



Republic of Ghana

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**PERFORMANCE REPORT**

**ON THE**

**BUDGET STATEMENT AND ECONOMIC POLICY**

**OF THE**

**REPUBLIC OF GHANA**

**FOR THE**

**2014 FINANCIAL YEAR**

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JUNE 2015

MINISTRY OF FINANCE  
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## **FOREWORD**

On behalf of the Government of Ghana, I present to you the maiden edition of the Annual Budget Performance Report for the year ending 31st December, 2014.

The 2014 Budget Performance Report provides a comprehensive assessment of Government's performance and the results of public spending. The assessment focuses on what has been achieved against what was planned and what difference this has made in terms of improvements in public service delivery.

The report therefore provides answers to some pertinent questions which include the following: is the delivery of public services improving; are performance targets being met; and how sustainable are the operations of public sector organizations. It also serves as a means of verification - providing Parliament, Development Partners, Civil Society Organisations, the general public and other stakeholders with the requisite information to ascertain the correctness or otherwise of the performance being reported.

As far as possible the language and presentation of the report has been simplified to make reading very easy for ordinary Ghanaians.

The report also presents some notable successes that have been achieved during the period under review, amidst the challenges posed largely by exogenous factors.

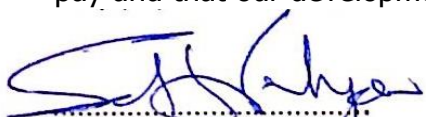
The highlights of the report include the following: completion of the migration of almost all public sector workers unto the Single Spine Salary Structure; and raising of funds to complete developmental and non-developmental projects that were put on the budget.

The implementation of planned programmes in the year was slowed down by the adverse effects on tax revenues resulting from the energy crisis; the fall in gold and cocoa prices; the sluggish inflow of grants from Development Partners; and the depreciation of the cedi as a result of the external shocks which prompted government to request for an IMF Balance of Payments support.

As we seek to contribute our quota to transparent and accountable governance, we acknowledge the continuous support of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the invaluable efforts invested by Officers of the various MDAs and the Ministry of Finance.

It is my pleasure to share with you this report and encourage you to make good use of the information presented in it. The Ministry will also appreciate any feedback to improve engagement of the populace to help improve economic governance of our nation.

It has been a huge honour to be leading this role. With support from colleague Ministers and Public Servants, Government will ensure that the Ghanaian benefits from the taxes they pay and that our development partners funds are used to the benefit of us all.



**HON. SETH E. TERKPER**  
**MINISTER FOR FINANCE**

## **EXECUTIVE SUMMARY**

This report provides the status of the implementation of policies, programmes, and projects in the 2014 Budget Statement and Economic Policy of Government of Ghana. The report highlights key achievements and macroeconomic challenges encountered during the 2014 fiscal year.

Major achievements of the year, arising from the effective implementation of measures outlined in Government's home grown policies, included (i) the near completion of the movement of all public sector workers onto the Single Spine Salary Structure; (ii) the introduction of the automatic adjustment formula for fuel prices reducing the incidence of long queues at petrol stations; (iii) the ability to raise funds to support projects in the budget; (v) the raising of US\$1 billion through Sovereign bonds on the International Capital Markets; and (vi) the raising of US\$1.7 billion through Ghana COCOBOD, to fund COCOBOD's activities for 2014 crop season.

But for some inescapable macroeconomic challenges, the 2014 Budget could recount more achievements. The continued reduction in the supply of gas from the West African Gas Power Pool (WAGP) from August 2012 through August 2014, due to damaged gas pipelines, resulted in reduced supply of power to home and industry, lower national output and, consequently, lower revenue and foreign exchange for Government. The fall in gold and cocoa prices also reduced the amount of foreign exchange government received from the export of cocoa and gold.

In the wake of the above mentioned challenges and others such as the about 75 percent reduction in the amount of grants usually received from our Development Partners for a third year running, the fall in petroleum prices and of the cedi, government was pushed to turn to the International Monetary Fund (IMF) for balance of payment support.

Summary of indicators of macro and/or micro performance are highlighted below:

- Economic growth declined in 2014 to 4.0 percent compared with 7.3 percent in 2013, mainly as a result of a fall in the supply of power for economic activities, depreciation of the Cedi and rising inflation.
- Inflation recorded 17.0 percent at the end of 2014, higher than the annual estimate of 13.5 percent due to a combination of 31.3 percent depreciation of the Cedi, 60.9 percent increase in the average prices of petroleum products, 28.36 percent increase in Utility tariffs, and a 40.0 percent increase in transportation cost.
- Annual growth rate of broad money supply (M2+), increased by 36.8 percent at the end of December 2014, as a result of an increase of 57.7 percent in the Net Foreign Assets, and a growth of 31.2 percent in the Net Domestic Assets of the banking system

- Interest Rate generally increased. In response to rising inflation, the Bank of Ghana Monetary Policy Rate (MPR) was increased by 500 basis (bps) points in 2014 to 21 percent from 16 percent in 2013.
- In respect of Exchange Rate, the Cedi depreciated during the first eight months of 2014 against the US dollar, pound sterling, and the euro by 32.5 percent, 28.2 percent, and 23.3 percent, respectively, as a result of declining international commodity prices; increased forex demand pressures from official sources and the informal sector; oil imports and loan repayments; and speculative activities.
- For international trade and finance, external sector developments in 2014 showed a decrease in both export receipts and import expenditures, due to falling commodity prices on the international market and the negative effect of the sharp depreciation in the value of the cedi.
- Both revenue and expenditure were below their respective targets .However, the shortfall in revenue was more than the shortfall in expenditure, resulting in a cash deficit equivalent to 10.3 percent of GDP, against a target of 8.8 percent.
- Total revenue and grants recorded GH¢24,745.5 million (21.8 percent of GDP) lower than the target of GH¢26,230.3 million (22.9 percent of GDP), arising from lower than anticipated domestic revenue collections and low disbursement of grants, particularly budget support from development partners.
- Total expenditure including payments for the clearance of arrears and outstanding commitments, and tax refunds amounted to GH¢36,296.08 million (32.1 percent of GDP), 0.4 percent lower than the budget target of GH¢36,358.3 million (31.7 percent of GDP), mainly as a result of lower than estimated interest costs, delays in the payment of social security of government employees, as well as delays in the transfer of amounts due the District Assemblies Common Fund (DACF) and Ghana Education Trust Fund (GETFund). These delays were necessary in the light of the under achievement of revenue targets in 2014.
- The public debt level stood at GH¢79,665.48 million (70.23 percent of GDP), comprising GH¢44,625.31 million and GH¢35,040.17 million for external and domestic debt, respectively. This was largely on account of increase in external net payment for infrastructure projects, net domestic issuance and the depreciation of the cedi.

Modest achievements were however recorded by almost all the sectors. Key among them were:

- The signing of the Millennium Challenge Account Ghana Compact II agreement which is geared towards increasing private sector investment in power generation, strengthening the distribution sector and improving access to electricity;
- Raising of an amount of US\$1.7 billion to facilitate the implementation of programmes and activities in the cocoa sector for the 2014/15 crop year. COCOBOD during the 2013/14 season purchased 896,187 tonnes compared to a target of 830,000 tonnes;
- Upward revision of the producer price of cocoa from GH¢3,392.00 per tonne to GH¢5,520.00 per tonne for the 2014/15 cocoa season. An agreement was also reached

between Government and COCOBOD to pay a bonus of GH¢5.00 per bag of 64kg gross weight to farmers;

- Near completion of work on the 220MW Kpone Thermal Power Plant and the 110MW TICO to help address the energy challenges;
- Completion of the Gas Infrastructure Project consisting of Offshore Pipeline, Onshore Pipeline and a Gas Processing plant.
- The Expansion of the Kpong Water Supply project to add 40MGD of water to the supply system (98 percent completed) and completion of the Accra Tema Metropolitan Area Rural Water Supply Rehabilitation & Expansion Project.
- Completion of 168 housing units for the Security Services, in Sakumono near Tema in the Greater Accra Region and continuation of the construction of 4,720 Affordable Housing units located at six sites in the Greater Accra, Ashanti, Northern, Upper West and Eastern regions.
- Expansion of access to basic education by increasing the number of Kindergartens, Primary and Junior High Schools by 4.23 percent, 3.26 percent and 5.2 percent, respectively in 2014.
- Commencement of work to expand access to health care in all parts of the country such as the 600-bed University of Ghana Teaching Hospital; the 420-bed Ridge Hospital Expansion Project; the 500-bed Military Hospital Project in Kumasi; the Second phase of the Tamale Teaching Hospital after the completion of the 400-bed first phase of the project; the Police Hospital Project; the Ashanti Regional Hospital at Sewua-Kumasi; and the Upper West Regional Hospital.
- Provision of cash grants to a total of 89,016 households out of a target of 100,000 in 144 Districts in all 10 Regions under the Livelihood Empowerment against Poverty (LEAP) Programme as part of efforts to tackle extreme poverty and achieve the United Nations Millennium Development Goal 1;
- Securing the refund of GH¢17,900,000.00 out of GH¢64,136,580.40 being part of some monies wrongfully paid to Craftpro, Asongtaba Cottage Industries and RLG Communications.
- Purchase of 80 fire tenders and associated equipment for the Ghana National fire Service.

Details of achievements of all the ministries departments and Agencies are discussed in the section under the sectoral performance in the main text.

## **Conclusion**

Despite the challenges, performance during the year is evidence of government's commitment to direct the resources to national priorities. Critical social intervention programmes were pursued, government continued to consciously provide basic goods and services to individuals and families and to expand the infrastructure not only create jobs but generate the environment for increased economic activity.



## **SECTION ONE: INTRODUCTION**

The 2014 budget was prepared in furtherance of government's commitment to re-align the budget to national priorities in order to enhance the resilience of the economy against risks, promote accelerated growth as well as create jobs. The theme for the budget was born out of government's commitment to sustain the progress made from previous years by pursuing prudent macroeconomic and financial measures to reduce the growth of public debt, manage expenditure and increase revenue mobilization. Thus the theme was, "Rising to the Challenge: Re-aligning the Budget to meet Key National Priorities".

To this end government's home grown policies resulted in significant achievements including the following:

- ◆ The movement of all public sector workers from (Ghana Universal Salary Structure) to the (Single Spine Salary Structure-SSSS) was almost completed;
- ◆ All arrears relating to the movement of public sector workers unto the new SSSS from 2010 to date were paid;
- ◆ The introduction of the automatic adjustment formula to determine fuel prices to avoid huge budget overruns of GH¢339 million in 2012 and GH¢135 million in 2013. This has also ensured that long queues at petrol stations experienced by Ghanaians in 2013 were not repeated;
- ◆ The ability to raise funds both within and outside Ghana to support the implementation of several projects in the budget;
- ◆ The raising of US\$1 billion in early September 2014 through the issue of Sovereign bonds for the third time on the International Capital Markets. Also government, through Ghana COCOBOD, was able to raise US\$1.7 billion on the international capital market to fund their activities for 2014 crop season.

The following were the difficulties faced during the period:

- ◆ The continued reduction in the supply of gas from the West African Gas Power Pool (WAGP) from August 2012 through August 2014, due to damaged gas pipelines. This resulted in reduced supply of power to home and industry, lower national output and, consequently, lower revenue and foreign exchange for Government.
- ◆ The fall in gold and cocoa prices also reduced the amount of foreign exchange government received from the export of cocoa and gold.
- ◆ About 75 percent reduction in the amount of grants usually received from Development for a third year running ; and

- ◆ The fall in petroleum prices during the third quarter of 2014 benefitted the automatic adjustment policy, and became important in the quest to utilize the petroleum funds under the Petroleum Revenue Management Act (PRMA) for savings, stabilization and investment.
- ◆ Fall of the cedi as a result of unfavourable conditions in the economies of trading partners prompted government to request the International Monetary Fund (IMF) for support for Ghana's balance of international payments.

This report provides the status of the implementation of the 2014 budget and economic Policy of Government of Ghana. It is made up of seven sections:

- ◆ Section one introduces the report with summary of key achievements and challenges
- ◆ Section two gives details on macro-economic developments,
- ◆ Section three gives details of specific activities carried out by Ministries, Department and Agencies in 2014,
- ◆ Section four highlights the financial performance of Ministries, Departments and Agencies (MDAs) in terms of budget allocations as against actuals,
- ◆ Section five gives a summary of government spending on social protection, poverty reduction expenditures and progress towards achieving the millennium development goals,
- ◆ Section six presents information on activities being done to change the way the Public financial management system works to ensure transparent and accurate reporting on Government spending during the year 2014, and
- ◆ Section seven concludes the report.

## SECTION TWO: MACROECONOMIC DEVELOPMENTS IN 2014

This section provides an overall macroeconomic performance. Macroeconomic performance in 2014 was quite challenging with key variables deviating from targets, a summary of which is presented in Table 1.

**Table 1: Summary of Economic Performance in 2014**

Indicator	Budget forecast	Revised Forecast	Actual
Overall real GDP (including oil)	8.0%	7.1%	4.0%
Non-oil real GDP	7.4%	6.6%	4.0%
End-year inflation	9.5 (±2)	13.0 (±2)	17.0
Overall budget deficit (% of GDP)	8.5%	8.8%	10.3%
Gross international reserves (not less than)	3 months of import cover	3 months of import cover	3.2 months of import cover

Source: MOF, GSS and BoG

### Growth

Estimates from the Ghana Statistical Service (GSS) showed that economic growth declined in 2014 to 4.0 percent compared with 7.3 percent in 2013. The declining growth was mainly as a result of a fall in the supply of power for economic activities, depreciation of the Cedi and rising inflation.

The Agriculture sector grew by 4.6 percent, followed by industry (0.8 percent) with the services sector recording a growth of 5.6 percent. Though the estimates showed that the Agriculture sector recorded the second highest growth, its share of GDP reduced slightly from 22.4 percent in 2013 to 21.5 percent in 2014. In spite of the reduction in growth of the services sector, it remained the largest sector, with a share of 51.9 percent of GDP.

### Inflation

Inflation, which measures the rate at which general prices of goods and services change in the course of the year, increased from 13.5 percent at the end of 2013 to 17.0 percent at the end of 2014, higher than the annual estimate of 13.5 percent. The increase in inflation was as a result of the following:

- ◆ a 31.3 percent depreciation of the Cedi;
- ◆ a 60.9 percent increase in the average prices of petroleum products in 2014 from 16.7 percent in 2013;
- ◆ a 28.36 percent increase in Utility tariffs in 2014 from 12.9 percent in 2013; and

- ◆ a 40.0 percent increase in transportation cost.

### **Monetary and Financial Developments**

Data from the Bank of Ghana (BoG) showed that the annual growth rate of broad money supply (M2+), increased by 36.8 percent at the end of December 2014, against an increase of 19.1 percent at end of December 2013. The growth in money supply in 2014 was as a result of the following:

- ◆ an increase in the Net Foreign Assets of the banking system of 57.7 percent in 2014 compared to a decrease of 19.5 percent in 2013; and
- ◆ a growth in the Net Domestic Assets of the banking system of 31.2 percent in 2014 compared to 36.7 percent in 2013

### **Banks' Outstanding Credit**

The annual growth in banks' outstanding credit to the public and private institutions during the year showed an increasing trend. The nominal annual growth rate of banks' outstanding credit had increased by 42.1 percent as at the end of December 2014. At the end of 2014, total outstanding credit stood at GH¢24,101.9 million compared with GH¢16,963.0 million in 2013. In real terms, the growth of credit to public and private sectors grew by 21.5 percent in 2014, compared to 14.7 percent in 2013. The private sector accounted for 87.3 percent of total outstanding loans at the end of 2014, compared with 87.0 percent at the end of 2013.

### **Interest Rate Developments**

The rate at which banks and other financial institutions borrowed on the money market for the year ending December 2014 generally increased. In response to rising inflation, the Bank of Ghana Monetary Policy Rate (MPR) was increased by 500 basis points in 2014 to 21 percent from 16 percent in 2013.

Government Treasury Instruments in respect of rates on the 91-day and 182-day bills also increased by 699 bps and 756 bps to record 25.79 percent and 26.39 percent respectively at the end of December 2014. Similarly, the rates on the 1-year note, 2-year note and 3-year bond had increased by 550 bps, 650 bps and 616 bps to register 22.5 percent, 23.0 percent and 25.4 percent respectively. However, the rates on the 5-year and 7-year bonds remained unchanged at 19.0 percent and 18.0 percent respectively.

### **Exchange Rate Developments**

The Ghana cedi depreciated during the first eight months of 2014 as a result of the following:

- ◆ declining international commodity prices;
- ◆ increased forex demand pressures from official sources and the informal sector;
- ◆ oil imports and loan repayments; and
- ◆ speculative activities

The cedi, however, gained some stability during the fourth quarter as a result of receipts of proceeds from the Eurobond floatation and the COCOBOD syndicated loan.

On the interbank market, the Ghana cedi traded weak against the major currencies. The depreciation of the cedi in 2014 was as follows:

- ◆ 32.5 percent against the US dollar;
- ◆ 28.2 percent against the pound sterling; and
- ◆ 23.3 per cent against the euro.

This compares with depreciation of 27.6 percent, 24.5 percent and 20.2 percent against the US dollar, the pound sterling and the euro in 2013. On the other hand the rate of depreciation in the forex bureau market was slower.

### **International Trade and Finance**

Developments in the external sector in 2014 showed a decrease in both export receipts and import expenditures. Import values was negatively affected by the sharp depreciation in the value of the cedi while exports receipts also reduced as a result of falling commodity prices on the international market. The value of merchandise exports for 2014 was US\$13,213.1 million, indicating a decrease of 3.9 percent compared with that of 2013. Falling commodity prices on the international market, especially for gold and crude oil, negatively affected foreign exchange earnings for the economy. Total value of merchandise imports for 2014 was US\$14,600.1 million, down by 17.4 percent compared to that of 2013. The decline in import receipts was as a result of a decline in the value of non-oil imports, mainly on account of sharp depreciation in the value of the cedi. The trade balance for 2014 indicated a deficit of US\$1,386.9 million which compares favorably with a deficit of US\$3,848.3 million recorded in 2013.

The country's gross cash savings of international currencies decreased by US\$171.1 million to US\$5,461.0 million in 2014 from US\$5,632.2 million in 2013. This level of savings was sufficient to pay for 3.2 months of imports compared to 3.1 months in 2013.

### **Fiscal Sector Developments in 2014**

In line with Government's medium term macroeconomic objectives, fiscal policy in 2014 was aimed at dealing with any anticipated fiscal challenges and managing public debts in a sustainable way. This was to be achieved through the following:

- ◆ increasing revenue generation;
- ◆ identifying and eliminating wastes in public expenditures;
- ◆ reviewing debt financing methods; and
- ◆ implementing new debt management reforms.

In this regard, the 2014 Budget used the overall budget deficit as the fiscal anchor, and targeted a decrease in the deficit from 10.0 percent of GDP in 2013 to 8.5 percent of GDP in 2014. The 2014 Budget, therefore, introduced a number of revenue measures to increase revenue generation, introducing new ways of managing public debt and new ways of linking government expenditure to fiscal objectives.

In view of the economic challenges of the depreciation of the cedi, rising interest rates, high inflation, reduction in economic activity as well as the implementation of some of the revenue and expenditure measures initially proposed could not be implemented, leading to the revision of the budget and fiscal targets in the mid-year review of 2014. The budget deficit was therefore revised from 8.5 percent of GDP to 8.8 percent.

Fiscal data for 2014 indicates that both revenue and expenditure were below their respective targets for the period. However, the shortfall in revenue was more than the shortfall in expenditure, resulting in a cash deficit equivalent to 10.3 percent of GDP, against a target of 8.8 percent. Government fiscal Performance in 2014 is summarized in Table 2.

**Table 2: Fiscal Performance for 2014**

Fiscal Indicator	Budget forecast (GH¢ m)	Revised Budget forecast (GH¢ m)	Actual (GH¢ m)	Variance (GH¢ m)
<b>Total Revenue and Grants</b>	<b>26,056.53</b>	<b>26,230.28</b>	<b>24,745.46</b>	<b>(1,484.82)</b>
Domestic	24,925.81	24,839.44	23,931.32	(908.12)
Tax Revenue	20,421.63	19,788.59	19,229.76	(558.83)
Non-tax Revenue	4,342.76	4,884.92	4,483.36	(401.56)
Grants	1,130.72	1,390.84	814.14	(576.70)
<b>Expenditure (including arrears clearance &amp; tax refund)</b>	<b>35,027.30</b>	<b>36,358.35</b>	<b>36,199.43</b>	<b>(158.92)</b>
Compensation of Employees	10,597.26	10,793.44	10,466.82	(326.62)
Use of Goods and Services	1,550.03	1,085.02	1,776.63	691.61
Interest Payments	6,178.60	7,884.71	7,080.87	(803.84)
Subsidies	50.00	618.76	473.73	(145.03)
Grants to Other Government Units	6,498.02	6,570.05	4,850.79	(1,719.26)
Capital Expenditure	6,017.34	5,990.23	6,095.69	105.46
<b>Overall Budget Balance</b>	<b>(8,970.77)</b>	<b>(10,128.07)</b>	<b>(11,550.62)</b>	<b>(1,422.55)</b>
<b>Financing</b>	<b>8,970.77</b>	<b>10,128.07</b>	<b>11,550.62</b>	<b>1,422.55</b>
Foreign (net)	6,021.90	5,936.31	5,874.15	(62.16)
Domestic (net)	3,126.84	3,965.38	6,142.65	2,177.27
Other Domestic Financing	(108.94)	(108.94)	(240.31)	(131.37)
Ghana Petroleum Funds	(19.03)	385.32	(175.88)	(561.20)
Sinking Fund	-	-	-	-
Contingency Fund	(50.00)	(50.00)	(50.00)	-

Source: MoF

**Revenue**

Total revenue and grants for the period was GH¢24,745.5 million (21.8 percent of GDP) against a target of GH¢26,230.3 million (22.9 percent of GDP). The decrease in total revenue and grants for the period was due to lower than anticipated domestic revenue collections and low disbursement of grants, particularly budget support from development partners. In nominal terms, the outturn was 27.1 percent higher than the outturn for the same period in 2013. The performance in revenue and grants was mainly due to a strong growth in domestic revenue resulting from the implementation of new tax measures, particularly the 2.5 percentage points increase in value added tax (VAT).

Total tax revenue amounted to GH¢19,229.8 million, 2.8 percent lower than the budget target of GH¢19,788.6 million. The decrease in tax revenue compared to the target was partly due to the decrease in economic activities owing to the energy challenges as well as lower import volumes. This resulted in lower corporate income taxes and taxes from imports. In nominal terms, tax revenue was 34.4 percent higher than the amount

recorded for the same period in 2013. The stable growth in tax revenue was mainly as a result of the strong growth in oil tax revenue by about 73 percent and VAT which was about 41 percent higher than the amount in 2013. Of the total tax revenue, oil tax revenue for the period was GH¢796.6 million, 36.8 percent higher than the Budget target.

Total non-tax revenue collections amounted to GH¢4,483.36 million, 8.2 percent lower than the budget forecast of GH¢4,884.92 compared to 6.52 percent in 2013. The shortfall was mainly on the account of partial reports from agencies under the Ministries of Education and Health.

Grant inflows from development partners was 41.5 percent lower than the budget target and 10.1 percent higher than the actual amount in 2013. The lower than expected grants inflow was mainly due to the slow rate of disbursement of programme grants from Multi-Donor Budget Support (MDBS) partners.

### **Expenditure**

Total expenditure including payments for the clearance of arrears and outstanding commitments, and tax refund amounted to GH¢36,296.08 million (32.1 percent of GDP) against a target of GH¢36,358.3 million (31.7 percent of GDP). The amount was 0.4 percent lower than the budget target and 21.4 percent higher than the amount for 2013. The lower than estimated expenditures for the period was mainly as a result of lower interest than estimated interest costs, delays in the payment of social security of government employees, as well as delays in the transfer of amounts due the District Assemblies Common Fund (DACF) and Ghana Education Trust Fund (GETFund). These delays was necessary in the light of the underachievement of revenue targets in 2014.

Expenditure on wages and salaries for the period totaled GH¢9,448.6 million, 2.5 percent higher than the budget target of GH¢9,218.9 million and 14.6 percent higher than the amount for 2013. In addition to this, an amount of GH¢567.6 million was spent on the clearance of wage arrears from previous years. Expenditure on goods and services amounted to GH¢1,776.6 million against a budget target of GH¢1,085.02 million while spending on capital was GH¢6,095.7 million against a budget target of GH¢5,990.2 million.

### **Overall Budget Balance and Financing**

The 2014 cash fiscal deficit of 10.3 percent of GDP was financed mainly from foreign sources, with total foreign financing amounting to GH¢5,874.1 million, including GH¢3,161.9 million from the issue of the 2024 Eurobond. The amount of domestic loans taken to finance part of the budget deficit was GH¢6,142.7 million which was 54.9



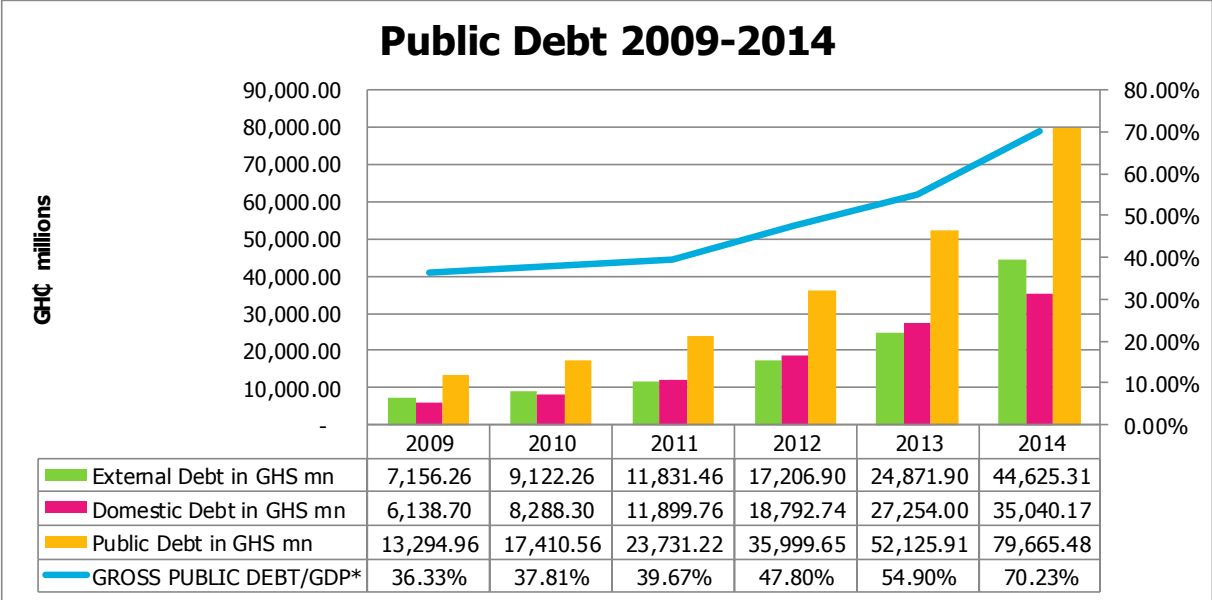
percent higher than the budget target and 13.0 percent lower than the amount in 2013. Central bank financing of the 2014 fiscal deficit was equivalent to 8.4 percent of 2013 domestic revenue.

**Public Debt Management**

The revenue and expenditure performance in 2014 as well as the external imbalances had an effect on public debt levels. Public debt as a ratio of GDP increased from 36.3 percent in 2009 to 47.8 percent in 2012 and further to 54.9 percent in 2013. Despite this challenge, Government followed its fiscal policy measures to promote effective debt management by embarking on a policy of borrowing at a minimal cost, consistent with moderate levels of risk. In addition, the 2014 debt management strategy adopted a financing strategy where commercial loans were highly restricted to profitable projects with on-lending and funds held in trust mechanisms to ensure debt repayment.

However, as at the end of December 2014, the debt level stood at 70.23 percent, largely on account of increase in external net payment for infrastructure projects, net domestic issuance and the depreciation of the cedi as presented in Figure 1. On a nominal basis, the public debt level as at the end of December 2014 stood at GH¢79,665.48 million. This was made up of GH¢44,625.31 million and GH¢35,040.17 million for external and domestic debt respectively.

**Figure 1: Public Debt 2009 to 2014 (Millions of Cedis)**



Source: Ministry of Finance

## Performance of Debt Management Interventions

### Self-Financing and On-Lending policies

In accordance with the implementation of the new debt management strategies as outlined in the 2014 Budget, the Ministry of Finance began processes to operationalise all subsidiary/on-lent agreements between the Government of Ghana and State Owned Enterprises (SOEs). For the 2014 fiscal year, 19 on-lent credit agreements were reviewed and the total commitment for the on-lent credit facilities was estimated at US\$853.48 million, out of which US\$498.31 million was disbursed as at end 2014 and constitutes about 3.5 percent of total external debt.

### Eurobond Issue

As stated earlier, government had a successful Eurobond issuance which coincided with the initiation of programme discussions with the IMF. An impressive market result was, however, achieved and this was reflected in the competitive coupon rate of 8.1 percent and an order book of US\$2.9billion of which Government accepted US\$1billion. A summary of the transaction is presented in Table 4:

**Table 3: Eurobond Issue Transaction Summary**

<b>Eurobond Transaction</b>	<b>Issue Summary</b>	The Republic of Ghana
Issuer:		
Securities:		US\$1,000,000,000 Amortizing Notes due 2026 (the "Notes")
Issue Ratings:		Moody's: B2 (negative)
		Standard and Poor's: B (negative)
		Fitch: B (negative)
Size:		US\$1,000,000,000
Issue Price:		99.161% of the Total Principal Amount
Issue Date:		18-Sep-14
Maturity Date:		18-Jan-26
Coupon:		8.125%
Redemption:		In three installments of US\$333,000,000 on 18 January 2024, US\$333,000,000 18 January 2025 and US\$334,000,000 on 18 January 2026
Proceeds		US\$988,876,548.00(after discount and estimated issue expenses )
Listing		Irish Stock Exchange
Ghana		

Source: Ministry of Finance

### **The establishment of the Ghana Infrastructure Investment Fund**

The Ghana Infrastructure Investment Fund Bill was passed by the Parliament of Ghana as part of measures to raise, manage, coordinate and provide financial resources for investment in infrastructure projects. With the passage of the Act (GIIF, 2014 (Act 877)), the Ministry has been working to ensure that the necessary institutional structures are put in place to make the Fund operational in 2015.

### **The 2014 Debt Sustainability Analysis**

As part of the measures by the Ministry of Finance to ensure that public debt remain sustainable in the medium to long term, the Ministry together with officials from the Bank of Ghana and the Controller and Accountant Generals' Department conducted a Debt Sustainability Analysis (DSA) in September 2014. The analysis showed that public debt is at moderate risk of debt distress. The analysis also showed an increasing debt service to revenue ratio which will require swift fiscal adjustments in order to put the economy along the path of sustainable level of public debt in the medium term.

### **Publication of the Issuance Calendar to promote transparency**

For the 2014 fiscal year, the Ministry developed and published the issuance calendar in a bid to promote transparency and improve active participation in the domestic market by market participants. In line with the strategy to reduce market and refinancing risks associated with the debt portfolio, government issued four medium-term bonds (3-Year Bond). However, due to unstable market conditions, government suspended the 5 and 7 year issues.

### **The Creation of a Debt Service Sinking Fund Account**

The government also established the Debt Service Sinking Fund Account to manage the orderly repayment of sovereign bonds and other debt instruments from 2015 in accordance with Regulations 88-93 of the Financial Administration Regulations, 2004 (L.I. 1802). Under the Sinking fund, Government will set aside funds to repay maturing debt.

### **On-lending and Escrow Arrangements**

In 2014, government introduced an On-Lending and Escrow Account Plan to minimize the impact of loans on the public debt portfolio with debt service accounts opened at the Bank of Ghana. This is primarily because some financially profitable infrastructure projects such as in the energy, transport and public private partnerships require market financing. In this regard, a number of on-lending agreements have been signed with some SOEs and Metropolitan, Municipal and District Assemblies (MMDAs) to assist the repayment of these loans. The objective here is to limit the financing of some of these projects with tax revenues.

## **SECTION THREE: SECTORAL PERFORMANCE**

All Ministries, Department and Agencies (MDAs) are classified into five main sectors in the budget according to the functions they perform. These are the Administration, Economic, Social, Infrastructure, and Public Safety Sectors.

This section of the report covers key achievements of MDAs within the period. The achievements are organised under each of the sectors. Ghana is also implementing Programme Based Budgeting and, therefore, the activities are also discussed under the respective programmes being implemented by the agencies.

### **ADMINISTRATION SECTOR**

The Administration sector consist of 12 MDAs namely the Office of Government Machinery, Office of the Head of Civil Service, Parliament of Ghana, Audit Service, Public Services Commission, Office of the Administrator of DDCF, Electoral Commission Ministry of Foreign Affairs and Regional Co-operation, Ministry of Finance, Ministry of Local Government and Rural Development, National Media Commission and the National Development Planning Commission. They are responsible for delivering the budget programmes and sub-programmes geared towards ensuring good governance.

#### **OFFICE OF GOVERNMENT MACHINERY (OGM)**

The Office of Government Machinery exists to provide accountable, open, managerial, technical and administrative services to the Presidency and other stakeholders for the attainment of government's development agenda of improving the quality of life of Ghanaians.

#### **Institutional Development Programme**

The Institutional Development Programme is delivered by the Office of the Head of Civil Service, the Scholarship Secretariat and the Management Services Division.

Key achievements during the period included the analysis of the 2013 Annual Reports of MDAs, implementation of five management reviews and 20 job inspection exercises for various public services by the Office of the Head of Civil Service.

The Management Services Division, which is part of the Office of the Head of Civil Service, also implemented the progressive implementation of the performance improvement measures across the public service in order to increase output. The Division strengthened central management agencies by clarifying their roles and

eliminating duplication. It also carried out service delivery improvement programmes across the public sector.

### **Regional Services Programme**

The Regional Coordinating Councils (RCCs) deliver the Regional Services Programme. During the period under review, they continued their monitoring and evaluation to ensure consistency and co-ordination of activities of MDAs and MMDAs (Metropolitan Municipal and District Assemblies) in the regions to ensure quality of work and judicious utilisation of funds. In addition, the Regional Security Councils (REGSEC) dealt with issues of illegal chainsaw lumbering, chieftaincy and land disputes as well as armed robberies. They also organised a series of swoops on sites used by illegal miners which resulted in the seizure of heavy equipment, including excavators and dumping machines.

### **Security and Safety Management Programme**

Through the activities of the National Security Council (NSC), undermining of the constitutional powers of government, spying, drug trafficking and organized crime were reduced. The Council ensured the provision of 24-hour protection of the Executive, VIPs, the general public and vital installations as well as confidential materials.

### **Investment Promotion and Management Programme**

This programme is delivered by the Millennium Development Authority (MiDA), the State Enterprises Commission, the Ghana Investment Promotion Council (GIPC), the Microfinance and Small Loans Centre (MASLOC) and the Savannah Accelerated Development Authority (SADA). Key achievements by the above-mentioned agencies include the following:

- ◆ MiDA facilitated the signing of the Millennium Challenge Account (MCA) Ghana Compact II agreement between the Government and the Millennium Challenge Corporation (MCC). This agreement is geared towards increasing private sector investment in power generation, strengthening the distribution sector and improving access to electricity;
- ◆ The State Enterprise Commission negotiated, signed, monitored and assessed performance contracts of 36 SOEs and provided feedback on 150 quarterly reports from SOEs;
- ◆ GIPC undertook regional educational workshops and institutional seminars to address the issue of duplication in functions and roles of regulators and institutions. The deterrence of double dipping by investors, promoting effective registration, facilitation and monitoring of investments across all sectors were

some of the activities the Centre performed. The Centre also received and reviewed proposals of 27 private projects for Joint Ventures (JVs) and three others from MMDAs for Public Private Partnership (PPP);

- ◆ MASLOC disbursed a total amount of GH¢8,415,855.50 to 4,592 beneficiaries across the country. The repayment rate increased to 66.02 percent by December 2014 compared with the 62.69 percent in December 2013. Key areas of support included:
  - the distribution of 25 tractors to rice farmers,
  - 55 taxis on hire purchase,
  - 35 TVS King tricycles for rural transportation in the Northern Sector, and,
  - 1,000 tricycles for distribution to various beneficiaries.

MASLOC also assisted 709 Kantamanto fire victims with GH¢1,364,509.00 and 302 second hand clothe sellers who were fire victims at Tema Station in Accra with an amount of GH¢430,700.00 to help them revamp their businesses. In addition, an amount of GH¢161,160.00 was disbursed to Ayensu Cassava Block Farmers which assisted them to cultivate over 400 acres of cassava for processing into starch by the Ayensu Starch Factory; and

- ◆ SADA trained artisans in 51 communities in the use of hydraform machines leading to the construction of over 100 housing units in partnership with Water and Sanitation Africa. The Authority also supported over 28,000 households with 270 tractors and improved seeds to cultivate maize, rice and soya, and secured 307 acres of land for the establishment of solar farm.

### **Regulatory Services Programme**

The Regulatory Services Programme is performed by the Internal Audit Agency (IAA) and the National Pensions Regulatory Authority. During the period under review, the IAA was able to inspect and assess 326 reports out of a total of 465 internal audit reports submitted by the internal audit units in MDAs and MMDAs. The agency also carried annual assessment work of internal audit units and monitored the work of the Audit Report Implementation Committees (ARICs) across all MDAs and MMDAs.

The National Pensions Regulatory Authority (NPRA) in accordance with its responsibilities performed the following:

- reviewed 25 corporate trustees, 50 fund managers, 15 custodians, and 100 scheme registered licenses and licensed 1 corporate trustee;

- inspected facilities of all the 25 Corporate Trustees and 50 stand-alone employer sponsored schemes;
- analysed 175 corporate trustee reports, 1,498 reports for stand-alone employer sponsored schemes, 300 reports from fund managers and 105 reports from custodians;
- honoured 8 out of a target of 10 institutional requests for education on the three tier pension scheme;
- organised 3 regional outreach programmes in the Ashanti, Volta and Central regions to educate Ghanaian workers from both the formal and informal sectors on the three tier pension scheme; and
- made 32 media appearances on various local radios and television stations for the purpose of education on the Three Tier Pension Scheme.

### **HIV and AIDS Management Programme**

The Ghana Aids Commission under this programme increased their education and funding for HIV activities. This yielded positive dividends as the rate of infection was reduced from 1.5 percent in 2010 to 1.37 percent in 2014. Mother-to-child transmission sites were increased to 1,656 in 2014, from 793 in 2009. Mother-to-child transmission was also reduced from 31 percent to 9 percent for the same period. The Commission recorded a reduction in the new infections among the youth by over 25 percent from 2009 to 2014 and also increased treatment coverage for persons living with HIV (PLHIV) from 30.5 percent to 63 percent over the same period.

### **PARLIAMENT OF GHANA**

The responsibility of the Parliament of Ghana is to perform legislative, oversight of the Executive, representational and deliberative functions. These functions are implemented through two main programmes namely the parliamentary services programme and information support services programme.

#### **Parliamentary Business Programme**

During the year, a total of 124 sittings of the House were held, during which two Legislative Instruments and 29 international agreements were received and considered. Committees of Parliament also conducted a total of 131 sittings and issued a total of 34 reports to the plenary. In addition, six bills were laid before the House out of which four were passed into law.

Parliament developed a Monitoring and Evaluation Guide to assist its oversight role over the use of state resources. The guide enabled various parliamentary committees to

perform monitoring visits to assess the quality of service delivery in education, health and sanitation across the country.

The leadership of the House held public sittings at Ada and Sunyani to obtain public input on improving the relationship between parliament and the general public as well as educate the citizenry on Parliamentary activities. The Women Group of Parliament also held an international seminar with their counterparts from the British House of Commons to discuss key issues affecting women.

In accordance with its constitutional responsibility of effective oversight over the use of state resources, Parliament and its relevant committees performed the following oversight activities during the reporting period:

- ◆ Admitted and received responses to a total of 104 parliamentary questions put to Ministers who appeared before the House. The questions related to key policy areas affecting governance and public finance;
- ◆ Conducted a total of 13 visits to selected project sites across the country to monitor key programmes and projects approved through the 2014 national budget. Members interacted with beneficiary communities to assess the quality of service delivery;
- ◆ Held 10 sittings of the Public Accounts Committee and made 15 recommendations for the recovery of GH¢28.6million;
- ◆ Assisted with the development and implementation of committee work plans under Star Ghana Project. The project supported 10 Parliamentary committees in leadership working retreat sessions, community engagement on education, and public hearing of the Government Assurance Committee;
- ◆ Continued the implementation of the e-Parliament project which delayed for some time to make way for the expansion of the e-Ghana project;
- ◆ Conducted feasibility studies for the construction of a new Chamber Block to house the increased membership and also to improve the standard of facilities such as meeting rooms and lobbies; and
- ◆ Assisted with the development of procedures and processes for the effective implementation of the programme based budget of Parliament. This included the appointment of programme and sub-programme managers with detailed job description. The directorate also performed a study to collect a primary data for the performance of the budget.

The Technical Committee concluded the review of the Standing Orders of Parliament and issued an initial report for the consideration of the Standing Orders Committee.



## **Information Support Services Programme**

The information services programme is to assist with the legislative, representative and oversight functions of parliament. Towards this end, steps were taken to establish an information services office to serve as an independent and non-partisan analytical support unit to provide support to members of parliament and thereby increase their capacity and effectiveness especially, in the budget process and national poverty reduction efforts. The concept was developed and the scheme of service for staff was also completed during the period.

## **GHANA AUDIT SERVICE**

The Ghana Audit Service provides independent declaration of confidence to Parliament, other stakeholders, civil society organizations and the general public or citizenry that public funds are not only fully received and accounted for but also used judiciously. The functions are performed through two main programmes namely management and administration and the audit operations programmes.

### **Management and Administration**

Key activities implemented under this programme concentrated on improving the ability of the Service to deliver better services. Towards this end, 700 staff were trained in the use of regularity audit manuals and a further 20 staff in oil and gas audits. The Service performed audits on five peacekeeping accounts and 45 missions abroad. In addition, 18 Auditor-General reports were issued to Parliament out of a target of 21.

### **Audit Operations Programme**

This programme involves the conduct and submission of audited reports. Reports completed included:

- ◆ the 2013 public account on Internally Generated Funds of selected MDAs;
- ◆ the District Assemblies Common Fund;
- ◆ the Consolidated Fund;
- ◆ Financial statement of Polytechnics;
- ◆ Statement of foreign exchange receipts and payments of Bank of Ghana;
- ◆ Performance Audit report on extension of electricity to 1,200 communities; and
- ◆ Performance audit report on street lighting in five regional capitals and performance report on the preparedness of Ghana National Fire Service to respond to fire emergencies in accordance with its mandate.

The audits of 1,758 MDAs, 187 MMDAs and 473 educational institutions were also completed during the period. This represented about 70 percent of the intended coverage of 3,450 planned audits.

Special audit assignments in procurement and contract administration in respect of the following were conducted: Ghana Shared Growth Development Agenda (GSGDA) programmes, Multi Donor Budget Support (MDBS), District Development Facility (DDF), Urban Development Grant and Food Security, computerized and electronic systems in the public sector including Ghana Integrated Financial Management Information System (GIFMIS) and Integrated Personal Payroll Database II (IPPD II), revenue management including funds from taxation and grants, public debt and loans/advances, Capitation Grant and School Feeding Programme, performance of international audit assignments, and performance audits including physical infrastructure projects.

## **PUBLIC SERVICES COMMISSION**

The Commission is the body responsible for formulating and monitoring the performance of policies and guidelines for the efficient management and development of the human resource in the public service, with the view of improving the abilities of public servants to increase output and efficient service delivery.

### **Human Resource Management Programme**

The Commission educated 200 Human Resource (HR) directors/managers of MDAs on the comprehensive Human Resource Management Policy Framework and Manual during the reporting period. In addition, 70 HR directors of MDAs were trained on the new performance appraisal system.

The Commission is establishing a Human Resource Management Information System (HRMIS) and has so far piloted the system in nine MDAs. In the nine MDAs, 70 percent of their data has been verified and entered into the system. An HR audit to determine establishment levels of positions in those MDAs was also started to enhance the credibility and effectiveness of controls of the payroll system. In addition, the Commission conducted 12 performance management workshops for 764 participants from five selected institutions.

In line with its responsibility to provide guidelines for the development of schemes of service for effective recruitment, career development and progression, staff motivation, and effective service delivery, the Commission facilitated workshops to develop schemes of service for 14 public service organizations. Three out of this number were completed and approved by the Commission by close of the year.

The Commission organized the Seventh Annual Conference of Chief Directors, Chief Executives and Chairpersons of Governing Boards/Councils in the Public Service under

the theme “Renewing the Face of the Public Service for Higher Performance”. The objective was to promote good governance in the public service.

In order to build the capacities of HRM directors\managers in the Public Service to enable them manage their staff effectively and efficiently, a HR Network was established to complement the Annual Conference of HRM Practitioners in the Public Service.

## **ELECTORAL COMMISSION**

The Commission is set up under Article 43 (1) of the 1992 Constitution of the Republic of Ghana and established by an Act of Parliament, Act 451 of 1993, to organize and supervise all public elections and referenda to advance the course of democracy and good governance through free, fair and open elections.

### **Electoral Services Programme**

The Commission expanded and maintained its VSAT Wide Area Network nationwide to support the Continuous Voters’ Registration and the Voter Management System. The Commission also upgraded and procured additional Biometric Voter Registration (BVR) Kits for the voters’ registration exercise and purchased Biometric Verification Devices (BVDs) in line with the policy of two BVDs per polling station.

## **MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION**

The Ministry together with its 57 Diplomatic Missions and 65 Consular Posts abroad advice Government on the initiation, formulation, co-ordination and implementation of Ghana’s Foreign Policy. The Ministry has two main programmes: the international cooperation and the passport administration programmes

### **International Cooperation Programme**

In pursuit of peace and security in the West African sub-region, the Ministry hosted a meeting to review multidimensional responses and initiatives taken to help resolve the Mali crisis. It also organized two meetings of Security Chiefs and Heads of States and Governments of the ECOWAS region to find robust responses to the threat posed by Boko Haram to Nigeria and the entire sub-region. The Ministry also took part in the ECOWAS Mediation and Security Council meeting in Côte d’Ivoire to review the situation in Guinea Bissau.

In the year under review, President John Dramani Mahama was elected as Chairman of ECOWAS in recognition of the strides made in pursuing policies to ensure peace and stability in the West African sub-region. Consequently, the Ministry hosted the 45<sup>th</sup>

Session of the ECOWAS Authority of Heads of States and Governments. Some high-level visits of African leaders including the President of Guinea, Alpha Conde and the Ethiopian Foreign Minister Dr. Tedros Adhanom Ghebreyesus were hosted to discuss sub-regional, continental and global issues as well as to enhance bilateral relations.

Twenty Trade Fairs and 10 Solo Exhibitions were also done in 2014 in China, Turkey, Côte d'Ivoire, Liberia, Burkina Faso, Nigeria and South Africa among others. Nineteen Ghanaian companies and 38 products were registered under the ECOWAS Trade Liberalization Scheme (ETLS) to enhance Ghana's exports to the sub-region. The Ministry assisted in the co-ordination of different positions of ECOWAS States on the signing of the Economic Partnership Agreement (EPA) with the European Union (EU), and also took part in the Community of Sahel-Saharan States (CENSAD) Meeting of 27 African countries in Khartoum, Sudan, to discuss threats posed to countries of the Sahelian region by extremists.

General Cooperation Agreements in tourism and fisheries as well as visa waiver agreements were signed with Seychelles and Mauritius. Similar agreements were also signed with the Democratic Republic of Congo and Liberia in infrastructure development, energy, tourism and transport.

Ghana was among five countries selected to work on the implementation of the Africa Union's Bahisdar Retreat on the AU's Agenda for 2063. This Agenda is a programme of social, economic and political rejuvenation that links the past, present and the future in order to create a new generation of Pan Africanists who will draw on the lessons learnt and use them as building blocks to strengthen the hope and promises of the founding parents for a true renaissance of Africa.

In the area of multilateral diplomacy, the Ministry actively assisted and took part in summits, meetings, conferences and workshops of international organisations including those of the United Nations, the African Union, the Commonwealth and the Non-Aligned Movement to put forward Ghana's views on the promotion of mutual understanding on global issues and sought solutions to challenges that currently confront international peace, stability and development.

### **Passport Administration Programme**

The Passport Office produced 226 diplomatic passports, 130 service passports and 201,232 ordinary passports for applicants in the country during the year to facilitate their travels outside the country and for identification. The Ministry was, however, unable to undertake its planned expansion programme to perform processing of

biometric passports in five Missions abroad and four regional passport application centres across the country.

## **MINISTRY OF FINANCE**

The Ministry exists to ensure macro-economic stability for promotion of sustainable economic growth and development through the formulation and implementation of sound financial, fiscal and monetary policies. The Ministry has four programmes namely: Economic Policy Management, Revenue Mobilisation and Management, Expenditure Management and Debt Management.

### **Economic Policy Management Programme**

Activities under this programme include the estimation of the 2014-2016 GDP and the estimation of the 2014 Petroleum Benchmark Revenue in collaboration with other relevant stakeholders. The GDP estimation was the basis of projecting the 2014 domestic revenues, debt strategy and general government expenditure plans, as well as computing and establishing budget targets, including the various budget balances. The Ministry published and officially circulated in the newspapers quarterly Petroleum Receipts and prepared the 2013 Annual Report on the Petroleum Funds in line with the PRMA. The Ministry also took steps to assist with the review of the PRMA. To this end, a workshop was organized for the Parliamentary Select Committees on Mines and Energy and Petroleum and Finance to get their inputs.

The Ministry took part in a mini survey on the effect of illegal mining activities on agricultural production in Ghana to inform policy-makers about the extent to which the illegal mining activities have affected agriculture and the economy.

In furtherance of Government policy to use Public Private Partnership (PPP) as an alternative source of financing infrastructure development in the country, the Ministry organized educational workshops for SOEs. Plans were commenced to establish a Project Development Fund, Infrastructure Facility Fund and a Viability Gap Scheme to ensure the successful performance of PPP policy. A comprehensive capacity development programme was organized for MDAs and MMDAs on the use of the Public Investment Management System (PIMS) software to facilitate the smooth development and management of Public Investment Programme (PIP).

The Financial Sector Strategic Plan Phase II (FINSSP II) which is for the period 2012-2016, continued to be implemented to deepen, broaden and strengthen the financial sector. The Ghana Alternative Market (GAX) for raising capital other than the listed stock exchange was established to provide a window for SMEs to access the capital market

and the cash-upon-service system (no cash no premium) was also introduced for the insurance industry to address the issue of insolvency. In addition, Bank of Ghana established the Department for Other Financial Institutions Supervision (OFIS) to supervise microfinance institutions.

The Ghana Statistical Service commenced the implementation of activities under the Ghana Statistics Development Project to strengthen the National Statistical System and ensure the timely provision of adequate policy-oriented statistics. The Service focused on the performance of the post 2010 Population and Housing Official Survey activities of re-setting the boundaries of the 46 newly-created districts, preparing District Official Survey analytical reports for the 216 MMDAs, completing and distributing the national and regional official survey analytical reports in addition to the Official Survey Atlas and the population structure, social and economic and housing tables. The Service also completed and distributed reports and the key findings on Ghana's poverty profile, labour force, child labour, community facilities as well as the main Ghana Living Standards Survey (GLSS) 6 report. The Integrated Business Establishment Survey (IBES) Phase I activities, which entailed an official survey of all establishments in the country, was also performed which will lead to an Establishment Register and statistics on employment in Ghana. The 2014 Ghana Population Structure and Health Survey (GDHS) was initiated with the implementation of a pilot survey, training and the beginning of the main field data collection.

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

### **Revenue Mobilization and Management Programme**

The Ghana Revenue Authority (GRA) prepared a new strategic plan for 2015-2017 in an effort to increase domestic tax revenue including codification of tax procedures and branding. The Authority has also deployed the use of Geographic Information System (GIS) to identify potential taxpayers. Existing taxpayers were re-registered and re-issued with Tax Identification Numbers (TIN). Change management training and educational programmes were also organised during the year. A customs modernization programme also took off within the period.

During the year, the tendering process to procure and install the Ghana Aid Information Management System (GAIMS) to support the management of development partner funded interventions was initiated. The GAIMS is meant to improve the collection and reporting of aid information in the national budget and support the issuance of warrants for the payments under all development partner funded projects/programmes. The Ghana Aid Policy and Strategy (2014-2017) was also revised and submitted for cabinet approval, to enable the Ministry effectively plan and manage all relations with partners.

### **Expenditure Management Programme**

Several activities were performed to ensure the effective management of public expenditure. Programme Based Budgeting (PBB), which is the new budgeting approach, was successfully done during the year. To this end, the 2014 Budget Statement and Economic Policy and the Annual Estimates of all MDAs were presented in the PBB format and, subsequently, approved by Parliament. Other key activities implemented included:

- ◆ the assessment and circulation of budget guidelines;
- ◆ preparation and submission of the Budget Framework Paper which outlines the anticipated general revenue and expenditure challenges to the development of the 2015 budget to the President;
- ◆ policy and technical hearings for all MDAs to discuss their budget submission;
- ◆ stakeholder discussions to solicit inputs for the preparation of the 2015-2017 Budget;
- ◆ production workshops for all MDAs to assist with the preparation of 2015-2017 using the new Budget Preparation System, the Hyperion; and
- ◆ the training of all budget officers of the Ministry of Finance to improve their skills in budget preparation and coordination process.

A strategic plan and performance management framework, including work plans and job descriptions were developed for the Budget Division to enhance the entire budget management process and improve service delivery.

Several joint activities were also held with National Development Planning Commission (NDPC) to ensure better linkage between the Budget and National priorities as contained in the National Medium Term Development Policy Framework. A Mid-year Review of the 2014 Budget Statement and Economic Policy was done resulting in the preparation of Supplementary Estimates for the 2014 financial year. The revised estimates were subsequently approved by Parliament.

As part of efforts to strengthen commitment control and reduce arrears build-up, key stakeholders in the private sector such as contractors and suppliers were educated on

the new contract award and management processes required by the GIFMIS. As part of the implementation of GIFMIS the following systems were put into action:

- An Electronic Pay slip (e-Pay slip) System that enables Government employees receive early information about their salaries and also allow them to send feedback to Controller and Accountant General's Department (CAGD). Over 80 percent of government employees are using the system;
- An Electronic Salary Payment Voucher (e-SPV) to help in efficient payroll management and its user manual were also developed and deployed in the Greater Accra and Ashanti Regions. Payroll printing has been decentralized and the processing of selected payroll transactions was piloted at four zonal centres in Sekondi, Tamale, Ho and Kumasi; and
- An Electronic Funds Transfer (EFT) system of payment that enables direct payment into the accounts of suppliers was deployed and this has improved the efficiency in the payment system. A Third Party Reference System (TPRS) to improve the confidence and reliability of management of third party transactions on the payroll system was developed and stakeholders educated.

The development and set-up of the Fixed Assets Module of GIFMIS was completed and data is being populated by five pilot MDAs.

The Public Procurement Authority was able to develop and implement the scheme of service for procurement practitioners jointly with the Public Services Commission, Office of the Head of Civil Service and the Local Government Service Secretariat and other key stakeholders. This paves the way for the establishment of the Procurement Units within the public sector.

One hundred and seventy-two (172) officials from eight institutions received training on Public Procurement Act, 2003 (Act 663) to strengthen capacity within the Public Service and the Private Sector. A price database for common user items which measures average prices across the country to serve as a guide for entities in their procurement activities especially in the area of value for money analysis was updated by the Public Procurement Authority.

### **Public Debt Management Programme**

As part of fiscal policy measures to promote effective debt management, a policy of borrowing at a minimal cost which is consistent with prudent levels of risk was instituted.

A Debt Sustainability Analysis (DSA) was also conducted in September 2014 to ensure public debt remains sustainable in the medium to long term. The analysis showed the public debt to be at moderate risk of debt challenges. The analysis also showed an



increasing debt service to revenue ratio which calls for quick revenue and expenditure adjustments in order to put the economy along the path of sustainable level of public debt in the medium term. Government also decided, as a financing strategy, to restrict non-concessional loans to commercially viable projects and also institute on-lending and escrow mechanisms to ensure loans recovery and management of the debt.

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

The Ghana Infrastructure Investment Fund (GIIF) Bill was passed into law; the GIIF Act, 2014 (Act 877), is meant to enable Government set up a fund for infrastructure projects.

## **MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT**

The Ministry exists to achieve a sustainable, equitable economic growth and poverty reduction through citizen participation and accelerated service at the local level within a decentralized environment.

### **Decentralization Programme**

Under the decentralization programme, the following activities were undertaken during the reporting period:

- developed a draft Consolidated Local Government Bill to harmonize five major conflicting legislations on transfer of authority to local populace into one Act. The laws establishing six of the Schedule II departments as per LI 1961 were also reviewed. The draft legislations were submitted to Cabinet for approval. Review of the indicators of the Functional and Organisational Assessment Tool (FOAT) under the District Development Facility (DDF) and a nationwide performance assessment was subsequently conducted for all 216 MMDAs;
- collated and reviewed work plans of all the MMDAs for the utilisation of the 2011 DDF resources to facilitate monitoring of the implementation of all the DDF projects and capacity building activities; and
- organised 10 technical sessions and transferred the DDF database to all Regional Planning Coordinating Unit (RPCUs) to ensure proper coordination, monitoring and evaluation of DDF projects at the MMDA level by the RPCUs.

Under the Local Government Capacity Support Project being implemented in 46 Metropolitan and Municipal Assemblies (MMAs), 248 sub-projects out of a total of 259 representing 95.8 percent were completed successfully by MMAs that passed the 2011 FOAT/UDG Assessment. The remaining 11 are at various levels of completion and the award of projects under UDG-2 also commenced during the period. Training on the Citizens Public Financial Management Templates (PFM) designed by Ministry of Finance was organized for all 46 participating MMAs. The Social Accountability Unit 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.

As part of efforts at deepening fiscal decentralization, the Ministry in collaboration with the Ministry of Finance organized a national stakeholders' conference on Internally Generated Funds (IGFs). The objective was to explore innovative strategies to enhance IGF mobilization, utilisation, and service delivery at the MMDAs.

A framework on inter-sector collaboration to deepen cooperation among MDAs in enhancing decentralized governance and service delivery was drafted. Additionally, a Framework for Participatory Planning and Budgeting for Regional Coordinating Councils and MMDAs to enhance the engagement process between the MMDAs and the citizenry was developed and disseminated among the stakeholders at the RCC level.

To strengthen the capacity of MMDAs, 33 District Works Departments (DWDs) were established bringing the total number of DWDs established in the MMDAs to 106. A total of 153 heads of Social Welfare and Community Development in the MMDAs were appointed, given orientation and sensitised on their roles and responsibilities.

Procurement process started on the construction of modern office complex for the 46 newly created Municipal and District Assemblies. Also land for construction of office complex for the Local Government Service Secretariat was acquired, detailed layout, drawings and design were completed and a concept note was forwarded to the Ministry of Finance to register for Public Private Partnership (PPP).

### **Local Level Development and Management Programme**

Out of a target of 4,000, a total of 2,989 youth consisting of 848 males and 2,141 females were trained to provide them with entrepreneurial, technical and vocational skills. Tools and equipment for catering, dressmaking, carpentry, plumbing, and electrical works were distributed to all the 25 community development institutions. 120 community educators (change agents) received training on community education out of which 60 graduated.

A Memorandum of Understanding (MOU) was signed with Institute of Local Government Studies (ILGS) to award diploma to the graduates of the Rural Development College at Kwaso in the Ashanti Region. Accreditation for the College as a tertiary training institute was secured from the National Accreditation Authority.

The Ministry commenced the implementation of the Integrated Rural Development Project. A total of 43 financial institutions were accredited as Partner Financial Institutions to disburse the revolving fund. An evaluation of proposals was commenced to engage agriculture extension services to offer training and extension services, and marketing to farmers and farmer groups.

The Ministry initiated a comprehensive rural development policy to guide the overall development of rural communities. Under the Labour Intensive Public Works initiative, 24 roll-over sub-projects made up of one school block, 13 feeder roads, five small earth dams and five climate change interventions were completed, whilst 43 small earth dams and dugouts and two climate change activities are at various stages of completion. The implementation of these sub-projects has provided employment to 13,775 people of which 8,403 are females.

A total amount of about US\$12.5million has so far been disbursed out of US\$20 million under Livelihood Empowerment Against Poverty (LEAP) programme. The last tranche of US\$5 million was disbursed on 20<sup>th</sup> December 2013 and actually given out to the beneficiaries in 2014. A total of 74,347 people benefited from this cash transfer, with about 70 percent of the recipients being females.

Following the presidential directives to Assemblies to complete the implementation of the Street Naming and Property Addressing (SNPA) exercise, a Policy Guideline and Operational Manual for SNPA for MMDAs was developed. Various equipment including GIS machines, plotters, motorbikes and computers and accessories were also provided to all Assemblies to speed up work on the street naming exercise and, as such, most principal streets in our cities and towns are properly named and signage properly erected.

The Department of Parks and Gardens continued its core mandate of ensuring proper landscaping and beautification of our cities. In this regard, the grounds and gardens of the Flagstaff House, the Peduase Lodge, State House and all RCCs throughout the country were maintained. Maintenance works were also carried out on landscaped areas of roundabouts, road medians and shoulders as well as some recreational parks in the country including Nationalism Park, the Independence Square and the Asomdwee Park.

Medicinal and aromatic plant species were cultivated for conservation whilst rare and endangered plant species were also identified for multiplication. Various communities, districts and other organized groups were supplied with over 54,100 tree seedlings for urban planting. The Department together with the Botany Department of the University of Ghana undertook a collection of plant species to feed the Biodiversity Information Facility.

The Greater Accra Passenger Transport Executive (GAPTE) was established and registered with the Registrar General's Department as Company limited by Guarantee. GAPTE is to coordinate the roll-out of a Bus Rapid Transit (BRT) Pilot B in Accra. Ghana Private Road Transport Union (GPRTU), Progressive Transport Owners Association (PROTOA) and Cooperative together with Ghana Road Transport Coordinating Council (GRTCC) established companies to take advantage of the opportunities provided for public mass transit operations. GAPTE signed an MOU with these companies to operationalise the BRT on the Tudu (in Accra) – Amasaman corridor. A Route Service Contract with the three companies was signed to pave way for the purchase of buses under an operating lease.

### **Environmental Sanitation and Management Programme**

The Ministry, under the Community Led Total Sanitation (CLTS) programme, undertook activities in seven regions, except in Ashanti, Western and Greater Accra. In all, 4,000 out of over 5,000 communities were declared Open Defecation Free (ODF). In addition, 1,500 CLTS field officers were trained in facilitation, supervision, monitoring and evaluation. An information management system called BASIS was developed and rolled out in five of the current seven CLTS regions to aid reporting. Logistical support for the programme included 150 motorbikes. The Ministry trained 60 Environmental Health Officers (EHOs) on Environmental Health Prosecution to enhance the prosecution skills of the EHOs and ensure proper enforcement of sanitation by-laws at the local and community level.

A three-way solid waste segregation programme which involves the provision of Green, Blue and Brown coloured bins to receive organic, plastic and paper wastes, respectively was piloted by the Ministry. The programme will ensure waste reduction, reuse and recycling to facilitate value addition to waste generated. A sewage treatment plant was constructed at Legon to serve the University of Ghana and its environs, and a sewage dewatering plant was installed at Korle Gonno to reduce the amount of sewage that is discharged into the sea.

### **Socio-Economic Interventions Programme**

Under this programme, a total of 1,677 out of a target of 2,000 farmers adopted the Zai technology for maize and soya production and this resulted in the increase of yields of maize from 350kg/acre to 1,199 kg/acre. In all a total of 1,133 acres of maize was cultivated. Improved variety of Onions such as the "Galmi" was also introduced to farmers in the Bawku West District which resulted in improved incomes. A bag was sold at GH¢150 instead of GH¢30.

Five Communities in the Upper West Region were introduced to cage fish culture after 29 fish cages were mounted on water bodies in the communities. At the end of the year, total fingerlings stock in the cages numbered more than 100,000. The community dam at Zang in Nadowli District meant for a dry season gardening and to provide water for animals was also rehabilitated.

A Taskforce was constituted to plan the execution of the concept Modern Farmers Markets. Six Assemblies were identified, two in the Northern Region and four in the Brong Ahafo Region, to provide land for the project.

To streamline the activities and deepen the operations of the School Feeding Programme, a National School Feeding Policy was developed and submitted to Cabinet for approval. Beneficiaries of the Programme increased from 1,582,402 pupils in 4,545 schools in 2013 to 1,740,000 pupils in 4,881 schools in 2014. The programme provided ready market to farmers and employed 20,000 caterers and cooks nationwide.

### **Births and Deaths Registration Programme**

A total of 372,590 out of a target of 628,753 births and 39,194 out of a target of 204,140 deaths were registered and issued with certificates during the year. All regional operations with the exception of the Upper East were computerized and networked. Fifty-four additional registration centres were established in 54 communities. Mobile Registration of infant births was undertaken in eight Districts in the Western Region with 4,474 infants in 67 communities.

### **NATIONAL MEDIA COMMISSION**

The goal of the Commission is to promote free, independent and responsible media to sustain democracy and national development. In line with this, the Commission ensures professional media practice by setting, monitoring and enforcing standards.

### **Media Regulation Management Programme**

In line with the policy to sensitize journalists and media owners and deepen partnership with other stakeholders to ensure professionalism in the media, the Commission held series of dialogues with the Ghana Independent Broadcasters Association, Ghana Journalists Association and the Private Newspaper Publishers Association. This resulted in the reduction of the number of complaints received by the Commission.

### **NATIONAL DEVELOPMENT PLANNING COMMISSION**

The Commission was established to advise the President of the Republic of Ghana, and Parliament upon request, on development planning, policy and strategy. The Commission also coordinates and regulates the decentralized planning system in accordance with the National Development Planning System, Act 1994 (ACT 480) to ensure effective preparation and implementation of approved national development plans and strategies in a manner that will ensure accelerated and sustainable development.

### **National Development Policy, Planning, Monitoring and Evaluation Programme**

The National Development Planning Commission finalised the Ghana Shared Growth and Development Agenda (GSGDA) II, 2014-2017, the successor framework to GSGDA, 2010-2013. Furthermore, the Commission developed and provided orientation on the planning guidelines for preparation of the medium-term development plans by MDAs and MMDAs.

The Commission monitored the implementation of strategies to achieve the policy objectives in the GSGDA and reported progress on the core national indicators in the 2013 Annual Progress Report (APR). It further reviewed the national core indicators to track the implementation of the GSGDA II. A Legislative Instrument was drafted in line with Act 479 and 480 to strengthen coordination of the decentralised planning system.

The Commission trained members of the Special Committee on Poverty Reduction and the Select Committees on Local Government, Finance and Public Accounts on the National Monitoring and Evaluation Manual. This was to strengthen Parliament's oversight responsibility in tracking the implementation of development programmes at the national and district levels. All MDAs and MMDAs were also trained on the manual in order to address the weaknesses in M&E reporting.

## **ECONOMIC SECTOR**

### **MINISTRY OF FOOD AND AGRICULTURE**

The Ministry exists to promote sustainable agriculture and thriving agribusiness through research and technology development, effective extension and other support services to farmers, processors and traders for improved livelihood. The ministry has six programmes to implement its objectives.

#### **Management and Administration Program**

This programme seeks to ensure institutional collaboration among all key stakeholders with the aim of reducing duplication in the implementation of sector activities and also promote effective and efficient programming. To enhance collaboration in the agriculture sector, a joint sector review meeting was organised with key stakeholders to review performance of the sector and agree on key priority areas for implementation. Based on the recommendations, an action plan was developed.

The production of the "Agricultural Facts and Figures" for 2013 was one of the main outputs under this program for 2014. The document provides relevant and reliable data for policy formulation and decision making in the agricultural sector. To further improve data quality, the Ministry in joint action has started the process of undertaking an agricultural census. Review and update of the human resources database, as well as production of the Ministry's asset register, are other achievements under this programme.

#### **Food Security and Emergency Preparedness Programme**

This programme seeks to reduce food and nutrition insecurity through modernised agriculture, management of national strategic stocks for emergencies and the establishment of effective early warning systems.

To build on food security and speed efforts towards food self-sufficiency through modernised agriculture, 40 hectares of primary materials of cassava and five hectares of yam mini-set technology of newly released varieties were established. Even though the area cultivated fell below the target, it led to a marginal increase in yield from 16.78mt/ha to 16.83mt/ha of yam and 18.27mt/ha to 19.13mt/ha for cassava.

A total of 60,135.5mt of maize, rice, sorghum, cowpea, soybean, groundnut, cassava, yam, plantain and citrus were targeted to be produced in 2014. However, out of 50ha targeted for maize, a total area of 36.0 ha of breeder seed maize (Obatanpa) was planted in the southern sector during the major cropping season to produce 30mt of

foundation seed. The foundation seed was to be used by seed growers to cultivate 133mt of certified seed for farmers.

To reduce post-harvest losses, the Ministry in collaboration with the private sector increased the National Food Buffer Stock Centres from 7 to 10 and facilitated the establishment of two new warehouses (for rice, maize and cotton) with a capacity of 100,000mt.

Under the Ghana Commercial Agriculture Project (GCAP), US\$5 million was provided to 31 investors as matching grants to improve infrastructure in the areas of land acquisition, warehousing and marketing, productivity for agribusiness investments in the SADA area and the Accra plains. The Ghana Commercial Agricultural Project (GCAP) has also contracted a consortium of firms to conduct pre-feasibility studies for the construction/operation of warehouses in the SADA Zone under PPP arrangements for 22 Nucleus Farmers. A draft report of the study has been shared with stakeholders. Construction of nine warehouses and four pack houses were continued under the Northern Rural Growth Programme (NRGP).

To improve access to mechanised agriculture services, 89 Agricultural Mechanisation Service Enterprise Centres (AMSECs) which consist of tractors and implements, maize shellers and water pumps operated in 62 MMDAs. This enabled 267,500 small holder farmers to access mechanised services on time, resulting in the cultivation of about 107,000ha of maize, rice and soya beans and other crops.

Commenced processes for the supply of agricultural machinery and equipment with US\$3.3million funding from 2KR Japanese grant for rice farming. The machinery and equipment include 70 agricultural tractors, 43 power tillers, 35 rice threshers, 20 rice reaper and five rice mills. The Ministry will take delivery of the machinery and equipment in 2015.

A total of 12,715.48ha of land was developed for irrigation agriculture as against a target of 9,132ha. This is expected to yield 20,370mt of rice, maize and vegetables under the irrigation/flood recession schemes and water conservation methods in 2014 cropping season.

The Ministry initiated the establishment of a baseline data on "Gender in agriculture" as well as the review of the "Gender and agriculture development strategy". Draft reports on the two activities were prepared and shared with stakeholders.



### **Increased Growth in Income Programme**

This programme addresses the need for enhanced growth in incomes in the agricultural sector through diversification into cash crops, livestock and value addition. To this end, the Ministry through the production and application of 18 million doses of ND1-2 vaccines for the control of diseases in poultry increased the population of poultry--including guinea fowls--from 63,732,000 to 67,961,000 in 2014.

Other credit in kind projects such as the cockerel and small ruminant's projects were done to enhance the capacity of farmers to engage in other alternative livelihood activities to generate income. In 2014, the ministry achieved 53 percent of the target of 3,000 farmers to benefit from 30,000 brooded cockerels. Under the small ruminant project, a total of 2,580 animals were also passed on to 258 farmers. The Restoration of Livelihood of Coconut Farmers (RESTOLIFE) supported farmers to re-plant an additional 70 hectares of coconut seedlings in 2014.

### **Marketing of Agricultural Produce and Products Programme**

This programme provides the enabling environment to facilitate export trade and increase participation of small to medium holders in the marketing of agricultural commodities locally. Export of non-traditional agricultural products contributed 13.57 percent of the total earnings from the export of all non-traditional commodities in 2014.

The Ministry collaborated with the Ghana Standards Authority (GSA) and other key stakeholders to develop the Ghana Green Label Scheme. The scheme is aimed at providing quality standards for fruits and vegetables on the domestic market. A total of 10,748ha cotton farms were established against a target of 25,000ha and this has improved cotton production in the country. Under the Root and Tuber Improvement and Marketing Programme (RTIMP), the Ministry fabricated a home-made GRATIS dryer for the production of high quality cassava flour (HQCF) for the bakery and pastry industry.

### **Management of Land and Environment Programme**

Under this programme, the Ministry seeks to facilitate the implementation of Sustainable Land and Environmental Management (SLEM) practices in agriculture. Emphasis is placed on increasing the resilience of agricultural production systems against global climate change. Key activities included awareness creation and capacity development on sustainable land management technologies. Some of the technologies adopted by farmers included, compost preparation and use, water use and management, fodder plantation, control of soil erosion, climate change adaptation and mitigation strategies.

The Ministry also collaborated with the private sector in the promotion and distribution of SLM technologies. In 2014, over 700 farmers and 250 staff benefitted from no-till agriculture technology that is being promoted by private entrepreneurs in the Ashanti

region. The Ministry in collaboration with Environmental Protection Agency (EPA) evaluated and recommended a total of 247 pesticides for registration by the Pesticide Technical Committee. Out of this, 130 attained full registration whilst 117 had partial status.

### **Science and Technology in Food and Agricultural Development Programme**

This programme promotes technology generation and dissemination. The Ministry produced and exported 2.54 million doses of ND1-2 to Niger and Gambia. Furthermore, an MOU was signed with Niger to supply 2 million doses of the same vaccine.

In collaboration with Council for Scientific and Industrial Research (CSIR), five new varieties of cassava were released for food and industrial use. New technologies adopted included the root stock of cashew raised at Wenchi Agricultural Station and Cocoa Research Institute of Ghana (CRIG) at Bole. Furthermore, adaptive trials were conducted on Guar gum, a new crop introduced by the Ministry at the Asuansi Agricultural Station. The station's preliminary results revealed that the crop has no potential pest or disease that will affect our indigenous crop. The Ministry is collaborating with Food and Agricultural Organisation (FAO) on various varieties of Quinoa grain crop for adaptability trials in the agricultural stations.

The Ministry launched the e-Agriculture programme countrywide. Approximately 350,000 subscribers accessed the platform on test-run which resulted in 38,000 active members who received electronic extension messages in their local dialects. An increased understanding of the messages disseminated will lead to improved productivity.

### **Key programmes and activities planned but not implemented**

Due to limited resources amongst others, some planned activities could not be implemented, whereas others were partially implemented. A key activity that could not be implemented was the 2014 fertilizer subsidy programme. This was due to non-payment of suppliers of fertilizer for the year 2013. Other activities such as: research development, provision of extension, and other services infrastructure development, production of foundation seeds and animal breeds, and monitoring of activities amongst others were carried out to a limited extent, that is, below the planned target.

### **COCOA SECTOR**

For the 2014/15 crop year, an amount of US\$1.7 billion was raised in the syndicated loan market, as compared with the US\$1.2 billion drawn during the 2013/14 cocoa season. The loan was acquired to facilitate the implementation of programmes and

activities in the cocoa sector. COCOBOD during the 2013/14 season purchased 896,187 tonnes compared to a target of 830,000 tonnes.

Government reviewed upward the producer price by 62.74 percent from GH¢3,392.00 per tonne to GH¢ 5,520.00 per tonne for the 2014/15 cocoa season. Government together with COCOBOD also agreed to pay a bonus of GH¢5.00 per bag of 64kg gross weight to farmers at the time of sale of their produce.

COCOBOD continued with the Cocoa Hi-Tech Fertilizer Application and the Cocoa Disease and Pests Control (CODAPEC) programmes and provided operational inputs in the 2013/2014 cocoa season. The Seed Production Unit of COCOBOD also provided planting materials to cocoa farmers to ensure high productivity.

COCOBOD provided support for the Scholarship Trust Fund, Elimination of Worst Forms of Child Labour, cocoa roads, replanting and rehabilitation of over-aged cocoa farms and farms affected by the swollen shoot disease. The Cocoa Research Institute of Ghana (CRIG) spearheaded the implementation of the Coffee Revamping Programme and provided technical backstopping to increase production for export and local consumption. To enhance the livelihood and standard of living of people in the 3 northern regions, the Shea Unit was established to revamp the shea industry.

## **MINISTRY OF FISHERIES AND AQUACULTURE DEVELOPMENT**

The Ministry is mandated to formulate and implement policies and strategies to accelerate the development of the fisheries sector to contribute effectively to national development.

### **Fisheries Resource Management Programme**

Nine thousand six hundred and forty-five (9,645) canoes were registered with 2,824 embossed with their respective registration numbers out of a target of about 12,728 canoes obtained from the Canoe Frame Survey conducted in the coastal regions--Volta, Greater Accra, Central and Western. A total number of 401 semi-industrial and 143 industrial vessels were also registered during the period under review. An online fisheries registry, containing relevant information of the various vessels was established. This was to help manage the fisheries resources, deepen governance and accountability of the fisheries management system. Phase one of the Fisheries College at Anomabo which is about 30 percent was completed during the period.

### **Aquaculture Development Programme**

A total of 38,547mt, representing 96.37 percent of aquaculture production target of 40,000mt was achieved. A National Aquaculture Guideline and Code of Practice for the issuance of aquaculture permits as stipulated in the Fisheries Regulations, 2010, (LI 1968) was developed. In response to the President's State of the Nations Address (SONA) on increased domestic fish production, the Ministry developed the Nucleus-Out grower and Input Support Schemes to augment local fish production (16,800mt produced annually) and created gainful employment for 900 people. The Ministry also initiated the zoning of the Volta Lake to identify potential aquaculture production areas to attract private sector investment.

The first commercial pilot production of the African Black Tiger Shrimps in ponds in Ghana was successfully launched. This feat was achieved by a Ghanaian-Vietnamese Company (Ghavie Aquaculture Company Limited) located in Ada.

### **Monitoring, Control and Surveillance Programme**

To curb Illegal, Unreported and Unregulated (IUU) fishing, the Ministry installed Vessel Monitoring System (VMS) and Automatic Identification System (AIS) transponders on all active Ghanaian flagged vessels. A total of 122 vessels were installed with the transponders. The VMS facilitated the detection and arrest of 129 vessels with multiple arrests in some cases. The VMS also facilitated the tracking and subsequent release of the Tuna Fishing Vessel (Marine 711) hijacked from Ghana to Nigerian waters. The Fisheries Enforcement Unit (FEU) also conducted 700 hours and 400 hours of sea and land patrols during the period under review. One hundred and seventy-five hours of beach combing exercises were undertaken in 40 coastal communities and four inland communities along the Volta Lake. Over 1,200 illegal nets, 250 generator sets and 140 lighting equipment were seized.

### **Aquatic Animal Health and Post-Harvest Management Programme**

The Ministry rolled out a Fish Inspection System at Takoradi, Tema and Elmina to ensure the production of safe and quality fish and fish products for domestic consumption and export to prevent and control the spread of fish diseases. Three hundred ornamental fishes and 59 fish feed veterinary health certificates were issued for export. The Ministry together with the Netherlands Development Agency (SNV) and FAO promoted the adoption of FAO-Thiaroye Technology (FTT) ovens to fish processors and smoked fish exporters. The FTT is the new approach to fish processing developed by FAO for fish processors. Its features allow the marketing of better quality and safe fish products. The Ministry also initiated processes for the creation of a National Association of Fish Processors and Traders. Various workshops and sensitization exercises were conducted during the period under review.

The construction of Fisheries cold store at New Takoradi was completed, bringing the total number of cold stores constructed to six. Transformers and other related equipment were fitted to operationalise these cold stores. The construction of the Turnkey Fish Processing Plant at Elmina is also on course. The Ministry, through the West Africa Regional Fisheries Programme (WARFP), has initiated processes for the development of six landing sites at Teshie, Anloga, Tapa Abotoase, Dzemeni, Jamestown and Mumford. The above facilities will help reduce post-harvest losses and increase the quality of harvested fish for consumers.

### **Outstanding Activities**

The following are key planned activities that were not operationalized during the period under review:

- ◆ Rehabilitation and establishment of three public hatcheries.
- ◆ Rehabilitation of old Ministry of Transport block for MOFAD.
- ◆ Development of 14 landing sites.
- ◆ Procurement of Fisheries Research Vessel.
- ◆ Operationalisation of the Nucleus-Out grower and Input Support Schemes.

### **Programme Implementation Challenges**

- ◆ Inadequate staff complement/personnel with requisite technical skills.
- ◆ Migration among fishermen delayed the registration and embossment exercise.

## **MINISTRY OF LANDS AND NATURAL RESOURCES**

The Ministry exists to ensure the sustainable management and utilization of the nation's natural resources for socio-economic growth and development.

### **Forest and Wildlife Development and Management Programme**

A new Forest and Wildlife Policy was launched and implementation began in the year. The new policy shifted focus from over reliance on timber harvesting to conservation of biodiversity and watershed management which will provide long term benefits to all Ghanaians. The policy also encourages reforestation and restoration of degraded landscapes.

Ecotourism continued to be promoted as part of efforts to diversify revenue sources within the forestry sector. In this regard, a number of initiatives including the transformation of the Achimota Forest into a World Class ecotourism facility to be known as Accra Eco-park was initiated. A national wood tracking system under the Voluntary Partnership Agreement between the Government of Ghana and the European Union was

installed. Under the agreement, Legality Audit and verification was conducted in four forest districts to enable Ghana export timber products to the EU.

As part of efforts to strengthen law enforcement in the forestry sector, 31 officers of the Forestry Commission were trained as Public Prosecutors and deployed to the regions to prosecute forest offences which hitherto were performed by the Ghana Police Service.

### **Minerals Resource Development and Management Programme**

To increase local content in the mining industry, the Minerals Commission collaborated with industry to develop the first edition of the local procurement list which comprises 8 products including grinding media, explosives, cement and cement products, electric cables, quick and hydrated lime, HDPE & PVC pipes and general lubricants.

The Minerals Commission facilitated implementation of Corporate Social Responsibility (CSR) guidelines developed through extensive stakeholder discussion, and started reviewing the CSR reports to ensure compliance with the guidelines.

The Commission in an effort to improve monitoring of health and safety standards in the mining industry, as well as assaying of mineral samples collected from exploration, installed some modern equipment in its laboratory in Takoradi.

### **Land Administration and Management Programme**

The Ministry through the Lands Commission developed a framework to ensure a standardized decentralized procedure for land registration across the country to reduce bottlenecks in acquiring land titles and deeds and minimise direct contacts between clients and providers.

The Ministry initiated the generation of base maps of the country through aerial photography and captured a total area of 13,000 and 12,000 sq. kms in the Northern and Southern sectors respectively. The Lands Commission is processing the orthophoto maps from the captured data to serve as inputs in developing a number of spatial activities to facilitate street naming and housing address system throughout the country and development of tourism guide maps.

### **Land and Maritime Boundary Management Programme**

Ghana's submission before the UN Commission on the Limits of the Continental Shelf (CLCS) was continuously defended in number of sessions. The Ministry finalised issues regarding submission and subsequently took turn at the Plenary of the UN CLCS in New York in March to affirm recommendations of the sub-commission established to examine Ghana's submission.

## **Key Challenges**

- ◆ Forest/wildlife sector investment opportunities remain unattractive to the private sector which is severely affecting plantation and ecotourism development
- ◆ Inadequate frontline technical staff (Forest Guards) leading to rampant forest offences
- ◆ Management of Artisanal and Small Scale Mining (ASM), especially the menace of illegal mining (galamsey)
- ◆ Frequent conflict between mining communities and mining companies.
- ◆ Difficulty in managing encroachment of government lands

## **MINISTRY OF TRADE AND INDUSTRY**

The Ministry exists to formulate, implement, monitor and evaluate trade, industry and private sector policies and programmes to make Ghana a major manufacturing, value added, competitive and export-oriented economy and thus contribute significantly to inclusive sustainable economic growth and development.

### **Trade Development Programme**

The Ministry through its Made-In-Ghana promotions of Goods and Services via initiatives such as the National Every day Wear Programme and the Web-Based Product Gallery which enables Small and Medium Enterprises (SMEs) exhibit their products on the world wide web, succeeded in displaying over 5,000 products from 700 enterprises in Upper East, Upper West, Northern, Brong Ahafo and the Central Regions on the website.

Cabinet approved the Consumer Protection Policy aimed at creating the policy space for increased consumer confidence and strengthen consumer position in the marketplace, to address concerns and needs of consumers. In collaboration with the Ghana Export Promotion Authority (GEPA) and other trade-related institutions the inception phase of the National Export Strategy (NES) was carried out. GEPA trained about 320 producers and exporters on export fundamentals with the aim of improving their competitiveness.

Bilateral trade arrangements and agreements with strategic countries including Canada, USA, Burkina Faso, Botswana, South Korea, Guinea, Iran, Brazil and Japan were initiated to take advantage of opportunities in their markets, foster business cooperation and technology transfer as well as encourage Foreign Direct Investments.

### **Business Development and Promotion Programme**

GRATIS Foundation in collaboration with Plan Ghana, Korea International Cooperation Agency and Hyundai successfully completed infrastructural works at the GRATIS Centre in Koforidua in the Eastern Region. The Centre which consists of a computer laboratory,

library, science laboratory and 3 fully furnished lecture halls, offers practical training in modern automobile technology.

The Foundation continued to execute its mandate of providing training in various engineering and processing fields to the Ghanaian youth. In this light, it trained 241 vulnerable persons in various food processing and other income generating skills, 120 in occupational safety health and environmental issues in food processing and 65 master craftsmen in various engineering skills.

The Foundation manufactured 824 agro-processing equipment to support the activities of SMEs and also designed, manufactured and tested 8 new products for use in the agro processing sector. The National Board for Small Scale Industries (NBSSI) provided Business Development Services (BDS) through 170 Business Advisory Centres (BACs) across the country. A total of 21,797 entrepreneurs made up of 9,832 males and 11,965 females were trained to enhance their competitiveness. The NBSSI also assisted 256 SMEs to formalize their businesses with the Registrar General's Department and the Ghana Standards Authority, as a means to improving access to credit for business growth leading to employment creation.

The Rural Enterprises Programme (REP) in collaboration with NBSSI and GRATIS Foundation carried out business development services within rural communities at the district level. The joint institutions trained 1,619 people in the identification of self-employment opportunities and 914 owners and operators of existing businesses in management development skills to improve their business performance.

### **Management and Administration**

The Ministry under Central Regional Development Commission (CEDECOM) supported 10 salt producers to rehabilitate salt pans to boost salt production in the Central Region and also supported 277 farmers in the Ekumfi District to cultivate organic sugarloaf pineapple for export. The Commission also installed a 10mt per day fish storage capacity with ice block making facility at Anomabo and a storage container to support the fishing communities at Komenda.

### **Trade and Investment Promotion Programme**

The Export Development and Agricultural Investment Fund (EDAIF) Act was reviewed to increase its resource envelop to support manufacturing, particularly agro-processing and start-ups. An amount of GH¢154.7 million was approved to support 55 projects, of which GH¢69.5 million was allocated to 18 companies under the Export Credit and Projects Facility for manufacturing of export products including pharmaceuticals, wood



processing, food processing, domestic plastic wares, alcoholic beverages and pineapples.

A total of GH¢32.8 million was approved under the Agriculture, Agro-Processing Development and Credit Facility for 15 companies to boost the production and processing of various agriculture products for both local and export markets. The remaining GH¢52.3 million was approved for 22 projects of MMDAs, trade associations and farmer based organizations under the Export Development and Promotion Facility.

To diversify market for exports, particularly the Non-Traditional Exports (NTEs) and promote trade and investment, the Ministry established four new trade offices in China, Turkey, South Africa and Japan. It is expected that these offices will help increase Ghana's exports into those countries.

### **Standardization and Conformity Assessment Programme**

The Ministry under the Trade Related Assistance and Quality Enabling (TRAQUE) Programme initiated a process to support the National Quality Infrastructure (NQI) by procuring testing and calibration equipment for Ghana Standards Authority (GSA) and Food and Drugs Authority (FDA).

To safeguard the health, safety and economic interest of consumers, the Ministry through the Ghana Standards Authority (GSA) developed 150 standards to guide industry and other stakeholders. It inspected 51,420 imported high risk goods at the port of entry, conducted 392 market surveillance activities and tested 10,604 product samples. The Authority also issued 690 Export Certificates and 494 Health Certificates to cover export products. In addition, 677 medical equipment were calibrated to ensure accurate results.

### **Industrial Development Programme**

The Ministry initiated the Small Scale District Industrialization Initiative programme to deal with severe poverty and under-development through the promotion of accelerated economic growth and development in rural communities. The programme is being implemented on a pilot basis in 30 districts with 3 projects in each region and will help in facilitating the development of commercially viable, export oriented and import substitution business activities at the district level.

The cashew industry was supported to set up plantations to promote value addition for export. In this regard, 12,700 small holder cashew farmers in Bole, Jaman and Wenchi districts benefited from the support. Work commenced on the construction of the new sugar factory at Komenda in line with the objective of expanding local production of

manufactured, value-added and primary agricultural products for domestic consumption and export.

## **MINISTRY OF TOURISM, CULTURE AND CREATIVE ARTS**

The Ministry of Tourism, Culture & Creative Arts has the responsibility to provide a firm, stable policy environment for effective mainstreaming of Ghanaian culture into all aspects of national life and to ensure the emergence of a strong and vibrant creative economy to improve and advance the tourism industry.

### **Management and Administration Programme**

Tourism continued to maintain its position as the fourth highest foreign exchange earner after Gold, Cocoa and Oil during the year. International arrivals and receipts grew by 10 percent rising from 993,600 in 2013 to 1,093,000 in 2014 resulting in a corresponding increase in receipts from US\$ 1.9 Billion to US\$2.1.Billion.

In terms of employment, a total 354,000 jobs were created in both formal and informal tourism enterprises and establishments, out of which 101,000 were direct employment. As part of measures to address the lack of funding, the Ministry continued the Ghana Tourism Authority (GTA) restructuring process in line with the Tourism Act, Act 817 by engaging GTA to revamp the collection of one percent levy paid by patrons of tourism enterprises for the Tourism Development Fund. As part of the implementation of Government directives on addressing the dollarization of the economy by hotel and other tourism enterprises, the Ministry organized an educational meeting with tourist operators in Accra.

### **Outstanding Key Activities**

- ◆ Quarterly Ministerial Advisory Board
- ◆ Quarterly Public-Private Partnership Forum

### **Tourism Product Development Programme**

The construction of the Accra Visitor Information Centre (AVIC) meant to provide one-stop shop information to tourists when completed has advanced from 80 percent completion in 2013 to about 95 percent completion in 2014.

The National Chocolate Day, 9th Okwahu Hang and Paragliding Festival, Emancipation Day Celebration in Accra, Cape Coast and Assin Manso, the Grand Greater Accra Homogenous Festival (HOMOFEST) alongside World Tourism Day Celebration were all organized to boost domestic tourism and stimulate hospitality and cultural businesses.

The Ministry secured Cabinet Approval for re-zoning, planning and development of the Marine Drive area, stretching from the Osu Castle to the Arts Centre, to propel Public and Private sector investments in Tourism, Culture and Creative Arts. The project is to transform the Marine Drive area into a tourism enclave to create jobs and income for the youth and also help manage the environment challenges pertaining at the site currently. The marine drive project will consist of hotels, shopping malls, cultural village, restaurants, theme parks, amphitheater etc. An action plan, as well as monitoring and evaluation plan which is critical for the projects was developed to ensure the successful implementation of the project.

The Ministry has secured a parcel of land for the construction of the multi-purpose cultural Village at Kumasi and signed an agreement with the Turkish Exim-Bank to provide funding for the project. The project is expected to create 1,500 jobs for construction workers at the construction stage. When fully operational, the project will create about 5,000 direct and indirect jobs for Ghanaians and increase revenue to the Kumasi Metropolitan Assembly (KMA) in particular and Ghana as a whole.

### **Outstanding Key Activities**

On-going projects notably the construction of seven tourist receptive facilities meant to enhance tourist sites and increase visitations and revenue which were at various stages of completion could not be completed because of non-release of funds.

### **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 8 international tourism & cultural fairs in Spain, Germany, Nigeria, Morocco, South Africa, Niger, Angola and USA. Newly appointed Ambassadors and High Commissioners were engaged to assist in the promotion of tourism, culture and creative arts products in their respective missions.

The Domestic Tourism "**Explore Ghana Programme**" was launched in April with accompanying tours organized for the general public including work place organizations and students. This was part of on-going efforts to create public awareness about the beautiful attractions which exist in the country for Ghanaians to patronize them and inject substantial revenue to host local communities. In addition, the domestic tourism drive sought to empower Ghanaians to enjoy active leisure, know more about the country, reduce stress and increase productivity while at the same time using the tours as a tool to foster social cohesion and peace for development during their interactions with different cultures. It is expected that as the economy improves many more Ghanaians will participate in paid holidays since their disposable incomes will improve.

### **Tourism Quality Assurance Programme**

In order to improve quality service delivery, the Ghana Tourism Authority inspected and licensed 3,834 tourism enterprises. The Hotel Catering and Tourism Training Institute (HOTCATT) also carried out training programmes for 79 school leavers and staff of existing service providers.

### **Key Challenges**

Lack of Vehicles and other logistics for the Ghana Tourism Authority for supervision, registration and licensing of hotels and other tourism enterprises is a major challenge in ensuring standards and quality service delivery for tourists.

### **Culture, Creative Arts and Heritage Management Programme**

The Ministry in partnership with Ministry of Chieftaincy and Traditional Affairs and the private sector successfully organized the 2014 National Festival of Arts and Culture (NAFAC) in Sunyani. The festival showcased the wonderful appearance and beauty of Ghanaian culture and its uniqueness and boosted businesses of hospitality and cultural enterprises in the region and beyond.

MOTCCA held several consultative workshops with key stakeholders to review the Cinematography Act for submission to Cabinet for approval. Nine (9) UNESCO cultural conventions were approved by Cabinet and laid at the floor of Parliament for ratification. The ratification of the conventions would attract international funding for cultural programmes and projects.

The Ministry through the National Commission on Culture and Centers for National Culture organised 10 Regional Senior High School Drama Festivals and the National Drama Festival to harness talents and creativity of the youth for development. The Ministry also launched the African Cultural Renaissance Campaign for Ghana as part of efforts to promote culture as a tool for national development.

Under the auspices of the Ministry, the Ghana Museums and Monuments Board collaborated with International Council for Monuments and Sites (ICOMOS) to update the profile on Tongu Hills and Tengzug Shrine to be listed as world heritage sites. A round-table discussion was also organized on strategies for the sustainable management of the Forts and Castles.

The Ministry continued her engagement with the Ghana Culture Forum which is the Apex Body of the various Creative Arts Trade Associations and practitioners, the Ministry of Trade and Industry among others to discuss ways to develop a competitive creative industry in Ghana. An office to be used as secretariat for the Creative Arts Council was

secured. MOTCCA engaged stakeholders in a series of consultative meetings to draft the legislative and regulatory framework for the Creative Arts Industry.

## **MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY AND INNOVATION**

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

### **Management and Administration**

In July 2014, H.E. the President launched the National Climate Change Policy and the National Environmental Policy to demonstrate the country's commitment to sustainable development devoid of pollution, environmental degradation and deforestation.

Under the implementation of the Policy on the Use of the Local Building Materials in the Construction Industry, the National Local Material Resource Training Centre was completed and launched at the CSIR-BRRI, 50 masons were trained in the use of clay bricks and tiles as well as related local materials, a sensitization seminar for about 100 Architects and professionals of the built environment on the use of local building materials was held.

The Ministry of Environment, Science, Technology and Innovation (MESTI), collaborated with Apex Pollution Control Company Limited (Apex-PCCL) to undertake a programme to test vehicles emissions under a Public Private Partnership (PPP) arrangement.

### **Research and Development Programme**

The Council for Scientific and Industrial Research (CSIR) developed pest management strategies using seeds extract of Jatrofa and Neem plants to protect groundnut pods from insect's damage for a storage period of six months to reduce post-harvest losses. The CSIR developed technologies to improve post-harvest management of cassava and yam to reduce physical losses and enhance their economic value through value-added processing and valorization of waste products.

CSIR trained rice farmers, processors and millers in the Northern and Volta Regions and assisted in capacity expansion and improvement of parboiling vessels to upscale stakeholders processing capacity in the rice value chain. The Council successfully conducted post-harvest surveys on 22 rice mills in the Greater Accra Region aimed at providing technical assistance on rice post-harvest handling, milling, marketing and development of new rice-based products.

The CSIR also developed potentially cost effective feed packages for small ruminants to improve productivity of sheep and goats as well as using root and tuber crop by-products to develop feed for livestock production, specifically for pigs; as well as having developed feed packages for commercial rearing of grasscutters to enhance meat production and livelihood of small-scale farmers. The Council successfully determined that improved health management and supplementary feeding of small ruminants in the Upper East and Upper West Regions in the rainy season increase their production by four to six percent and improves farmers' incomes and livelihoods.

The CSIR promoted the utilization of Biochar among farmers to improve soil fertility and crop productivity by improving soil structure, water holding capacity and reduce the leaching of nutrients into the soil. The Council also established that combined rainwater management and soil fertility improvement techniques have better effect on seed and biomass yields of maize and soybeans in the three Northern Regions.

CSIR organized training workshops to transfer composite flour baking technology to small holder food processors; to enhance better access to growth markets for High Quality Cassava flour. CSIR sensitized policy makers and some smallholder farmers in Ghana on the impacts of Climate change in smallholder agricultural productivity in the bread basket regions of Ghana.

The Ghana Atomic Energy Commission (GAEC), in its efforts to integrate nuclear power into the Country's energy mix, carried out preliminary studies to zone out areas for the determination of candidate sites for nuclear power plant operation; a Nuclear Power Unit was created at the Ministry of Energy and Petroleum to coordinate all nuclear power planning issues. A Nuclear Regulatory Authority (NRA) Bill was drafted and submitted to Parliament for approval; and an MoU between Ghana's Ministry of Energy and Petroleum and the State Atomic Energy Corporation of Russia (ROSATOM) on cooperation on the peaceful uses of atomic energy including the construction of a nuclear power plant in Ghana has been signed.

To reduce post-harvest losses and preserve agricultural produce, GAEC intensified public sensitisation on using the Gamma Irradiation Facility (GIF) and contacted five (5) stakeholders in the food sector and fifteen (15) stakeholders in the medical sector. Soya powder, moringa powder and some flour products (Banku Mix, and Kokonte powder) were irradiated on a pilot basis to extend their shelf lives. In a bid to control the fruit fly menace associated with fruits such as mangoes and citrus being exported, GAEC developed local bait for the control of the invasive mango fruit fly; funds have been secured and equipment procured to produce protein bait locally on a large scale for

mango and citrus farmers; and the fabrication of plant components almost complete, awaiting the boiler.

The GAEC also carried out an assessment of cracks and corrosion on aircrafts for the Ghana Air force; and completed on Atuabo Gas plant as a key service provider to Sinopec Ghana and the Ghana Gas Company; through the use of Non-Destructive Testing (NDT). Two visits were undertaken by International Atomic Energy Agency (IAEA) experts and arrangements for securing funds for the Nuclear Imaging Facility are on-going. One medical doctor and one medical physicist are under training in South Africa to be able to manage the facility.

### **Environmental Protection and Management Programme**

The Environmental Protection Agency (EPA), under the Sustainable Land and Water Management Project (SLWMP), developed individual knowledge and skills in sustainable land management practices, crop and livestock production techniques including good animal husbandry; and increased economic opportunities that enhanced the productive capacities of poor farmers through the provision of parent stock of improved breeds of livestock, materials to construct livestock housing, 103,304 tree seedlings for establishing plantations and woodlots, 49,844.40kg certified seed varieties for food crop production and leguminous seeds to enhance and increase soil fertility.

Additionally, 14 community watershed and management plans were finalized and a Geographic Information System (GIS) based monitoring and evaluation system developed. The EPA also developed guidelines to aid proponents and the general public on the procedures for obtaining an environmental permit and minimum environmental requirements. The EPA organized awareness creation exercises on oil spill contingency planning and response in the six (6) coastal districts in the Western Region, specifically in Ellembelle, Jomoro, Sekondi-Takoradi (STMA), Nzema East, Ahanta West and Shama Districts; and completed the Strategic Environmental Assessment of the oil and gas sector.

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

The EPA developed a National Environmental Education Strategy to assist in teaching and learning in schools. Work is progressing on changing the metal grills on perimeter fencing, horticultural and paving at the Head Office. The EPA continues to monitor air quality on specific locations on the BRT route. A SEA Report on Strategic Environmental Assessment of the Rural Sanitation Model and Strategy (RSMS) was prepared for and submitted to the Ministry of Local Government and Rural Development in April 2014. A final draft on Strategic Environmental Assessment of the Corporate Social Responsibility (CSR) has been prepared for and forwarded to the Ministry of Trade and Industry for further review. The Agency organized a workshop which developed a draft waste regulation to regulate the waste management institutions in Ghana.

A National Environmental quality standards review stakeholder/ technical committee spearheaded by Ghana Standards Authority was formed to develop Regulations for water, air, noise and vehicular emissions. Mine effluent samples were collected and analysed to check on the compliance of companies to the EPA Effluent and WHO Water Quality Guidelines. Key pollutant parameters were assessed for the mining companies besides the general physical parameters were arsenic, cyanide, chromium, cadmium, copper and zinc

Green House Gas (GHG) Central Database: As part of the reforms introduced into the national system for climate reporting under the Third National Communication (TNC) a database hub and project registry has been developed for GHG inventories for the Climate Change unit. Currently it is being hosted in the department. The Agency organized 2014 World Environment Day (WED) and World Day to Combat Desertification and Drought celebrations. The Agency gave Environmental Assessment Permit to 294 companies operating in the energy, hospitality and health industries.

A total of 6663 chemical licensing applications were permitted through the GCNet and Fourteen (14) air quality monitoring sites located in residential, commercial, industrial and along major roads in Accra are being studied. As part of the implementation of the Economic Community of West African States (ECOWAS) Environmental Policy, particularly Axes 3 and 4 respectively on the prevention of environmental pollution, nuisance, urban waste and the control of trans boundary movements of hazardous waste/products and the promotion of information, education and communication for a healthy environment, MESTI tasked the EPA to coordinate and support the ECOWAS Commission through the gathering of materials through filmed interviews, documents or draft documents on strategy discussions, field visits to some recycling plants and landfills to help address the challenge of plastic waste in the region.



### **Spatial Planning and Human Settlement Programme**

The Town and Country Planning Department (TCPD) collected data from 20 MMDAs on permitting indices and baseline data on the state of development and building permitting. In addition, 25 stakeholders were trained in Geographic Information Systems (GIS) applications related to street addressing. The National Spatial Development Framework was about 70 percent complete and comments on the Land Use and Spatial Planning Bill were submitted to the AG's Department for consideration.

### **Challenges**

In carrying out its mandate, the Ministry and its Agencies faced the following challenges and constraints among others:

- ◆ Inability to undertake recruitment and replacement of competent staff
- ◆ Poor public attitudes towards the environment

### **MINISTRY OF ENERGY AND PETROLEUM**

The mandate of the Ministry is to formulate, monitor and evaluate policies for the provision of secure, safe and reliable supply of energy to meet Ghana's developmental needs in an efficient, competitive and environmentally sustainable manner.

### **Management and Administration Programme**

This programme seeks to improve upon the working environment of the Ministry's policy and human resource development and strengthen the regulatory and legislative framework for the sector. In 2014, the programme set out clearly defined targets and indicators that were to be met towards achieving the strategic objectives of the sector. In this regard, a number of programmes and activities were undertaken in 2014.

A draft bill to replace the petroleum (exploration & production) law, 1984, PNDC law 84 to better regulate the upstream sector was submitted to Parliament for consideration and passage into law.

Petroleum regulations on Fiscal metering, Data Management and Health, Safety and Environment are at the drafting stage.

A draft gas master plan to serve as the framework for gas commercialization was developed and circulated among key stakeholders for comments. A stakeholder meeting was held to further discuss the draft report. The report was finalised and submitted to the Minister.

A gas action plan to provide a credible road map for the startup of a sustainable domestic natural gas industry was prepared under USAID funded Power Africa Programme. The action plan which was to serve the entire gas industry is composed of five lines (i.e. market reviews; gas sector consolidation; completion of the jubilee gas project; negotiation of domestic gas commercial agreements and financing and securitization plan).

The local content committee for petroleum upstream to oversee the implementation of local content regulations in the petroleum upstream subsector was inaugurated in February 2014.

The first draft of a local content policy for the power and renewable energy sub sectors was developed and circulated to stakeholders for comments. Detailed analysis of current local manufacturing and procurement of local materials began in a bid to establish the baseline for realistic targets for the policy. A committee was put in place to develop a local content policy for the petroleum downstream sub sector.

### **Energy Efficiency and Conservation Programme**

In 2014, a number of activities were undertaken to ensure energy efficiency and conservation. Under energy efficiency and transportation of refrigerating appliance market programme, over 4,000 used refrigerators were turned in and replaced with new ones under the scheme. Two documents (i.e. an energy efficiency strategy document which looks at the long term strategy to reduce demand and public education campaign document which seeks to address the current power shortage challenges) were prepared. The energy commission launched two energy conservation programmes i.e. **“switch off deep freezer”** and **“save a watt campaign”** in June and July 2014 respectively as part of measures towards efficiency use of energy.

### **Power Generation, Transmission and Distribution**

Work on the 220MW Kpone Thermal Power Plant and the 110MW TICO which were scheduled for commissioning were 85 percent and 90 percent complete respectively. Feasibility studies as well as the environment and social impact assessment on the 12MW solar plant in the Upper West Region was completed awaiting a “no objection” from KFW to advertise pre-qualification document.

Pursuant to government’s policy to create a non-congestion transmission system, GRIDCo has commenced the Substations Reliability Enhancement Project (SREP) to enhance operational reliability, security and controls among others.

The Sunyani-Mim 161kv line upgrade was completed in February 2014. The Kumasi 2<sup>nd</sup> Bulk Supply Point (BSP) was also completed in June 2014. Work on the Tumu-Han-Wa 161kv line was 80 percent complete. The Prestea – Bogosu line was 90 percent complete whilst the Kpando/Kadjebi 330kv line was put before parliament for consideration.

There were a number of challenges in the area of power distribution; thus culminating in persistent load shedding in the course of the year. Key among them was the inadequate generation arising from erratic gas supply from West Africa Gas Pipeline Project (WAGPP); planned and unplanned shut down of plants for maintenance; and low water levels in the reservoir (Bui and Akosombo).

These notwithstanding, efforts were made by ECG to improve supply reliability, reduce system losses and improve operational reliability through the following interventions:

- ◆ ECG system loss and network improvement project in Accra West and Teshie to reduce losses to a maximum of 10 percent;
- ◆ Effective operations of ECG call center and districts faults reporting centers
- ◆ Upgrade of eight (8) primary substations;
- ◆ Construction of Customer service centers and districts offices; and
- ◆ Migration of about 2,100 out of 2,555 MDAs to the prepayment metering system.

### **Ghana Power Compact (Compact II)**

The Ghana power compact under the Millennium Challenge Corporation (MCC) was signed in August 2014. The five year contract is to create a financially viable power sector that will meet the current and future needs of households and businesses and ultimately help fight poverty. The compact has six (6) project areas:

- ◆ ECG financial and operational turnaround project;
- ◆ NEDCo financial and operational turnaround project;
- ◆ Access to electricity project;
- ◆ Regulatory strengthening project and capacity building project;
- ◆ Power generation sector improvement project; and
- ◆ Demand side management and energy efficiency project.

### **Rural Electrification**

In line with the goal to achieve universal access to electricity by 2016, 1,081 communities out of a target of 1,500 were connected to the national grid in 2014. The breakdown is as follows: SHEP (94 communities); Upper West (8); Northern Regional Electrification (82); Upper East Regional Electrification (120); Extension of Upper West electrification (363); Extension of Electricity to 1,200 communities (414). The national electricity access rate increased from 72 percent in 2013 to 76 percent in 2014.

## **Petroleum Development Programme**

Production from the jubilee field was stepped up in 2014. A total of 37,201,991 bbls were produced from the jubilee fields from January to December, 2014. Daily production was within 105,000bpd and 111,382bpd with daily average at 101,923bpd.

The Ghana Group had eight liftings totaling 7,681,120bbl.

Preparatory activities on other upcoming fields including the Tweneboa-Enyera-Ntomme (TEN) were continued towards the commencement of the production of oil and gas in the second quarter 2016 and 2017 respectively.

Under the Sankofa-Gye Nyame Development, a second development project in the Offshore Cape Three Points (OCTP) area also progressed to facilitate the production of oil and gas in the fourth quarter of 2016 and 2017 respectively. Gas Sales Agreement (GSA) and other securitization and Heads of agreement negotiations with the contractors advanced to completion stages. Award of contracts for the Floating, Production, Storage and Offloading (FPSO) and other long-lead items were to follow immediately after negotiations.

The Gas Infrastructure Project consisting of Offshore Pipeline, Onshore Pipeline and a Gas Processing plant was completed in the last quarter of 2014. Pre-commissioning of gas from the offshore pipeline from the FPSO to the Gas Processing Plant commenced on 10<sup>th</sup> November 2014.

The Rural LPG Promotion Project aimed at increasing access of rural communities to cleaner source of energy and reducing dependence on wood-fuel entered its second phase. As at December 2014, 13,000 pieces of 6kg LPG cylinders and cook stoves as against a target of 50,000 were distributed in four districts (Tano South, Ajumako-Anyan-Essiam, Central Gonja and Tolon) under the Programme.

## **Renewable Energy Programme**

The sector objective of increasing the contribution of renewable energy in the electricity mix to 10 percent by 2020 was pursued in 2014 with the implementation of a number of projects which are at various stages of completion.

An assessment of solar standalone power systems for 150 off grid basic schools, in 98 districts was done. A Factory Assessment Test (FAT) was undertaken and equipment shipped. Installation of 50 solar systems commenced in December, 2014 to power ICT facilities in off grid basic schools.

Installation works for 35 energy service centres and 37 solar streetlights commenced in 2014, under the Improved Community Lighting Project .

Under the Solar Lantern Promotion Programme, 10,372 lanterns out of the target of 50,000 were distributed at a subsidized rate. Procurement for the balance was completed and award notification issued to prospective winners.

Contract for 4 pilot mini grids for Peditorkope, Aglakope, Atigagome and Kuborkope were awarded. Factory assessment test was undertaken in December 2014.

The global alliance for clean cook stoves, under the Improved Cook Stove Project, is currently performing a social marketing campaign on improved stoves to assist the distribution of improved firewood and charcoal stoves. A total of 19,940 improved cook stoves were sold to consumers by December, 2014

Efforts were made on the roadmap for acquiring nuclear energy for power generation and other peaceful purposes under the Ghana Nuclear Power Project. The technical wing of the Nuclear Energy Planning Implementation Organization (NEPIO) was established. An Editor's forum on reportage of nuclear matters was established. Siting Charter for the doability studies as well as environmental assessment for candidates' sites/areas were completed. A Nuclear Regulatory Bill was submitted to parliament for consideration.

### **Key Challenges**

- ◆ Erratic gas supply from the West Africa Gas Pipeline Project
- ◆ Unplanned shut down of plants
- ◆ Absence of cost-reflective utility tariffs
- ◆ High system losses (technical and commercial)
- ◆ Obsolete equipment
- ◆ High transmission losses
- ◆ High technical losses (obsolete equipment)
- ◆ Commercial losses (energy theft, inefficient system of collecting bills)
- ◆ Increasing demand for electricity for domestic and industrial use

## **INFRASTRUCTURE SECTOR**

The Infrastructure sector comprises the Ministry of Water Resources, Works and Housing, Ministry of Roads and Highways, Ministry of Communications and Ministry of Transport

### **MINISTRY OF WATER RESOURCES, WORKS AND HOUSING**

The Ministry exists to create and implement policies, plans and programmes for the sustainable management of the nation's water resources, the provision of safe, adequate and affordable water, water related sanitation; safe, secure, decent and affordable Housing; other public landed properties; coastal protection works, operational hydrology and drainage for the well-being of all people living in the country.

#### **Water Resources Management Programme**

The Ministry officially launched a Buffer Zone Policy and set up pilot schemes in the Densu, Tano and White Volta river basins to conserve and preserve water bodies as well as provide valuable socio-economic services,.

The Ministry also developed a Regulation on Dam Safety to regulate and coordinate all relevant activities related to dam design, construction, operations and maintenance. The Regulations were finalized as at end of April 2014. The ultimate goal is to ensure uniform and adequate level of safety for all dams throughout the country.

The Ministry's Public awareness and education campaigns were enhanced to sensitize the public on the proper use of water resources. Towards this end three (3) documentaries were produced for screening on national television networks. Furthermore, 186 police prosecutors and 230 media personnel in 8 regions were trained to assist in enforcing compliance of water use regulations, educating the public, and improving on media reportage.

To enhance trans-boundary co-operation, the Ministry pursued the ratification of the UN Watercourses Convention. A country ratification kit giving comprehensive information on the relevance and applicability of the Convention to Ghana was developed and submitted to the Attorney's General's Department for further action.

#### **Urban Water Management Programme**

The following expansion and rehabilitation works were undertaken during the period:

- ◆ The Kpong Water Supply project was expanded to add 40MGD of water to the supply system and was 98 percent completed by close of the year, while the

Accra Tema Metropolitan Area (ATMA) Rural Water Supply Rehabilitation & Expansion Project was completed. The Project also added 9.24MGD of water to the supply system of the Greater Accra Metropolitan Area (GAMA).

- ◆ The production capacity of the Mampong Water Supply Project was increased to 1.76MGD and the construction of 440,000 gallons of water treatment plants at Apedwa and Kibi and the installation of 220,000 gallons of water treatment plants at Kwabeng and Osenase were completed.
- ◆ The Essakyir Water Supply Project which was to add 3MGD to water production and the construction of a water treatment plant at Nsawam as well as distribution pipelines under the Nsawam Water Supply Expansion Project were all completed during the period. Overall percentage completion was 98 percent.
- ◆ A 54km transmission pipeline was laid from the treatment plants to the reservoir sites at Kumawu under the 3K (Kumawu, Kwahu Ridge, Konongo) Water Supply Project
- ◆ Design and review of water treatment plants at Kumawu and Konongo. At Konongo, 2N<sup>o</sup> EWT have been rehabilitated and the Project is currently 60 percent completed.
- ◆ The 110km pipeline in Akim Oda and Akwatia has been laid and will add 6.58MGD of water to the supply systems at Akim Oda and Akwatia when completed.
- ◆ The repair of the Winneba Water supply system began and was about 15 percent complete.
- ◆ Detailed design and assessment of the Wa Water Supply Project was completed. Earthworks on the treatment plant were all completed and overall progress was about 20 percent.
- ◆ Completion of boreholes and improvement of distribution network in Berekum.
- ◆ Completion of works on the installation of the 13.2MGD sea water desalination plant at Teshie under the Teshie Nungua Reverse Osmosis Plant to improve water supply to the area.
- ◆ Expression of Interest and Request for Proposals for the preparation of the Feasibility Study were issued in respect of the Sogakope Lome Water Supply Project
- ◆ Distribution extension works at Accra, Kumasi, Cape Coast, Teshie, Nungua, Madina, Ashaleybotwe, Ashongman, Kwabenya, Boi, Adenta and some other identified towns commenced.

### **Rural Water Management Programme**

This programme involves the provision of potable water to communities. The various projects being implemented and achievements made were as follows:

- ◆ **The Sustainable Rural Water and Sanitation Project** implemented by the Community Water and Sanitation Agency (CWSA)- 980 boreholes out of the target of 1,200 were successfully drilled in Central, Western, Northern, Upper East and Upper West Regions. Rehabilitation of 9 small town water systems in Upper West and Northern Regions, construction of 47 small town water systems were also at various levels of completion as at the end of the year. 250 institutional latrines out of the 450 were completed.
- ◆ **The Peri-Urban, Rural and Small Towns Water and Sanitation Project-** Eleven (11) out of 15 small town piped systems in the Brong Ahafo Region were completed whilst 12 out of 20 hand dug wells were completed and fitted with hand pumps. 79 out of 101 institutional latrines were also completed with water management teams trained in all the project locations. Open Defecation Free (ODF) was triggered in 66 out of 150 communities.
- ◆ **The Northern Region Small Towns Water and Sanitation Project (NORST)** Five projects were completed in Bunkpurugu-1, Karaga-1, Yendi-2, and Nanumba North-1. Three other projects at Binch Eratanga, Makayili, and Tatali were also completed.
- ◆ **Small Town Water Supply Rehabilitation and Expansion Programmes-** Water supply extension works at Akorkeri and Nkawkaw-Nkonya-Kwaja were at various stages of completion as at the end of the year.
- ◆ **Borehole Delivery Programme-** The first batch of 1,090 boreholes under the Government 5-Year 20,000 borehole programme, and the formation and training of Sanitation Management Teams in all the project beneficiary communities were completed.
- ◆ Completion of Phase one of Phases one and two of the North Tongu and Adaklu Anyigbe Water Supply Scheme (STRABAG) including the pump house as well as installation of pumps.
- ◆ Completion of a 5000m<sup>3</sup>/d Water treatment plant at Mafe Adidome linked with 85.37km of transmission lines.
- ◆ Completion of the KOICA funded Krachi East & West Water and Sanitation Project.



## **Infrastructure Management Programme**

Work was completed on the Atorkor/ Dzita/ Anyanui Coastal Protection works in the Volta Region. Similarly, the Ngyiresia Coastal Protection Works to protect the main Sekond-Essipong road from erosion and an eventual transportation disconnect between Essipong and Sekondi was also completed.

Phase Two of work on the Sakumono Coastal Protection was 98 percent completed. The project protected the land and prevented further erosion along the coastline, particularly the railway line and parts of the Tema Harbour. Work on the Nkontompo Coastal protection project was about 25 percent complete while that of the Aboadze Sea Defence Project was also 55 percent complete. Other coastal protection works which were initiated at various locations such as Dansoman, Adjoa (New Takoradi) to protect the land, life and property and prevent further erosion were at various stages of completion.

Drainage improvement works to solve the perennial flooding and erosion problems and to mitigate the disaster risks associated with flooding were commenced in various parts of the country including Agona Swedru, Nima, Sakaman, Winneba and Goaso.

Under the General Maintenance and Management Sub-Programme, the Ministry rehabilitated and refurbished 56N<sup>o</sup> prestige bungalows. As at the end of the year a total of 618 units out of a target of 836 had been completed, constituting 74 percent.

## **Human Settlement and Development Programme**

The following was achieved under the Human settlement programme during the reporting period:

- ◆ Completion of 168 housing units of 2 and 3 bedrooms under the Phase 1 of the construction of housing units for the Security Services, in Sakumono near Tema in the Greater Accra Region.
- ◆ Commencement of the Phase two of the project consisting of the construction of 368N<sup>o</sup> housing units
- ◆ Commencement of the first 200 housing units of the Construction of 5,000 Housing Units at Saglemi – Ningo Prampram
- ◆ Commencement of the Redevelopment of Government Residential Properties comprising the construction of 15No. Bungalows and ancillary works at Kanda, Accra
- ◆ Completion of the conversion of the State House Tower Block (Job 600) into offices for Parliamentarians is practically completed and due for handing over
- ◆ Continuation of the 4,720 Affordable Housing units located at six sites in five regions namely, Greater Accra, Ashanti, Northern, Upper West and Eastern

- ◆ Completion of six blocks of forty-eight housing units for the Ghana Armed Forces were also allocated
- ◆ Continuation of five blocks of flats of seventy-two units by the State Housing Company Ltd. at Borteyman
- ◆ Formulation of the Draft National Housing Policy with an overall goal of providing adequate, safe, decent and affordable housing that is accessible and sustainable with the infrastructural facilities using the private sector, with government as the facilitator or partner where appropriate. The document was approved by Cabinet.
- ◆ Completion of three out of eight houses (phase one) built using indigenous building materials. This is part of a hundred of such houses to be built across the country.
- ◆ Completion of one out of a total of forty five training centres

### **Key Programmes and Activities planned for 2014 but not implemented**

- ◆ National Flood Control Programme
- ◆ Construction of Various Drains nationwide (i.e. Adenta, Goaso, Mim, Asutifi, Hwidiem, Ejura, Sakumono-Inlet, Tafo, Tamale, Ofoase-Korkorben, Odorkor, Sakaman, Bodi, Boanim, Dwinase, Asankragua, Nkrankwanta, etc.)
- ◆ Onyasia Upstream drainage works
- ◆ Construction of the Dansoman Sea Defence Project
- ◆ Construction of the Anomabo Sea Defence Project
- ◆ Purchase of equipment for the Ministry's Headquarters
- ◆ Surface Water Monitoring and Data Collection Campaigns
- ◆ Database Management
- ◆ Flood Forecasting in the White Volta River Basin

### **Challenges**

The key challenge that confronted the Ministry in the 2014 financial year was the huge outstanding claims and arrears and the limited budgetary allocation.

## **MINISTRY OF ROADS AND HIGHWAYS**

The Ministry has the oversight responsibility for the development, maintenance and rehabilitation of the road network portfolio of Ghana. The activities of the ministry are implemented through the following programmes:

### **Road Rehabilitation and Maintenance Programme**

The focus of this programme is on routine and periodic maintenance and minor repair works on road infrastructure. Routine maintenance was undertaken on 13,459km trunk, 10,061km feeder and 6,313km urban road networks. Periodic maintenance activities,

comprising re-gravelling, spot improvement and resealing works were carried out on 100km, 948km and 645km trunk, feeder and urban road networks respectively. Minor rehabilitation works were done on 1,631km stretch of roads.

### Road Construction Programme

Major road networks were rehabilitated; reconstructed or constructed under this programme. During the period under review a total of 50.2km, 286km and 10km of development works on targeted trunk, feeder and urban road networks respectively were completed. Twelve Bridges at various locations were also completed on feeder road networks.

**Table 4: Details of Progress made on some Road Construction Projects**

Project	Dec 2012	June 2013	Dec. 2014
Tetteh Quarshie – Madina	88%	92%	98%
Asankragwa-Enchi Road	78%	90%	93%
Buipe – Tamale	37%	62%	100%
Ffulso-Sawla	20%	38%	98%
Dodi-Pepesu Nkwanta	Commencement	14%	66%
Tarkwa Bogoso-Ayamfuri	6%	11%	64%
Agona Junction – Elubo	Commencement	11%	68%
Awoshie – Pokuase Road Project	26%	64%	97%
Burma Camp Roads	Signing of Contract	36%	89%
Giffard Road	Signing of Contract	38%	88%
Sunyani Road (in Kumasi)	70%	80%	86%

Source: Ministry of Finance

As at the end of December 2014 the following projects were also at various stages of completion:

- ◆ Kasoa By-pass – 37 percent
- ◆ Kwame Nkrumah Interchange – 62 percent
- ◆ Polo Grounds By-pass – 92 percent
- ◆ Ayamfuri – Asawinso - 36 percent

### Axle Load and Sub-Regional Programmes

The following activities were implemented under this programme:

**Axle load Control and Management:** Intensive education and sensitization on the new Road Traffic Regulation LI 2180 regulation was undertaken for key stakeholders

such as Freight Forwarders, Haulers, Truckers, Ports, and Private Weighbridge Station Operators at Aflao, Kumasi and Nkwanta. The sensitization yielded positive results as less than 10 percent of vehicles weighed were reported to be overloading.

**Trade and Transit facilitation:** Workshops were held with various organisations and CSOs such as the Ghana Police Service, Ghana Shippers Authority, Burkina Faso Shippers Authority and the Borderless Alliance on improving trade assistance along Ghana's transit corridors.

**Joint Border Posts:** The construction of a Joint Border Post (JBP) at Noepe for Ghana and Togo was substantially completed. The National Road Transport and Transit Facilitation Committee of the Ministry of Roads and Highways organised an education workshop on the operationalisation of the Neope JBP for all border agencies.

**Public Private Partnerships:** The Ministry commenced the use of the Public Private Partnerships (PPP) model for the financing, construction and management of road infrastructure including:

- ◆ Accra – Takoradi: The Pre- feasibility study on the dualisation of the Accra-Takoradi road is completed.
- ◆ Accra – Kumasi: Packaging and documentation by a Transaction Advisor was completed in 2014.
- ◆ Accra-Tema Motorway: The procurement of Transaction Advisor to undertake Feasibility study for the Widening and Rehabilitation of the Accra-Tema Motorway is in progress.

### **Monitoring and Evaluation**

The Ministry undertook monitoring visits to all the ten regions and inspected a total of 231 road projects.

### **Development of Key Road Corridors:**

The development activities undertaken include Rehabilitation, Reconstruction and Construction of roads and Bridges. In all, a total of 257km of development works (representing 75 percent of the approved program), 227km (representing 117 percent of approved program) and 30km (representing 20 percent of approved program) have been executed on the trunk, feeder and urban road networks respectively. Twelve (12) Bridges at various locations have been completed on the feeder roads network as at the end of December 2014.

## **Road Safety and Environment Programme**

The ministry undertook intensive education on Axle Load Limit as specified in the New Road Traffic Regulation LI 2180 for key stakeholders. The impact of the training was positive. Less than 10 percent of vehicles weighed were reported to be still overloading.

## **MINISTRY OF COMMUNICATIONS**

The Ministry exists to facilitate the development of a reliable and cost-effective world-class communications infrastructure and services, driven by appropriate technological innovations and a two-way free flow of timely information.

### **Management and Administration**

The Ghana Minimum Technical Specifications in line with the ECOWAS common specifications for the Digital Terrestrial Television (DTT) receivers was developed. The specifications were published in January 2014 for implementation. In addition, the procedure for the award of the Conformance Logos for the Digital TV sets and decoders were published and the NCA signed Conformance Test Agreements with 9 test laboratories.

Impressive growth was registered in the telecommunications sector. The total telephone subscription for both cellular and fixed lines during the year, stood at 29,796,777 representing 7.2 percent growth over the 2013 figure of 27,803,710. Mobile data subscription in 2014 stood at 14,615,048. The Ministry through the Ghana Investment Fund for Electronic Communications (GIFEC) provided internet connectivity for 100 institutions. In addition, ICT Centres were established at Ghana Fire Service Regional Offices whilst 600 desktop computers were distributed to 40 Community Information Centres. The Ministry also facilitated capacity building for 62 nursing training schools and trained 42 Community Information Centre managers.

To offer girls the opportunity to opt for the study of science, engineering and mathematics subjects, the national girls in ICT celebration was held in Koforidua. Out of a target of 500, a total of 411 girls from 48 public schools participated in the programme.

The Ministry reviewed the Draft Broadcasting Bill aimed at strengthening and sanitizing the broadcasting industry and forwarded it to the Ministry of Justice and Attorney-General's Department for finalization and subsequent submission to Cabinet.

Meet-The-Press Series were organised for 12 Ministries to promote transparency and accountability in the operations of MDAs and MMDAs and to keep the citizens informed about development programmes.

### **ICT Infrastructure Development Programme**

The construction of the 780km Eastern Corridor fibre optic project linking Ho to Bawku and from Yendi to Tamale was continued during the year. Some of the areas so far covered were: Yendi to Tamale link is fully completed and ready for use. Bawku to Gushegu is 65 percent, Gushegu to Yendi is 95 percent, Yendi to Bimbila is 90 percent, Bimbila to Nkwanta is 70 percent, Nkwanta to Jasikan is 40 percent, Jasikan to Kpando is 30 percent and Kpando to Ho is 55 percent complete. The Eastern corridor fibre optic project serves over 120 communities along the route from Ho to Bawku with a link from Yendi to Tamale. The fibre was also extended to the University of Health and Allied Sciences. The 775 kilometres fibre project was completed. The project was funded by the Danish International Development Assistance (DANIDA).

The completed fibre project will provide broadband connectivity to all the towns and communities along the fibre route. The utilization of the fibre will also create jobs and employment for the citizens in these communities. The Ministry has programmed to commission the project in 2015.

The Ministry completed the construction of 60 Completed Long Term Evolution (LTE) sites out of 120 LTE sites under the e-Government Infrastructure Project.

The Ministry through NITA embarked on the deployment of an enterprise level hospital administration, radiology information and communications systems for managing the health care provision needs of Korle Bu, Wa Regional and Zebilla District Hospitals. This centralized electronic medical record system will provide unique patient ID that can be used by a patient to access medical care nationwide.

### **ICT Capacity Development Programme**

The KAICE continued its core training activities on software development, security and networking among others, as well as organised sandwich programmes for tertiary students, executive and corporate institutional bodies. Over 2,000 participants benefited from the training. The Centre also established distance learning and launched a number of distance education courses to support ICT skills acquisition and e-government functions.

### **Film and Television Production Training Programme**

123 persons graduated with Bachelor of Fine Arts (BFA) degree, Diploma and Certificate in film and video production and in media and creative arts from NAFTI.

## **MINISTRY OF TRANSPORT**

The Ministry of Transport is committed to create an integrated, modally complimentary, cost effective, safe, secure, sustainable and seamless transportation system responsive to the needs of society, supporting growth and poverty reduction and capable of establishing Ghana as a transportation hub of West Africa.

### **Aviation Services Programme**

Activities implemented under this programme included expansion of the arrival hall, construction of the southern apron and completion of 3 new boarding gates bringing the total to five at the Kotoka International Airport. A 7-Storey Ghana Aviation Training Academy (GATA), was also about 80 percent complete, to support the development of the human resource capacity of the industry. Work on runway and installation of the Air Ground Lighting System of the Tamale Airport commenced to bring it up as an alternative international airport to KIA. The phase 1 of the rehabilitation of the Kumasi Airport involving the overlay of the runway and installation of the Airfield Lighting System were completed at the end of the year.

### **Rail Transport Programme**

The re-construction of the Sekondi- Takoradi via Kojokrom section of the Western Line was brought to about 35 percent complete. The project was to provide sub-urban passenger rail transport service between the twin cities of Sekondi-Takoradi. Rehabilitation works at the Accra-Nsawam and Achimota-Asaprochona were undertaken during the year to ensure continuous operations of the sub-urban shuttle services. A PPP Transaction Advisor was selected for the reconstruction of the Eastern Railway line to link the Boankra inland port to the Tema port and bring import and export services closer to shippers in the northern part of the country. A railway master plan was completed to serve as the blueprint for the systematic development of railway in Ghana.

### **Maritime Services Programme**

The Ministry procured 3No. 50-Seater high speed passenger ferries, to improve passenger and cargo services along the Volta Lake. One was delivered to Akosombo port and the other two were yet to be cleared at the Tema port as at the end of the year. Construction work continued on the Eastern Corridor Multi-Modal Transport project whilst that on landing sites, access roads, ship building, ports and floating docks were commenced to improve transportation services on the Volta Lake. Major infrastructure works were performed in:

- ◆ the Maritime sub-sector such as the expansion of the existing Breakwater at the Takoradi Port by 1.15km (71 percent complete),
- ◆ the construction of a Bulk Cargo Handling Jetty at the Port of Tema,

- ◆ to facilitate bulk cargo handling (35 percent complete),
- ◆ the re-construction of Net-Mending Wharf for the canoe basin (Tema Fishing Harbour),
- ◆ Civil engineering works for the Construction International Maritime Hospital Building (90 percent complete) etc.

The ministry completed the installation of a Vessel Traffic Management Information System (VTMIS). The system was commissioned by H. E. the President in July, 2014. The system has since its completion been providing 24-hour electronic observation and monitoring of Ghana's coastline and the economic exclusive zone (EEZ) to ensure the protection of Ghana's maritime resources, as well as, offshore installations. The VTMIS will also ensure navigational safety, maritime security and protection of the marine environment as well as dealing with other unlawful activities at sea such as illicit drug trafficking, piracy, armed robbery and Illegal, Unreported and Unregulated (IUU) fishing.

Work on the Takoradi Logistics Platform which is to provide warehousing facilities for the oil and gas industry was about 95 percent. Some activities carried out in the year included cladding of metal structures and roofing of two warehouses, preparation and pavement of open storage areas.

Construction of the Ghana Shippers' Authority new head office building was also about 90 percent complete by end 2014 with. This project was funded through internally generated funds and a Bank Loan.

### **Road Transport Management Programme**

To facilitate road transport management the Metro Mass Transit Ltd completed the construction of the Tarkwa bus terminal and brought that of Aflao to about 85 percent completion. The company also performed various measures such as; installation of information boards, help desks, vibrant websites, passenger reception to enhance customer service satisfaction and also improve on the company's service delivery to the general public. One hundred and 127 old buses of the company were re-conditioned during the year. Through the ministry Parliament gave approval for a supplier's credit facility to purchase 200 additional buses to increase the number of available buses.

The ministry sought further Parliamentary approval for the acquisition of 290 Scania buses out of which 245 was earmarked to operate the Bus Rapid Transport (BRT) services and 45 to increase the number of available Intercity STC buses.

The enforcement of rules regarding the non-registration of vehicles without seat belts began during the year. Six companies in each region were identified and trained by the



DVLA to undertake installation of seat belts in vehicles. New electronic road worthy certificates for all vehicles were also introduced during the year to check faking of road worthy certificates. Satellite stations were established at Hohoe, Nkawkaw, Tarkwa, Mampong-Ashanti and Obuasi to bring DVLA services closer to the populace.

Sixteen (16) private entities were authorized by the DVLA to construct equipment-based vehicle testing facilities at various locations out of which one was completed and commissioned with the remaining fifteen (15) at various stages of completion. The completion of the 16 will bring the number of DVLA stations to twenty.

In the area of road safety, the NRSC embarked on public education and awareness programmes to protect road users and improve driver behaviour. The statistic indicated in the table below show the reduction of fatalities on the roads.

**Table 5: Reduction of Fatalities on the Roads**

<b>Outcome indicators</b>	<b>Unit of measurement</b>	<b>of Baseline 2013</b>	<b>Latest Status as Dec, 2014</b>
Improve road safety	Fatalities	1,645	335
	Killed	2,096	416

A four storey eight-unit classroom block has been completed for Government Technical Training Centre (GTTC). In addition, modern training equipment for vulcanizing, air conditioning and automobile diagnostic has been procured to aid the training of artisans at the school.

## **SOCIAL SECTOR**

MDAs comprising the social sector are; Ministry of Education, Ministry of Health, Ministry of Gender, Children and Social Protection, Ministry of Employment and Labour Relations, National Labour Commission, Ministry of Youth and Sports, and Ministry of Chieftaincy and Traditional Affairs.

### **MINISTRY OF EDUCATION**

The Ministry is mandated to establish and ensure quality, access and equity in an educational system that provides the requisite knowledge, skills and values to Ghanaians

to become functional and productive citizens for the socio-economic development and the democratic advancement of the nation.

### **Management and Administration Programme**

The Ministry adopted a policy of zero tolerance for teacher absenteeism, to enhance accountability in schools, improve teacher presence and time on task. Quarterly monitoring and unannounced visits by the Ministry of Education (MoE), NIB and Ghana Education Service (GES) were carried out to about 11,594 Basic Schools. The School Report Card System was rolled out nationwide to improve monitoring of schools, teachers and students. Additionally, IPPD deduction forms were introduced to deduct unjustified days of absence from salaries of absentee teachers/workers. These measures led to a decrease in the rate of teacher absenteeism from 27 percent at the beginning of the year to 11 percent.

The Ministry undertook activities including payroll monitoring to help reassign and redistribute excess teachers in the urban to rural areas. About 14,895 excess staff in 62 districts were identified and redeployed, whilst 4,688 separated staff were deleted from the GES payroll.

The Centre for National Distance Learning and Open Schooling (CENDLOS) continued to provide learning opportunities to increase access to education at all levels. These included 13 study centres with 514 learners, offering programmes in Junior High School (JHS), Senior High School (SHS) and National Vocational Training Institute (NVTI) under the Pilot Open School System.

The National Service Secretariat (NSS) continued to play a critical role in the supply of personnel to support nation building and improve the quality of teaching and learning, particularly in deprived communities. In this regard, the Secretariat assigned personnel to various public and private institutions across the country for the 2013/2014 service year. The voluntary component of the NSS and direct cash payments to service personnel was abolished by government because of developments within the Service during the year which saw staff of the service diverting resources into their private pockets. Controller and Accountant General Department (CAGD) jointly with NSS and Ghana Interbank Payment Settlement System (GHIPSS) took measures to register and pay all NSS personnel using the e-zwich payment platform.

### **Basic Education Programme**

The Ministry increased the number of schools across this sub-sector and thereby expanded access to children in Kindergarten, Primary and Junior High Schools. The number of Kindergartens, Primary and Junior High Schools increased by 4.23 percent,

3.26 percent and five point two percent, respectively in 2014. Under the Complementary Basic Education (CBE) Programme initiated to reduce the number of out-of-school children and integrate them into the regular school system, 24,117 children were enrolled in Northern, Upper East, Upper West and Brong Ahafo regions and are due for graduation.

To achieve quality basic education and attain the target of 95 percent of trained teachers at the Basic level by 2015, efforts were made to train more teachers. This resulted in increase 51.6 and 56 percent respectively at the basic level.

The Ministry procured and distributed Teaching and Learning Materials (TLMs) to 10,924 Basic Schools in 75 deprived districts whilst 30,000 teachers were trained in ICT under the Basic School Computerization Programme, bringing the total number of teachers trained to 50,000.

The Government released capitation grant and paid subsidy for Basic Education Certificate Examination (BECE) for 423,000 final year JHS pupils. These interventions among others, contributed significantly towards Ghana's efforts at attaining the MDGs on education.

### **Second Cycle Education Programme**

Feeding subsidy was paid to all public Senior High Schools for the 2013/14 academic year. The Ministry registered 22 Technical and Vocational Education and Training (TVET) providers and provided grant to institutions under the Skills Development Fund. It also developed Competency Based Training (CBT) unit specifications for Welding & Fabrication, and Mechanical Engineering for Oil and Gas. Occupational Standards for building and CBT curriculum for trades were developed whilst 23 CBT Quality Assurance manuals were approved.

Scholarships were provided to 10,000 JHS Girls from 21 deprived districts in 2013/14 academic year under the Participatory Approach to Student Success (PASS) Programme to improve gender parity at the pre-tertiary level.

### **Non-Formal Education Programme**

The programme enrolled 35,000 learners into its 18-month functional literacy programme.

### **Inclusive and Special Education Programme**

Enrolment in special schools increased from 6,180 in 2013 to 6,385 in 2014. The construction of the National Assessment Centre was about 90 percent complete as the end of the year.

### **Tertiary Education Programme**

Enrolment into all the tertiary institutions increased by 7.1 percent for Universities, 3.4 percent for Polytechnics and 26.9 percent for Colleges of Education. A total number of 55,568 students across the various tertiary institutions were enrolled in Science and Technology and ICT programmes.

To improve linkage between Polytechnics and Industry, 52,167 students out of a target of 72,400 were placed on industrial attachment to equip them with first-hand experience in industry.

With regards to the establishment of a National Research Fund, a draft Bill was prepared and stakeholders' consultation and review process was began.

The allowances given to trainees of Colleges of Education were replaced with the option to apply for students' loan and this resulted in significant increases in enrolment at the Colleges of Education from 9,000 to 15,400 in 2014.

A Presidential Taskforce was set up to develop a roadmap for the establishment of the University of Environment and Sustainable Development in the Eastern Region. The task force secured land in Somanya and Donkorkrom for the siting of the university. A Stakeholders' forum was held to review the draft report covering the academic/ curricula development, ICT infrastructural development, governance and administration, environmental and agricultural development, presented by the Taskforce.

## **MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS**

The Ministry is mandated to coordinate all employment opportunities and labour-related interventions in all sectors, as well as promote decent jobs and harmonious industrial relations for national development.

### **Job Creation and Development Programme**

Government recognizes the occurrence of unemployment as a threat to national security and performed various employment creation interventions to address the unemployment challenge. In 2014, about 398 economic groups' across sectors were organised into

enthusiastic cooperative societies. The Ghana Cooperatives Council trained 210 artisans whilst the Department of Cooperatives audited activities of 412 Cooperative Societies.

### **Skills Development Programme**

The Skills Development Agencies (MDPI, NVTI, ICCES and OIC-G) together trained a total of 8,227 youth in various vocational and technical trades. The NVTI also tested 25,742 candidates in vocational skills, ICT and secretaryship. In addition, 3,425 master-craft persons were trained and 384 vocational schools were accredited during the reporting period.

### **Labour Administration Programme**

The labour and administration programme was delivered by the following organizations as follows:

- ◆ The Labour Department conducted 139 establishment inspections to ensure the enforcement of law on standards and regulations. The Department also issued 18 Collective Bargaining Certificates, settled 84 labour disputes out of 90 reported cases and registered 3 new trade unions.
- ◆ The Department of Factories Inspectorate, inspected 1,670 shops, offices and factories. Registered 320 new factories, conducted 101 safety and health talks as well as 36 industrial hygiene surveys.
- ◆ The Fair Wages and Salaries Commission (FWSC) developed an instrument on the new Public Service-Wide Performance Management System to assist with its performance. This encourages employers to pay for work done and compensate for increases in productivity of employees.

The Commission also produced a report on the harmonization and standardization of categories 2 and 3 allowances. A capacity and readiness assessment was conducted for 8 sub-vented agencies to be independent off government subvention. The National Pensions Regulatory Authority (NPRA) organised stakeholder education and sensitization workshops for organised labour, employers, service providers, senior officials of MDAs, security services, media and the general public on the Contributory three-tier Pension Scheme and the National Pension Act, 2008 Act 766. The Authority licensed one corporate trustee, renewed the license of 25 corporate trustees, 51 fund managers, and 15 custodians. It also registered 100 schemes and inspected all the 25 corporate trustees and 50 stand-alone employer sponsored schemes.

## **MINISTRY OF YOUTH AND SPORTS**

The Ministry of Youth and Sports exists to create an enabling environment for effective youth and sports development and promotion through policy formulation, implementation, co-ordination, monitoring and evaluation.

### **Management and Administration Programme**

The Ministry finalized an Action Plan of the National Youth Policy which provides a framework for the implementation of its priority areas for the development and progress of the youth. A Draft Sports Bill was also verified by key stakeholders of the Ministry and forwarded to the Attorney General's Department for finalization.

The Ministry assisted with the participation of the National Football Teams in various competitions, both locally and internationally. Notable amongst them were the participation of the Black Stars in the 2014 FIFA World Cup Tournament in Brazil, the Local Black Stars participation in the 2014 CHAN Tournament in South Africa, the Black Maidens participation in the FIFA U-17 Women's World Cup Tournament in Costa Rica and the Black Princesses participation in the 2014 FIFA U-20 Women's World Cup Tournament in Canada. The Ministry continued works on the construction of a modern sports stadium at Cape Coast

### **Youth Development Programme**

Presidential Dialogue Sessions were organised for the Youth to commemorate the International Youth Day by The National Youth Authority in collaboration with the Office of the President. This was preceded by Regional and District Youth Discussions with relevant stakeholders at the local level.

Vocational/ Skills Training was delivered to the 1,430 students enrolled in all the 11 Youth Leadership and Skills Training Institutes (YLSTIs). National Youth Patriotism lectures were organised at Tamale and Kumasi to instill in young people a sense of nationalism and patriotism.

### **Sports Development Programme**

A National Community Coaching Education and Development Framework was developed to facilitate the retraining of technical experts and coaches of the College by the National Sports College in collaboration with its stakeholders.

Ghana participated in the 2nd Africa Youth Olympics Games in Botswana and won a total of 9 medals (8 silver and 1 bronze). Ghana also won a Gold medal in Athletics at

the World Youth Olympics held in China. The National Sports Authority also participated in the 2014 Commonwealth Games held in Glasgow, Scotland.

The challenges of the Ministry included the following:

- ◆ Late and non-release of funds
- ◆ Inadequate personnel
- ◆ Inadequate office space
- ◆ Inadequate sports infrastructure/facilities

## **NATIONAL COMMISSION FOR CIVIC EDUCATION**

The Commission is established to promote and sustain democracy and inculcate into the Ghanaian citizenry the awareness of their rights and obligations through civic education.

### **Civic Education Programme**

The Commission focused on its work of strengthening the pillars of democracy. The work and functions of state institutions and Ghana's democratic process were explained to institutions such as Parliament, District Assemblies, the Media, the Judiciary, the Executive and the Independent Governance Institutions (IGIs). The Commission also undertook research into public perceptions of the effectiveness of the Media, Parliament and District Assemblies.

The Commission organised Citizenship Week in 4,000 schools across all districts in the country to educate school children on good citizenship values and planted trees in most of the schools. It also performed public support and community engagements to reduce the occurrence of child, early and forced marriage for media personnel and youth groups.

## **MINISTRY OF CHIEFTAINCY AND TRADITIONAL AFFAIRS**

The Ministry exists to promote effective meeting point between government and Civil Society on matters relating to Chieftaincy and Traditional Affairs for the enhancement of peace, good governance and international partnership for the overall development of Ghana.

### **Chieftaincy and Traditional Affairs Programme**

Seven Hundred and sixty-four Chiefs were entered into the National Register of Chiefs as part of measures to strengthen the management of Traditional Authorities. During the period under review, 16 reports on findings on systematic arranging of lines of succession were summarised into draft Legislative Instruments and forwarded to the Attorney General's Department for onward submission to Parliament.

The Ministry together with the Ministry of Gender, Children and Social Protection organised a workshop for Queen Mothers from each region with the aim of empowering them to play frontline roles in addressing challenges of infant mortality, early marriage and school dropouts.

The Ministry resolved four Chieftaincy cases through the judicial process and assisted with the appointment of six Counsels to the National House of Chiefs and five Regional Houses of Chiefs. Six traditional areas in six regions were identified for the Second Phase of the Ascertainment and Systematic Arrangement of Customary Law Project (ACLPS). A project on the Elimination of Harmful Traditional Practices (EHTP) was launched in the Northern Region and questionnaires for the project were assessed with stakeholders for administration.

## **MINISTRY OF HEALTH**

The mandate of the Ministry is to promote good health for all Ghanaians through the prevention of diseases and injuries, and restoration of good health to the sick and the incapacitated.

### **Management and Administration Programme**

Activities performed during the year under this programme were as follows:

- ◆ The Legislative Instruments for the Health Institutions and Facilities Act, Act 829, 2011 was submitted to the Attorney-General's Department.
- ◆ The draft Bill for the reassigning of authority for the health service was completed and circulated
- ◆ A Health Financing Strategy and Implementation Plan was developed.
- ◆ The 2013 Health Account was also developed. The Health Account is an international standard format that shows who pays for health (government, private or development partners), what it is used for (curative or preventive) and who benefits (rich or poor).
- ◆ Infrastructure projects to expand access to health care in all parts of the country namely:
  - The 600-bed University of Ghana Teaching Hospital,
  - The 420-bed Ridge Hospital Expansion Project,
  - The 500-bed Military Hospital Project in Kumasi,
  - The Second phase of the Tamale Teaching Hospital after the completion of the 400-bed first phase of the project,
  - The Police Hospital Project,
  - The Ashanti Regional Hospital at Sewua-Kumasi, and



- The Upper West Regional Hospital.

### **Health Service Delivery Programme**

In 2014 Out Patient Department (OPD) per capita increased marginally from 0.51 percent to 0.58 percent, Penta 3 vaccination coverage increased slightly from 41.2 percent to 41.6 percent, whilst skilled delivery increased from 28.7 percent to 30 percent. Family planning coverage increased from 13.9 percent in 2013 to 16.6 percent as at September 2014. New ambulance stations were established at Kasoa, Atomic Junction in Accra, Tarkwa and Axim bringing the total to 126. A total of 14,322 cases were attended to comprising of 8,232 inter-hospital transfers and 6,090 emergencies.

Ghana attained a Guinea Worm free status. An evaluation was conducted by the WHO during the year and their findings indicated that Ghana had successfully eradicated Guinea Worm Disease pending certification. The Ministry's main strategy of bringing basic health services to the community level was through The Community Health Planning and Services (CHPS) concept. A total of 724 CHPS zones were made functional. To harmonize the various activities of the different actors in the provision of CHPS, multiple stakeholder meetings were organised to improve efficiency and effectiveness and increase investment in that area.

### **National Health Insurance Authority**

The National Health Insurance Authority (NHIA) began an aggressive biometric registration exercise to bring sanity in utilization and claims management as well as improve operations. Active membership stood at 10.14 million by the end of the year. A new prescription level was also introduced. The NHIA also began a process to scale up capitation to Volta, Upper West and Upper East Regions. Stakeholder engagement and facility mapping were done.

### **Ebola response**

Ghana developed a comprehensive preparedness and response plan for the Ebola Virus Disease during the period. Inter-Ministerial and Technical Committees were put in place to assess strategies on preventing the entry of the deadly virus into the country and a possible outbreak. All hospitals designated isolation units. The Tema Treatment Centre to cater for the southern belt was completed and equipped whilst Kumasi and Tamale centres to cater for the middle and northern belts respectively were at various stages of completion by the end of the reporting period. The Ministry procured and distributed 10,000 Personal Protective Equipment (PPE) to all 4 teaching hospitals and 10 regional hospitals for onward distribution to lower level clinics across the country and also maintained a strategic stock at the national level. The distribution also benefitted other

partly government hospitals including Christian Health Association of Ghana, Port Health, 37 Military, Police and SSNIT hospitals.

A Walk through, non-contact infra-red thermometer was installed at Kotoka International Airport as part of Ghana's preparedness and response for any possible Ebola outbreak. Staff training in case management and other preventive activities was commenced.

### **Infrastructure projects**

Infrastructure projects completed under this programme included the Tarkwa District Hospital, five Polyclinics Phase III project at Nkrankwanta, Wamfie, Kwatre, Bomaa and Techimantia in the Brong Ahafo Region and Phase II of Bolgatanga Regional Hospital.

### **Tertiary and Specialised Health Services Programme**

Tertiary and Specialized projects completed during the reporting period included

- ◆ the Phase I of the rehabilitation and upgrading of Tamale Teaching Hospital, which included four out of eight housing components and the supply and installation of 5MVA, 34.5/11 Bulk Power at the hospital,
- ◆ Construction of an eye care centre at Komfo Anokye Teaching Hospital and
- ◆ Water Improvement Project in selected health facilities in Brong Ahafo, Northern and Upper East Regions.

Assorted medical equipment were distributed to the regional hospitals, the four Teaching hospitals and 90 primary health care facilities under the national medical equipment replacement project. This resulted in the reassignment of authority for high end medical imaging infrastructure to regional hospitals across the country. The Cobalt and Simulator installation and retrofitting works were completed in Korle-Bu and Komfo Anokye as part of the activities to upgrade the radiotherapy centres.

### **Human Resources for Health Development and Management Programme**

The Ministry completed and submitted the Human Resource policy document to the National Development Planning Commission for approval. The guidelines for Postgraduate medical training for the sector were completed whilst the health sector staffing norms was at the final stages of completion as at the end of the year.

One thousand five hundred and eighty-two Pharmacists were trained nationwide as part of the Ministry's continuing education programme for pharmacists, whilst 221 house officers were posted to various community Pharmacy sites nationwide. About 4,469 Licensed Chemical Sellers were trained whilst 206 newly qualified Pharmacists were registered and inducted.

### **Health Sector Regulation Programme**

The Ministry submitted to the Attorney-General's Department for consideration the Legislative Instruments (LIs) to operationalise the tobacco control part of the Public Health Act, Act 851, 2012. The Traditional Medicine Practice Council intensified special enforcement exercises in the regions for practitioners to conform to approved standards and practices.

## **MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION**

The Ministry is mandated to implement social protection interventions that would 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 contribute to national development.

### **Gender Equality and Equity Programme**

The Ministry finalized and validated the Affirmative Action Bill and submitted it to Cabinet for approval. The Ministry also co-sponsored the Intestate Succession and Property Rights of Spouses Bills with the Ministry of Justice and Attorney-General and submitted them to Parliament for consideration.

The Ministry in collaboration with a team of doctors facilitated fistula repairs for 82 women from the Upper East, Upper West, Volta and Central Regions and organized regional advocacy and sensitization durbars on fistula and Female Genital Mutilation (FGM) for 600 women in the Volta, Northern and Upper West Regions.

The Ministry participated and presented a status report on gender issues at the 57<sup>th</sup> and 58<sup>th</sup> sessions of the UN Commission on the Status of Women (CSW) and hosted a side event on 'Assessing Ghana's implementation of the Millennium Development Goals for Women and Girls'. In addition the Ministry submitted and defended Ghana's sixth and seventh Committee on the Elimination of Discrimination against Women (CEDAW) Report to the UN CEDAW Committee. Validation processes of the draft National Gender Policy commenced during the period. Ghana's Beijing +20 report was also submitted to the UN whilst a progress report on its implementation was submitted to member states including the UN and African Union.

### **Child Rights Promotion, Protection and Development Programme**

Giant strides were made by the Ministry under this programme. For instance the Child and Family Welfare Policy, which will ensure the holistic development and welfare of the Ghanaian child within a functional family welfare system was finalized and submitted to

Cabinet for approval. To gather public support for the policy stakeholder consultations were held in 20 Districts and 40 Communities in the 10 Regions to obtain community inputs from over 7,000 Ghanaians..

The Report on the Rights and Welfare of the Child was also finalized and submitted to the African Union and Expert Committee. An Advisory Board was inaugurated to guide the development of A Child Justice Policy.

Cabinet Memos were also submitted on the Ratification of the Hague Convention on Inter-country Adoption, amendment of the Children's Act of 1998, adoption of the Child Welfare Policy and Ratification on UN Protocol on Child Prostitution respectively. Foster care and adoption Legislative Instruments were also finalized for consideration of Parliament. A moratorium was placed on child adoption to address current challenges and protect adopted children and their foster parents. A review of the Early Childhood Care and Development Policy was also begun by the Ministry.

The Ministry signed an MOU to renovate the Efua Sutherland and Dansoman Children's Parks as recreational centres for children. It also provided shelter and care for 800 orphans, trained 1,406 caregivers in all regions, assisted in reuniting 2,234 children in orphanages with their families and closed down 45 orphanages that did not meet the requirements.

### **Social Development Programme**

A number of activities were implemented towards the advancement of social protection. These included the following:

- ◆ Provision of cash grants to a total of 89,016 households out of a target of 100,000 in 144 Districts in all 10 Regions under the Livelihood Empowerment against Poverty (LEAP) Programme as part of efforts to tackle extreme poverty and achieve the United Nations Millennium Development Goal 1. An electronic payment system for the LEAP Grants was also piloted in 3 ecological zones to ensure timely and efficient transfer of cash to beneficiaries. A total of 7,616 beneficiary households in 9 districts and 7 regions received payments electronically. The LEAP 1000 Project was commenced to give support to 6,000 pregnant women towards addressing child mortality and malnutrition. Preparatory works for the rollout in the Northern, Upper East was completed.
- ◆ The Ministry obtained Cabinet approval to coordinate all social intervention programmes. A governance structure was therefore set up at the national, regional, district and community levels. The Ministry initiated the development of a Social Protection Policy and also established a Functional Targeting Unit.

- ◆ The Ministry registered 3,650 elderly persons under the National Health Insurance Scheme and facilitated the closure of the Bonyase witch camp in the Northern region on 15 December, 2014. Fifty five (55) of the alleged witches were reintegrated into communities. The social protection support under Local Enterprises and Skills Development Programme (LESDEP), LEAP and NHIS were extended to them. A National Advisory Committee was inaugurated to work on drafting instructions on Ageing Bill.
- ◆ To enhance hearing capabilities of persons with hearing difficulties, the Ministry equipped 2,100 beneficiaries with hearing aids to enable them communicate better.
- ◆ Domestic Violence and Human Trafficking Programme the Human Trafficking Management Board (Anti-Human Trafficking) was inaugurated to fully implement the Human Trafficking Act and the National Plan of Action. The Human Trafficking LI and the Domestic Violence LI was finalized for consideration of Parliament.

## **NATIONAL LABOUR COMMISSION**

The Commission exists to develop and sustain a peaceful and harmonious industrial environment by promoting and protecting the rights and responsibilities of employers and employees. The Commission also assists with and settles industrial disputes through the use of effective dispute resolution mechanisms.

### **Facilitation and Settlements of Industrial Disputes Programme**

The Commission received 428 complaints from individual workers, group of workers, workers' associations, trade unions and employers out of which 216 were settled and compensation paid.

## **PUBLIC SAFETY SECTOR**

### **MINISTRY OF JUSTICE AND ATTORNEY GENERAL'S DEPARTMENT**

The Ministry exists to provide a legal and policy framework within which legal services are efficiently and effectively delivered to ensure justice for all.

### **Law Administration Programme**

The Ministry of Justice secured the refund of GHC17, 900,000.00 out of GHC 64,136,580.40 being part of some monies wrongfully paid to Craftpro, Asongtaba

Cottage Industries and RLG Communications. Again, the Ministry initiated court proceedings against Isofoton S.A. for the refund of monies paid to the company and GHC 51.2 Million paid to Mr. Alfred Agbesi Woyome. Mr. Woyome was ordered by the Court to refund the amount.

The Ministry enabled the State to avoid the payment of \$ 28.9 Million as judgement debt by setting aside the order for payment in the case of Sweater and Socks Factory Limited vs Attorney-General. The Ministry provided legal opinion on major Agreements for some MDA's, such as the Agreement on The Western Rail Line – Design Build Contract between the Government of The Republic of Ghana and Odebrecht Solutions Inc., Brazil and Agreement between the Government of Ghana and Scania CV AB (PUBL), Sweden, for the supply of Scania complete built-up (CBU) Bus Rapid Transit (BRT) City Buses.

Further, to promote the rule of law the Legislative Drafting Division of the Ministry also worked on 80 substantive legislation among which were:

- ◆ the Appropriation Act 2014, Act 881,
  - ◆ Trade Mark Amendment 2014, Act 876,
  - ◆ Ghana Infrastructure Investment Fund Act 2014,
  - ◆ Act 877, Excise Duty Act 2014, Act 878, Fees
  - ◆ Amendment Regulation 2014, LI 2216,
  - ◆ Incorporated Private Partnerships ( Prescribed Forms) 2014, LI 2212,
  - ◆ Registration of Business Names (Prescribed Forms) Instrument 2014, LI 2213 etc.
- It also worked on seven (7) treaties.

The Council for Law Reporting reprinted 4,500 copies of Ghana Law Reports and published 1,000 copies of the 2008 – 2009 Volume 2 of Ghana Law Reports to improve the training and practice of the legal profession. The Registrar-General's Department registered 20,141 sole proprietorships, 169 partnerships, 12,069 companies limited by shares, 3,258 companies limited by guarantee, 108 external companies, 275 subsidiary business names and 3,079 marriages. There are now offices in 3 other regions namely Ashanti, Western and the Northern Regions to alter the centralized point of registration and bring the office closer to the business communities. The introduction of the electronic registration system has reduced the number of days to 3 days against the target of 2 days. Steps are being taken to also extend Offices to almost all the regions.

The Copyright Office mediated 46 copyright disputes, registered 1,650 copyright works and undertook 30 anti-piracy exercises.

The Legal Aid Scheme provided legal aid to 1,500 out of 4,300 received cases. The Scheme used Alternative Dispute Resolution (ADR) to resolve 8,000 cases within the

year. The Law Reform Commission drafted 3 proposals on new laws, 2 proposals on existing legislations that require amendments, and reviewed 1 out of 2 proposals received for improvement in Law.

### **Management of Economic and Organised Crime Programme**

The Economic and Organised Crime Office (EOCO) recovered proceeds from crime representing 30 percent of the cases investigated, facilitated the prosecution of 20 percent of the cases investigated and organised six sessions to educate the general public about their activities.

### **Legal Education Programme**

The General Legal Council investigated and resolved 30 complaints relating to alleged misconduct of Lawyers. The Council also trained and called to the Bar 225 law students as against the target of 300 law students. In addition, 21 students were trained in the career Magistrate programme. Challenges included:

- ◆ inadequate Court reporters and proof readers at the Council for Law Reporting,
- ◆ inadequate lawyers at Legal Aid Scheme and the Attorney-General's Department,
- ◆ inadequate office space and other logistics at the MDA,
- ◆ delay in payment of subscriptions to international organisations to which Ghana is a member and
- ◆ poor coordination between the Attorney-General's Department and the MDAs in respect of judgement debts.

## **MINISTRY OF DEFENCE**

The Ministry is charged with the responsibility of formulating and managing the performance of policies aimed at protecting the sovereignty and territorial integrity of the nation as well as ensuring the protection of life and property.

### **Management and Administration Programme**

As part of the AU 50<sup>th</sup> anniversary, the ministry in joint action with National Security organized a round table conference with key security sectors to discuss the changing face of security and Ghana's preparedness to overcome those challenges in Ghana. The Ministry also commissioned an inventory on all military lands within the country for proper outline, acquisition and documentation. The Ministry also drafted a number of proposals for both financial and technical support in joint action with some development partners including United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), Women Peace and Security Network Africa (WIPSEN-Africa).

### **Ghana Armed Forces (GAF) Programme**

The GAF collaborated with the other security agencies to check illegal logging and mining to curb environmental degradation, and help in the maintenance of law and order in the country. New command and staff vehicles were acquired during the year and the procurement process for the acquisition of fighting vehicles was initiated to enhance the efficiency of the GAF.

The Ministry commissioned four No. 16 flats for occupancy and begun the construction of 15 No.- storey 16 flats housing projects in Burma Camp, Teshie, Tema and Takoradi. The projects are about 90 percent complete. As part of efforts to upgrade the working environment of service personnel, the Ghana Air Force continued work on the hangar project at the Air Force Base in Accra. In 2014, the Ghana Navy successfully docked the GNS BONSU.

### **Armed Forces Capacity Building Programme**

In line with the capacity training programmes of the Military Personnel, 66 Officers including foreign students passed out at Ghana Armed Forces Command and Staff College (GAF CSC). In addition, 80 Officers completed their training programme in Conflict, Peace and Security and Gender studies at Kofi Annan International Peace-keeping and Training Centre (KAIPTC). Also, 106 Officer Cadets were trained and commissioned at the Military Academy and Training Schools (MATS).

### **Military Health Service Programme**

As part of efforts to expand the health service delivery to the Military personnel and the general public, work commenced on the construction of the 500 bed capacity Military Hospital in Afari, Kumasi.

### **Challenges:**

The Ministry of Defence could not perform all the planned internal and external training programmes for its personnel due to inadequate funds. This also affected the Local courses in Certificate in Public Administration, Diploma in Public Administration and Masters Programmes organised at Ghana Armed Forces Command and Staff College (GAF CSC) by Ghana Institute of Management and Public Administration (GIMPA). Various military exercises especially in conventional warfare suffered similar fate.

## **COMMISSION ON HUMAN RIGHTS AND ADMINISTRATIVE JUSTICE**

The Commission exists to enhance the scale of good governance, democracy, integrity, peace and social development by promoting, protecting and enforcing fundamental human rights and freedoms and administrative justice for all persons in Ghana.



### **Human Rights Programme**

The Commission completed the baseline survey into the human rights situation in Ghana to mainstream rights-based approach in national development planning and ensure a more coordinated approach to promoting and protecting human rights. This is in line with the requirements for the development of the National Human Rights Action Plan (NAHRAP).

### **Anti-Corruption Programme**

The Commission assisted with the adoption of National Anti-Corruption Action Plan (NACAP), which was approved by Parliament and conducted a number of training programmes for Chief Executives of SOEs and Chief Directors of MDAs, This was as part of efforts to build capacity to secure high integrity in the public service under the National Integrity Programme (NIP).

To hold public officers accountable, the Commission investigated 25 complaints and allegations of corruption, conflicts of interest and contravention of and or non-compliance with the Code of Conduct. In addition, the Commission prepared memorandum on the Conduct of Public Officers Bill towards improving the legal framework for fighting corruption.

## **JUDICIAL SERVICE**

The Judicial Service exists to resolve legal conflicts according to law, impartially and efficiently for all persons without fear or favour, affection or ill-will through true and proper interpretation, application and compliance with the laws of Ghana.

### **Court Administration Programme**

Against a target of 110,000, the Service recorded a total of 202,469 cases of which 100,824 were done with. To reduce the occurrence of courts without Judges and Magistrates by 5 percent and assist with the speedy disposal of cases, a total of 31 Judges and Magistrates were recruited.

### **Alternate Dispute Resolution Programme**

To reduce long litigation in courts, the Service referred 7,016 cases to ADR against a target of 10,000. The ADR also mediated a total of 5,924 cases, out of which 4,181 of those cases were settled against an overall target of 7,000 cases.

## **MINISTRY OF THE INTERIOR**

The Ministry exists to ensure the maintenance of internal security within the laws in Ghana to promote peaceful development of the country.

### **Conflict and Disaster Management Programme**

The National Peace Council inaugurated 7 Regional Peace Councils and trained 91 members. The Council also organized awareness programme for 20 Journalists in the Northern, Upper East and Upper West regions. In addition, the Council undertook an intervention in Bawku to give energy to the stalled peace process by reviving the Bawku Inter Ethnic Peace Committee (BIEPC) and completed a study to map out conflict zones in Ghana as well as compiled a national database of peace actors and initiatives. The following were also achieved:

- ◆ Developed and launched the electronic conflict map of Ghana in Kumasi and UCC.
- ◆ Completed training of 105 media personnel on conflict sensitive reporting in the 3 Northern Regions, Brong Ahafo and Volta Regions.
- ◆ Completed the studies on the role of civil society, youth and women in conflict prevention
- ◆ Assessed the capacity needs of the National Peace Architecture.

**The National Disaster Management Organization (NADMO)** performed public education on Disaster Risk Reduction and Climate Change Adaptation. The Organization formed volunteer groups and supported disaster victims with relief items. Three thousand and ninety-six (3,096) Disaster Volunteer Groups were formed and trained to handle various disaster types. Relief items were distributed to 73,599 disaster victims across the country. A GH¢1,153,500.00 WEBOC Centre was constructed to identify every occurrence of disaster in the country. The NADMO Bill was approved by Cabinet. The Organization helped reduce the number of flood disaster victims through removing sand, clay and refuse from drains in major flood prone areas and public education on disaster prevention and mitigation.

The Ghana National Fire Service purchased 80 fire tenders and associated equipment, acquired 1,000 drums of foam compound, 1,500 pieces of delivery hoses, camouflage uniform and accoutrements. The Service responded to 3,642 fire outbreaks and attended to 390 accidents, as well as issued 4,574 Fire Certificates to various organizations and establishments nationwide.

During the year 2014, the Service serviced all the Fire Tenders as required to ensure that the benefit of 5 years warranty in the contract agreement is complied with. The Service issued 8,005 Fire Certificates to various organizations and establishment

nationwide. This resulted in generating, GH¢ 1,153,456.75 as revenue for the Government. This was about 67 percent of the service's annual target for 2014.

Strategic and serious Fire safety educational programs were organized for market operators, schools, hotels, etc. to educate them on the menace of fires and how to prevent the occurrence of fires. Weekly Radio and Television programs were held with the view to educating the general public on Fire Safety and Prevention Strategies.

The Service continued with its Public Education in over 300 establishments and companies nationwide including MMDAs and some lorry parks. Outreach programmes were carried out at some strategically selected TV and radio stations, markets, schools and churches. The Service trained and equipped 623 people from 20 companies with firefighting and safety techniques and organised fire safety educational programmes for market operators, schools and hotels to educate them on the danger of fires and how to prevent its occurrence.

**The National Commission on Small Arms** ensured that 70 percent of all weapons in 16 units of the Ghana Armed Forces were marked and captured electronically to promote gun accountability, easy identification, tracing and retrieval of lost or stolen weapons. The Commission successfully performed a Small Arms Baseline Survey across the country to understand the extent of weapon proliferation and the dynamics of armed conflict.

In this regard, the Commission conducted stakeholders' consultation meeting to solicit ideas on areas of review and engaged a consultant for the purpose. A Zero draft of the new law was presented for the Commission's input. To sustain public education and sensitization on the dangers of illicit rapid increase of Small Arms, the Commission through electronic media carried out public education of various forms such as Radio and TV discussions. .

The Commission successfully undertook a Small Arms Baseline Survey across the country with the view to understanding the extent of rapid weapon increase and the dynamics of armed conflict among others.. A Cabinet Memo on the Signing of the Arms Trade Treaty (ATT) and the Convention on Certain Weapons (CCW) was prepared and submitted to Cabinet Secretariat for consideration.

### **Crime Management Programme**

The Ghana Police Service (GPS) expanded the Police Visibility and Accessibility Programme to all regional capitals and selected urban areas, leading to a reduction in major crimes. To this end, many of the hardened criminals were arrested and

successfully convicted. The GPS also established a Patrol Department and Marine Police Unit. 125 police personnel from the 11 Police Regions in Ghana attended a 2-week training course at Pwalugu in the Upper East Region from 22nd June to 5th July, 2014.

The Narcotics Control Board (NACOB) educated over 483 schools, 128 communities on the dangers of drug abuse and trafficking and offered counselling to inmates in rehabilitation homes and hospitals. In addition, the Board renewed licenses of 65 and registered 9 new companies that deal in forerunner chemicals. The Board also recorded a total of 41 narcotic drug arrest cases, 24 postal seizures with 1 arrest as well as 9 convictions for narcotic drug offences.

The Narcotics Control Board educated 179 institutions including media houses on the dangers of drug abuse and trafficking. The Board spoke on Talk shows on 81 TV and radio stations across the country; a total of one hundred and 130 radio and television programmes were carried out. NACOB arrested 8 persons of various nationalities, renewed licenses of 65 companies who deal in precursor and registered 9 new companies. The Board performed weekly visits to 86 treatment centres to offer counselling, intervention and technical support to its patients.

: The Board recorded a total of 41 narcotic drug arrest cases. The cases resulted in the arrests of 40 suspected persons. Also, a total of 24 postal seizures were made with 1 person arrested and 23 under investigation. Nine persons were found guilty of narcotic drug offences.

The Ghana Prison Service completed some residential facilities to house officers who provide security at the 2,000 capacity Maximum Security Prison at Ankaful. TAs a result of the improved security the inmate population was able to be increased from about 200 to 831, thereby reducing the overcrowding situation at the Medium Security Prison in Nsawam.

The Service provided inmates with vocational training in pottery, blacksmithing, vulcanizing, carpentry, sewing and auto-mechanics. The Service also provided skills training and formal education for convicted prisoners and juveniles in custody.

Administrative restructuring was undertaken to ensure effectiveness and efficiency in the management of the Service. This resulted in the creation of independent departments headed by Controllers to provide much needed focus. These newly created departments are Agric, Support Services and Inmates Rehabilitation and Skills Training.

As part of efforts to meet International human rights standards for the treatment of offenders, the Service introduced a Paralegal Unit at the Prisons Headquarters with offices in 42 prison establishments. The Unit, among other things, supports the Prisons Administration to update the records of remand prisoners and keep their data to notify the Police and the Courts when their warrants expire. In line with this, Desk Officers were put in charge of the Courts, Police, CHRAJ and Legal Aid to keep regular contact and facilitate court attendance, to ensure that offenders do not unduly stay in prison custody.

The Service made a limited achievement in building the capacity of staff. As at 31st October, 2014 17 Subordinate Officers and 12 Superior Officer had been trained in Correctional management. In-service training was also conducted for teachers of Prison basic schools.

The Service put in measures to reduce the number of escapees from the prisons and recidivism (i.e. in re-offending). The measures resulted in the reduction of escapees from 28 in 2013 to 22 in 2014 and reduction in recidivism (re-offending) from 5.8 percent in 2013 to 5.7 percent in 2014.

The Service in its quest to rehabilitate prisoners and successfully reintegrate them into society, prepared and presented 13 candidates for the BECE, 90 candidates for the NVTI and 29 candidates for the 2014 November/December WASSCE.

### **Migration and Refugee Management Programme**

The Ghana Immigration Service (GIS) organised educational campaigns to educate the public on migration and work permits and inspected factories, hotels, churches, dwelling places and mining sites. This led to the arrest of 168 persons of various nationalities for breach of immigration laws, illegal mining and employment. In addition, 380 Ghanaians were refused entry into various destinations abroad for failing to meet entry requirements and 38 foreign nationals were not admitted into Ghana whilst 16 foreign nationals were sent back to their respective home countries for various immigration offences.

The Ghana Refugee Board drafted the National Policy on Refugee Management (Refugee Commission Bill), the operational manuals for the Secretariat and Scheme of Service for staff to restructure the Board into a Commission. The Board completed the **local combined process of 2000** former Liberian refugees and facilitated voluntary repatriation of Ivorian refugees.

Steps were taken to restructure the Ghana Refugee Board and transfer the temporary staff unto Government payroll. A Draft National Policy on Refugee Management (Refugee Commission Bill) intended to change the Board to Commission was developed for the attention of Cabinet. Draft Documents on the operation manuals for the secretariat and Scheme of Service for staff were also prepared and submitted to the Management Service Division of the Office of Head of Civil Service for their review.

### **Gaming Regulation Programme**

The Gaming Commission licensed 25 Casinos, 16 sports betting companies and 8 Route Operation facilities that are operating across the country. In addition, the Commission partnered the Financial Intelligence Centre and organised education campaigns for stakeholders in the gaming industry on the Anti-Money Laundering Act (2008).

The Gaming Commission sponsored three (3) of its inspectors to South Africa on a 5-day training course in May 2014 on casino crime detection, prevention, and current trending standard practices in the Gaming Industry.

The Gaming Commission held two meetings with operators in the gaming industry to brainstorm on the changing trends in the industry and how to move the gaming industry in the country to its apex. The Gaming Commission of Ghana generated a total revenue of Gh¢2,986,324.00 for the year 2014 which far exceeds the revenue of GH¢ 1,669,982.00 for the year 2013. The Gaming Commission contracted the Law Temple to work and complete its Legislative Instrument to support the Gaming Act, (Act 721)..

### **Revenue Monitoring**

The objective is to monitor and assess accounting controls and ensure that all commands and controls comply with the financial management system and comply with the Financial Regulations. Four Regions were visited within the period under review.

### **Arrest**

A total of Three Hundred and three (303) persons of varying Nationalities were arrested during the year 2014. This number include one hundred and twenty-five (125) Nigerians suspected to be involved in illegal mining and one hundred and seventy-eight (178) others, arrested for breach of immigration laws.

### **Inadmissible / Refused Entry**

Seven Hundred and Twenty five (725) persons of Ghanaian nationalities were refused entry to various destinations abroad. In the same vein, Fifty-seven (57) foreign nationals were not admitted into Ghana for failing to meet entry requirements during the period under assessment.

### **Deportation/Repatriation of Foreign Nationals**

A total of One hundred and nine (109) persons were sent back to their countries of origin during the period under consideration. This figure includes Ninety-three (93) Ghanaian nationals who opted for voluntary return from abroad. Moreover, One (1) Italian, two (2) Turkish nationals, five (5) Nigerians and eight (8) Bangladeshis were also repatriated to their respective home countries for various immigration offences. With respect to deportation, a total of Two thousand three hundred and sixty (2,360) Ghanaians were deported from abroad within the period for committing various immigration offences. This number includes a mass deportation of Seventy-six (76) persons from abroad. Four Hundred and Ninety-five (495) other nationals were also deported from Ghana to their respective countries of origin for flouting immigrations laws.

### **Document Fraud and Expertise Centre**

The Centre received various referral cases of suspected forgeries/counterfeits of travel documents, verification of travel history and other sources documents such as Birth certificate and Marriage certificate of prospective visa applicants. In all, nine hundred and seven (907) cases were received and processed over the period under review of which four hundred and forty-two (442) were found to be fraudulent.

### **Intelligence Gathering**

The Intelligence Unit of the Service investigated Twenty-one (21) cases of foreigners working in Ghana illegally with fake GIPC Quota Letters. It shared Sixty-three (63) confidential information on requests from Law Enforcement Institutions to foreign Missions. It again investigated and cleared One hundred and seventy-seven (177) foreign nationals. The Service through its Intelligence Unit responded to Thirteen (13) requests from foreign missions in Ghana and verified Sixty-eight (68) cases of residence permits to the banks and non-law enforcement agencies.

### **Permanent Residence Processing**

During the period under review, a total of 137 applications were recommended and approved by the Minister of the Interior. In addition, 13 applications are pending to be processed.

In addition to this, the Permanent Residence Section processed and issued 137 permanent residence permits and right of abode stickers to applicants who have been granted the permanent residence status; this includes transfers into new passport and backlogs. In addition, 13 applications were pending to be processed as at the end of the year. A Draft Migration Policy Document was validated.

## SECTION FOUR: FINANCIAL PERFORMANCE

This section of the report presents summary of financial performance of Ministries, Departments and Agencies' (MDAs) global expenditures on Compensation of Employees, Goods and Services, and Capital Expenditure financed from Government of Ghana (GoG) Funding sources, and Public Funds sources.

Government of Ghana Fund sources include revenues generated from Taxes on Income and Property; Taxes on Domestic Goods and Services; International Trade Taxes; and Social Security and National Insurance Trust contributions to the National Health Fund. The Public Funds comprises revenues generated from the internal operations of MDAs called the Non-tax Revenue/ Internally Generated Funds (IGFs) and other funds received from development partners, in respect of loans and grants, known as the Development Partner (DP) Funds.

The financials were collated from the unaudited version of the Financial Statements on Public Accounts prepared and submitted to the Auditor-General by the Controller and Accountant-General.

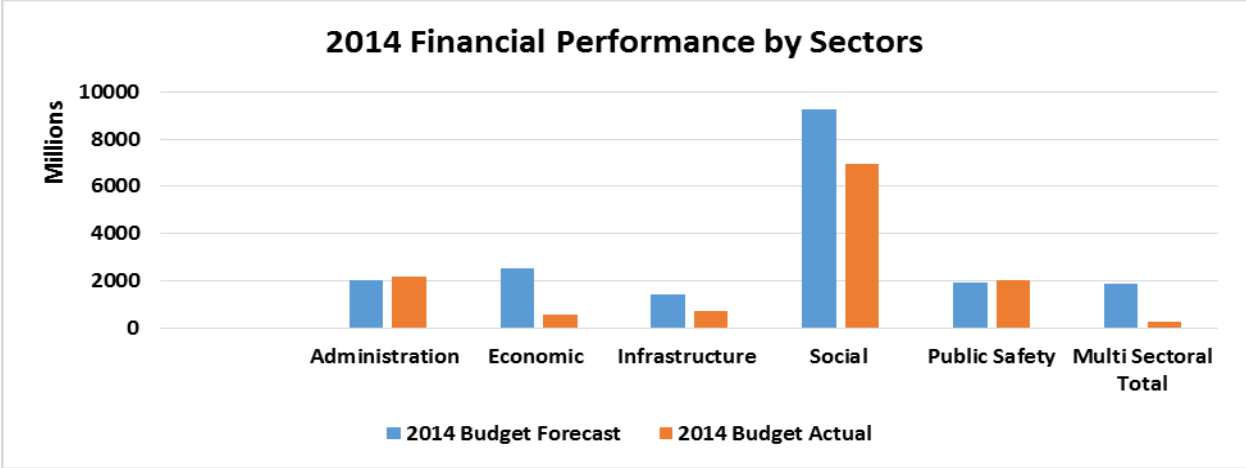
The summary tables that follow therefore comprises expenditures on Compensation of Employees; Goods and Services; Capital Expenditure; IGFs and DP Funds by Sectors and by MDAs.

**Table 6: FINANCIAL PERFORMANCE BY SECTORS, 2014**

	MDA	Budget	Revised Budget	Actual	Actual (%)	Variance	Variance (%)
		A	A*	B	B/A*	C= A*-B	C/A*
1	Administration Sector	1,891,397,543.00	2,022,658,885	2,182,661,674	108%	(160,002,789)	-8%
2	Economic Sector	1,379,658,065	2,547,920,328	562,250,668	22%	1,985,669,660	78%
3	Infrastructure Sector	491,259,560	1,451,799,173	713,757,700	49%	738,041,473	51%
4	Social Sector	8,376,605,125	9,266,907,647	6,972,624,070	75%	2,294,283,577	25%
5	Public Safety Sector	1,782,564,626	1,955,037,414	2,023,518,724	104%	(68,481,310)	-4%
6	<b>MDAs Total</b>	<b>13,921,484,919</b>	<b>17,244,323,447</b>	<b>12,454,812,835</b>	<b>72%</b>	<b>4,789,510,611</b>	<b>28%</b>
7	Multi Sectoral Total	893,894,658	1,855,831,036	292,454,621	16%	1,563,376,415	84%
8	<b>GRAND TOTAL</b>	<b>35,416,314,526</b>	<b>39,367,839,334</b>	<b>38,936,368,697</b>	<b>99%</b>	<b>431,470,637</b>	<b>1%</b>



**Figure 2: Financial Performance by Sectors**



**Table 7: SUMMARY-FINANCIAL PERFORMANCE OF MDA FOR GoG FUNDS**

	MDA	Budget	Revised Budget	Actual	Actual (%)	Variance	Variance (%)
		A	A*	B	B/A*	C= A*-B	C/A*
1	<b>Administration</b>	<b>1,822,658,514</b>	<b>2,022,658,885</b>	<b>2,182,661,674</b>	<b>108%</b>	<b>(160,002,789)</b>	<b>-8%</b>
2	Office of Government Machinery	329,508,728	341,848,899	312,904,744	92%	28,944,155	8%
3	Parliament of Ghana	208,365,216	209,089,197	112,581,546	54%	96,507,652	46%
4	Audit Service	119,115,792	119,115,792	108,391,364	91%	10,724,428	9%
5	Public Services Commission	3,483,805	2,722,211	2,955,916	109%	(233,705)	-9%
6	District Assemblies Common Fund	311,833	311,833	82,074	26%	229,759	74%
7	Electoral Commission	139,477,234	141,161,177	138,224,289	98%	2,936,888	2%
8	Ministry of Foreign Affairs & Regional Integration	141,217,551	153,953,029	135,604,981	88%	18,348,048	12%
9	Ministry of Finance	725,303,370	733,783,965	884,803,236	121%	(151,019,271)	-21%
10	Ministry of Local Government and Rural Development	82,833,752	215,307,704	427,781,554	199%	(212,473,850)	-99%
11	National Media Commission	4,107,062	2,679,933	2,014,796	75%	665,137	25%
12	Ministry of Information and Media Relations	62,385,692	97,835,902	53,079,345	54%	44,756,557	46%
13	National Development Planning Commission	6,548,479	4,849,243	4,237,830	87%	611,413	13%
14	<b>Economic</b>	<b>1,103,524,105</b>	<b>2,547,920,328</b>	<b>562,250,668</b>	<b>22%</b>	<b>1,985,669,660</b>	<b>78%</b>
15	Ministry of Food and Agriculture	125,948,927	291,739,257	57,579,687	20%	234,159,569	80%
16	Ministry of Fisheries and Aquaculture Development	99,483,871	125,158,898	74,963,689	60%	50,195,209	40%
17	Ministry of lands and Natural Resources	77,074,421	277,109,534	102,251,579	37%	174,857,955	63%
18	Ministry of Trade and Industry	107,492,362	242,929,313	26,495,042	11%	216,434,271	89%
19	Ministry of Tourism, Culture and Creative Arts	27,831,765	30,094,967	15,278,990	51%	14,815,977	49%
20	Ministry of Environment, Science, Technology and Innovation	162,015,714	240,721,480	156,512,790	65%	84,208,690	35%
21	Ministry of Energy and Petroleum	503,677,045	1,340,166,880	129,168,890	10%	1,210,997,990	90%
22	<b>Infrastructure</b>	<b>382,370,241</b>	<b>1,451,799,173</b>	<b>713,757,700</b>	<b>49%</b>	<b>738,041,473</b>	<b>51%</b>
23	Ministry of Water Resources, Works and Housing	89,718,845	508,654,128	260,848,399	51%	247,805,730	49%
24	Ministry of Roads and Highways	219,302,536	769,193,732	229,147,320	30%	540,046,412	70%
25	Ministry of Communications	11,214,382	96,753,338	81,757,993	85%	14,995,345	15%
26	Ministry of Transport	62,134,478	77,197,975	142,003,988	184%	(64,806,014)	-84%
27	<b>Social</b>	<b>6,057,037,163</b>	<b>9,266,907,647</b>	<b>6,972,624,070</b>	<b>75%</b>	<b>2,294,283,577</b>	<b>25%</b>
28	Ministry of Education	4,664,337,704	5,744,551,955	5,246,366,430	91%	498,185,524	9%

	MDA	Budget	Revised Budget	Actual	Actual (%)	Variance	Variance (%)
		A	A*	B	B/A*	C= A*-B	C/A*
29	Ministry of Employment and Labour Relations	34,917,348	33,711,729	29,477,834	87%	4,233,895	13%
30	Ministry of Youth and Sports	35,685,666	22,866,569	19,439,978	85%	3,426,590	15%
31	National Commission for Civic Education	26,982,410	25,466,671	28,043,539	110%	(2,576,868)	-10%
32	Ministry of Chieftaincy and Traditional Affairs	20,227,991	18,684,854	26,414,904	141%	(7,730,050)	-41%
33	Ministry of Health	1,208,823,014	3,349,212,257	1,597,988,408	48%	1,751,223,849	52%
34	Ministry of Gender, Children and Social Protection	63,684,856	70,767,421	23,649,613	33%	47,117,807	67%
35	National Labour Commission	2,378,174	1,646,191	1,243,362	76%	402,829	24%
36	<b>Public Safety</b>	<b>1,750,541,954</b>	<b>1,955,037,414</b>	<b>2,023,518,724</b>	<b>104%</b>	<b>(68,481,310)</b>	<b>-4%</b>
37	Ministry of Justice and Attorney General's Department	56,570,545	62,808,689	44,173,413	70%	18,635,276	30%
38	Ministry of Defence	531,615,816	685,138,554	758,284,828	111%	(73,146,274)	-11%
39	Commission on Human Rights and Administrative Justice	13,666,789	25,805,034	14,703,483	57%	11,101,551	43%
40	Judicial Service	184,911,744	192,477,762	105,050,218	55%	87,427,544	45%
41	Ministry of Interior	963,777,060	988,807,376	1,101,306,782	111%	(112,499,406)	-11%
42	<b>MDAs Total</b>	<b>11,116,131,977</b>	<b>17,244,323,447</b>	<b>12,454,812,835</b>	<b>72%</b>	<b>4,789,510,611</b>	<b>28%</b>
43	Utilities	57,000,000	30,780,000	-	0%	30,780,000	100%
44	Subscription	137,000,000	73,980,000	-	0%	73,980,000	100%
45	Central Administration of MMDAs	300,939,275	293,139,275	1,364,896	0%	291,774,379	100%
46	Ghana Revenue Authority	-	-	-	-	-	N/A
47	General Government Services	321,805,607	1,129,683,415	214,921,630	19%	914,761,785	81%
48	Contingency Vote	76,508,343	328,248,346	76,168,095	23%	252,080,251	77%
50	<b>Multi Sectoral Total</b>	<b>893,253,224</b>	<b>1,855,831,036</b>	<b>292,454,621</b>	<b>16%</b>	<b>1,563,376,415</b>	<b>84%</b>
51	Other Government Obligations	-	20,267,684,852	26,189,101,241	129%	(5,921,416,390)	-29%
52	<b>GRAND TOTAL</b>	<b>12,009,385,201</b>	<b>39,367,839,334</b>	<b>38,936,368,697</b>	<b>99%</b>	<b>431,470,637</b>	<b>1%</b>

**Table 8: FINANCIAL PERFORMANCE OF MDAs FOR GoG FUNDS –  
COMPENSATION OF EMPLOYEES**

	MDA	Budget	Revised Budget	Actual	Actual (%)	Variance	Variance (%)
		A	A*	B	B/A*	C= A*-B	C/A*
1	<b>Administration</b>	<b>1,081,045,023</b>	<b>1,081,045,023</b>	<b>1,347,021,775</b>	<b>125%</b>	<b>(265,976,752)</b>	<b>-25%</b>
2	Office of Government Machinery	201,826,963	201,826,963	204,346,866	101%	(2,519,903)	-1%
3	Parliament of Ghana	65,099,239	65,099,239	91,250,543	140%	(26,151,304)	-40%
4	Audit Service	99,512,430	99,512,430	98,136,920	99%	1,375,510	1%
5	Public Services Commission	1,957,485	1,957,485	1,781,968	91%	175,517	9%
6	District Assemblies Common Fund	311,833	311,833	32,196	10%	279,637	90%
7	Electoral Commission	20,051,612	20,051,612	20,193,101	101%	(141,489)	-1%
8	Ministry of Foreign Affairs and Regional Integration	101,503,694	101,503,694	109,637,920	108%	(8,134,226)	-8%
9	Ministry of Finance	506,985,066	506,985,066	442,327,795	87%	64,657,271	13%
10	Ministry of Local Government and Rural Development	20,184,975	20,184,975	322,780,898	1599%	(302,595,923)	-1499%
11	National Media Commission	1,812,444	1,812,444	1,724,760	95%	87,684	5%
12	Ministry of Information and Media Relations	58,378,748	58,378,748	52,119,583	89%	6,259,165	11%
13	National Development Planning Commission	3,420,534	3,420,534	2,689,225	79%	731,309	21%
14	<b>Economic</b>	<b>309,903,923</b>	<b>309,903,923</b>	<b>368,653,521</b>	<b>119%</b>	<b>(58,749,598)</b>	<b>-19%</b>
15	Ministry of Food and Agriculture	35,000,000	35,000,000	36,725,774	105%	(1,725,774)	-5%
16	Ministry of Fisheries and Aquaculture Development	8,000,000	8,000,000	73,475,481	918%	(65,475,481)	-818%
17	Ministry of lands and Natural Resources	67,174,854	67,174,854	72,748,548	108%	(5,573,694)	-8%
18	Ministry of Trade and Industry	20,683,218	20,683,218	21,940,769	106%	(1,257,551)	-6%
19	Ministry of Tourism, Culture and Creative Arts	21,591,436	21,591,436	11,394,511	53%	10,196,925	47%
20	Ministry of Environment, Science, Technology and Innovation	147,319,619	147,319,619	148,695,354	101%	(1,375,735)	-1%
21	Ministry of Energy and Petroleum	10,134,796	10,134,796	3,673,084	36%	6,461,712	64%
22	<b>Infrastructure</b>	<b>74,658,417</b>	<b>74,658,417</b>	<b>130,058,653</b>	<b>174%</b>	<b>(55,400,236)</b>	<b>-74%</b>
23	Ministry of Water Resources, Works and Housing	23,926,331	23,926,331	24,001,933	100%	(75,602)	0%
24	Ministry of Roads and Highways	30,279,556	30,279,556	31,079,087	103%	(799,531)	-3%
25	Ministry of Communications	9,241,597	9,241,597	60,827,074	658%	(51,585,477)	-558%
26	Ministry of Transport	11,210,933	11,210,933	14,150,560	126%	(2,939,627)	-26%
27	<b>Social</b>	<b>5,604,608,121</b>	<b>5,604,608,121</b>	<b>6,732,157,839</b>	<b>120%</b>	<b>(1,127,549,718)</b>	<b>-20%</b>
28	Ministry of Education	4,387,062,473	4,387,062,473	5,114,256,299	117%	(727,193,826)	-17%

	MDA	Budget	Revised Budget	Actual	Actual (%)	Variance	Variance (%)
		A	A*	B	B/A*	C= A*-B	C/A*
29	Ministry of Employment and Labour Relations	25,000,000	25,000,000	26,623,646	106%	(1,623,646)	-6%
30	Ministry of Youth and Sports	9,887,937	9,887,937	10,257,195	104%	(369,258)	-4%
31	National Commission for Civic Education	24,003,989	24,003,989	26,786,606	112%	(2,782,617)	-12%
32	Ministry of Chieftaincy and Traditional Affairs	17,524,868	17,524,868	25,840,637	147%	(8,315,769)	-47%
33	Ministry of Health	1,122,792,776	1,122,792,776	1,504,582,766	134%	(381,789,990)	-34%
34	Ministry of Gender, Children and Social Protection	17,335,506	17,335,506	23,005,813	133%	(5,670,307)	-33%
35	National Labour Commission	1,000,572	1,000,572	804,877	80%	195,695	20%
36	<b>Public Safety</b>	<b>1,612,651,242</b>	<b>1,612,651,242</b>	<b>1,842,704,336</b>	<b>114%</b>	<b>(230,053,094)</b>	<b>-14%</b>
37	Ministry of Justice and Attorney General's Department	53,424,024	53,424,024	42,422,586	79%	11,001,438	21%
38	Ministry of Defence	512,823,581	512,823,581	628,377,386	123%	(115,553,805)	-23%
39	Commission on Human Rights and Administrative Justice	11,363,277	11,363,277	12,719,960	112%	(1,356,683)	-12%
40	Judicial Service	124,936,722	124,936,722	98,478,933	79%	26,457,789	21%
41	Ministry of Interior	910,103,638	910,103,638	1,060,705,472	117%	(150,601,834)	-17%
42	<b>MDAs Total</b>	<b>8,682,866,726</b>	<b>8,682,866,726</b>	<b>10,420,596,124</b>	<b>120%</b>	<b>(1,737,729,398)</b>	<b>-20%</b>
43	Utilities	-	-	-		-	N/A
44	Subscription	-	-	-		-	N/A
45	Central Administration of MMDAs	284,939,275	284,939,275	1,364,896	0%	283,574,379	100%
46	Ghana Revenue Authority	-	-	-		-	N/A
47	General Government Services	-	-	-		-	N/A
48	Contingency Vote	-	251,098,568	12,641,098	5%	238,457,470	95%
50	<b>Multi Sectoral Total</b>	<b>284,939,275</b>	<b>536,037,843</b>	<b>14,005,994</b>	<b>3%</b>	<b>522,031,849</b>	<b>97%</b>
51	Other Government Obligations	-	1,574,531,507	1,640,739,184	104%	(66,207,677)	-4%
52	<b>GRAND TOTAL</b>	<b>8,967,806,001</b>	<b>10,793,436,076</b>	<b>12,075,341,302</b>	<b>112%</b>	<b>(1,281,905,226)</b>	<b>-12%</b>

**Table 9: FINANCIAL PERFORMANCE OF MDAs FOR GoG FUNDS – GOODS AND SERVICES**

	MDA	Budget	Revised Budget	Actual	Actual (%)	Variance	Variance (%)
		A	A*	B	B/A*	C= A*-B	C/A*
1	<b>Administration</b>	<b>546,264,001</b>	<b>509,232,104</b>	<b>440,077,407</b>	<b>86%</b>	<b>69,154,696</b>	<b>14%</b>
2	Office of Government Machinery	93,045,287	93,045,287	76,428,095	82%	16,617,192	18%
3	Parliament of Ghana	96,511,559	96,511,559	49,878	0%	96,461,681	100%
4	Audit Service	14,702,862	14,702,862	10,141,345	69%	4,561,517	31%
5	Public Services Commission	1,255,927	678,201	1,037,201	153%	(359,001)	-53%
6	District Assemblies Common Fund	-	-	49,878		(49,878)	N/A
7	Electoral Commission	117,889,508	117,889,508	118,031,188	100%	(141,680)	0%
8	Ministry of Foreign Affairs and Regional Integration	24,706,978	24,706,978	24,504,799	99%	202,179	1%
9	Ministry of Finance	146,669,351	133,897,143	190,260,158	142%	(56,363,015)	-42%
10	Ministry of Local Government and Rural Development	46,931,129	25,342,810	16,883,525	67%	8,459,285	33%
11	National Media Commission	605,504	326,972	290,035	89%	36,937	11%
12	Ministry of Information and Media Relations	2,001,503	1,080,812	852,699	79%	228,113	21%
13	National Development Planning Commission	1,944,393	1,049,972	1,548,605	147%	(498,633)	-47%
14	<b>Economic</b>	<b>42,152,764</b>	<b>22,762,493</b>	<b>41,705,946</b>	<b>183%</b>	<b>(18,943,453)</b>	<b>-83%</b>
15	Ministry of Food and Agriculture	10,935,152	5,904,982	6,516,141	110%	(611,159)	-10%
16	Ministry of Fisheries and Aquaculture Development	1,637,770	884,396	483,997	55%	400,399	45%
17	Ministry of lands and Natural Resources	8,643,695	4,667,595	21,755,270	466%	(17,087,674)	-366%
18	Ministry of Trade and Industry	2,887,925	1,559,480	394,547	25%	1,164,933	75%
19	Ministry of Tourism, Culture and Creative Arts	2,876,656	1,553,394	3,047,905	196%	(1,494,511)	-96%
20	Ministry of Environment, Science, Technology and Innovation	12,501,300	6,750,702	7,817,436	116%	(1,066,734)	-16%
21	Ministry of Energy and Petroleum	2,670,266	1,441,944	1,690,650	117%	(248,706)	-17%
22	<b>Infrastructure</b>	<b>8,020,103</b>	<b>4,330,856</b>	<b>5,677,135</b>	<b>131%</b>	<b>(1,346,279)</b>	<b>-31%</b>
23	Ministry of Water Resources, Works and Housing	2,495,783	1,347,723	1,713,314	127%	(365,591)	-27%
24	Ministry of Roads and Highways	1,293,581	698,534	323,487	46%	375,047	54%
25	Ministry of Communications	532,227	287,403	916,095	319%	(628,692)	-219%
26	Ministry of Transport	3,698,512	1,997,196	2,724,239	136%	(727,043)	-36%
27	<b>Social</b>	<b>314,399,373</b>	<b>169,775,661</b>	<b>219,380,771</b>	<b>129%</b>	<b>(49,605,109)</b>	<b>-29%</b>
28	Ministry of Education	166,096,841	89,692,294	121,282,459	135%	(31,590,165)	-35%

	MDA	Budget	Revised Budget	Actual	Actual (%)	Variance	Variance (%)
		A	A*	B	B/A*	C= A*-B	C/A*
29	Ministry of Employment and Labour Relations	8,696,485	4,696,102	2,854,188	61%	1,841,914	39%
30	Ministry of Youth and Sports	19,431,401	10,492,957	9,182,784	88%	1,310,173	12%
31	National Commission for Civic Education	2,316,308	1,250,806	1,256,933	100%	(6,127)	0%
32	Ministry of Chieftaincy and Traditional Affairs	1,340,849	724,058	574,267	79%	149,791	21%
33	Ministry of Health	70,586,640	38,116,786	83,147,854	218%	(45,031,069)	-118%
34	Ministry of Gender, Children and Social Protection	45,000,000	24,300,000	643,800	3%	23,656,200	97%
35	National Labour Commission	930,849	502,658	438,486	87%	64,173	13%
36	<b>Public Safety</b>	<b>88,806,234</b>	<b>58,442,221</b>	<b>61,141,225</b>	<b>105%</b>	<b>(2,699,004)</b>	<b>-5%</b>
37	Ministry of Justice and Attorney General's Department	2,060,581	1,112,714	934,406	84%	178,307	16%
38	Ministry of Defence	16,156,810	8,724,677	12,590,552	144%	(3,865,874)	-44%
39	Commission on Human Rights and Administrative Justice	1,580,160	853,286	1,983,523	232%	(1,130,236)	-132%
40	Judicial Service	22,797,510	22,797,510	5,402,400	24%	17,395,110	76%
41	Ministry of Interior	46,211,173	24,954,033	40,230,344	161%	(15,276,311)	-61%
42	<b>MDAs Total</b>	<b>999,642,475</b>	<b>764,543,334</b>	<b>767,982,483</b>	<b>100%</b>	<b>(3,439,149)</b>	<b>-0.4%</b>
43	Utilities	57,000,000	30,780,000	-	0%	30,780,000	100%
44	Subscription	137,000,000	73,980,000	-	0%	73,980,000	100%
45	Central Administration of MMDAs	14,000,000	7,560,000	-	0%	7,560,000	100%
46	Ghana Revenue Authority	-	-	-		-	N/A
47	General Government Services	291,805,607	157,575,028	209,925,445	133%	(52,350,417)	-33%
48	Contingency Vote	50,584,319	50,584,319	53,479,300	106%	(2,894,982)	-6%
50	<b>Multi Sectoral Total</b>	<b>550,389,926</b>	<b>320,479,346</b>	<b>263,404,745</b>	<b>82%</b>	<b>57,074,601</b>	<b>18%</b>
51	Other Government Obligations	-	16,206,943,223	729,556,295	5%	15,477,386,928	95%
52	<b>GRAND TOTAL</b>	<b>1,550,032,401</b>	<b>17,291,965,904</b>	<b>1,760,943,523</b>	<b>10%</b>	<b>15,531,022,381</b>	<b>90%</b>

**Table 10: FINANCIAL PERFORMANCE OF MDAs FOR GoG FUNDS - CAPITAL EXPENDITURE**

	MDA	Budget	Revised Budget	Actual	Actual (%)	Variance	Variance (%)
		A	A*	B	B/A*	C= A*-B	C/A*
1	<b>Administration</b>	<b>195,349,490</b>	<b>171,881,739</b>	<b>395,562,492</b>	<b>230%</b>	<b>(223,680,753)</b>	<b>-130%</b>
2	Office of Government Machinery	34,636,478	34,636,478	32,129,783	93%	2,506,695	7%
3	Parliament of Ghana	46,754,418	46,754,418	21,281,125	46%	25,473,293	54%
4	Audit Service	4,900,500	4,900,500	113,099	2%	4,787,401	98%
5	Public Services Commission	270,393	86,526	136,747	158%	(50,221)	-58%
6	District Assemblies Common Fund	-	-	-		-	N/A
7	Electoral Commission	1,536,114	1,536,115	-	0%	1,536,115	100%
8	Ministry of Foreign Affairs and Regional Integration	15,006,879	15,006,879	1,462,261	10%	13,544,618	90%
9	Ministry of Finance	71,648,953	62,370,182	252,215,282	404%	(189,845,101)	-304%
10	Ministry of Local Government and Rural Development	15,717,648	5,029,647	88,117,132	1752%	(83,087,485)	-1652%
11	National Media Commission	1,689,114	540,516	-	0%	540,516	100%
12	Ministry of Information and Media Relations	2,005,441	641,741	107,063	17%	534,678	83%
13	National Development Planning Commission	1,183,552	378,737	-	0%	378,737	100%
14	<b>Economic</b>	<b>751,467,418</b>	<b>666,793,586</b>	<b>151,891,201</b>	<b>23%</b>	<b>514,902,385</b>	<b>77%</b>
15	Ministry of Food and Agriculture	80,013,775	61,087,210	14,337,772	23%	46,749,438	77%
16	Ministry of Fisheries and Aquaculture Development	89,846,101	86,034,067	1,004,211	1%	85,029,855	99%
17	Ministry of lands and Natural Resources	1,255,872	401,879	7,747,761	1928%	(7,345,882)	-1828%
18	Ministry of Trade and Industry	83,921,219	67,365,403	4,159,727	6%	63,205,677	94%
19	Ministry of Tourism, Culture and Creative Arts	3,363,673	1,076,375	836,574	78%	239,801	22%
20	Ministry of Environment, Science, Technology and Innovation	2,194,795	702,334	-	0%	702,334	100%
21	Ministry of Energy and Petroleum	490,871,983	450,126,318	123,805,156	28%	326,321,162	72%
22	<b>Infrastructure</b>	<b>299,691,721</b>	<b>211,163,193</b>	<b>578,021,912</b>	<b>274%</b>	<b>(366,858,720)</b>	<b>-174%</b>
23	Ministry of Water Resources, Works and Housing	63,296,731	20,254,954	235,133,152	1161%	(214,878,198)	-1061%
24	Ministry of Roads and Highways	187,729,399	154,874,412	197,744,747	128%	(42,870,335)	-28%
25	Ministry of Communications	1,440,558	460,979	20,014,824	4342%	(19,553,846)	-4242%
26	Ministry of Transport	47,225,033	35,572,849	125,129,189	352%	(89,556,341)	-252%
27	<b>Social</b>	<b>138,029,669</b>	<b>114,556,514</b>	<b>21,085,460</b>	<b>18%</b>	<b>93,471,054</b>	<b>82%</b>
28	Ministry of Education	111,178,390	105,964,105	10,827,672	10%	95,136,433	90%
29	Ministry of Employment and Labour Relations	1,220,863	390,676	-	0%	390,676	100%



	MDA	Budget	Revised Budget	Actual	Actual (%)	Variance	Variance (%)
		A	A*	B	B/A*	C= A*-B	C/A*
30	Ministry of Youth and Sports	6,366,328	2,037,225	-	0%	2,037,225	100%
31	National Commission for Civic Education	662,113	211,876	-	0%	211,876	100%
32	Ministry of Chieftaincy and Traditional Affairs	1,362,274	435,928	-	0%	435,928	100%
33	Ministry of Health	15,443,598	4,941,951	10,257,788	208%	(5,315,836)	-108%
34	Ministry of Gender, Children and Social Protection	1,349,350	431,792	-	0%	431,792	100%
35	National Labour Commission	446,753	142,961	-	0%	142,961	100%
36	<b>Public Safety</b>	<b>49,084,478</b>	<b>40,987,742</b>	<b>119,673,162</b>	<b>292%</b>	<b>(78,685,420)</b>	<b>-192%</b>
37	Ministry of Justice and Attorney General's Department	1,085,940	347,501	816,421	235%	(468,920)	-135%
38	Ministry of Defence	2,635,425	843,336	117,316,890	13911%	(116,473,554)	-13811%
39	Commission on Human Rights and Administrative Justice	723,352	231,473	-	0%	231,473	100%
40	Judicial Service	37,177,512	37,177,513	1,168,886	3%	36,008,627	97%
41	Ministry of Interior	7,462,249	2,387,920	370,966	16%	2,016,954	84%
42	<b>MDAs Total</b>	<b>1,433,622,776</b>	<b>1,205,382,775</b>	<b>1,266,234,228</b>	<b>105%</b>	<b>(60,851,453)</b>	<b>-5%</b>
43	Utilities	-	-	-	N/A	-	N/A
44	Subscription	-	-	-	N/A	-	N/A
45	Central Administration of MMDAs	2,000,000	640,000	-	0%	640,000	100%
46	Ghana Revenue Authority	-	-	-	N/A	-	N/A
47	General Government Services	30,000,000	9,600,000	4,996,185	52%	4,603,815	48%
48	Contingency Vote	25,924,025	25,924,026	10,047,697	39%	15,876,329	61%
50	<b>Multi Sectoral Total</b>	<b>57,924,024</b>	<b>36,164,025</b>	<b>15,043,882</b>	<b>42%</b>	<b>21,120,144</b>	<b>58%</b>
51	Other Government Obligations	-	2,486,210,125	5,439,101,390	219%	(2,952,891,265)	-119%
52	<b>GRAND TOTAL</b>	<b>1,491,546,800</b>	<b>3,727,756,925</b>	<b>6,720,379,500</b>	<b>180%</b>	<b>(2,992,622,575)</b>	<b>-80%</b>

**Table 11: FINANCIAL PERFORMANCE OF MDAs – INTERNALLY GENERATED FUNDS**

	MDA	Budget	Revised Budget	Actual	Actual (%)	Variance	Variance (%)
		A	A*	B	B/A*	C= A*-B	C/A*
1	<b>Administration</b>	<b>68,739,029</b>	<b>68,739,029</b>	<b>90,466</b>	<b>0.13%</b>	<b>68,648,563</b>	<b>99.87%</b>
2	Office of Government Machinery	12,121,180	12,121,180	15,372	0.13%	12,105,808	99.87%
3	Parliament of Ghana	-	-	-	N/A	-	N/A
4	Audit Service	-	-	-	N/A	-	N/A
5	Public Services Commission	-	-	-	N/A	-	N/A
6	District Assemblies Common Fund	-	-	-	N/A	-	N/A
7	Electoral Commission	-	-	-	N/A	-	N/A
8	Ministry of Foreign Affairs and Regional Integration	12,735,478	12,735,478	49,689	0.39%	12,685,789	99.61%
9	Ministry of Finance	6,147,770	6,147,770	6,812	0.11%	6,140,958	99.89%
10	Ministry of Local Government and Rural Development	-	-	-	N/A	-	N/A
11	National Media Commission	-	-	-	N/A	-	N/A
12	Ministry of Information and Media Relations	37,734,601	37,734,601	18,593	0.05%	37,716,008	99.95%
13	National Development Planning Commission	-	-	-	N/A	-	N/A
14	<b>Economic</b>	<b>276,133,960</b>	<b>276,133,960</b>	<b>174,921</b>	<b>0.06%</b>	<b>275,959,039</b>	<b>99.94%</b>
15	Ministry of Food and Agriculture	2,175,920	2,175,920	1,049	0.05%	2,174,871	99.95%
16	Ministry of Fisheries and Aquaculture Development	6,624,260	6,624,260	5,082	0.08%	6,619,178	99.92%
17	Ministry of lands and Natural Resources	156,212,819	156,212,819	111,396	0.07%	156,101,423	99.93%
18	Ministry of Trade and Industry	62,105,480	62,105,480	31,564	0.05%	62,073,916	99.95%
19	Ministry of Tourism, Culture and Creative Arts	5,873,761	5,873,761	6,432	0.11%	5,867,329	99.89%
20	Ministry of Environment, Science, Technology and Innovation	43,141,720	43,141,720	19,397	0.04%	43,122,323	99.96%
21	Ministry of Energy and Petroleum	-	-	-	N/A	-	N/A
22	<b>Infrastructure</b>	<b>108,889,319</b>	<b>108,889,319</b>	<b>20,418</b>	<b>0.02%</b>	<b>108,868,901</b>	<b>99.98%</b>
23	Ministry of Water Resources, Works and Housing	6,023,120	6,023,120	2,093	0.03%	6,021,027	99.97%
24	Ministry of Roads and Highways	85,502,120	85,502,120	1,346	0.00%	85,500,774	100.00%
25	Ministry of Communications	1,780,219	1,780,219	2,806	0.16%	1,777,413	99.84%

	MDA	Budget	Revised Budget	Actual	Actual (%)	Variance	Variance (%)
		A	A*	B	B/A*	C= A*-B	C/A*
26	Ministry of Transport	15,583,860	15,583,860	14,173	0.09%	15,569,687	99.91%
27	<b>Social</b>	<b>2,319,567,962</b>	<b>2,319,567,962</b>	<b>2,177,089</b>	<b>0.09%</b>	<b>2,317,390,873</b>	<b>99.91%</b>
28	Ministry of Education	951,854,210	951,854,210	1,325,976	0.14%	950,528,234	99.86%
29	Ministry of Employment and Labour Relations	3,624,951	3,624,951	6,735	0.19%	3,618,216	99.81%
30	Ministry of Youth and Sports	448,450	448,450	407	0.09%	448,043	99.91%
31	National Commission for Civic Education	-	-	-	N/A	-	N/A
32	Ministry of Chieftaincy and Traditional Affairs	-	-	-	N/A	-	N/A
33	Ministry of Health	1,363,622,801	1,363,622,801	843,939	0.06%	1,362,778,862	99.94%
34	Ministry of Gender, Children and Social Protection	17,550	17,550	32	0.18%	17,518	99.82%
35	National Labour Commission	-	-	-	N/A	-	N/A
36	<b>Public Safety</b>	<b>32,022,672</b>	<b>32,022,672</b>	<b>34,390</b>	<b>0.11%</b>	<b>31,988,282</b>	<b>99.89%</b>
37	Ministry of Justice and Attorney General's Department	7,924,450	7,924,450	10,662	0.13%	7,913,788	99.87%
38	Ministry of Defence	11,347,530	11,347,530	9,773	0.09%	11,337,757	99.91%
39	Commission on Human Rights and Administrative Justice	-	-	-	N/A	-	N/A
40	Judicial Service	1,605,283	1,605,283	2,332	0.15%	1,602,951	99.85%
41	Ministry of Interior	11,145,410	11,145,410	11,624	0.10%	11,133,786	99.90%
42	<b>MDAs Total</b>	<b>2,805,352,942</b>	<b>2,805,352,942</b>	<b>2,497,284</b>	<b>0.09%</b>	<b>2,802,855,658</b>	<b>99.91%</b>
43	Utilities	-	-	-	N/A	-	N/A
44	Subscription	-	-	-	N/A	-	N/A
45	Central Administration of MMDAs	-	-	-	N/A	-	N/A
46	Ghana Revenue Authority	-	-	-	N/A	-	N/A
47	General Government Services	-	-	-	N/A	-	N/A
48	Contingency Vote	641,434	641,434	-	0.00%	641,434	100.00%
50	<b>Multi Sectoral Total</b>	<b>641,434</b>	<b>641,434</b>	<b>-</b>	<b>0.00%</b>	<b>641,434</b>	<b>100.00%</b>
51	Other Government Obligations	-	-	-	N/A	-	N/A
52	<b>GRAND TOTAL</b>	<b>2,805,994,376</b>	<b>2,805,994,376</b>	<b>2,497,284</b>	<b>0.09%</b>	<b>2,803,497,092</b>	<b>99.91%</b>

## **SECTION FIVE: SOCIAL PROTECTION, POVERTY REDUCTION EXPENDITURES AND PROGRESS TOWARDS ACHIEVING THE MILLENNIUM DEVELOPMENT GOALS**

### **Social Protection**

Ghana has made significant progress in the process of developing its Social Protection System (SPS). The objective of the SPS is to reduce and alleviate poverty and vulnerability, ill health and social exclusion. Social protection programmes have not been efficient and an attempt is being made to rationalize these programmes through improved targeting mechanisms. This will stimulate an inclusive growth by improving the health and capacity of the vulnerable segments of the society. In addition, the efficient delivery of social protection in the poorest households will help increase their productivity, support domestic demand and, thereby, contribute to the structural transformation of the Ghanaian economy.

The issue of social protection has become even more paramount on the back of government's renewed commitment to an accelerated fiscal consolidation. The impact may affect the poorest households because of their low capacity to respond to such shocks. Some of the key social protection programmes include the National Health Insurance Scheme (NHIS), the Livelihood Empowerment Against Poverty (LEAP) and the School Feeding Programme, without which the gains made in education and the reduction in extreme poverty could be reversed.

### **Government Spending on Poverty Reduction Related Activities**

This sub-section of the report is on Government of Ghana expenditures on pro-poor spending in basic education, primary health care, poverty-focused agriculture, rural water, feeder roads and rural electrification.

In 2014, GH¢6,313.2 million, representing 23.97 per cent of planned total Government expenditure of GH¢26,343.5 million (excluding tax expenditures and foreign-financed capital) was set aside for poverty reduction activities. By the end of December, 2014 GH¢6,863.3 million being 26.5 per cent of actual total Government expenditure of GH¢25,914.0 million was on poverty reduction/ Social Intervention Programmes.

The programmes were spread across various sectors such as education, health, improvement of sanitation and waste management in cities and towns, the Savannah Accelerated Development Authority programmes, rural water, disaster management and youth employment programmes among others. Details of the expenditure are indicated below:

**Education:** In the Education Sector, planned total expenditure for 2014 was GH¢6,147.5 million. Of this amount, GH¢2,781.7 million, representing 45.3 percent was estimated to be spent on basic education. By the end of the year 2014, the total Education Sector expenditure was GH¢5,957.7 million out of which GH¢3,136.1 million, representing 52.6 percent was spent on basic education.

**Health:** Of a total amount of GH¢2,288.7 million budgeted for the Health Sector in 2014, 34.01 percent, representing GH¢778.4 million was earmarked for Primary Health Care programmes. By end of the year 2014, total actual expenditure of the Health Sector was GH¢2,090.7 million, out of which actual expenditure on Primary Health Care Programmes was GH¢1,426 million representing 68.2 percent of the total Health Sector expenditure.

**Agriculture:** The total planned budgeted amount in 2014 for the Agriculture Sector was GH¢226.0 million. By the end of the year 2014, an amount of GH¢121.80 million had been spent. About GH¢138.4 million of this actual sector expenditure, representing 98.7 percent, was spent on poverty-related agricultural programmes such as the provision of Fertilizer Subsidy, Extension Services and the establishment of Agricultural Mechanization Service Centres among others to boost agricultural production.

**Water and Sanitation:** Planned expenditure in 2014 for Water Resources, Works and Housing was GH¢90.9 million. By the end of the year 2014, GH¢76.1 million had been spent out of which GH¢28.5 million was spent on community water and sanitation programmes.

**Roads:** Total budget for the Road Sector for 2014 was GH¢503.7 million. By the end of the year 2014, GH¢454.6 of the sector allocation had been utilized. Out of the amount utilized, GH¢88.4 million representing 19.5 percent of the actual sector expenditure, was spent on Feeder Roads.

**Energy:** In 2014, GH¢604.6 million was budgeted for the Energy Sector of which the share of rural electrification was GH¢303.7 million. Actual Energy sector expenditures, by the end of the year 2014 amounted to GH¢611.0 million out of which GH¢89.5 million went into Rural Electrification and fuel subsidies.

**Other poverty:** "Other Poverty" expenditure amounted to GH¢1,455.1 million or 5.6 per cent of total Government expenditure. "Other Poverty" expenditure includes spending on social welfare, public safety, drainage, human rights, environmental protection, rural housing, legal aid, decentralization among others.

Government continued to improve on pro-poor spending in basic education, primary health care, poverty-focused agriculture, rural water, feeder roads and rural electrification.

## **SECTION SIX: PUBLIC FINANCIAL MANAGEMENT REFORMS**

Public Financial Management (PFM) reform initiatives are being done to ensure improved results, efficiency, transparency and accountability, value for money and quality service delivery in the public service. The initiatives include the Ghana Integrated Financial Management Information System (GIFMIS), Budget Reforms including the introduction of Programme-Based Budgeting (PBB) and a new Budget Preparation and Management System, Fiscal Decentralization and Modernization of Revenue Management and Administration.

### **Budget Reforms**

#### **Implementation of Programme Based Budget (PBB)**

To deepen the processes of Programme Based Budget Budgeting and strengthen performance management and monitoring and assessment systems in Ministries, Departments and Agencies (MDAs), Ministry of Finance brought together all MDAs to discuss key performance information and measures to help strengthen performance indicators and targets. This was to assist in the monitoring of MDAs performance.

#### **Change Management**

A Change Management and a Communication Strategy were developed to enhance the transition from Activity Based Budget to PBB and make clear the role of various stakeholders. As part of the performance of the strategy, the Ministry trained Budget Officers in the MDAs, participated with Directors and Chief Directors of all MDAs on PBB to assist with leadership commitment and participation in the budget change process. In addition, other stakeholders including Development Partners and Civil Society Organisations (CSOs) were also involved with the implementation of PBB.

The Ministry also performed an assessment of MDAs performance in the preparation of PBB as part of the change Management process and developed strategies to further deepen the process.

#### **New Budget Preparation Software**

To ensure overall improvement in the entire budget process, a principal stage achieved as part of the introduction of PBB was the procurement of a new Budget Preparation and Management System; Oracle Hyperion to replace the Microsoft Access based

Activate software. The new budget software, ORACLE HYPERION which integrates seamlessly with the GIFMIS Oracle Financials platform, was successfully launched and used for the preparation of the 2015-2017 Annual Budget Estimates of MDAs. The system was also configured to link with the Ghana Shared Growth and Development Agenda II. The ministry also undertook the Standardization of over 26,000 budget activities in the 2014 Budgets of all MDAs to about 400 activities to reduce the incidence of repetition as well as similar activities with different coding as per the chart of Accounts, for improved budget analysis. Training programmes were held for both the Hyperion and the standardized activities to facilitate the use of the two systems for the 2015-2017 budget estimates.

The new budget preparation and management system facilitated and improved the accuracy of budget information and estimates and improved consistency of data effectiveness in the budget preparation cycle.

### **Rollout of PBB to MMDAs**

As part of efforts to strengthen the financial management system and co-ordinate the budgeting systems across governments, the Ministry began preliminary activities towards the introduction of PBB in MMDAs in 2016. To this end, an initial programme based budget structure for MMDAs was developed. Steps were also taken to review and make consistent the training manual for Programme Based Budgeting with the Composite Budgeting Manual. An educational programme on PBB was held for MMDCEs and 245 Budget Officers of MMDAs.

### **Other Reform Initiatives**

Other reform initiatives implemented during the period included:

- ◆ The review of the legal framework on Ghana's PFM system to establish rules and regulations that: (1) are appropriate to the major changes in PFM practice as a result of the reforms that were being implemented; and (2) can support the needed changes in business processes using the ICT platform.
- ◆ Development of a PFM Reform Strategy to strengthen the PFM system and enhance the implementation of the budget reforms

### **Implementation of Fiscal Decentralisation**

Activities focused on putting in place the institutional and legal framework to guide MMDAs revenue assignments, inter-governmental fiscal transfers, borrowing arrangements and financial management processes. Specific activities included the:

- ◆ Revision of Intergovernmental Fiscal Framework which was completed and approved by cabinet. The framework clearly outlines the vision for fiscal authority

transfer as well as the strategies to speed up the fiscal authority reforms to empower District Assemblies to assume their established roles and responsibilities for improved governance, service delivery and local economic development.

- ◆ A national debate on Internally Generated Revenue to reflect on the strategies for improving internally generated revenues of MMDAs
- ◆ Beginning of discussions to review the Local Government Finance Bill in order to make clear the purposes for allowable local debt, legal debt limitations, disclosure requirements and options for help in cases of debt default.
- ◆ Completion of a study on MMDA budgeting, reporting and auditing systems, and development of strategy papers for improving PFM systems at the MMDA level.
- ◆ Development and deployment of Citizens Public Financial Management Templates to 46 Metropolitan and Municipal Assemblies to assist with the dissemination of financial information to citizens in ways they can understand so as to enhance their participation in the MMDAs financial management process and to hold MMDAs accountable.

### **Ghana Integrated Financial Management Information System (GIFMIS)**

The GIFMIS was put into action as part of performance of the public financial management reforms and was used successfully to carry out the 2014 budget. The Annual Public Accounts (on the consolidated funds) for 2013 was prepared using the GIFMIS. Monthly accounts for 2014 were also being prepared using the GIFMIS.

In 2014, the system was connected to seventy (70) Spending Units, bringing the total of Spending Units connected to 231 out of 250 targeted. To achieve the full benefits of having a combined system the system was connected with T24 and the SWIFT at BoG. Steps were also taken to connect the system with other major legacy systems such as the Total Revenue Integrated Processing System (TRIPS) and Ghana Customs Management System (GCMS) at GRA.



## **SECTION SEVEN: CONCLUSION**

The 2014 Budget Performance Report is the first of its kind and has sought to present a wide-ranging assessment of central government's operations and performance of public spending by Ministries, Departments and Agencies (MDAs). The report also highlights key achievements and challenges in the implementation of the 2014 budget.

Despite the 4 percent growth in economic activity, mainly on the account of the macroeconomic challenges and instability, moderate achievements were recorded in the performance of MDAs leading to some improvements in service delivery.

In line with Government's medium term macroeconomic objectives, fiscal policy in 2014 was aimed at dealing with any anticipated fiscal challenges and managing public debt in a sustainable way. In this regard, the 2014 Budget used the overall budget deficit as the fiscal anchor, and targeted a decrease in the deficit from 10.0 percent of GDP in 2013 to 8.5 percent of GDP in 2014. The 2014 Budget, therefore, implemented a number of measures to increase revenue generation and introduced innovative ways of managing public debt as well as linking government expenditure to fiscal objectives.

The depreciation of the cedi, rising interest rates, high inflation, and reduction in the growth rate of economic activity as well as challenges in the implementation of some of the revenue and expenditure measures constrained fiscal performance in the first few months of the year.

The completion of the movement of all public sector workers from the old government payroll (Ghana Universal Salary Structure) to the new payroll (Single Spine Salary Structure-SSSS); the payment of all arrears relating to the movement of public sector workers unto the SSSS from 2010 to 2014; the introduction of the automatic adjustment formula to determine fuel prices to avoid huge budget overruns; raising of funds both within and outside Ghana to complete several projects; among other sector achievements constitutes progress towards government's policies and programmes.

The report is published to inform the people of Ghana on the status of planned activities and programmes in the 2014 fiscal year as part of government's commitment to the good governance principles of transparency and accountability.