated about 56% (13/23) reported accidents
* Conducted 120 Safety and Health Talks and Training
* Collected GH¢695,437.97 in Non-Tax Revenue
* Inspected 170 Offices and Shops
* Prosecuted 16 offenders of FOSA 328

1. **National Pensions Regulatory Authority**

The National Pensions Regulatory Authority (NPRA)was established by the National Pensions Act, 2008 (Act 766) to ensure effective administration of pensions in Ghana; and to regulate and monitor the operation of the 3-Tier Pension Scheme. The Authority, in the short to medium term, is to strategically focus on promoting market discipline, market transparency and building a credible Regulator. Currently as Pensions regulator in the country, NPRA regulates the Social Security and National Insurance Trust (SSNIT), Licensed Trustees, Registered Custodians and Registered Fund Managers.

The Authority achieved the following:

* Approved 40 new applications for registration/licensing as Trustees, Custodians and Fund Managers. In addition the Authority has renewed licenses and registrations for 606 existing service providers.
* A total of 23 applications were received in respect of registering schemes under the mandatory 2nd Tier and Voluntary 3rd Tier. Six (6) have been approved and 17 are pending.
* A total of 559entities made up of service providers and mandatory Occupational Pension Schemes (2nd Tier) were monitored to ensure compliance.
* With respect to education and sensitization on the 3-Tier Pension Scheme and operations of the Authority, 41 radio and television slots were secured to provide education.
* The Authority also carried out targeted education for 20 organizations and groups.
* In addition, an outreach programme was organised in Wa in the Upper West Region to educate stakeholders on the Scheme.
* The Authority collaborated with SSNIT to enforce the National Pensions Amendment Act, 2014 (Act 883).
* A transfer from the TPFA to duly registered Occupational Pension Schemes in the private sector was effected on 4th November, 2015 with two employer sponsored schemes receiving their share of the TPFA funds.
* The Authority implemented the decentralisation of its operations by acquiring an office space for the Kumasi Zonal Office and intends to commence operations in December 2015.
* The Authority also began implementing a sanctions regime on 1st October, 2015.
* Another important milestone was the consensus reached between the 12 labour unions and government on the management of the public sector 2nd Tier Schemes.
* The Authority also commenced a process to allocate unattached employers/establishments (Employers without Schemes) to Corporate Trustees in a bid to enhance compliance.
* The Authority also succeeded in instituting a quarterly engagement schedule with Service providers and stakeholders of the industry to promote market transparency.

1. **National Vocational Training Institute (NVTI)**

The National Vocational Training Institute (NVTI) was established as a statutory body by Act 351 of 1970 to co-ordinate nationwide, all aspects of vocational training including apprenticeship. The vision of the Institute is “To provide the best systems of TVET employable skills”. As an institution, it recognizes the need to be sensitive to the constant changes in the socio-economic structure of the economy and the corresponding need to respond to these changes. The Institute currently provides training for a total of 15,688 trainees at its 34 training institutes annually. Among its activities within the review year, the Institute:

* Conducted its annual basis trade testing, for a total of 28,480 candidates in about 80 skill areas.
* Accredited and monitored some 496 vocational institutions to ensure compliance to training standards
* Monitored the activities of some 9,420 Master Crafts Persons and Apprentices in the informal sector.
* Improved coordination of institutions involved in skill training by 63% over the performance of year 2014.
* Improved performance in areas such as trade testing and the provision of demand-driven training by the NVTI Institutions.

1. **Opportunities Industrialization Centre – GHANA**

The Institution has Three (3) training Centers located in Accra, Kumasi and Sekondi/Takoradi. OIC-G provides skills in about ten (10) different vocations. These courses are offered to literate youth who can read and write in English. OIC-G also partners with donor institutions to provide skills training to some specific segment of the Ghanaian youth. Currently donor projects being implemented are the OIC-G/Bread for the World (EWDE) “Livelihood Enhancement for Youth through informal skills training (for youth) in Takoradi and Kumasi Metropolises and Youth Inclusive Entrepreneurial Development Initiative for Employment (YIEDIE).

Specifically, during the period under review OIC-G ran two main programs i.e. Government of Ghana supported and Donor sponsored. The results achieved through these programs included the following:

* Secured support from Germany to set up OICG/Bread for the World “Livelihood Enhancement for Youth (non-literate and semi-literate youth) through Informal Skills Training in Takoradi and Kumasi Metropolises.
* Initiated the Youth Inclusive Entrepreneurial Development Initiative for Employment (YIEDIE) to create economic opportunities in Ghana’s construction sector for disadvantaged youth.
* Enrolled 1,277 youth in Three (3) OIC-G skills training Centres: Accra – 697, Sekondi/Takoradi – 291 and Kumasi – 289.

**Department of Cooperatives**

The Department achieved the under-listed during the year:

* Sensitized 550 workers to form vibrant Co-operative groups.
* Educated and trained 550 vibrant groups.
* Trained 100 Co-operative Society members and executives in the areas of book-keeping, minutes writing and Principles of Co-operatives.
* Inspected and audited 450 Societies.
* Formed 850 small-scale businesses and registered them into Co-operatives.

## 3.25.3 Financial Performance

Table 27: Ministry of Employment and Labour Relations Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **SOURCE** | **APPROVED BUDGET (GH₵)** | **ACTUAL RECEIPTS (GH₵) (A)** | **ACTUAL EXPENDITURE (GH₵) (B)** |
| 1. | **GOG** |  |  |  |
|  | Compensation of Employees | 30,242,193.00 | 21,815,720.48 | 21,815,720.48 |
|  | Use of Goods and Services | 4,348,243.00 | 5,687,983.00 | 3,417,894.32 |
|  | CAPEX | 750,000.00 | 152,374.00 | 152,374.00 |
| 2 | **IGF** | 8,446,929.00 | 7,251,701.31 | 4,248,528.11 |
| 3 | **DEV’T PARTNERS** |  |  |  |
|  | WORLD BANK (GSDP) | 991,630.20 | 129,337.50 | 91,058.75 |
|  | **TOTAL** | **44,778,995.20** | **35,037,116.29** | **29,725,575.66** |

## 3.25.4 Challenges

* Inadequate budgetary allocation and untimely release of funds by MoF
* Inadequate logistics.
* Inadequate professional staff, particularly with backgrounds in Labour Economics/Budget/M&E/ Statistics/IT/Sociology, Migration and Informal Sector
* Obsolete legislation and absence of National Occupation Safety and Health Policy
* Lack of nation-wide presence of NPRA
* Lack of permanent and adequate office space for NPRA
* Low coverage of second-tier scheme
* Non operationalization of public sector schemes
* Inadequate instructional and supporting staff for NVTI
* Lack of vehicles for supervising trainee industrial attachment
* Non-unification of Pensions as well as inadequate knowledge and information on the work of the Authority and the 3-Tier Pension Scheme, leading to rancour and wrong perceptions which affect the reputation of the NPRA and the confidence in the pensions industry.
* Existing Provident Fund schemes not yet brought under the 3-Tier Structure
* Lack of up-to-date state-of-the-art training tools for all the Training Institutions and their Head Offices
* Inadequate classrooms to meet additional enrolment requests (OIC-G)
* Non-availability of motorbikes to facilitate movement of staff to remote areas
* The draft Co-operative Bill yet to be passed into law by Parliament.

## 3.25.5 Outlook Look for 2016

* Pursue the implementation of the National Employment Policy goals through setting up of the National Employment Coordinating Council (NECC).
* Revamp Public Employment Centres in selected districts.
* Collaborate with domestic and external partners to implement the National Plan of Action on the elimination of the worst forms of Child Labour.
* Train 750 persons in management development skills to enhance their productivity.
* Develop National Productivity Index.
* Revamp the Cooperative regulatory and legislative system.
* Launch LiPW and OSH Policies.
* Establish National Occupational Safety and Health Authority.
* Implement the Standardised Category 2 & 3 Allowances.
* Strengthen institutional capacity for coordination (Rebranding and Re-positioning).
* Construct Labour Office Complex and Regional Pensions Regulatory Offices.
* Facilitate the production of timely, reliable and disaggregated labour market data for effective planning and programming.
* Retool Vocational Training Centres and provide more vocational training.
* Increase Youth Employment under YEA modules.
* Strengthen the Graduate Entrepreneurial Business Support Scheme (GEBSS) to create more job opportunities for young graduate entrepreneurs to establish and grow their businesses.
* Continue supervisory functions, inspections and monitoring programs to ensure better benefits for pensioners, as well as monitor Trustees and various types of Pension Schemes to enforce Pensions Law and ensure adherence to good practices.

**3.26 MINISTRY OF ROADS AND HIGHWAYS**

The Ministry of Roads and Highways is in charge of the nation’s road network with the aim of ensuring a sustainable road transport network to meet the socio-economic needs of the country and promote economic growth. This is intended to provide an integrated, efficient, cost-effective and sustainable transportation system responsive to the needs of society, supporting growth and poverty reduction and capable of establishing and maintaining Ghana as a transportation hub of “West Africa” to improve trade opportunities within the country and with our neighbouring countries.

## 3.26.1 Sector Departments and Agencies

The Ministry of Roads and Highways has the following sector Departments/Agencies for which it has oversight:

* Department of Feeder Roads
* Department of Urban Roads
* Ghana Highway Authority
* Ghana Road Fund Secretariat
* Koforidua Training Centre

## 3.26.2 Policies, Regulations and Legislations

The Ministry pursued the implementation of the Law on axle Load Limit as stipulated in the Road Traffic Regulation LI 2180 and conducted intensive education and sensitization on the axle load regulation. This led to the organization of two educational campaigns held in the Brong Ahafo and Greater Accra Regions; and workshops for transporters, owners of warehouses, quarries and companies generating cargo.

## 3.26.3 Key Activities Undertaken

1. **maintenance of assets**

Routine maintenance activities were undertaken on about 7,228km of the nation’s trunk road network, 7,471km of the feeder road network and a total of 5,900km of the urban roads network. Periodic maintenance activities, comprising gravelling/spot improvement and resealing works were carried out on the road network and minor rehabilitation works covering minor upgrading and the construction of culverts and drainage structures were also carried out on all networks in various regions.

1. **Development Of Key Road Corridors**

As part of efforts to promote trade and economic activities work was undertaken to improve the Dodo Pepeso-Nkwanta, Accra East Corridor, Tarkwa-Bogoso, Buipe-Tamale, Ayamfuri-Asawinso, Awoshie – Pokuase, Sunyani - Kumasi and the Fufulso -Sawla roads.

Work is currently being executed on the Alabokazo-Ekwei-Tikobo No.1 and the Princess Junction-Princess Town roads to support the operations of the Gas Plant in the Western Region.

1. **Joint Border Posts**

The construction of the Joint Border Post (JBP) at Noepe for Ghana and Togo is complete and work has commenced to facilitate its operationalisation. A workshop was held with ECOWAS and La Cote d’Ivoire on the development of the Elubo/ Noe Joint Border Post.

1. **Ghana Highway Authority**

Ghana Highway Authority (GHA) is responsible for the administration, planning, control, development and maintenance of trunk roads and related facilities in the country. During the year, it implemented projects geared towards its mandate of providing safe and reliable trunk road network and improving movement of goods and services within the country to facilitate socio-economic development. These projects include the construction of the Tetteh Quarshie-Madina Road (4.6km), Reconstruction of Madina-Pantang (5.7km), Achimota-Ofankor (5.7km), Rehabilitation of Dome-Kitase road (91.1km), Upgrading of Prampram-Anyaman, Upgrading of Ashaiman-Oyibi and Kasseh-Ada. The Ajumako-Essuehyia Road, Asankragwa-Enchi Road and the Kpando-Worawora-Dambai have been completed.

Preliminary studies of the Tema Motorway Roundabout into a 3-tier interchange has been completed and approved by the Ministry. Works on the Adomi Bridge was completed at the end of the year.

A number of road safety intervention programs were also implemented on the trunk road network such as the implementation of Photovoltaic (solar) Based Street Lights in several locations of the country; 136 street lights were installed in the Greater Accra Region, 132 in the Volta Region, 122 in the Ashanti Region and 94 in the Brong Ahafo Region.

1. **department of urban roads**

The Department is responsible for the administration, planning, control, development and maintenance of urban roads and related facilities in the country. It undertook construction on the Awoshie-Pokuase Road, Giffard and Burma Camp Roads as well as Pedestrian bridges at Tetteh Quarshie, Mallam and the Kwame Nkrumah University of Science and Technology Junction.

Phase 1 of the Construction of Kwame Nkrumah Circle Interchange was substantially completed with two bridges opened to traffic in August 2015. The second phase of the project, which involves the design and construction of the Ring Road flyover and other related ancillary works, is expected to be completed in 2016.

The Awoshie-Pokuase Road and Community Development Project which entails the construction of a 15km of Asphaltic road linking the N1 (George Bush Highway) at Awoshie Junction to N6 Highway at Pokuase (Nsawam Road) is being implemented in two phases. Phase 1 which covers the section from Awoshie to Anyaa is substantially completed while Phase 2 works covers the section from Anyaa to Pokuase and is currently 96% complete. The projects aims at constructing an urban life enhancing infrastructure such as the upgrading of the Anyaa lorry terminal, the provision of 33km piped water distribution system, the construction of 14 schools and sanitation facilities along the main project corridor, construction of 10 boreholes and construction of 2 health centers in Amasaman and Ofankor respectively.

Work is on-going on the multi-faceted Kasoa Interchange project to address the perennial congestion around Kasoa. The project includes the construction of three (3) interchanges on the Accra-Cape Coast road, construction of 20km of local roads in Kasoa as well as the construction of the 33km Kasoa-Amasaman road.

1. **Department Of Feeder Roads**

The Department of Feeder Roads (DFR) is responsible for the administration, planning, control, development and maintenance of feeder roads and related facilities in the country.

The Government of Ghana through the Japanese Counter-Value Fund completed the rehabilitation of roads in selected district capitals and major towns in Ghana during the year.

Under the Department’s Bridge Programme, a number of bridges were implemented through the assistance of development partners such as the Federal Government of Belgium, ACROW Corporation of United States of America (USA), Spanish Government and the Government of the Royal Netherlands. So far about 120 bridges have been completed and 105 bridge contracts are on-going.

1. **Koforidua Training Centre**

The Koforidua Training Institute carries out the training of professionals (engineers, contractors, consultants, administrator staff, etc.) in the road transport sector. It undertook training programs in road transport construction and management for 353 participants and also continued its collaboration with the Ghana Social Opportunities Project (GSOP) in ensuring institutional framework for the supervision of Labour Intensive Public Works (LIPW). The centre is currently awaiting accreditation for 2 programs at the artisanal levels.

1. **The Road Fund Secretariat**

The Secretariat was established by Act 536 (1997) primarily to finance routine and periodically maintain road and related facilities and upgrade and rehabilitate existing roads. The secretariat was actively engaged in activities to provide adequate and sustainable financial resources to ensure the regular maintenance of the road network. The Construction of the Toll Plaza at Pobiman and Akim Sekyere have been completed and handed over.

## 3.26.4 Financial Performance

Table 28: Ministry of Roads and Highways 2015 Financial Performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **SOURCE** | **APPROVED BUDGET (GHS)** | **ACTUAL RECEIPTS (GHS)** | **ACTUAL EXPENDITURE (GHS)** |
|
| **1** | **GOG** | | | |
| Compensation of Employees | 27,904,521.00 | 24,347,647.16 | 24,347,647.16 |
| Use of Goods and Services | 646,791.00 | 73,598.99 | 73,598.99 |
| CAPEX | 368,745,678.15 | 382,326,154.57 | 382,326,154.57 |
| **2** | **IGF** | 5,721,063.00 | 1,438,563.76 | 1,438,563.76 |
| **3** | **DEV'T PARTNERS** | 564,675,982.00 | 1,023,135,692.84 | 1,023,135,692.84 |
|  | **TOTAL** | **967,694,035.15** | **1,431,321,657.32** | **1,431,321,657.32** |

## 3.26.5 Challenges

* Inadequate funds for administrative and service expenditure items (administration and services) especially for wholly Government of Ghana funded projects
* Inadequate logistics for project preparation and supervision
* Inadequate number of trained supervisory staff as well as retaining essential professional staff as a result of poor condition of service
* Vandalising of road infrastructure and safety devices by thieves
* Encroachment of Right of Ways by developers and encroachers
* Inadequate supply of chippings and suitable construction materials in some parts of the country and at times shortages of bitumen for surfacing works
* Low delivery capacity of the local construction industry, thereby affecting the early completion of road projects
* Difficulty in acquiring land from chiefs/ land-owners along project corridors for winning selected material for earthworks and pavement works
* Delay in payment of compensation due to long valuation procedures and inadequate budgetary allocation
* Long delays in honouring contractors’ payment certificates
* The implementation of additional road projects outside budget allocation leading to increased financial commitments

## 3.26.6 Outlook for 2016

* **Axle Load Control Programme**

The axle load control programme will continue in earnest to reduce the abuse of the road ways. Efforts will be made to solicit for funding to continue resourcing the axle weighbridge stations and extend the sensitization workshops throughout the country to engage stakeholders and road users on the importance of reducing excessive loads on the road ways.

* **Reduction in Non-Physical Barriers**

Activities towards improvement of the major corridors which facilitate transit and trade will be intensified. Strategies towards reducing all non-physical barriers to trade along these corridors through harmonization of traffic laws and standards with neighboring countries, and sensitization programs with key stakeholders will be further pursued.

* **Integrating Transport Provision with Land-Use**

Great efforts will be made at integrating transport provision with land-use and ensure that transport planning is done in collaboration with key stakeholders in other sectors and beneficiary communities. This will be seen in an increase in the number of consultative meetings with various stakeholders. In providing transport infrastructure mostly for vehicles to meet higher economic demands, the transport needs of non-motor road users, people living with disabilities, aged, women and children will not be ignored. Plans have been made to provide and improve facilities for Non-Motor Traffic such as bicycle paths and pedestrian walkways beginning with educational institutions and public areas.

* **Consideration of Health and Safety Standards in Road Infrastructure Projects**

Meeting higher economic demand for transport infrastructure will be done giving due consideration to environmental sustainability. Environmental units will be established to monitor the application of standards and requirements for SEA/EIA and health and safety standards for transport infrastructure projects.

* **Enhancing Sector Delivery through Training**

Programs have been marked out for 2016 to ensure the sector adequately trains members and benefits from the knowledge acquired from them. Contractors and consultants will be reclassified to enhance delivery in the sector. Continuous support will be given to the Koforidua Training Centre to develop new courses for MDA staff as well as contractors and consultants. The support to KNUST in training staff in transport engineering will also continue.

* **Development of an Effective Information Management System**

In order to make informed decisions, the sector is developing data storage and retrieval systems to be able to store various reports and studies conducted in the sector to avoid repetitions and loss of public funds. The Transport Indicator Database is published annually to show the current trends in the transport sector while efforts to develop and establish a new monitoring and evaluation for the transport sector will continue. Efforts are being made to adopt a financial management system which will reduce the signatories to payments for road works done as this will help reduce interests paid on delayed payments.

* **Funding Road Maintenance**

The sector is still scouting for other means of raising funds to increase the revenue base of the road fund for maintenance financing. There will be an increased appeal to central government to increase the fuel levy. This will be supported with relevant data of threats and opportunities. Studies on Legislations on User Charging, reclassification of road Contractors and Consultants, migration from Bill of Quantities contracts to Performance Based Contracts are measures that will be exploited to ensure value for money in the sector

**3.27 MINISTRY OF DEFENCE**

The Ministry of Defence (MOD) is responsible for safeguarding the sovereignty and territorial integrity of the nation as well as ensuring the protection of life and property. The Ministry’s policies are implemented through the following Agencies:

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

## 3.27.1 Key Activities Undertaken

The ministry undertook the following activities during the course of the 2015 reporting year:

1. **Establishment of a Gender Unit**

A Gender Desk Office was established at the Ministry of Defence on Friday 27th February, 2015 to aid in advancing an already existing national policy on gender peace and security in Ghana. This will enhance women participation in leadership and decision-making position as prescribed by the United Nations Security Council Resolution 1325 on Women, peace and Security. It is also aimed at resolving the inequality and disparity invarious aspects within the Ministry and the Ghana Armed Forces such as training opportunities, recruitment, promotion and career advancement.

1. **Conduct inventory of all Military Lands for proper demarcation and acquisition.**

The Ministry organized two (2) Ministerial Task Force meeting on Military lands and produced comprehensive report and Road Map to resume Regional Tours. A Cabinet Memo was drafted and submitted to Cabinet to seek approval for financial assistance to ensure the completion of the regional tours for the remaining regions and other measures to secure all Military Lands in Ghana.

1. **Reinforced interaction of troops with High Command/Civil Authority**

Ministerial visits were made to New Navy Training Command at Agorta/Nutekpor and 7 Garrison (66 Artillery Regiment, Ho) However, visits to the remaining Garrisons were not carried out due to lack of funds.

1. **Facilitated collaboration between MOD and Sister Security Services in order to best safeguard territorial integrity**

A Concept Paper for the Round Table discussion was developed and yet to be finalized.

1. **The Ghana Military**

**Army Operations**

Troops from the Ghana Army are currently engaged in several internal operations across the country, through the timely interventions and proactiveness of the Army as well as the provision of Infantry fighting vehicles and Armoured Personnel Carriers and other logistics equipment by the Government to support internal operations.

1. **The Ghana Navy**

In January, 2015, one of the Navy’s Fast Patrol Boats, GNS BLIKA, in response to a distress call, successfully rescued a ship hijacked by pirates off the coast of Nigeria and arrested the 8 heavily armed pirates and handed them over to the BNI.

* **Naval Training Command**

The Estuary at Ada where the Volta River enters the sea is a hotbed for illicit activities including drugs and small arms trafficking, illegal fishing and smuggling. Criminals take advantage of the opening to transport illicit goods across the sea into the hinterland. The need to step-up security there has become paramount and the Navy has decided to move-in to establish a base close to the Estuary.

Consequently, a parcel of land was identified in Agorta in the South Tongu District in the Volta Region for acquisition by the Ministry of Defence for the establishment of a Naval Training Command (NAVTRAC). The Training Command project comes with a parade square, football pitch, volleyball court, basketball and handball pitches as well as residential and office accommodation. The Command will incorporate all naval training courses and activities including the training of Special Forces.

A Forward Operating Base (FOB) will also be established there for the conduct of naval operations to ward off criminals from the area. Construction of the necessary structures is expected to be completed for the first batch of recruits to commence training.

* **Safety on Volta Lake**

In collaboration with the Ministry of Transport, Naval Detachments are operating along the Volta Lake from six (6) boat landing and embarkation stations at Tapa Abotoase, Kete Krachi, Dambai, Yeji, Dzemeni and Kpando-Torkor. The Detachments are empowered to check overloading or improper loading, drunkenness by boat operators and to prevent boat sailing in bad weather and after sunset. This has resulted in the instilling of more discipline and adherence to safety in boat operations in these areas.

* **Joint Exercises and Conferences**

The Ghana Navy has conducted a series of joint exercises and conferences to update its skills and strengthen collaboration with other navies in the sub-region and beyond. For instance, the Ghana Navy joined the other navies from the Gulf of Guinea nations, Europe, South America and the US to participate in a US-sponsored multinational maritime exercise known as Exercise Obangame Express. This exercise was designed to improve regional cooperation, maritime domain awareness, information sharing practices and tactical interdiction to enhance the collective capabilities of the Gulf of Guinea nations to counter all illegal maritime activities.

* **Cooperation with Neighbouring States**

To further bolster the existing bond of friendship and cooperation between Ghana and her neighbouring states, the Ministry of Defence sponsored two (2) Navy ships led by the Chief of the Naval Staff, to pay goodwill visit to Cote d’Ivoire in February 2015. The two (2) ships involved were GNS NAA GBEWA and GNS CHEMLE.

1. **The Ghana Air Force**

**Aircraft Acquisition**

The Ghana Air Force recently acquired Diamond Surveillance Aircraft, the MI 171 Helicopters, CASA 295 troop carrier aircraft and the construction of new ultra-modern hangars in Accra and Takoradi. In June 2015, the Air Force took delivery of four (4) Z-9 Helicopters from China specifically to support the Ghana Gas Company in the inspection of their gas pipelines. These utility Helicopters have additional capacity to perform many other roles such as medium lift transport, electrical power line inspection, anti-piracy and narcotic interdiction at sea as well as medical evacuation.

The following are completed Projects for the Air Force:

* Flats for young officers at Air Force Bases Accra and Takoradi.
* Ultra-modern “matambo” at Air Force Officers’ Mess Accra.
* A modern Guardroom, Armoury and Main Gate at Air Force Base Accra.
* Production centre at Air Force Base Takoradi.
* Guard Points at Air Force Bases Accra and Takoradi.

The following Air Force projects are on-going:

* Renovation, expansion and re-designing of the Air Force Headquarters into a 4-storey office building.
* Renovation of Officers’ Mess at Air Force Base, Takoradi
* Construction of 54-unit single room self-contained accommodations for young airmen and airwomen in Accra and Takoradi.
* Construction of offices for Retired Commissioned Air Force Officers Association in Accra.
* Construction of Chief of Air Staff’s Guest house at Air Force Base Takoradi.
* Construction of Container Village at Air Force Base Accra for the storage and maintenance of specialist and critical spares.
* Construction of Junior Ranks Mess at Air Force Base Takoradi.

1. **External Operations**

* **Peace Support Operations**

In support of Ghana’s foreign policy, the Ghana Armed Forces continue to send troops, military observers and staff officers to conflict areas on request by the United Nations. Currently, Ghana has four (4) Infantry Battalions deployed in Liberia, Congo DR, Lebanon and South Sudan. The Ghana Armed Forces also has an Engineer Company in Mali and two (2) Aviation Units in Cote d’Ivoire and Mali. In all, about 3,000 Ghanaian military all ranks are currently involved in peacekeeping across the globe.

* **Wet Lease System**

It is now a UN requirement for each Troop Contributing Country to arrive in the peacekeeping theatre fully equipped with its military hardware like Armoured Personnel Carriers, weapons, patrol vehicles and self-sustainment equipment. In view of this, the Government recently contracted the Russian Bank, VTB loan facility for the procurement of new or complementary equipment for all the missions.

Equipment for United Nations Interim Force in Lebanon (UNIFIL) and United Nations Multidimensional Integrated Stabilization Force in Mali (MINUSMA) have already been inspected and shipped to the missions.

Equipment for United Nations Mission in South Sudan (UNMISS) have been inspected awaiting shipment there.

* **Review of Peace Support Operations**

Ghana is one of the leading countries that contribute troops towards UN peace support operations. However, the country is facing a number of challenges in sustaining this noble venture as the gains accruing from it are scanty particularly now that the UN is migrating from a “Dry Lease” to a “Wet Lease” System. Also, equipment deficiencies are rampant in all the missions whilst the maintenance of contingent-owned equipment leaves much to be desired. It is to address these challenges that His Excellency the President gave approval to the setting-up of a broad based Technical Committee to examine and review existing procedures and practices of the Ghana Armed Forces Peace Support Operations. The 10- Member Committee submitted their report in June, 2015. The recommendations in this report will help all the stakeholders to efficiently manage Ghana’s peacekeeping operations.

1. **Human Resource Development**

**1**20 officers from the Armed Forces and Sister Security Services and MDAs have received training in Conflict and Crisis Management (CCMC), Integrated Peace Support Operations (IPSO) and Exclusive Economic Zone Management (EEZ).

1. **Kofi Annan International Peacekeeping Training Centre (KAIPTC)**

The Centre provided support to the development of policy on peace and security for ECOWAS, the AU, the UN, the EU, Academic Institutions and Civil Society Organizations. The Centre also trained ninety-one (91) Police personnel in support of the UN and AU Mission in Darfur and the AU Mission in Somalia (AMISOM). These trainings were conducted in Ghana, Burkina Faso and Malawi in partnership with the respective Government Agencies responsible for police training.

KAIPTC has added to its growing list of academic programs an Executive Master of Arts Degree Programme in Conflict, Peace and Security and a Certificate Programme in Gender, Peace and Security. A Doctor of Philosophy (PhD) Programme in International Conflict Management was introduced in January 2015 with a first batch of four (4) students. A total of sixty-seven (67) students have graduated so far in the Centre’s Master of Arts Degree Programs namely Conflict, Peace & Security; and Gender, Peace & Security.

1. **The Ghana Armed Forces Command And Staff College (GAFCSC)**

The Ghana Armed Forces Command and Staff College successfully graduated 61 students from Ghana and nine (9) African countries on the Senior Division Course in August, 2015.

Additionally, the College admitted 58 students into its weekend Master of Science in Defence and International Politics Programme in April 2015. The College’s Environmental Study Tour to the Eastern, Western, Northern and Upper West Regions were successfully conducted. Also, the students of the College conducted an African Study tour to Rwanda, Ethiopia, Namibia and Botswana.

1. **Training Camps**

The Daboya and Bundase Training Camps have seen considerable infrastructural development with assistance from our German and US training partners respectively. The access road to Bundase Training Camp is being converted into an all-weather road while water delivery to the camp is being improved through the laying of pipes connected to the water supply system in the nearby communities. With the completion of the Sea Water Treatment Plant at Teshie, the supply of potable water to barracks in Teshie Camp has improved tremendously. Efforts are on-going to complete the Armed Forces Command and Staff College’s 3-storey hostel accommodation atKAIPTC and the renovation of the students’ accommodation blocks.

1. **Vehicle Maintenance and Repair Centre**

A modern Vehicle Repair Centre constructed by the Poly Technologies Incorporated (PTI) from China was commissioned and handed over to the Ghana Armed Forces on 10th April, 2015. The workshop was constructed to service and maintain the Armoured Personnel Carriers purchased from the Chinese company earlier. The workshop is fully equipped with equipment such as the four wheel aligner, G clamp, cut-off saw, vertical grinder, lathe machine, hydraulic crane for engines, engine low position bracket and many more.

1. **German Equipment Aid Programme**

The Ghana Armed Forces benefited from 1.5 million euros worth of equipment from Germany and will use the hardware in support of its contribution to the Economic Community of West African State (ECOWAS) Standby Force. The equipment was handed over by the German Armed Forces Technical Advisory Group (GAFTAG) in January 2015. The equipment included nine (9) Man trucks, two speedboats, vehicle maintenance equipment and a number of Mercedes Benz trucks. The Germans had also completed the construction of a one storey seven-classroom building, a 70-room accommodation for students, an administration block and eight (8) mechanical and electrical engineering workshops to support vehicle maintenance of the Ghana Armed Forces.

1. **MATS Projects**

The construction of the new Officers’ Mess for the Military Academy is about 40% complete.

1. **Army Mess Project**

The Army Mess Project which is being undertaken under Public Private Partnership (PPP), is a 3-phased project including the construction of an ultra-modern Officers’ Mess Complex, an apartment for 96 single-officers and a 48 three-bedroom married quarters for officers in Burma Camp – the Mess currently houses 60 officers. Additionally, it includes the construction of a Specialist Hospital and a commercial joint venture component in which the Army stands to gain financially.

* **New Military Hospital Project**

The construction the new 500-bed Military Hospital at Afari near Kumasi is progressing steadily and it is expected to be completed on schedule.

1. **Defence Industries Holding Company (Dihoc)**

The Defence Industries Department (DID) of the Ghana Armed Forces (GAF) undertook some projects to help the GAF generate income and also offer employment to the citizenry at large. So far the footwear production has started in Kumasi.

## 3.27.2 Financial Performance

Table 29: Ministry of Defence Financial Performance

|  |  |  |  |
| --- | --- | --- | --- |
| **SOURCE** | **APPROVED**  **BUDGET** | **ACTUAL**  **RECEIPTS (GHC)** | **ACTUAL**  **EXPENDITURE (GHC)** |
| Compensation Of Employees | 614,931,845.00 | 585,827,377.51 | 585,827,377.51 |
| Use Of Goods & Services | 48,078,405.00 | 38,838,276.35 | 36,638,276.35 |
| Non- Financial Assets | 4,000,000.00 | 0.00 | 0.00 |
| IGF | 13,974,000.00 | 12,007,099.69 | 14,563,313.61 |
| Donor/ Loan | 199,477,000.00 | 150,200,000.00 | 150,200,000.00 |
| TOTAL | **880,461,250.00** | **786,872,753.55** | **787,228,967.47** |

## 3.27.3 Challenges

* Inadequate and untimely release of funds by Central Governmentfor planned programs
* Inadequate logistics to facilitate the implementation of Human Resource planned programs
* Lack of IT Professionals
* Inadequate capacity building of the Civilian staff of the MOD
* Lack of accommodation for Military personnel at all levels.
* Pile up of fuel and food bills
* Funding problems for peace support operations
* Delays in implementation of pensions
* The renewal of the Kofi Anan International Peacekeeping Training Centre (KAIPTC) ICT facilities.
* Completion and expansion of accommodation facilities from the current 70 to at least 120 to cater for the increasing number of course participants.

## 3.27.4 Outlook for 2016

* Acquisition of seven (7) vehicles to enhance movement and official duties within the Ministry
* Renovation of MOD Office and residential accommodation
* Procurement of 40% of office and ICT equipment
* Organize four (4) budget committee monitoring activities
* Organize five (5) GAF Council meeting annually
* Organize ten (10) ARIC inspection visits
* Organize four (4) joint outreach programs with Parliamentary select committee
* Develop a comprehensive Result-Based Monitoring and Evaluation System for MOD
* Undertake regular monitoring and evaluation on all MOD/GAF planned programs
* Undertake monitoring and evaluation of all units under the MOD and the Ghana Armed Forces (GAF).
* Implement workplace HIV/AIDS programs
* Facilitate Gender mainstreaming initiative
* Facilitate activities collect information and analyse data on all Military properties in Ghana.
* Implementation of fall – out decisions from the Round Table Discussion
* Development and Submission of Sector planned programs and budgetary estimates
* Development and Submission of Sector mandatory Reports
* Engage Consultant to develop MOD Comprehensive Training Policy by Dec. 2016
* Organise 2 meetings to validate MOD’s Comprehensive Training Policy by Dec. 2016

**Software Licensing and Support**

* Improve LAN Development facility and Internet connectivity by Dec. 2016

**Development and Promotion of ICT**

* Undertake training of members of staff in scheme of service competency based and academic training programs
* Conduct performance appraisal to access the strength and weakness of staff for onward submission of Appraisal Reports to Office of the Head of Civil Service
* Review and update Ministry of Defence7 Human Resource database
* Engage a Consultant to develop a Defence Management Information System (MIS)
* Organize quarterly VAG council meetings by Dec 2016
* Co-ordinate activities of Land, Sea and Air operations of GAF.

Ensure the enlistment and recruitment of requisite personnel into the GAF.

# CHAPTER 4

## 4.0 DEMOGRAPHICS ON STAFFING, TRAINING & MOVEMENT IN 2015

## 4.1 Staff Strength of the Civil Service

The staff strength of the Ghana Civil Service is one area in the demography that requires more attention and clarity due to the poor appreciation of the definition of the Civil Service. In the process, figures collected from the sectors usually conflict with the Head of Civil Service staff demographic data. In some instances it is noted that staff seconded or on attachment or occupying civil service positions from non-civil service organizations are submitted when MDAs are submitting statistics or data on their organization. For this reason, the cumulative figures on staff collated from the MDAs as at December 2015 stood at 14286 as per the table below. It is anticipated that the national human resource audit exercise being undertaken by the Public Service Commission may help address these demographic issues faced by the Head of the Civil Service. Taking that into consideration, out of the total of 14286 civil servants captured by the MDAs, a total of 8677 representing 60.7% comprised staff of the various Departments in the Service whiles 4722 representing 30.1% and 887 representing 6.2% comprised staff in Ministries and Extra-Ministerial Organizations respectively.

Table 30: Total Number of Officers by Extra-Ministerial Organizations, Ministries & Departments

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **NO.** | **ESTABLISHMENT** | **MALE** | **FEMALE** | **TOTAL** | **%** |
| **1.** | **EXTRA-MINISTERIAL ORGS** | **511** | **376** | **887** | **6.2** |
| **2.** | **MINISTRIES** | **2991** | **1731** | **4722** | **33.1** |
| **3.** | **DEPARTMENTS** | **5503** | **3174** | **8677** | **60.7** |
| **TOTAL** | | **9005** | **5281** | **14286** | **100** |

## 

## 4.2 Analysis of Staff Distribution by Sex

The data on sex distribution in the service also shows that there are more male staff members in the service than female staff members. Figure 1 below, gives the sex distribution in the Civil Service. Out of the total population of 14,286 Civil Servants, 9005 which represents 63% are males, whereas the total number of females in the Service as at the end of the year under review was 5281 representing a percentage of 37%. This picture is replicated in all the organizations i.e. extra ministerial, departments and ministries.

For purposes of bridging the gender gap and creating parity and equality, it is important that more females are attracted into the service, while more efforts should be directed towards retaining those who are already in the service.

Figure 9: Distribution of Staff in the Ghana Civil Service by Sex

## 4.3 Staff Training

Training and capacity development in terms of short term trainings, long term training , on the job training, participation in seminars and conferences and mentorship are considered very important to the daily life of the civil servant . It is therefore part of the Service’s training policy that each civil servant is exposed to a minimum of 40 hours of training each year. In line with this, scheme of service are designed for all classes in the service and a training policy developed to guide in the staff training and skill development concept to enhance productivity and performance.

For the period under review, a total of 1,689 Civil Servants participated in various scheme of service, competency based and academic training programs in both local and foreign Institutions. In addition various workshops, seminars, conferences and meetings were also organized and patronized by various categories of civil servants.

The analysis of Staff Training indicated that, out of the total of 1,689 Civil Servants who participated in various trainings, 780 officers representing 46% were in Scheme of Service based Training; 752 officers representing 45% attended various Workshops, Seminars and conferences while 157 officers representing 9% pursued other purely academic Trainings.

Figure 10: Staff Training and Development

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## 4.4 Scheme of Service Training

The analysis further revealed that out of the 780 officers who participated in Scheme of service training, 351 Officers representing 45% patronized training programs organized at the Civil Service Training Centre which is one of the main Training Institution mandated to carry out Scheme of Service and competency based trainings for Middle Level Officers in the Civil Service. The Government Secretarial School also had 7 Officers representing 1% participating in Secretarial Training programs.

On the other hand, 47 officers representing 6% participated in other training programs organized by GIMPA. Other Institutions and various in-house trainings accounted for 378 representing 48% officers undergo various Competency Based Trainings.

Figure 11: Institutions for various Schemes of Service Training

## 4.5 Other Training

Further Analysis on academic training undertaken for 2015 indicated that, out of the total of 157 officers who pursued academic training, 65 officers representing 41% pursued trainings in foreign institution while 92 officers representing 59% pursued trainings in local institutions.

Predominant among the foreign Countries include Chine, India, Korea, United Kingdom, United States and Israel.

Figure 12: Academic Training

## 4.6 Workshops /conferences/Seminars

Analysis on Workshops, Conferences and Seminars attended during 2015 indicated that, out of the total of 751 officers who participated in the above, 83 officers representing 11% attended various workshops/conferences/Seminarsinternationally while 668 representing 89% attended workshops/conferences/Seminars locally.

Predominant among the foreign Countries include Chine, South Africa, Korea, Singapore, Canada, United Kingdom, Ethiopia, United States and Austria.

Figure 13: Workshops/Conferences/Seminars Undertaken

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## 4.7 Staff Movement within the Civil Service

The table below shows the staff movement of civil servants in 2015 reported in terms of numbers.

Five hundred and seventy nine (579) civil servants in the various classes were promoted to various grades in the civil service; whereas Three hundred and forty seven (347) were posted within the service.

One hundred and eighteen of the staffs are seconded to other non- civil service organizations while ninety six (96) of the current staff are on contract appointment. The gender representation of the activities are displayed graphically below

For the period under review, a total of 49 new Officers were recruited into various classes in the civil service, whereas a total of 297 Officers exited the Service due to the following factors; retirement, death, resignation, vacation of post, transfer to other services and dismissals.

Table 31: Staff Movements Distribution

|  |  |
| --- | --- |
| ACTIVITY | TOTAL NUMBER |
| PROMOTION | 579 |
| POSTING | 347 |
| SECONDMENT | 118 |
| CONTRACT | 96 |
| RECRUITMENT | 49 |
| EXITS | 297 |

Figure 14: Gender Distribution of Promotions Undertaken

Figure 15: Gender Distribution of Posting Undertaken

Figure 16: Gender Distribution of Secondment

Figure 17: Gender Distribution of Staff on Contract

Figure 18: Gender Distribution of Recruitments Undertaken

Figure 19: Representation of Mode of Exit

A gender analysis also indicated that, out of the total of 297 exited staff, 198 were male and 99 female.

Figure 20: Gender Representation of Staff Exited

# CHAPTER FIVE

## 5.0 SERVICE-WIDE CHALLENGES AND OUTLOOK FOR 2016

**5.1 CHALLENGES**

The submissions from all the MDAs in their reports clearly indicate that in spite of the successes reported they were also faced with some critical challenges which limited the extent to which programs and projects could be accomplished. These challenges are common to all the reporting organizations although it affected different sectors differently with some feeling their impact more than others. This is very much the case, due to the different funding sources or support that the organizations access. It was however quite common to observe that, those sectors that were more dependent on GOG source of funding suffered most due to the scanty and delayed release of funds they were faced with. Some of these major challenges are discussed below.

## 5.1.1 Office Space/ Accommodation

It has been explained in this report that over the period government business has expanded in scope; and has also taken different form for several reasons. This includes the growing demand for improved services due to open and good governance and accountability as well as international best practices in Public Administration Systems. Government has equally expanded its workforce to enable it extend services and other important facilities to the public in meeting these demands. In the process a number of Ministries and some Departments and Agencies have been created and others have expanded their scope of Services. Such critical governance issues require a commensurate office space and accommodation to host the requisite number of personnel and equipment to deliver effectively. Unfortunately, expansions of existing government facilities have been very slow and in some cases not forth coming at all. Even though some attempts have been made to put up new office space for some of the sectors a lot more Ministries remain in need of office accommodation.

Such limitations turn to affect work processes in various ways and delay the development process. In most cases they are unable to operate with the full complement of staff both in terms of numbers and capacity/skills. Cases in point are the Ministry of Fisheries and Aqua Culture Development, the Ministry of Power, Ministry of Petroleum and the Ministry of Gender Children and Social Protection. The rest of the traditional Ministries have overcrowded offices which lead to poor work satisfaction and eventually affecting productivity.

## 5.1.2 Obsolete Equipment and Limited Logistics

In addition to the problems associated with Office space is also the problem of obsolete office equipment, furniture and other operating logistics. To date some offices are holding on to very old furniture that is not conducive for modern office practices and operations and sometimes health and safety. Access to personal computers which should be the normal tool in every office is now considered a privileged item to those who have it. The use of typing pools is still common in most Ministries due to lack of adequate facilities. The accompanying devices such as printers, photocopiers and scanners are highly privileged items in most offices and this does not help to increase productivity. Dilapidated, over aged and poorly serviced vehicles; and non-availability of basic office consumables are some of the challenges mentioned in most of the reports as hampering the delivery of services.

## 5.1.3 Delayed Release of Funds

Whiles the Ministries appreciate the difficult economic situation due to the global economic crises, the delay in the release of the limited budget allocations was a major source of worry. This led to delays in the execution of targets and programmes. Out of the four quarterly release for the execution of programmes, on the average many of the Ministries received only two release and at very late and delayed times. Cash ceilings and monthly cash planning which were religiously followed did not achieve the intended purpose of helping Ministries to access funds to do effective business.

## 5.1.4 Human Resource and Management

The introduction of blanket financial clearance for recruitment and replacement of staff in the Civil Service has its negative impact on the management of human resource in the Service. The directive is not only limiting the quality of staff but also the human resource mix and grades in the Service. This is more frustrating especially where the replacement has been technically budgeted for and approved. For example in cases where there are deaths, resignation or dismissal in the course of the budget year, it should be possible for the organization to replace such staff. A number of the Ministries have indicated in the report their inability to function effectively due to poor staffing levels and capacities. It is anticipated that the National Human Resource Audit would help identify these gaps and help both the Head of the Civil Service and the Ministry of Finance find a lasting solution to staff replacement to improve on Human Resource Management issues which is affecting productivity in the Civil Service.

It was also noted that training in the Service has been highly uncoordinated leading to staff pursuing programs and courses that are sometimes not directly and immediately relevant to their career path and job schedules. This was attributed to the decentralization of training, and also the limited training votes leading to the blanket acceptance of training offers from bi-lateral relations and partners. While these offers may be useful, it is important that they are only used to the benefit of the Service and not that of the individuals concerned. Scheme of Service Trainings and relevant emerging public sector courses and programs should be the way to go and must be supported.

## 5.1.5 Reliable Power Supply and Cost of Power

The general power crises and the resultant power rationing that occurred for the greater part of 2015 had some negative impact on service delivery. Government business and a lot of activities undertaken by the organizations are highly dependent on Power supply. Almost all office equipment and gadgets are automated or through one power source or the other and this was a big challenge due to the crises. In addition to the power crisis is the use of prepaid power policy for all government offices with exception of few. This policy though may be useful in terms of cost recovery for the electricity company, in the case of organizations that are highly dependent on budget releases which was not forth coming, it added to their service delivery problems, and difficulties during the year.

## 5.1.6 Legal and Regulatory Issues

A few more organizations were unable to implement their policies to the fullest due to the delay in the passage of relevant legislations and bills. This turns out to be very frustrating, since such actions are usually beyond the mandate and capacity of the affected institutions. Thus the delay in the passage of Bills by Parliament contributed to some extent in the delay in the execution of the functions of some Ministries and Departments and should be addressed.

## 5.1.7 Poor Communication and Internet Connectivity Gaps

The National Information Technology Agency (NITA) is the main agent responsible for provision of internet to the various Ministries and Departments. However, in many instances, the supply of internet connectivity from NITA was interrupted. This led to delays in processing of information and other services that depend highly on internet connectivity. This disruptions situation sometimes persisted or continued for days before it could be resolved, thereby affecting workflow and output of some organization significantly. These disruptions have also affected the expansion and roll out of the e-workspace and other e-services that could facilitate government business and also reduce administrative and other logistics costs.

## 5.1.8 Poor Work Environment /Ambiance of the Ministerial Enclave

The over commercialization of the Ministries area has created negative work ambiance which indirectly affected productivity. There is excessive hawking and vending in the enclave by numerous hawkers and vendors who deal in all kind of items from foodstuff to personal effects. There is excessive noise making by commercial vehicles and truck pushers, which tend to use the enclave as alternative route to their destinations; indiscriminate and unauthorized parking causing congestions and poor work flow. In some cases there are high incidence of theft and breakthrough to offices which is difficult to trace due to the indiscriminate intrusions and access to the Ministries by all manner of persons.

To overcome these challenges and pave the way for higher productivity, it is important that all stakeholders buy into the problems and make conscious effort to address them as far as they can. This will require collective effort and effective collaboration from all stakeholders particularly the Government of Ghana.

## 5.2 SERVICE-WIDE OUTLOOK FOR 2016

The Office of the Head of the Civil Service, despite the challenges enumerated above and provided under the various sectors performance in the main report, is optimistic that the year 2016 would record more successes in view of the programs and mechanism outlined by the various sectors for the ensuing year if these challenges are collectively addressed. The Civil Service would continue with most of the policies and programs stipulated in the work schedules of the individual Ministries and listed in their 2016 outlooks. These would constitute their Top Priority Area (TPA) in their performance agreement and contracts for the year. In support of these high expectations and its achievements in the outlook for 2016**,** the Office of the Head of Civil Service would continue to work hard to improve on the Performance Management systems in the Civil Service. It also hopes to review the performance management processes to include key deliverable ‘hearings’, undertake research to address trends in areas such as human resource and capacity needs for higher productivity; review of training policy and harmonisation of OHCS-PSC human resource manual to facilitate evidence based policies, and to improve work efficiency and effectiveness in the Service. Mainstream the Client Service Charters to standardise work and service delivery and the use of Client Service Units to facilitate easy public access to information and services.

As a way forward, the Civil Service would push for the approval of Legislative Instruments and the passage of Bills to facilitate the implementation of organizations targets. Thus all the Civil Service Organizations in the new year (2016) have put in place, through their budget and the state of the nation’s address, Sector Medium Term Plans and emerging needs, strategies to meet priority programmes and mandates.

In particular, the Ministry of Finance would continue to pursue macro-economic stability policies and programmes, management of national debts and facilitation of sustainable sound economic growth for accelerated development. It will do these, through the implementation of sound financial policies and embark on other fiscal relationships with donor and development partners, as well as collaborate with its sector Departments and Agencies.

The Ministry of Education would continue to pursue access and quality education through increasing teacher-pupil contact hours, the implementation of its ‘Transforming Teacher Education and Learning Project’, as well as the pilot programme of the ‘teacher registration and licensing programme’ under the Pre-Tertiary Teacher Professional Development and Management and other Social Intervention Programs (SIPs).

Science teachers in 2016 would be retrained and the supply of science equipment, chemicals and IT aids for selected Senior High Schools would be pursued rigorously. The Ministry is further working assiduously to provide additional facilities for the five newly absorbed Colleges of Education and commence the construction of Colleges of Education in Central and Greater Accra Regions.

In the area of Health, the Ministry would accelerate the implementation of the CHPS compound strategyin line with the Revised Policy. The Ministry will further explore new financing mechanisms in addition to the NHIL to enable it enhance the quality of health service in the country. There would be a redistribution of critical health personnel across the regions to ensure balanced health care services.

To improve food security and emergency preparedness, the Ministry of Food and Agriculture would in 2016, continue to sensitize stakeholders along the seed and fertilizer value chain and on the seed and fertilizer policy documents across the country for better yield.It will also continue to support the development of more hectares of land for the cultivation of rice under the Rice Sector Support Project (RSSP) and pursue its agriculture modernization programs as well as enhance extension services to farmers.

Other equally important sectors such as Trade and Industry, Communications, Power and Petroleum and Gender, Children and Social Protection have outlooks that seek to create jobs both directly and indirectly for the many unemployed and vulnerable Ghanaians. The Ministries of Employment and Labour Relations, Environment Science and Technology and Tourism as well as Defence, the Interior and Youth and Sports would in the coming year improve on their services and mandate to ensure their contribution to national development and growth.

## 5.3 CONCLUSION AND RECOMMENDATIONS

In conclusion, this report provided an overview of the history of the Civil Service as a strategic partner to government. It outlined its role in the national development agenda with special reference to its legal framework, its core functions and mandate as well as the structures including the governing Board of the service. It provided a brief history of the performance management systems with reference to the annual confidential report system and the various stages of reforms leading to the current practice and its importance to the effective and efficient service delivery in the Civil Service.

The report also highlighted and made reference to the policy framework which included; the National Short Term Strategic Planning Documents- GSGDA II, the Annual Budget Statement, the SMTDP and the State of the Nation Address as the key framework underlying the programmes and policy developed and implemented in the Civil Service. The financial outlook and the financial performance for the previous year that informed the financial policies of the Government have also been presented in the report.

It gives a fair presentation on all the key activities, sectoral profiles including human resource and institutional capacities and trainings of categories of Civil Service organizations in the sector Ministries, the extra ministerial organizations and sub vented agencies. The legal and regulatory issues underpinning the sectors performance as well as the broad financial performance in the sectors have been highlighted. In addition, sectors have dedicated sections compiling their key achievements and challenges and provided outlook for 2016. In addition to the sectoral presentation on Human Resource Performance there is a chapter on the composite presentation and analysis of training and skills development programmes for the reporting period in the Service as well as other cross cutting challenges.

It is for these developments and the important role that the Civil Service plays in the overall national development agenda, that makes it necessary for the Government and all Development Partners as well as other stakeholders to pay serious attention to the challenges that have being identified as affecting the performance of the Service. A critical consideration in addressing the Human Resource needs of the Civil Service is very urgent.

In this direction, the requirement for financial clearance in the replacement of staff particularly technical staff and essential service providers must be given some priority specially for MDAs who have evidence of having approved budget for such staff in that establishment (PE). The quest for the centralization of critical scheme of service training vote at the Head of the Civil Service should be considered positively. Additionally, the provision and timely release of funds generally to all the Services should be of great concern to support the implementation of programmes and projects for accelerated socio-economic development of the country. Office space and accommodation to newly created Ministries and reorganized Secretariats must be given priority.

It is important that the Ministerial enclave is reorganized and sanitized to be given the status that is required so that government business would receive the necessary security and dignity that existed in other environments elsewhere.

Annex 1: List of Ministries by Age

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **No** | **MINISTRIES** | **20-29** | **30-39** | **40-49** | **50-59** | **60+** | **TOTAL** |
| 1 | Min Of Chieftaincy and Traditional Affairs | 23 | 44 | 16 | 26 | 1 | 110 |
| 2 | Min Of Communications | 4 | 35 | 27 | 28 | 0 | 94 |
| 3 | Min Of Defence | 4 | 20 | 21 | 18 | 0 | 63 |
| 4 | Min Of Education | 7 | 32 | 27 | 28 | 1 | 95 |
| 5 | Min Of Employment and Labour Relation | 8 | 31 | 20 | 25 | 2 | 86 |
| 6 | Min Of Envt, Science, Technology and Innovation | 11 | 22 | 22 | 22 | 2 | 79 |
| 7 | Min Of Finance | 31 | 231 | 138 | 111 | 3 | 514 |
| 8 | Min Of Fisheries and Aquaculture Devt | 5 | 12 | 7 | 8 | 1 | 33 |
| 9 | Min Of Food and Agriculture | 150 | 451 | 288 | 597 | 63 | 1549 |
| 10 | Min Of Foreign Affairs and Regional Integration | 24 | 215 | 166 | 113 | 7 | 525 |
| 11 | Min Of Health | 11 | 77 | 82 | 43 | 0 | 213 |
| 12 | Min Of Interior | 11 | 29 | 28 | 27 | 1 | 96 |
| 13 | Min Of Justice | 21 | 53 | 51 | 51 | 1 | 177 |
| 14 | Min Of Power | 4 | 26 | 24 | 17 | 0 | 71 |
| 15 | Min Of Lands and Natural Resources | 6 | 26 | 19 | 33 | 2 | 86 |
| 16 | Min Of Local Govt and Rural Devt | 10 | 47 | 49 | 45 | 3 | 154 |
| 17 | Min Of Petroleum | 3 | 16 | 15 | 17 | 4 | 55 |
| 18 | Min Of Roads and Highways | 8 | 28 | 23 | 31 | 0 | 90 |
| 19 | Min Of Tourism and Creative Arts | 4 | 15 | 20 | 21 | 1 | 61 |
| 20 | Min Of Trade and Industry | 21 | 97 | 76 | 59 | 4 | 257 |
| 21 | Min Of Transport | 8 | 30 | 24 | 23 | 1 | 86 |
| 22 | Min Of Gender, Children & Social Protection | 3 | 26 | 18 | 19 | 1 | 67 |
| 23 | Min Of Water, Works and Housing | 9 | 28 | 28 | 31 | 5 | 101 |
| 24 | Min Of Youth and Sports | 4 | 20 | 16 | 17 | 2 | 59 |

Annex 2: List of Departments by age

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **No** | **DEPARTMENTS** | **20-29** | **30-39** | **40-49** | **50-59** | **60+** | **TOTAL** |
| 1 | Births and Deaths Dept | 18 | 78 | 29 | 92 | 2 | 219 |
| 2 | Controller and Acct Gen Dept | 51 | 842 | 980 | 1101 | 25 | 2999 |
| 3 | Dept Of Community Development | 13 | 31 | 21 | 33 | 1 | 99 |
| 4 | Department of Children | 2 | 23 | 23 | 19 | 1 | 68 |
| 5 | Department of Chieftaincy | 49 | 1272 | 98 | 234 | 11 | 519 |
| 6 | Department of Factories Inspectorate | 5 | 23 | 19 | 18 | 0 | 65 |
| 7 | Department of Housing Loan Scheme | 1 | 4 | 2 | 5 | 0 | 12 |
| 8 | Department of Rural Housing | 1 | 6 | 1 | 9 | 0 | 17 |
| 9 | Department of Women | 4 | 17 | 9 | 21 | 0 | 51 |
| 10 | Department of Copyright | 3 | 8 | 6 | 3 | 0 | 20 |
| 11 | Dept Of Cooperatives | 61 | 66 | 44 | 125 | 2 | 298 |
| 12 | Dept Of Parks and Gardens | 8 | 69 | 57 | 55 | 0 | 189 |
| 13 | Dept Of Feeder Roads | 12 | 89 | 86 | 159 | 11 | 357 |
| 14 | Dept Of Social Welfare | 220 | 431 | 247 | 158 | 8 | 1064 |
| 15 | Dept Of Urban Roads | 12 | 119 | 111 | 93 | 1 | 336 |
| 16 | Geological Survey Dept | 7 | 57 | 40 | 78 | 2 | 184 |
| 17 | Information Services Dept | 54 | 379 | 189 | 178 | 6 | 806 |
| 18 | Labour Department | 16 | 32 | 33 | 49 | 0 | 130 |
| 19 | Public Works Dept | 49 | 212 | 143 | 191 | 12 | 607 |
| 20 | Public Records and Archives Admin Dept | 33 | 65 | 34 | 29 | 2 | 163 |
| 21 | Registrar Generals Dept | 24 | 70 | 36 | 34 | 5 | 169 |
| 22 | Bureau Of Ghana Languages | 1 | 5 | 9 | 12 | 0 | 27 |
| 23 | Rent Control | 20 | 41 | 19 | 23 | 0 | 103 |
| 24 | Dept of Town and Country Planning | 20 | 70 | 41 | 45 | 0 | 176 |

Annex 3: List of Extra-Ministrial by Age

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **EXTRA-MINISTERIAL DEPARTMENT** | **20-29** | **30-39** | **40-49** | **50-59** | **60+** | **TOTAL** |
| Office Of State Protocol | 2 | 25 | 23 | 31 | 5 | 86 |
| Office Of The President | 17 | 71 | 122 | 181 | 8 | 399 |
| Council Of State | 1 | 10 | 5 | 11 | 1 | 28 |
| Office Of The Head Of The Civil Service | 26 | 113 | 81 | 66 | 4 | 290 |
| Public Sector Reform | 1 | 12 | 13 | 20 | 2 | 48 |
| Scholarship Secretariat | 1 | 11 | 9 | 15 | 0 | 36 |

Annex 4: Total number of Staff in the Civil Service

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **20-29** | **30-39** | **40-49** | **50-59** | **60+Up** | **TOTAL** |
| TOTAL AGE DISTRIBUTION MINISTRY | 390 | 1611 | 1205 | 1410 | 105 | 4721 |
| TOTAL AGE DISTRIBUTION DEPARTMENT | 684 | 2864 | 2277 | 2759 | 94 | 8678 |
| TOTAL AGE DISTRIBUTION EXTRA-MINISTERIAL | 48 | 242 | 253 | 324 | 20 | 887 |
| **GRAND TOTAL** | 1122 | 4717 | 3735 | 4493 | 219 | **14286** |

Annex 5: Sex Distribution of Staff in the Ministries

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No | MINISTRIES | MALE | FEMALE | TOTAL |
| 1 | Min Of Chieftaincy and Traditional Affairs | 66 | 44 | 110 |
| 2 | Min Of Communications | 51 | 43 | 94 |
| 3 | Min Of Defence | 32 | 31 | 63 |
| 4 | Min Of Education | 57 | 38 | 95 |
| 5 | Min Of Employment and Labour Relation | 42 | 44 | 86 |
| 6 | Min Of Envt, Science, Technology and Innovation | 39 | 40 | 79 |
| 7 | Min Of Finance | 327 | 187 | 514 |
| 8 | Min Of Fisheries and Aquaculture Devt | 21 | 12 | 33 |
| 9 | Min Of Food and Agriculture | 1193 | 356 | 1549 |
| 10 | Min Of Foreign Affairs and Regional Integration | 264 | 261 | 525 |
| 11 | Min Of Health | 135 | 78 | 213 |
| 12 | Min Of Interior | 46 | 50 | 96 |
| 13 | Min Of Justice | 106 | 71 | 177 |
| 14 | Min Of Power | 48 | 23 | 71 |
| 15 | Min Of Lands and Natural Resources | 42 | 45 | 87 |
| 16 | Min Of Local Govt and Rural Devt | 89 | 65 | 154 |
| 17 | Min Of Petroleum | 40 | 15 | 55 |
| 18 | Min Of Roads and Highways | 51 | 39 | 90 |
| 19 | Min Of Tourism and Creative Arts | 29 | 32 | 61 |
| 20 | Min Of Trade and Industry | 146 | 111 | 257 |
| 21 | Min Of Transport | 48 | 38 | 86 |
| 22 | Min Of Gender, Women & Social Protection | 36 | 31 | 67 |
| 23 | Min Of Water Resources, Works and Housing | 54 | 47 | 101 |
| 24 | Min Of Youth and Sports | 29 | 30 | 59 |

Annex 6: Sex Distribution of Staff in the Departments

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No | DEPARTMENT | MALE | FEMALE | TOTAL |
| 1 | Births and Deaths Department | 119 | 100 | 219 |
| 2 | Controller and Acct Gen Dept | 1961 | 1038 | 2999 |
| 3 | Dept Of Community Development | 49 | 50 | 99 |
| 4 | Department of Chieftaincy | 302 | 217 | 519 |
| 5 | Department of Children | 42 | 26 | 68 |
| 6 | Department of Factories Inspectorate | 37 | 28 | 65 |
| 7 | Department of Housing Loan Scheme | 6 | 6 | 12 |
| 8 | Department of Rural Housing | 11 | 6 | 17 |
| 9 | Department of Women | 21 | 30 | 51 |
| 10 | Department of Copyright | 15 | 5 | 20 |
| 11 | Dept Of Cooperatives | 180 | 118 | 298 |
| 12 | Dept Of Parks and Gardens | 121 | 67 | 188 |
| 13 | Dept Of Feeder Roads | 292 | 65 | 357 |
| 14 | Dept Of Social Welfare | 468 | 596 | 1064 |
| 15 | Dept Of Urban Roads | 269 | 67 | 336 |
| 16 | Geological Survey Department | 144 | 40 | 184 |
| 17 | Information Services Department | 506 | 300 | 806 |
| 18 | Labour Department | 80 | 50 | 130 |
| 19 | Public Works Department | 514 | 93 | 607 |
| 20 | Public Records and Archives Admin Dept | 80 | 83 | 163 |
| 21 | Registrar Generals Department | 86 | 83 | 169 |
| 22 | Bureau Of Ghana Languages | 16 | 11 | 27 |
| 23 | Rent Control | 55 | 48 | 103 |
| 24 | Dept of Town and Country Planning | 129 | 47 | 176 |

Annex 7: Sex Distribution of Staff in the Extra-Ministerial

|  |  |  |  |
| --- | --- | --- | --- |
| **EXTRA-MINISTERIAL** | **MALE** | **FEMALE** | **TOTAL** |
| Office Of State Protocol | 61 | 25 | 86 |
| Office Of The President | 229 | 170 | 399 |
| Council Of State | 17 | 11 | 28 |
| Office Of The Head Of The Civil Service | 160 | 130 | 290 |
| Public Sector Reform | 31 | 17 | 48 |
| Scholarship Secretariat | 13 | 23 | 36 |

|  |  |  |  |
| --- | --- | --- | --- |
| TOTAL | **MALE** | **FEMALE** | **TOTAL** |
| MINISTRIES TOTAL | 2991 | 1731 | 4722 |
| DEPARTMENT TOTAL | 5503 | 3174 | 8677 |
| EXTRA-MINISTERIAL TOTAL | 511 | 376 | 887 |
| **GRAND TOTAL** | **9005** | **5281** | **14286** |

Annex 8: Class Distribution in the Civil Service

| **NO** | **CLASS** | **TOTAL** |  | **NO** | **CLASS** | **TOTAL** |  | **NO** | **CLASS** | **TOTAL** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | Account | 2875 | 28 | Information Officers | 356 | 55 | Social Dev. Officers | 533 |
| 2 | Admin | 468 | 29 | Inspectorate | 1 | 56 | Steward | 45 |
| 3 | Agric Officers | 529 | 30 | Instructors | 6 | 57 | 65.Stores | 193 |
| 4 | Architect | 6 | 31 | Internal Auditors | 179 | 58 | Survey Technician | 3 |
| 5 | Artisan/Tradesman | 480 | 32 | Investigation Officers | 3 | 59 | Sweeper | 253 |
| 6 | Bailiff | 165 | 33 | Journalist | 68 | 60 | Tech. Instructors | 227 |
| 7 | Budget Officers/Analyst | 71 | 34 | Labour Officers | 81 | 61 | Technical Off/Asst. | 977 |
| 8 | Caretakers | 10 | 35 | Labourers | 502 | 62 | Technical Services Officers | 1 |
| 9 | Catering Officers | 93 | 36 | Lands Inspector | 1 | 63 | Tourism Officers | 10 |
| 10 | Chemist | 3 | 37 | Librarians | 7 | 64 | Town Planning Officers | 30 |
| 11 | Child Care Officers | 106 | 38 | Local Govt. Officers | 4 | 65 | Trainees | 8 |
| 12 | Circulation Officers | 8 | 39 | Management Analyst | 26 | 66 | Training Instructors | 7 |
| 13 | Co-operative Officers | 186 | 40 | Mass Education Officers | 4 | 67 | Training Officers | 15 |
| 14 | Commercial Officers | 62 | 41 | Messengers | 155 | 68 | Usher | 3 |
| 15 | Community Officers | 34 | 42 | Mobile Cinema Operator | 180 | 69 | Watchman | 311 |
| 16 | Company Inspector | 36 | 43 | Parks and Gardens Officer | 27 | 70 | Works | 1 |
| 17 | Craftsman | 6 | 44 | Personnel Officers | 21 | 71 | Others | 12 |
| 18 | Data Processing | 154 | 45 | Photographer | 2 | 72 | Factory Inspectorate | 24 |
| 19 | Diamond Driller | 10 | 46 | Planning Officers | 66 | 73 | Foreign Service Officers | 347 |
| 20 | Drivers | 842 | 47 | Programs Officers | 71 | 74 | Geologist | 33 |
| 21 | Economic Planning Officers | 186 | 48 | Protocol Officers | 35 | 75 | Industrial Officers | 39 |
| 22 | Engineer | 180 | 49 | Publication Officers | 8 | 76 | Security | 172 |

| **NO** | **CLASS** | **TOTAL** |  | **NO** | **CLASS** | **TOTAL** |  | **NO** | **CLASS** | **TOTAL** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 23 | Engineering Technician | 242 |  | 50 | Quantity Surveyors | 63 |  | 77 | Secretarial | 1090 |
| 24 | Environmental Health and Sanitation | 6 | 51 | Radio Operator | 4 | 78 | Receptionist/Telephonist | 57 |
| 25 | Environmental Officer | 1 | 52 | Records | 297 | 79 | Research Officers | 37 |
| 26 | Estate Officers | 46 | 53 | Registrar | 441 |  |  |  |
|  |  |  |  |  |  |  |  |  |

**ABBREVIATIONS**

AALCO Asian African Legal Consultative Organization

ABR African Business Roundtable

ACLP Ascertainment of Customary Law on Land and Family

ACR Annual Confidential Reporting

ADR Alternate Dispute Resolution

AEAs Agricultural Extension Agents

AIBO Academy for International Business Officials

AICC Accra International Conference Centre

AML/CFT Anti-Money Laundering and Combating Financial Terrorism

APD Animal Production Directorate

APR Annual Performance Report

ARDEC Aquaculture Research and Development Centre

ATA Africa Travel Association

ATT Arms Trade Treaty

AVIC Accra Visitor Information Centre

AWS Automatic Weather Stations

BDS Business Development Services

BECE Basic Education Certificate Examination

BNI Bureau of National Investigation

BOST Bulk Oil Storage and Transportation Company

BPA Bui Power Authority

BPO Business Process Outsourcing

## BRT Bus Rapid Transit

CAGD Controller and Accountant General Department

CAPI Computer Assisted Personal Interviewing

CBE Complementary Basic Education

CDM Capacity Development Mechanism

CEDAW Convention on the Elimination of Discrimination against Women

CEDECOM Central Regional Development Commission

CHOs Community Health Officers

CHRAJ Commission on Human Right and Administrative Justice

CIP Capital Investment Plan

CMD Career Management Directorate

COTTM China Outbound Travel and Tourism Market

CPA Certificate in Public Administration

CPC Child Protection Compact

CRI Crops Research Institute

CSIR Council for Scientific and Industrial Research

CSPIP Civil Service Performance Improvement Programme

CTO Commonwealth Telecommunications Organization

### DACF District Assemblies Common Fund

## DDF District Development Facility

DFI Department of Factories Inspectorate

DFR Department of Feeder Roads

DID Defence Industries Department

## DLT District League Table

DNBFIs Designated Non-Bank Financial Institutions

DOC Department of Co-operatives

DPC Data Protection Commission

DTT Digital Terrestrial Television

DVGs Disaster Volunteer Groups

DW Deutsche Welle

EA Enumeration Area

ECCD Early Childhood Care and Development Policy

ECG Electricity Company of Ghana

EDAIF Export Development and Agricultural Investment Fund

EDCF Export Development Cooperation Fund

EDF European Development Fund

EHTPP Elimination of Harmful Traditional Practices Project

EOCO Economic and Organized Crime Office

EPA Economic Partnership Agreement

EPA Environmental Protection Agency

ERM Enterprise Risk Management

ESCP Efua Sutherland Children’s Park

E-SPV Electronic Salary Payment Voucher

FAO Food and Agriculture Organization

FBO Farmer Based Organizations

FCTC Framework Convention on Tobacco Control

FEED Front End Engineering Design

FINSSP II Financial Sector Strategic Plan phase II

## FOAT Functional Organizational Assessment Tool

FOB Forward Operating Base

FPU Formed Police Unit

## FSEF Food Security and Environment Facility

FWSC Fair Wages and Salaries Commission

G4P Government for the People

GAEC Ghana Atomic Energy Commission

GAFCSC Ghana Armed Forces Command and Staff College

GAFCSC Ghana Armed Forces Command and Staff College

GAFTAG German Armed Forces Technical Advisory Group

GAMA Greater Accra Metropolitan Area

## GAPTE Greater Accra Passenger Transport Executive

GAX Ghana Alternative Exchange

GBC Ghana Broadcasting Corporation

GCAO Ghana/Canada Association of Ontario

GCC Ghana Co-operatives Council

GCCo Ghana Co-operatives College

GCF Green Climate Fund

GCGCL Graphic Communications Group Company Limited

GCMC Ghana Cylinder Manufacturing Company

GDHS Ghana Demographic and Health Survey (

GEBSS Graduate Entrepreneurial Business Support Scheme

GEPA Ghana Export Promotion Authority

GER Gross Enrolment Rate

GFA Ghana Football Association

GFRC Guinea Fowl Resource Centers

GFZB Ghana Free Zones Board

GHA Ghana Highway Authority

GH-DCMIS Ghana Devt Cooperation Management Information System

GHEL Ghana Heavy Equipment Limited

GHG Green House Gas

GHP German Healthcare Partnership

GHS Ghana Health Service

GICCS Ghana Cargo Clearance System

GIDA Ghana Irrigation Development Authority

GIF Government Infrastructure Fund

GIFFEC Ghana Investment Fund for Electronic Communications

GI-KACE Ghana-India Kofi Annan Centre of Excellence in ICT

GIP Gas Infrastructure Project

GIPC Ghana Investment Promotion Centre

GIS Geographic Information System

GIS Ghana Immigration Service

GLDB Grains and Legumes Development Board

GMA Ghana Meteorological Agency

GMMB Ghana Museums and Monuments Board

GNA Ghana News Agency

GNGC Ghana National Gas Company

GNHR Ghana National Household Registry

GNPA Ghana National Procurement Agency Limited

GNPC Ghana National Petroleum Corporation

## GoG Government of Ghana

GOIL Ghana Oil Company Limited

GPCL Ghana Postal Company Ltd

GPCL Ghana Publishing Company Limited

GPSDF Ghana Private Sector Development Facility

GRA Ghana Revenue Authority

GRB Ghana Refugee Board

GRIDCo Ghana Grid Company

GSA Ghana Standards Authority

GSC Ghana Science Congress

GSGDA Ghana Shared Growth and Development Agenda

GSS Ghana Statistical Service

GSS Government Secretarial Schools

GTDC Ghana Tourist Development Company

GTFC Ghana Trade Fair Company Limited

GTUC Ghana Telecom University College

## GUMPP Ghana Urban Management Pilot Project

GUMPS Ghana Urban Management Pilot Study

HCS Head of Civil Service

HOTCATT Hotel Catering and Tourism Training Centre

HRMIS Human Resource Management Information System

IAA Internal Audit Agency

IBES Integrated Business Establishment Survey

ICCES Integrated Community Centers for Employable Skills

ICMTC International Correctional and Management Training Centre,

ICT Information and communication technology

IFAD International Fund for Agricultural Development

IHG International Hospital Group

### ILGS Institute of Local Government Studies

IMF International Monetary Fund

INDCs Intended Nationally Determined Contributions

IOM International Organization for Migration

IPSO Integrated Peace Support Operations

ISSER Institute of Statistical, Social and Economic Research

ITS Institute of Technical Supervision

KAIPTC Kofi Annan International Peacekeeping Training Centre

KIA Kotoka International Airport

KNMP Kwame Nkrumah Memorial Park

KOIMA Korea Importers Association

KTPP Kpone Thermal Power Project

LD Labour Department

LEAP Livelihood Empowerment Against Poverty

LEARN London Education and Research Network

### LGSS Local Government Service Secretariat

LI Legislative Instrument

LIPW Labour Intensive Public Works

### LMS Learning Management System

LORGs Loss Reduction Gangs

LSS Life Saving Skill

LUPMIS Land Use Planning and Management Information System

LUSPA Land Use and Spatial Planning Authority

MASLOC Microfinance and Small Loans Centre

MASTESS Mathematics Science and Technology Scholarship Scheme

MATS Military Academy and Training Schools

MDPI Management Development and Productivity Institute

MiDA Millennium Development Authority

MINUSMA United Nations Multidimensional Integrated Stabilization Force in Mali

MIS Management Information System

MoUs Memoranda of Understanding

MPS Meridian Ports Services

MSD Management Services Department

MTDP Medium Term Development Plan

MTDS Medium Term Debt Management Strategy

MTEF Medium Term Expenditure Framework

NAASP New Asian African Strategic Partnership

NACOB Narcotics Control Board

NACSA National Commission on Small Arms

NAFCO National Buffer Stock Company

NAFPTA National Association of Fish Processors and Traders

NAFTI National Film and Television Institute

NAP National Apprenticeship Program

NAVTRAC Naval Training Command

NBA National Bio safety Authority

NBMC II National Bond Market Committee II

NBSSI National Board for Small Scale Industries

NCA National Communications Authority

NDA National Designated Authority

NDMW National Daily Minimum Wage

NECC National Employment Coordinating Council

NER Net Enrolment Rate

NES National Electrification Scheme

NFLP National Functional Literacy Programme

NHC National House of Chiefs

NIA National Identification Authority

NIC National Insurance Commission

NITA National Information Technology Agency

NLC National Labour Commission

NORST Northern Region Small Towns Water and Sanitation Project

NPA National Petroleum Authority

NPC National Peace Council

NPC National Population Council

NPRA National Pensions Regulatory Authority

NQI National Quality Infrastructure

NRA Nuclear Regulatory Authority

NRSS III National Road Safety Strategy III

## NSD National Sanitation Day

NSS National Service Secretariat

NTC National Tripartite Committee

NTC New Times Corporation

NTR Non-Tax Revenue

NVRC National Variety Release Committee

NVTI National Vocational Training Institute

NVTI National Vocational Training Institute

OATUU Organization of African Trade Union Unity

OB Outside Broadcasting

ODI Overseas Development Institute

ODL Open and Distance Learning

OGCBP Oil and Gas Capacity Building Project

OGP Open Government Partnership

OMCs Oil Marketing Companies

OPCW Organization for the Prohibition of Chemical Weapons

### OSSC One Stop-Service Centre

PAC Passport Application Centres

PC Petroleum Commission

PCD Partnership for Child Development

PCSRC Postal and Courier Service Regulatory Commission

PES Payment for Environmental Services

PGEC Post Graduate Education Course

PIPS Police Intelligence and Professional Standards

PJCC Permanent Joint Commissions for Cooperation

PNDCL Provisional National Defence Council Law

PPP Preferred Primary-Care Providers

PRAAD Public Records and Archives Administration Department

PSB Preservation Services Branch

PSC Public Service Commission

PSDS II Private Sector Development Strategy

PSJSNC Public Service Joint Standing Negotiation Committee

PSMA Port State Measures Agreement

PSOs Private Security Organizations

PUT Persons Using Television

PVTS Private Vehicle Test Stations

PwC PricewaterHouse Coopers

PWDs Persons With Disabilities

### QoS Quality of Service

R&D Research and Development

## RCC Regional Coordinating Councils

REA Renewable Energy Authority

REACH Representative for Equal Access to Community Healthcare

REP Rural Enterprises Programme

RIP Regional Indicative Programme

RSIM Research Statistics Information Directorate

RSSP Rice Sector Support Project

RWHS Rainwater Harvesting Systems

SAFRI Sub-Sahara African Initiative

SARI Savannah Agricultural Research Institute

SEC Securities and Exchange Commission

SEC State Enterprises Commission

SGI Security Governance Initiative

SLM Sustainable Land Management

SLWMP Sustainable Land and Water Management Project

SMMC Supply and Materials Management Class

SMTDP Sector Medium Term Development Plans

SONA State of the Nation Address

SOP Standard Operating Procedures

SRFC Sub Regional Fisheries Commission

SRWSP Sustainable Rural Water and Sanitation Project

SSNIT Social Security and National Insurance Trust

TAB Tariff Advisory Board

TLMs Teaching and Learning Materials

TOR Tema Oil Refinery

TRAQUE Trade Related Assistance and Quality Enabling

UDS University for Development Studies

UG University of Ghana

UHAS University of Health and Allied Sciences

UNFCCC United Nations Framework Convention on Climate Change

UNICEF United Nations International Children Emergency Fund

UNIFIL United Nations Interim Force in Lebanon

UNSCR United Nation Security Council Resolution

UNWTO United Nations World Tourism Organization

UPS Uninterrupted Power Systems

VAG Veterans Administration, Ghana

VALCO Volta Aluminium Company

VLTC Volta Lake Transport Company Limited

VRA Volta River Authority

WAAPP West African Agricultural Productivity Programme

WACCBIP West African Centre for Cell Biology and Infectious Pathogens

WAHO West African Health Organization

WARFP West African Regional Fisheries Project,

WIAD Women in Agriculture Directorate

WMO World Meteorological Organization

WRC Water Resources Commission

WSR Weather Surveillance Radars

WTM World Travel Market

1. [↑](#footnote-ref-1)