

MINISTRY OF COMMUNICATIONS

ANNUAL PROGRESS REPORT

2011

Abbreviations

MoC	Ministry of Communications
ICT	Information and Communications Technology
GPRS	Growth and Poverty Reduction Strategy
GIFEC	Ghana Investment Fund for Electronic Communications
ITES	Information Technology Enabled Services
GT	Ghana Telecom
LI	Legislative Instrument
MDAs	Ministries, Departments and Agencies
e-World	Electronic World
M & E	Monitoring and Evaluation
NDPC	National Development Planning Commission
GMA	Ghana Meteorological Agency
NCA	National Communications Authority
PCSRC	Postal and Courier Services Regulatory Commission
GI-KACE	Ghana India Kofi Annan Centre of Excellence in ICT
CEO	Chief Executive Officer
ACEO	Assistant Chief Executive Officer
IDA	International Development Association
GoG	Government of Ghana
BPO	Business Process Outsourcing
GCNet	Ghana Community Network
PPP	Public Private Partnership
IRS	Internal Revenue Service
VAT	Value Added Tax
RFP	Request for Proposal
NITA	National Information Technology Agency
CICs	Community Information Centres
GEA	Ghana Enterprise Architecture
GASSCOM	Ghana Association of Software Companies
e-GIF	Electronic Government Interoperability Framework
GOVNet	Government Network
3G	Third Generation
WIMAX	Worldwide Interoperability Microwave Access
GDP	Gross Domestic Product
UNCTAD	United Nation Conference on Trade and Development
UNDP	United Nations Development Programme
GRA	Ghana Revenue Authority
MNP	Mobile Number Portability

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PART ONE

1.0 EXECUTIVE SUMMARY

The Ministry of Communications has the core responsibility of formulating policies aimed at initiating, facilitating and developing reliable and cost effective information communication infrastructure and services for the enhancement and promotion of economic competitiveness in line with the policy guidelines of Ghana's Growth and Poverty Reduction Strategy (GPRS II).

In furtherance of this the Ministry of Communications (MOC) is pursuing a vision of Government for the ICT sector that will encourage the effective use of ICT for public service delivery, provision of better services for civil society, the private sector and individuals in a more efficient, effective and transparent manner that will bridge the digital divide between the rural and urban communities.

In pursuit of this, the Ministry oversees the development of policies related to the operational and regulatory frameworks and systems covering nine (9) organizations including the Ghana Investment Fund for Electronic Communications (GIFEC) in addition to its numerous stakeholders in the private sector.

With regard to Universal Access and service provision for all, GIFEC has been facilitating the extension of communications services to underserved and unserved areas in the country in an equitable manner.

In furtherance of Government's policy to enhance the telecom sector, the Ministry in the year under review pursued the facilitation of the implementation of the Mobile Number Portability (MNP) to cater for the choice of customers' at the telecom sector. In addition, the Ministry continued in giving policy directives to guide the migration from the analogue to digital broadcasting in line with international convergence standards.

As part of the developmental programmes of the Ministry, the eGhana project which was developed in collaboration with the World Bank continues to support the IT Enabled Services sector and also contribute to improved transparency of selected government functions. The project under implementation has three (3) components namely: (i) an enabling environment, (ii) support to local ICT businesses and ITES in Ghana and (iii) e-government, to ensure greater efficiency, transparency and accountability in selected MDAs.

The eGhana Project supported by the World Bank is an integral part of the Ministry and will continue to assist the Ministry in project management. In addition the monitoring and evaluation Unit assisted in the implementation of automation of revenue agencies through a PPP arrangement and will continue with the rest to help generate adequate revenue for government.

The establishment of centralized data centre for the storage of vital information for national development is an important agenda, which the Ministry will continue to pursue. The National Data Centre will ensure effective applications of ICT to facilitate government business when completed.

The role of Ghana Meteorological Agency in providing scientific services towards weather and climatic monitoring in support of the agric sector, aviation industry and other relevant sectors of the economy has been effectively carried out.

Also being pursued vigorously is the human capacity development in the core skills in ICT/Telecom being undertaken by the Ghana-India Kofi-Annan ICT Centre of Excellence and the GT University College with the compliment efforts of the private sector.

Communication by post continues to be an essential service, which in the era of ICT and technological evolution is being pursued by Ghana Post and allied industry players. To enable the industry perform efficiently and effectively, the Ministry will continue in pursuing the enactment into law the national postal policy that will facilitate the transformation of the industry and also help in addressing the challenges associated with the industry as we gravitate towards e-world.

The Ministry is laying specific emphasis on monitoring and evaluation (M&E) and it will continue to address the core issue of monitoring the performance management systems of the entire sector in the years ahead.

Regarding infrastructure development, the Ministry will vigorously pursue the deployment of the e-government applications in 2012 to serve government institutions and additional 1600 government departments to enable the citizens have access to efficient and effective service delivery. This initial phase of the project is being executed with a US\$ 30 million facility from the EXIM Bank of China.

PART TWO

2.0 PROFILE OF MINISTRY

2.1 Mission

Ministry of Communications exists to facilitate the development of a reliable and cost effective world-class communications infrastructure and services, driven by appropriate technological innovations to enhance the promotion of economic competitiveness in a knowledge-based environment.

2.2 Functions

- Initiate and formulate policies taking into account the needs and aspirations of the people
- Undertake development planning in consultation with the National Development Planning Commission (NDPC)
- Coordinate, monitor and evaluate the efficiency and effectiveness of the performance of the sector
Specifically,
 - ❑ Development of the telecommunications, postal, courier and meteorological services sector
 - ❑ Accessibility to and application of information technologies as well as development and enhancement of human capability in the use and application of information technologies
 - ❑ Improvement in the performance of ICT institutions, especially broadcasting (technical), Internet especially in encouraging high technical and professional standards and financial/investor support for the sector.

2.3 Broad Policy Objectives and Strategies

The following key objectives are being pursued in fulfillment of Ghana's ICT development programme.

- To promote the development of modern and technological advanced communications infrastructure and services

- To support the creation of a broad based communication and Technological environment that maintains balance between stakeholders
- To facilitate the application of Computer systems to improve the quality and efficiency of Public Services
- To strengthen the institutional and human resources capacities for quality service delivery
- To review and develop policies that will enhance well- functioning enabling regulatory environment in a competitive ICT in line with International Standards
- To facilitate the provision of quality meteorological data and forecast in support of weather sensitive sectors of the economy.

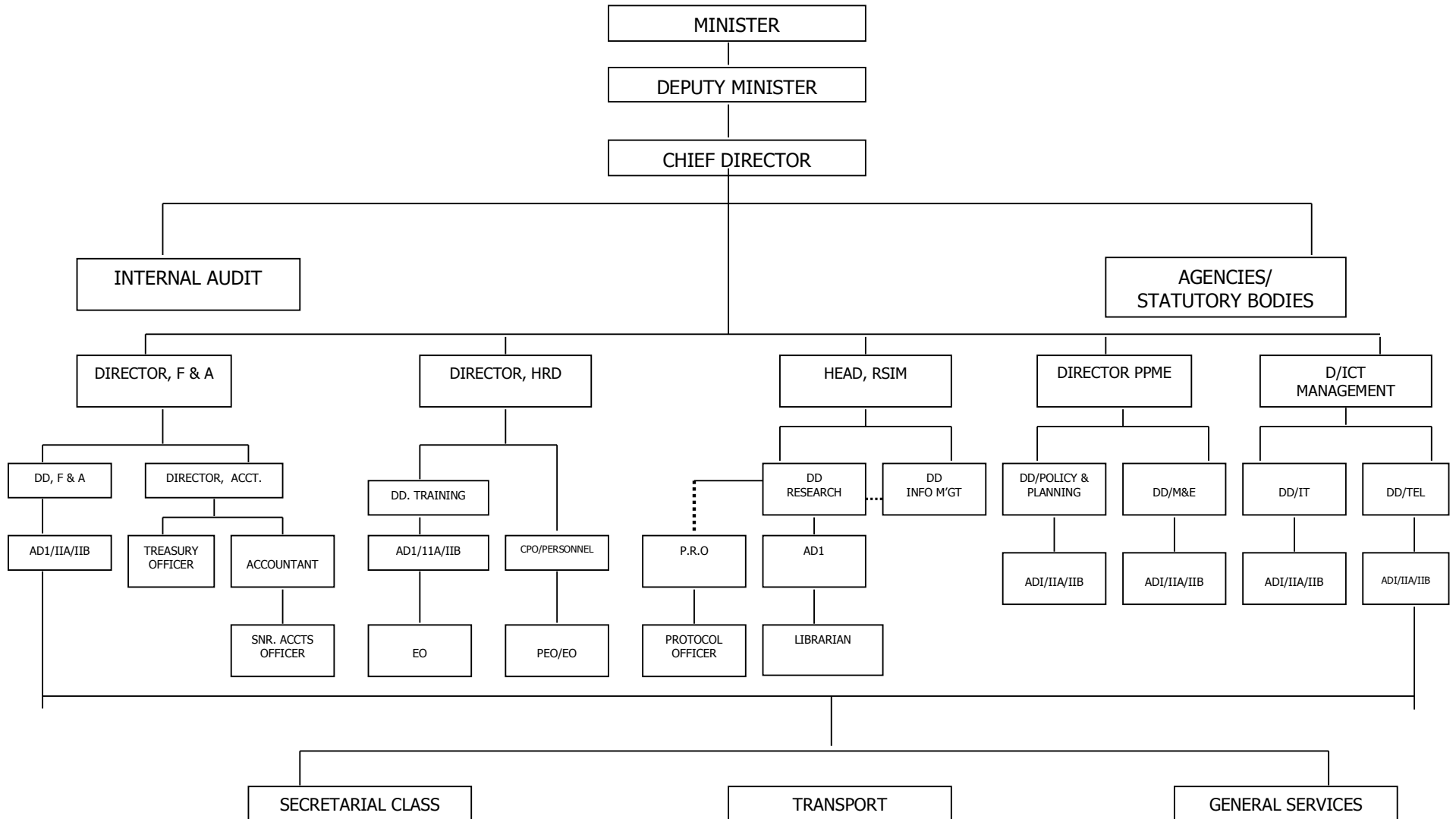
2.4 **Strategies**

The following strategies are being adopted in furtherance of the objectives and policies of the sector.

- i. Promote Ghana to become the leading international ICTs centre in the sub-Saharan region by facilitating the establishment of major network application centres and operational data centres for international companies in the sub-region to source information.
- ii. Encourage and facilitate the development of national telecommunications and technology infrastructure to bridge the digital divide and build an Internet based economy.
- iii. Institute a transparent, pro-competitive and conducive regulatory regime to ensure fair, equitable and accelerated development of Ghana's ICTs industry.
- iv. Implementing the ICTs reform in such a manner that it will be viewed as a component of reform programmes of other sectors as to eliminate complexities, which may lead to policy failures.
- v. Facilitate the acceleration of business formation in the ICTs and their related ventures leading to high turnouts of ICT literates engaged in a vibrant economy.
- vi. Promote business support systems in the public and private sectors, based on ICTs in areas such as Human Resource Development, Budget Management, facilities management, performance and reward management.

- vii. Promote research into general and applied technology while efforts are made using available data to develop new technologies.

2.5 ORGANISATIONAL STRUCTURE



2.6 Ministerial Set Up

The Ministry of Communications continues to oversee the development of policies related to the operational and regulatory framework and systems of organizations including.

CIVIL SERVICE INSTITUTIONS

- Ministry of Communications (Headquarters)

SUBVENTED AGENCIES

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

STATUTORY BODIES

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

Pursuant to the mandate of the Ministry, these agencies have the responsibilities to handle specific operational functions of the Ministry (see summary on agencies for brief).

2.7 HUMAN RESOURCE ANALYSIS:

2.7.1 The Ministry (headquarters) has total staff strength of 62 (**see Appendix 'A 1'**)

2.7.2 Sex Ratio

Below is the staff ratio

MALE/FEMALE:	34 / 28
SENIOR/JUNIOR:	35 / 27

2.7.3 Human Resource Distribution

The HR distribution is attached as Appendix A2

2.7.4 Age Distribution:

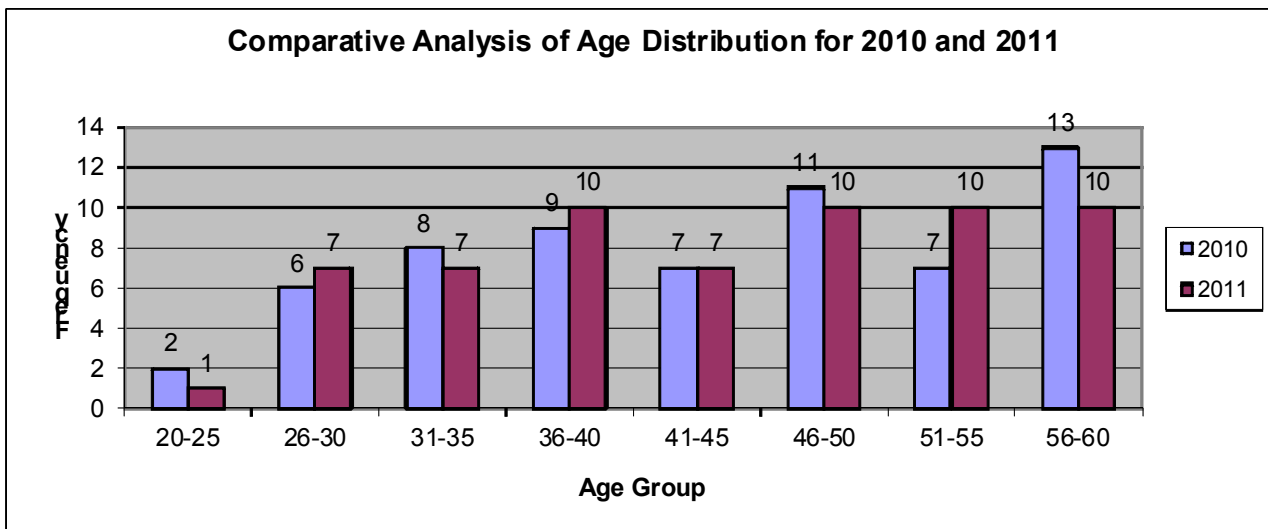
AGE GROUP	FREQUENCY
20 – 25	1
26 – 30	7
31 – 35	7
36 – 40	10
41 - 45	7
46 - 50	10
51 - 55	10
56 - 60	10
TOTAL	62
Staff on Contract	0

The Ministry (headquarters) has staff strength of 62 comprising, Administrative, Audit, Executive and Secretarial classes, as well as auxiliary staff made up of Drivers, Cleaners and a Janitor.

The above table describes the age distribution of staff working at the Ministry’s headquarters. The statistics indicates that 51.61% of the staff are between the ages of 20–45 and comprises mainly of junior officers without any officer being part of the management team.

Again, the statistics shows that almost half of the staff strength is in the range of 46 – 60 representing 48.38%. This also indicates that the staff is aging and this is worrisome to the Ministry taking into consideration the dynamic nature of the sector.

Comparative Analysis 2010/2011



The aging staff of the Ministry remains almost the same, as the figure for 2010 did not change much in 2011 for staff between the ages 56-60. However, comparing 2010 and 2011, there have been significant differentials in ages for the age groups between 36-40 and 46-50.

Again, in 2011 the frequencies in the age groups 36-40 and 51-55 slightly increased while 41-45 remained the same, and 46-50 slightly declined as compared to 2011.

2.7.5 **TRAINING & DEVELOPMENT UNDERTAKEN:**

During the period under review, the Ministry (headquarters) planned and undertook a number of internal and external training programmes as indicated in **Appendix A3**.

2.7.6 **PROMOTION UNDERTAKEN**

During the period under review, the Ministry undertook no promotion

2.7.7 **POSTINGS UNDERTAKEN**

2.7.8 **RECRUITMENT UNDERTAKEN**

During the period, the Ministry (headquarters) recruited two (2) persons to beef up the staff strength (**Appendix A 3**). This is made up of an Assistant Director IIB and a Cleaner.

2.7.9 **STAFF LEAVING THE SERVICE**

The year under review had three (3) persons leaving the service. Safuna Mohammed, a Cleaner, Charles Acquah, an Assistant Chief Executive Officer and John G. Newton, a Deputy Director went for Compulsory Retirement. **See (Appendix A3)**.

2.7.10 **POLITICAL & ADMINISTRATIVE HEADS**

The names of the political and administrative Heads during the period are attached as **Appendix A4**.

2.7.11 **OFFICIAL VISITS UNDERTAKEN (INTERNAL & EXTERNAL)**

During the period, the Ministry (headquarters) received some official visitors as per **Appendix B**.

2.8 **Sector/Institutional Specific Reform Agenda including Donor funded Programmes**

2.8.1 **eGHANA Project**

2.8.2 **BACKGROUND**

The eGhana project aims to generate growth and employment by leveraging ICT and Public Private Partnerships to: i) create an IT Enabled Services industry, and ii) contribute to improved efficiency and transparency of selected government functions through e-government applications. The project is being supported through a standard International Development Association (IDA) credit of US\$40million. The lending instrument used is a Specific Investment Loan.

The proposed project has adopted six guiding principles that are reflected in the design of each component: (i) utilizing a programmatic approach with detailed phasing of activities, (ii) incorporating a results-based Monitoring & Evaluation framework, (iii) leveraging Public Private Partnerships, (iv) capitalizing on multi-channel delivery of services, including via mobile phones, (v) leveraging participatory development approach, and (vi) optimizing Development Partner harmonization.

In order to achieve the stated project development objective, the project is focusing on 3 key components including: (i) creating an overall enabling environment to improve connectivity and investment in the ICT sector (Component 1); (ii) attracting ICT/ITES investment, notably BPO, promoting the development of local ICT business, and developing appropriate capacity to match new job opportunities (Component 2); and (iii) ensuring greater efficiency, transparency and accountability in selected MDAs(Component 3). These three components are interrelated and aimed at supporting the Government's objective of leveraging ICTs to accelerate growth in Ghana.

2.8.3 **Component One: Enabling Environment**

Unless issues ranging from policy and regulatory instruments, institutional capacity building, infrastructure access and human resource development are tackled in a holistic and complementary manner, prospects of success of an ICT-led growth agenda will at best be limited. This component aims at ensuring that the necessary building blocks exist to support the GoG's ICT-led growth strategy, and set the stage for the successful implementation of Components 2 and 3 (Support to Local ICT Businesses and ITES, and e-government applications and intra-government communications), by:

- (i) Providing technical assistance to ensure a sound project implementation underpinned by a dynamic and practical monitoring & evaluation strategy, and

- (ii) Providing institutional and capacity–building support to ensure that Ghana implements its telecommunications sector reform agenda effectively and creates a conducive environment for addressing sector constraints including: (a) high cost of international connectivity and inadequate quality of service, (b) lack of robust national backbone infrastructure (c) lack of comprehensive policy and legislation to reduce the risk of investment and improve sector responsiveness and competitiveness (d) limited policy implementation capacity, (e) inadequate regulatory instruments and capacity to proactively regulate the sector.

2.8.4 **COMPONENT TWO: SUPPORT TO ICT SMES/ITES**

This component is aimed at supporting GoG in designing and implementing a comprehensive strategy to harness the potential of ICT/ITES for creating jobs and increasing the national output. The Roadmap for ICT/ITES competitiveness in Ghana, developed by Hewitt Associates, as part of GoG request for detailed feasibility study of Ghana’s ICT/ITES market potential, has estimated that, under a high growth scenario, the sector could create 37,000 jobs by 2011, with an added value to the economy of US \$750 million. The program of support under Component 2 therefore addresses key drivers for improving Ghana’s potential, and includes:

1. Human Resource Development in ITES (talent sourcing driver)
2. ITES Investment Promotion to attract and retain investors (external environment Driver)

These three programs of support complement Component’s 1 support to remove infrastructure bottlenecks (infrastructure driver), and develop and implement a comprehensive ITES policy (addressing all drivers of competitiveness).

2.8.5 **COMPONENT THREE: E-GOVERNMENT**

The e-government component is aimed at creating an environment for rapid economic growth by achieving greater efficiency, accountability, responsiveness and transparency in government. The component also aims at enlarging opportunities for private sector growth by adopting public private partnerships for delivering e-government services. The PPP approach has the added advantages of (i) economizing on public spending on e-government by leveraging resources from the private sector; (ii) overcoming the lack of skilled personnel in government and (iii) putting in place incentives for faster roll out of e-government applications. When implementing the e-government component, special emphasis will be laid on helping local ICT businesses to take advantage of the opportunities created by the use of public private partnerships.

Ghana has had some experience with PPPs through the successful implementation of GCNet – a customs and trade facilitation project. GCNet is a joint venture with the two major partners being the Customs Department and a Swiss company Societe Generale de Surveillance. GCNet has achieved demonstrable success as the time taken for customs clearances has come down from 6 days to under 4 hours at the Accra airport.

The component adopts a comprehensive approach to e-government by focusing on both the verticals in the form of applications and on horizontals in the shape of crosscutting infrastructure and services.

2.8.6 UNDP Partnership

The United Nation Development Programme (UNDP) has over five years been collaborating with the Ministry in its developmental agenda under the mandate of the ICT for Accelerated Development Policy. The areas of collaboration have been in the construction of Community Information Centres throughout the 230 constituencies, development of the Scheme of Service for the IT/IM class within the Ghana Public Service and Provision of Technical Assistance to the ICT Entrepreneurship Development Programme of the Ministry at the Ghana Multimedia Incubation Centre. Other collaborative areas being pursued are messaging and collaboration infrastructure, capacity building training workshops and the national records and document management systems.

2.8.7 EXIM Bank of China Partnership

Creating an e-Government network has been a focus in the plans of Ghana for years. In November 2008, Parliament approved a 30 million cessionary loan facility extended to the Government of Ghana by the Government of China for the construction of the first phase of e-Government network infrastructure for Ghana (Ghana E-Government Project). In 2011, the Ministry secured US\$127.5 million to support the second phase of the project and to be monitored by NITA. This project is already ongoing and provides:

- 1) Extension of the Ghana National backbone network with a 31 km stretch of fiber;
- 2) Deployment of 29 WiMAX (Worldwide Interoperability for Microwave Access) Base Transceiver Stations in fourteen (14) main cities in Ghana, namely Ho, Tema Accra, Cape Coast, Takoradi, Koforidua, Nkawkaw, Obuasi, Kumasi, Sunyani, Tarkwa, Tamale, Bolgatanga and Wa;
- 3) Deployment of a primary data center in Accra, provision of Voice over IP in 100 Government MDA's and Agencies, and video conferencing facility at two sites;
- 4) Extension to reach all 170 districts via leased links from any of the local ISPs or fixed and mobile operators. Overall, about 500 Government MDAs will be connected in the ongoing E-Government project.

To meet the load of the volume of applications planned to be undertaken in the current e-Government expansion platform, there is the need to provide additional applications and backup storage servers to augment the capacity of the primary data center in Accra. Again, the wide spread of Government MDAs in Ghana makes it necessary to undertake technical expansion of the existing infrastructure so that more government agencies especially in the rural districts will be covered in the network.

Moreover, Ghana lacks electronic application such as e-health, e-cabinet, e-tourism etc and one-stop services. Hence there is the need to implement the Ghana E-Government Platform project. The Ghana E-government Platform project will expand on the ongoing Ghana E-Government network to cover the entire country with an easily accessible platform for accessing e-Government services.

The Ghana E-Government Platform Project will provide a comprehensive nationwide approach to government service delivery. It focuses on a shared and secured government IT architecture and provides an opportunity for GoG to accelerate the development of ICT as the engine for socio-economic transformation and wealth creation in the country. This will integrate work processes and information flow with technology and facilitate a smooth and standard electronic information access and delivery of services to meet government operational needs and achieve strategic goals. In furtherance of the \$30 million project ongoing, The Ghana E-government Platform project will expand the building of fiber capillarity, and Wimax coverage to other districts so as to provide a wider and easily accessible platform for e-Government services, (eg: e-cabinet and e-health).

The project deliverables include:

1. Expansion of the current E-Government network based on deployment of fiber capillarity, Microwave and Wimax coverage to other districts covering 46. Based on the Feasibility Study Report for Ghana E-Government Platform Project, Additional cities and towns, reaching about 1600 institutions all over the country including government departments, hospitals, universities, colleges, secondary schools, primary schools, taxation organs, social insurance fund institutions, post offices, police stations, state-owned banks, and rural banks;
2. Provision of expansion infrastructure for a national active-active-backup data centres in three main cities of the country. In order to provide high availability of applications and data access coupled with load balancing performance scalability, it is intended to deploy a dual active-active Data Center. As compared to an active-standby configuration, the active-active configuration offers several advantages and fulfils the operational objectives of the Data Center. In all, the active-active-backup data center platforms will be deployed in three main cities of the country (Accra, Kumasi, Takoradi) serving as the primary data center, the secondary data center in an active-active configuration, and a Backup & Disaster Recovery center, respectively.
3. One National e-Government Services Call Center.
4. National Internet Registry
5. Ten (10) One-Stop e-Services centers in the ten regional capital cities of Ghana with web based e-Government services applications such as government approval system, public service systems, business process system, electronic supervise system, IM system etc for Government and citizen. This will provide e-Services to citizens, business and others. The need

to provide more efficient and effective high quality services to the public is nowadays becoming more crucial in all governments. The inability of the traditional, bureaucratic public administration to effectively meet citizens needs, has led many government to search for new ways regarding the structure and operation of the public service. A step towards this direction, it is planned to establish One Stop Citizen e-Service Centres, or One-Stop-Shops as they are also known, with the aim to provide multiple services from one point of contact. The ultimate goal is to have a citizen –centric public services, which does not engage its citizens in long-winded, time-consuming and frustrating procedures, but is in a position to effectively provide high quality services.

6. Applications; The project will contribute to the development of the Ghana e-Government portal and provide office automation applications and e-services for the various government departments on the platform e.g.: e-Health, e-Cabinet, e-Justice, e-ID, e-Transport, e-Tourism etc.

For Ghana the major objectives of e-Government are to:

- Enhance the efficiency of the government agencies through the use of a range of information technologies;
- Improve the collaboration and information exchange between government agencies, the citizenry in all rural areas and other partners; and
- Promote the e-Government to serve the Ghanaian citizens and business as efficiently and effectively as possible.

Appendix C1

PART THREE

3.0 PROGRAMME DELIVERY

KEY/TOP COMMITMENTS	RESULT/ACHIEVEMENTS	GPRS II KEY POLICY FOCUSED AREA	RELATION TO PRESIDENT'S PRIORITY FOR 2011
<p>PPP in e-Government Applications This project will automate the operations of the revenue generating agencies including the GRA and RGD through a Public Private Partnership arrangement)</p>	<p>Business Requirements Specifications (BRS) have been produced for the modules of the integrated tax administration software: Registration, Returns Processing, Exemptions, Refunds, Tax Payer Accounting and Collections, Revenue Accounting, Enforcement-Compliance-Debt, Risk and Audit – visits and MIS.</p> <p>BRS has been produced for the Registrar General’s Department application, which covers Business Registration, Marriage Registration, and Property Registration, Estate Registration and MIS Reports and shared services.</p> <p>System Requirements Specification (SRS) has been produced for the following modules of the integrated tax administration software: Registration, Returns Processing, Exemptions, Refunds, Tax Payer Accounting and Collections, Revenue Accounting, Enforcement-Compliance-Debt, Risk and Audit – visits.</p>	<p>GOOD GOVERNANCE AND CIVIC RESPONSIBILITY Institutional Strengthening And Coordination Of Public Institutions And Non-State Actors</p>	<p>e-Government applications and Government Communications</p>

	<p>RGD applications (Registration of Businesses, Marriages, Properties and Estates) have gone live effective December 2011.</p>		
<p>Government Network (GOVNET) This project is designed to provide connectivity to all MDAs for transparent communication among MDAs, other government organization and selected businesses. It will support multiservice applications, multimedia and video conferencing.</p>	<p>Tower Sites: The building and installation of twenty nine (29) Wimax Towers around the country is completed with fiber connecting it to the national fiber optic backbone also completed. Testing and Integration of all the Wimax Towers to the backbone network is also complete. All these sites are ready for commissioning.</p> <p>Metro Network and LAN Configuration: The Metro Area Network (MAN) consists of one 10G rings and three 4G rings. The 10G ring is complete. Two of the 4G sub rings are up and running at half capacity (2G). Ministry of Communications, Ministry of Transport, Ministry of Finance and Economic Planning and Controller and Accountant General were first four Ministries enrolled onto the MAN. The rest of the other Ministries in the catchment area have also been enrolled onto the network. They have internet access, active directory services, antivirus services and email services. For the Local Area Network (LAN), a total of about 3300 port has been deployed across the country for selected MDAs in the network coverage area. This is to enable MDAs without LAN or inadequate to infrastructure to be able to join and utilize the Government Network.</p>	<p>GOOD GOVERNANCE AND CIVIC RESPONSIBILITY</p>	<p>Government-wide network</p>

<p>National Data Center The national data center would serve as the main source of information storage for all the MDAs. The Data Center will include a Network Operating Centre (to offer control over all network at the MDAs), Security Operating Centre (to serve as the nucleus of the MDAs intranet and Internet Security Operations) and a Storage Area Network (which will take charge of the storage needs of all the MDAs) is being supported by the EXIM Bank of China.</p>	<p>The pilot Data Centre is completed. All network equipment as well as datacom equipment is completed. Server infrastructure installation, Power security, alarm systems are completely installed and in use. Integration of internet into the network core for redistribution to the MDAs has also been successfully done. Antivirus installation is also completed.</p> <p>Contract for the construction of the physical infrastructure has been awarded and construction has already taken off. About 20% of construction has been completed.</p>	<p>-do-</p>	<p>Government-wide network and Government Portal/Gateway</p>
<p>E-Immigration Development of an Integrated Immigration System for the Ghana Immigration Service</p>	<p>Bid document for the automation of the Airport and the Immigration Headquarters is being finalized. Messrs Charles Kendall selected as the Consultant for the project.</p>	<p>-do-</p>	<p>e-Government applications and Government Communications</p>
<p>E-Parliament Development of Intranet and Online Services for Parliament</p>	<p>Procurement of 290 laptop computers for parliamentarians for improved efficiency is completed.</p> <p>Requirements Specification document has been submitted to MoC and Parliament for review.</p>	<p>-do-</p>	<p>Citizens participation</p>
<p>E-Justice Development of an e-Justice System to improve on the effectiveness and efficiency of justice delivery in Ghana</p>	<p>Technical proposal has been evaluated and waiting for "No objection" from the World Bank to open the financial proposal.</p> <p>Process of recruiting a consultant for the design of an e-Justice system is in progress</p>	<p>-do-</p>	<p>-do-</p>
<p>E-Services Programme Implementation</p>	<p>Requirement gathering and System Design for all eleven Agencies completed.</p> <p>System development by</p>	<p>-do-</p>	<p>e-Government application and Government Communications</p>

	<p>consultant completed.</p> <p>System installation and Configuration at Pilot Data Centre completed.</p> <p>Training for Agency trainers (80 users, 11 Agencies) on e-Forms & Document management workflow and web content management completed.</p> <p>Technical Training (20 users, 11 Agencies) completed.</p> <p>User Acceptance Testing (80 users, 9 Agencies, 600 test scenarios per Agency). Testing is yet to be conducted by Minerals Commission and Birth & Death Registration completed.</p>		
E-Procurement	This system is expected to be completed by September, 2012.	-do-	-do-
Temporal / Pilot Data Centre	Equipment and software purchased have been integrated. The software and hardware have been successfully installed. eServices applications are currently running on it. The applications have also been deployed and running.	-do-	Government-wide network and Government Portal/Gateway

PART THREE: PROGRAMME DELIVERY (cont'd)

KEY/TOP COMMITMENTS	RESULT/ACHIEVEMENTS	GPRS II KEY POLICY FOCUSED AREA	RELATION TO PRESIDENT'S PRIORITY FOR 2010
Meteorology Facilitate the provision of quality meteorological data and forecasts in support of weather sensitive sectors of the economy	114 staff in various grades were promoted and 4 applicants recruited. 19 officers have also left the service during this period.	Human Resource Development	
Legal and Regulatory Environment Facilitate the creation of an effective ICT enabling environment in Ghana	Four Acts, namely electronic transaction Act, the electronic communications Act, the NITA Act and the revised NCA Act, have received Presidential Assent. Currently four legislations are before parliament.	Good governance	
Sustenance of Telecom Competition Telephone penetration	Telephone penetration as of June, 2011 stood at 19,479,848 representing 80.4% teledensity	Accelerated Private Sector led growth	Sustained Competitive Market structure
Construction of Community Information Centres	18 newly completed CICs have been assessed and ready for the deployment of ICT equipment. Held functional training programme for recruited persons to manage these centres.	Private Sector Competitiveness & Human Resource Development	Promotion of all all-inclusive information and knowledge society for the unserved and underserved areas
Component-Based Government Enterprise Architecture (GEA) / Government	The development of Ghana Enterprise Architecture (GGEA) and Government Interoperability Framework (eGIF) has been completed. The GGEA framework defines the architecture principles	Good governance and civic responsibility institutional strengthening and coordination of public	E-Government applications and government communications

<p>Inter-operability Framework (e-GIF) This project will ensure government transformation through greater efficiency, accountability, responsiveness and transparency by a total business redesign to closely align process and organizational structures in government</p>	<p>and standards to be adopted by MDAs.</p>	<p>institutions and non-state actors</p>	
<p>Construction of Regional ICT Innovation Centres</p>	<p>Process for construction of major ICT innovation Centres in five regions (Upper East and Upper West, Ashanti, Volta and Northern regions) have been awarded.</p>	<p>Private Sector Competitiveness & Human Resource Development</p>	<p>One major regional ICT Innovation Centre to facilitate the application of ICT for learning & research, thereby equipping the citizenry with IT skills</p>
<p>Computer Emergency Response Team (CERT)</p>	<p>Request for financial assistance from some stakeholder to initiate CERT Awareness education, Office setup and other CERT operational activities.</p> <p>Meeting to work on Ghana Cyber Security Strategy has been scheduled with request for funding from NCA.</p>	<p>Private Sector Competitiveness & Human Resource Development</p>	<p>Prevention of cyber crimes</p>

PART FOUR

Appendix C2

4.0 HIGHLIGHTS OF SECTOR INSTITUTION'S ACHIEVEMENTS

Institution	Target/Objectives	Expected Output	Actual Results	Challenges
Ministry of Communications	<p>1.Growth in the Telecom Sector</p> <p>2. Enhancing in the telecom Sector</p> <p>Telecommunication Gateway Project</p>	<p>70% teledensity</p> <p>Improved quality of service and enhance innovation</p> <p>Efficient regulatory telephone service clearing house</p>	<p>86.1% teledensity</p> <p>Total penetration 19,479,848</p> <p>Mobile Number Portability (MNP) commenced in July, 2011 is currently ongoing and over 105,678 mobile phone subscribers have successfully ported as at the September, 2011with the SIM card registration exercise is still ongoing and 85% of Ghanaian phone users have properly registered.</p> <p>Quality of service and revenue to Government is improved greatly. Illegal international inbound telephone calls to Ghana reduced</p>	<p>Need to focus on rural penetration</p> <p>Awareness creation</p> <p>Availability of subsidies</p>

PART FOUR

Appendix C2

4.0 HIGHLIGHTS OF SECTOR INSTITUTION'S ACHIEVEMENTS

Institution	Target/Objectives	Expected Output	Actual Results	Challenges
Ministry of Communications	1.Growth in the Telecom Sector 2. Enhancing the telecom Sector	Improved quality of service	The Authority granted approval for the issuance of authorization to 21 Community FM station applicants. The Authority issued a total of thirty-six (36) licences and authorizations to various communications service providers for the provision of communications services throughout the country. These comprise: <ul style="list-style-type: none"> - 3 VSAT D Data Network Authorization - 12 Type Approval Certificates - 10 Dealership Licences - 7 FM Radio Broadcasting Authorization - 2 Maritime Radio Licences - 2 VHF Land Mobile Licenses 	0

PART FOUR

Appendix C2

4.0 HIGHLIGHTS OF SECTOR INSTITUTION'S ACHIEVEMENTS

Institution	Target/Objectives	Expected Output	Actual Results	Challenges
Ministry of Communications	Enabling Legal Environment	Supplementary Bills developed	4 bills developed and pending parliamentary approval	Parliamentary Approval
	Deployment of e-Government Interoperability Framework	Enhancement of citizens participation in e-government	Interoperability standards developed for Ghana. Government interoperability Framework has been established.	
	Training of e-Leaders, e-Champions, and CIOs	Parliamentarians, Ministers and Chief Directors trained to help champion and support the course of the e-Government implementation.	Evaluation and short-listing of vendors that expressed interest has been completed.	
	Provision of Technical Support for Ministry of Foreign Affairs - Biometric Passport Project	Availability of Biometric Passports for Ghanaian citizens. To meet the International Civil Aviation Organization (ICAO) standards on passports.	Provision of Technical advice towards the implementation process.	

Appendix C2

HIGHLIGHTS OF SECTOR INSTITUTION'S ACHIEVEMENTS

Institution	Target/Objectives	Expected Output	Actual Results	Challenges
Ministry of Communications	Provision of Universal Access	<p>Universal access improved by 50%</p> <p>All-inclusive information and knowledge society promoted</p>	<p>E-readiness Assessment of selected libraries was completed and 150 desktop computers were provided to the Ghana Library Board for deployment to 15 libraries.</p> <p>18 CICs are ready for the deployment of ICT equipment</p>	<p>Cooperation from RCCs/District Assemblies</p> <p>Inadequate private sector participation</p> <p>Provision of training facilities</p>
	Business Process Outsourcing	<p>Develop a BPO centre for the creation of 2000 jobs.</p> <p>Attract BPO companies to locate Ghana as a result of promoting Ghana's value proposition overseas.</p>	<p>Design works for the rehabilitation of PWD warehouse as BPO centre in progress.</p> <p>One company (Teletch) relocated to Ghana as result of promoting Ghana's value proposition overseas.</p>	<p>High cost of real estate and inadequacy of Grade A buildings for BPO work continue to deter potential investors from relocating in Ghana.</p>

PART FIVE

5.0 FINANCIAL PERFORMANCE

The table below indicates the financial performance of the Ministry for the period 2010/2011.

SOURCE	2010			2011		
	Appr Budget	Actual Receipt	Actual Exp Exp	Approved Budget	Actual Receipt	Actual Exp.
GOG	8,085,47 2.00	6,831,10 9.31	6,821,051.87			
IGF	2,420,00 0.00	1,382,02 4.19	943,338.07			
DEV'T PARTNERS (DFID, USAID, JICA, WB)	61,420,2 83.00	7,090,49 4.89	8,013,766.51			
STATUTORY						
TOTAL	71,925, 755.00	16,303, 628.39	16,390,426 .49			

FINANCIAL PERFORMANCE

Variance (2010)		Variance (2011)		Remarks
Receipts	Expenditure	Receipts	Expenditure	
6,831,109.31	6,821,051.87			
19,689.34				

5.1 COMMENTS ON FINANCIAL PERFORMANCE

- **The Budget approved for the Ministry decreased from 5,815 Million in 2008 to 4,779 Million in 2009**
- **In the same period, actual allocations of the approved budget increased from 5,251 Million in 2008 to 6,541 million in 2009. There was an increase of 25.6% change, which still fell short of the approved budget for the Ministry.**
- **In 2009, the Ministry recorded a negative variance of 1,035 million representing almost 17.8% decrease of the approved budget, although in the same year actual receipts was more than actual expenditure.**
- **The period also witnessed a 34.1% increase in receipts and expenditure for 2009 over 2008.**

PART SIX

6.0 CHALLENGES/MITIGATION STRATEGY & FORWARD LOOK FOR 2012

6.1 CHALLENGES/MITIGATION STRATEGY

The Ministry (headquarters) during the year under review had some challenges but also developed mitigation strategies to address these issues **(see Appendix F)**

6.2 FORWARD LOOK FOR 2012

With the strong policy development of the sector to facilitate the improvement of the communications infrastructure to further strengthen the foundation to attract the private sector to invest in a number of ICT ventures, including Internet service provision, software and IT hardware service development, and IT Enabled Services (ITES) ventures will continue to be the focus of the MoC outlook for 2012. The following key policy areas will be tackled.

Transparent and Accountable Government:

In order to ensure transparent and accountable governance, the Ministry will continue to implement the number of e-applications that has been adapted to facilitate efficient and effective service delivery to the public.

In this regard, the Ministry will continue the national e-government network infrastructure project by utilizing capacity from the National Communication Backbone Company.

Internet Registry:

To facilitate a major uptake of e-government, the formal establishment of Internet Governance Registry will be pursued and also policy guidelines developed to guide the migration from IPV4 to IPV6. This is to create speed and security in Internet service provision and to create real jobs in public sector of the economy.

Construction of Data Centre:

The Ministry will continue with the pursuance of the construction of the National Data Centre to consolidate the storage of Data needed for critical decision-making by Policy-makers. The National Data Centre is essential to ensure effective applications of ICT to facilitate government business.

There is also the need for a secondary data centre to be built in conformity with international standards outside the national capital as a strategic back-up to the primary data centre.

Construction of Innovation Centres:

The Ministry will also pursue the policy of Government to expand infrastructure to promote access to ICT, in this regard, the Ministry in 2012 will construct five (5) of the innovation centres in addition to the ten which is ongoing to facilitate the application of ICT learning and research.

It is intended that the projects, aimed at expanding ICT access will bring about the following added advantage:

- Access to information technology support in real time with fast and robust connectivity solution
- Provide users with a one-stop online resource and reference centre to aid distance learning and studies
- Promote human resource capability in the development of ICT software and hardware applications that address the needs of communities
- Develop ICT research and development capacity among the youth and women
- Make ICT opportunities accessible

Implementation of Millennium Village Projects:

The Ministry of Communications would commence in 2012 the implementation of the Millennium Village projects with the aim of using ICTs such as mobile voice and data accessibility to facilitate the achievement of the MDGs related to Health and Education. This project would be funded through the Universal Access Fund as part of the flagship projects of the Ghana Investment Fund for Electronic Communications (GIFEC).

The project amongst others seeks to achieve:

- Health outcomes as they relate to Child and Maternal health and diseases of poverty (MDG 4, MDG 5 and MDG 6)
- Education outcomes to increase access to and quality of primary education (MDG 2)

This project would be piloted in the following seven (7) communities:

- | | | |
|------|--------------------|-------------------|
| i. | Swedru | Central Region |
| ii. | Sandema | Upper East Region |
| iii. | Biriwa | Central Region |
| iv. | Tumu | Upper West Region |
| v. | Fanteakwa | Eastern Region |
| vi. | Gushegu / Savelugu | Northern Region |
| vii. | Dodze | Volta Region |

Development of Technology Park:

The development of the Technology Park under the MSME project would be pursued to complement the major effort to create the environment for real job creation in the area of ICT/ITES business initiatives. This project will be sited in an academic environment where institutions of higher learning can make use of the facility. It will also attract 300 new business set-ups in the country when completed.

National Digital Migration:

The Ministry of Communications (MoC) is pursuing the digital broadcasting migration programme. To enable the citizen benefit from the process, the MoC would embark on a nationwide publicity and communication campaign to educate the general public on the switchover to digital broadcasting to prevent panic buying. The public education would be over the entire lifespan of the digital broadcasting migration programme until analogue switch-off by December 2014. In addition, the Ministry is collaborating with the Ghana Standard Board (GSB) and the Centre for Scientific and Industrial Research (CSIR) of the Ministry of Environment, Science and technology to ensure that they are resourced and mandated to conduct receiver compliance testing for Free-to-Air Digital TV receivers after analogue switch-off to conform to the national standards.

ICT Skills and Human Resource Development:

The Ministry will continue to aim at pursuing a policy to provide the needed support to make every citizen ICT literate and also to encourage the private sector to develop core ICT skills in a regulated and accredited manner.

Regarding R&D, the Ghana-India Kofi Annan Centre of Excellence for ICT will be monitored to focus on capacity development in the area of Open Source platform and Artificial Intelligence so that many more institutions can adapt to the use of ICT and also enhance the innovative capacity of the youth in ICT.

Enabling Legal Environment:

The Ministry will monitor and facilitate the development of the following bills: Electronic Signature Regulations, Electronic Investigations & Interception Regulations, Electronic Payment Medium Regulations, Quality of Service Regulation and Electronic Regulation on Dumping of Electronic Waste to mention few to foster investor confidence in the Ghanaian economy and also address issues relating to then increasing cyber crimes in the country.

Business Process Outsourcing (BPO)

The Ministry will continue with the promotion of the development of an Incubation Policy to help in the design, development, support and monitoring of business incubators in Ghana around private sector incubation projects in the ITES sector. The facilitation of the nurturing and growth of the private sector industry association, GASSCOM would continue to help develop entrepreneurial skills in BPO operations.

ICT for Accelerated Development (ICT4AD):

The implementation of ICT for Accelerated Development Plans to enhance government services delivery will be facilitated. The Ministry will monitor the implementation process to foster proper evaluation and impact on the socio-economic development of the country. The ICT4AD is to develop ICT skills for employment and alternative livelihoods and build a capacity and institutional strengthening in entrepreneurship and e-governance process.

The e-Ghana Project

The eGhana Project aims at the following:

- Creating Institutional and Regulatory enabling environment to generate growth and employment by leveraging ICT and public-private partnership
- Developing the IT Enabled Services industry, and

- Contributing to improved efficiency and transparency of government functions through e-government applications.

During 2012, the Ministry will ensure that the development of requisite ICT and Broadcasting bills are completed in the light of convergent technology.

In addition, extensive investment promotion activities will be undertaken to ensure creation of targeted jobs in the BPO/ITES sector. It will also ensure the timely delivery of the number of applications being implemented. This includes e-Parliament, e-Immigration and WIMAX infrastructure for selected University environments.

A SUMMARY OF ACHIEVEMENTS OF SECTOR AGENCIES

NATIONAL INFORMATION TECHNOLOGY AGENCY (NITA)

The Ministry has also facilitated the establishment of the ICT policy implementation and monitoring directorate to facilitate a coordinated approach to the implementation of the national ICT strategies aimed at promoting the efficient utilization of ICT resources to enhance the delivery of government services to the citizenry. An Act of Parliament, Act 771, 2008, established NITA.

During the period under review, NITA undertook and achieved the following performance:

- LAN Connectivity project is still ongoing. Cabling and testing for 30 sites within Greater Accra Region is completed.
- Contract for the construction of the physical infrastructure of National Data Centre has been awarded and construction has taken off.
- Hardware and software for the Temporal Data Centre have been supplied and installation is currently ongoing. Configuration and testing is also ongoing.

GHANA METEOROLOGICAL AGENCY

The Ghana Meteorological Agency established by Act 682 of 2004 is the institution of the Republic of Ghana charged with the responsibility for the monitoring and provision of climate and weather services in the country.

During the period under review, the Ghana Meteorological Agency made the following achievement:

- Deployment of fully Automated Observing Weather System (AWOS) at Kotoka International Airport.
- Deployment of five (5) Automated Weather Systems (AWS) at Agency's Headquarters and the nation's four (4) regional airports at Takoradi, Kumasi, Sunyani and Tamale.
- Procurement of the state-of-the-art Weather Surveillance radar to be shipped to Ghana by the middle of January 2012. It would become operational by the end of March 2012.
- Provision of mechanized borehole at the Agency's Headquarters.
- Procurement of eighteen (18) AWS and installed at the Afram Plains.
- Training of over two hundred (200) farmers in Brong Ahafo, Northern, Upper East and West regions on the use of rainfall information. Each participant was given a simple but functional raianguage.
- Development of Scheme for Service for the Agency. Final version is currently being studied by the Public Services Commission (PSC).

NATIONAL COMMUNICATIONS AUTHORITY

The National Communications Authority (NCA) was established by an Act of Parliament, Act 524, 1996 to regulate communications by wire, cable, radio, television, satellite and similar means of technology for the orderly development and operation of efficient communications services in Ghana.

The NCA achieved the following during the period under review:

- The review of the MNP LI (1994) by the Parliamentary Select Committee on subsidiary legislations, and this became effective from July 6, 2011.

- WIMAX licence for the provision of wireless access to 550 locations
- Established regional offices in Kumasi, Takoradi and Tamale
- In a process of deploying a unified communication infrastructure to interconnect the three (3) regional centres to the Head office for effective business operations
- The NCA sanctioned all defaulting Operators in accordance with the Schedule of Penalties for failing to meet their Quality of Service (QoS) obligations.

GHANA INVESTMENT FUND FOR ELECTRONIC COMMUNICATIONS (GIFEC)

GIFEC has been established to facilitate the extension of communication services to underserved and unserved areas of the country. GIFEC is providing common telecom facilities to be used by all telecom operators under Universal Access to Telecommunications Projects.

The Ministry through GIFEC has constructed 8 out of 10 round huts in communities to serve as business centres for the disabled persons. The facility is to enable the disabled to generate revenue through the sale of phone cards and other telecom items so as to enhance their standard of living.

Addition, public education on Electromagnetic field exposure and health seminar was organized in all regional capitals of the country and facilitators were experts from Institute of Radiation (GAEC), WHO, NCA and the EPA.

School Connectivity Project:

Distributed 2,220 desktop computers to the following selected schools:

• Nurses Training Schools	800
• Community Development Training Schools	360
• Agricultural Schools	160
• Selected Senior High Schools	800

120 schools were identified to be connected with internet in 2011. However, due to procurement leads time, GIFEC could not complete the implementation of this activity and hope to complete it by the end of the first quarter of 2012.

Prisons Connectivity Project:

- Joint commissioning of the project with the Ministry of Interior with the aim of providing ICT facilities to support the reformation of inmates of prisons.
- Trainer-of-trainer workshop was organized for 29 Prison officers to equip them with the tools for delivering ICT training at various Prison Centres.

Library Connectivity Project:

- E-readiness Assessment of selected libraries were completed and 150 desktop computers were provided to the Ghana Library Board for deployment to 15 libraries.

Community Information Centres (CIC) Project:

- Eighteen (18) newly completed CICs have been assessed and are ready for deployment of ICT equipment. As part of the programme to make these CICs functional, a training programme for persons recruited to manage these centres was held at Nkwantakese in the Ashanti region.

Post Office Connectivity Project:

- Completed E-readiness Assessment for 20 Post Offices and 150 desktop computers due to be deployed.

Security Connectivity Project:

As part of GIFEC's support to the security service connectivity project provided the following institutions with computers and handsets:

- | | |
|-------------------------|------------------------------|
| • Ghana Armed Forces | 400 Computers |
| • Ghana Police Service | 600 Computers
3000 Phones |
| • The BNI | 1000 Phones
100 Computers |
| • Ghana Prisons Service | 150 Computers |
| • NADMO | 200 Computers
600 Phones |

Disability Project:

- Supported the Council for Persons with Disability with GH¢60,000.00 for the construction of ten (10) friendly booths. The 10 booths have been completed and sent to the regions.
- Planned to install special ICT labs for the School for the deaf at Bechem, and Schools for the blind at Akropong in the Eastern reion and Wenchi in the Brong Ahafo region. E-assessments have been completed for the schools and hopefully in the first quarter of 2012 this project will be completed.

One Laptop per Child Project:

- Procured 2,000 laptops.
- Presented 1,500 of these laptop computers to the Ministry of Education for distribution to the selected schools. The remaining 500 laptop computers were distributed to selected schools under the GIFEC Schools Connectivity.

GHANA MULTIMEDIA INCUBATOR CENTRE

The Ghana Multimedia Incubator Centre (GMIC), the Ministry of Communication's ICT Business Incubator Project which is co-sponsored by the United Nations Development Programme (UNDP) aids ICT start -ups to transform their ground-breaking and innovative ICT ideas into viable business ventures by taking them through very structured entrepreneurship development programmes. The period under review also saw GMIC achieving the following:

- 370 persons for the Business Process Outsourcing industry
- 410 persons trained for Teletech
- 55 NYEP Data Entry Trainers were trained under the NYEP Programme

IT ENABLED SERVICES SECRETARIAT

Ghana is interested in gaining a greater participation in knowledge economy and is highly motivated to get a major share of global outsourcing. To position Ghana as a competitive destination for IT enabled services, the Information Technology Enabled Services (ITES) Secretariat was established under the auspices of the Ministry of Communications by the World Bank is a major component of the e-Ghana Project.

ITES is charged with the task of accelerating growth in the Information Technology (IT) and Information Technology Enabled Services (ITES) sector by assisting Ghanaian companies

and professionals in obtaining a greater share of the domestic as well as the global IT and ITES marketplace.

The period under review also saw ITES achieving the following:

- The BPO/ITES industry had net gain of 2000 jobs since 2007, settling at 3500 (61.1% women) in 2011. This follows a loss of 1000 jobs at ACS in 2007.
- A curriculum, skills sets standards and accreditation mechanisms for the ITES/BPO industry have been developed and validated by the Governing Council.
- Development of training content to train trainers and ITES agents has been completed.
- ITES Division with the support of Avasant (the investment Promotion firm) has developed investment promotion materials to attract investors into the ITES/BPO space in Ghana.
- As a result of various investment promotion events two prominent ITES/BPO companies WIPRO and AEGIS have conducted due diligence tours to Ghana to locate their businesses in Ghana, whilst TELETECH has located to Ghana.
- Nestle opened its Shared Services Centre in Ghana to service all regional offices in Africa
- Ericson has also set up its operations centre in Accra to support their software development and operations in Africa.
- A comprehensive industry standard and quality assurance policy and action plan for the IT/ITES industry of Ghana has been developed with support of Ghana standards Board. These standards were validated by major industry players, notably GASSCOM.
- A BPO Centre as mini ICT Park is being developed at the site of the PWD warehouses in Accra.

GHANA POST COMPANY LIMITED

Ghana Post was incorporated as a limited liability under the companies code (Act 179) as a result of a statutory enactment of the statutory corporations Act, 1995. By this Act, it is expected to offer postal and financial services to customers. In addition, it operates a courier service; EMS, for customers who wish to add value to their items in the area of speed and security.

The Ghana Post also during the period under review achieved the following:

- Cabinet approved loan of GH5 million to invest and make a rapid turnover within 5 years period that the loan will also be refunded.
- 130 officers were trained in IT, Cash Accounting Processes, The Mode of Operational Fraud Detection and 'Impact of Good Customer Care'.
- 166 officers were trained on the sale of 'Marriage Forms', Western Union Network Convention, Postal Courier Operation Efficiency and Cash 4 Africa operation on School Fees.

POSTAL AND COURIER SERVICES REGULATORY COMMISSION

The Ministry of Communications, in pursuance of the postal sector reforms and the objective to create a more liberalized and competitive postal and courier service environment, promoted the establishment of the postal and courier services regulatory commission under the PCSRC Act 2003, Act 649.

The postal and courier services regulatory commission has the responsibility to license and regulate the operations of postal and courier services in Ghana.

- The process of selecting a consultant for the PCSRC is also being pursued under the eGhana project

KOFI ANNAN CENTRE OF EXCELLENCE IN ICT (KACE)

The Kofi Annan Centre of Excellence in ICT, Ghana's first advanced information technology institute was established in 2003 and has been engaged in capacity building to bridge the ICT human resource gap between academia, government and industry. This state-of-the-art facility provides a dynamic environment for market-oriented training of ICT professionals and also for developing the capacity to apply research and innovative technologies for socio-economic development within West Africa and beyond

The KACE also undertook and achieved the following during the period:

- 147 participants trained in ICDL programme
- 902 participants trained CCNA Professional programme

STAFF LIST OF MINISTRY OF COMMUNICATIONS

S/ N	FULL NAME	SEX	DATE OF BIRTH	STAFF NO.	GRADE	DIRECTORATE / UNIT	ANNUAL LEAVE TAKEN YES/NO	ACCUMULA TED LEAVE	NO. OF YEARS AT CURRENT MINISTRY/ DEPT	PAYROLL NO.
1.	K.OFOSU-ADARKWA	M	15-04-53	52285	CHIEF DIRECTOR	MOC	NO	62	9	0101MIN/HQRS MOC
2.	YAHAYA ISSAH	M	19-05-58	62823	DIRECTOR	PPMED	NO	63	9	0101MIN/HQRS MOC
3.	CHARLOTTE MORGAN-ASIEDU (MRS)	F	16-03-64	80415	DIRECTOR	HRMD	NO	43	1	0101MIN/HQRS MOC
4.	DESMOND BOATENG	M	15-04-67	64224	DEP. DIRECTOR	F&A	NO	54	6	0101MIN/HQRS MOC
5.	PATRICIA DOVI-SAMPON(MRS)	F	19-02-64	99659	DEP. DIRECTOR	PPMED	NO	31	3	0101MIN/HQRS MOC
6.	JOSEPH TETTEH	M	06-10-67	98745	DEP. DIRECTOR	RSIMD	YES	-	9	0101MIN/HQRS MOC
7.	AMUDA IDDI MUHAMMED	M	07-07-57	73469	DEP. DIRECTOR	F&A	YES	-	9	0101MIN/HQRS MOC
8.	KWESI ASSAN-BREW	M	11-10-60	99580	DEP. DIRECTOR	PPMED	NO	36	1	0101MIN/HQRS MOC
9.	ERIC OSEI-WUSU	M	20-09-73	47328	ASST. DIRECTOR I	PPMED	YES	-	8	0101 MIN/HQRS MOC
10.	NATHANIEL A. WILSON	M	05-10-66	75731	ASST. DIRECTOR I	HRMD	NO	36	5	0101MIN/HQRS MOC
11.	RHODA GAVOR(MS)	F	01-01-76	17622	ASST. DIRECTOR 2A	PPMED	YES	-	8	0101 MIN/HQRS MOC
12.	EMMANUEL OFORI	M	15-02-76	102305	ASST. DIRECTOR 2A	PPMED	YES	-	8	0101MIN/HQRS MOC
13.	KOFI BENNING	M	31-01-75	17612	ASST. DIRECTOR 2A	PPMED	NO	19	3	0101 MIN/HQRS MOC
14.	KENNEDY OSEI	M	01-02-82	708212	ASST. DIRECTOR 2B	PPMED	YES	-	3	0101MIN/HQRS MOC
15.	TOYIBA ABDUL-HAMID(MS)	F	15-06-83	708223	ASST. DIRECTOR 2B	F&A	YES	-	3	0101 MIN/HQRS MOC
16.	ABENA AFRIYIE APPIAH (MS)	F	01-12-81	708204	ASST. DIRECTOR 2B	PPMED	YES	-	3	0101MIN/HQRS MOC
17.	ADWOA NOONOOA ASSAN	F	04-10-82	715237	ASST. DIRECTOR 2B	NITA	YES	-	2	0101 MIN/HQRS MOC
18.	EWURAFUA OTUOA PRATT	F	28-06-85	740807	ASST. DIRECTOR 2B	GMIC	YES	-	2	0101MIN/HQRS MOC
19.	AKUA SERWAAH ANTWI	F	26-10-83	740809	ASST. DIRECTOR 2B	RSIMD	NO	26	2	0101 MIN/HQRS MOC
20.	FRANCIS CURSTA AMEVUVOR	M	29-08-77	839405	ASST. DIRECTOR 2B	NITA	NO	-	6 MONTHS	0101MIN/HQRS MOC

21.	S.K. ROBERTSON	M	05-11-56	23041	CHIEF PERSONNEL OFFICER	HRMD	YES	-	6	0101MIN/HQRS MOC
22.	JOHN K. AHIAGBEAME	M	04-05-74	666567	PRIN. STORE KEEPER	F&A	YES	-	4	0101MIN/HQRS MOC
23.	BRIGHT AMOS AMUESI	M	17-03-66	708280	SNR. INTERNAL AUDITOR	INT. AUD.	YES	-	3	0101MIN/HQRS MOC
24.	WINIFRED ADUAMOAH (MS)	F	15-12-78	708269	ASST. INTERNAL AUDITOR	INT. AUD.	NO	36	3	0101MIN/HQRS MOC
25.	P.K. AMPOFO	M	11-05-54	39799	CHIEF EXEC. OFF.	F & A	YES	-	9	0101MIN/HQRS MOC
26.	RHODALINE MENSAH-AMOAKO(MRS)	F	23-03-62	58735	ASST. CHIEF EXEC. OFFICER	HRMD	YES	-	9	0101MIN/HQRS MOC
27.	COMFORT ADJEI(MS)	F	23-09-56	126471	PRIN. EXEC. OFFICER	HRMD	YES	-	9	0101MIN/HQRS MOC
28.	DAVID NYAMPONG	M	19-09-53	74787	ASST. CHIEF EXEC. OFFICER	F & A	YES	-	6	0101MIN/HQRS MOC
29.	JULIANA THOMPSON (MS)	F	12-09-62	613	PRIN. EXEC. OFFICER	F & A	YES	-	3	0101MIN/HQRS MOC
30.	EMMANUEL OFFEI	M	22-03-53	116794	SNR. RECORDS OFFICER	F & A	YES	-	9	0101MIN/HQRS MOC
31.	STEVE NII NAI MENSAH	M	18-08-78	796187	ASST. INFO. OFFICER	RSIMD	YES	-	1	0101MIN/HQRS MOC
32.	DANIEL AMPIAW	M	07-03-60	42230	SNR. LIBRARY ASST.	RSIMD	NO	36	9	0101MIN/HQRS MOC
33.	EDWARD SQUIRE	M	15-04-55	60430	EXEC. OFFICER	F & A	YES	-	9	0101MIN/HQRS MOC
34.	SHINE AMEKO (MS)	F	28-11-62	70327	SNR. PRIVATE SECRETARY	F & A	YES	-	9	0101MIN/HQRS MOC
35.	IRENE RENNER	F	20-01-75	77220	STENOGRAPHER SECRETARY	HRMD	YES	-	9	0101MIN/HQRS MOC
36.	JENNIFER ANANE (MS)	F	25-12-73	108658	STENO. I	RSIM	YES	-	3	0101MIN/HQRS MOC
37.	MERCY MARTEY (MRS)	F	20-01-71	79910	STENO. I	PPMED	YES	-	5	0101MIN/HQRS MOC
38.	VELMA BAMPOE(MRS)	F	08-05-60	14415	STENO. II	F & A	YES	-	9	0101MIN/HQRS MOC
39.	VICTORIA QUARTEY(MRS)	F	30-09-54	76333	STENO. II	F & A	YES	-	9	0101MIN/HQRS MOC
40.	LILY MANTEY (MS)	F	03-06-52	9041	SNR. TYPIST	F & A	YES	-	9	0101MIN/HQRS MOC
41.	GIFTY BAYENLAH (MS)	F	27-07-61	119229	SNR. TYPIST	F & A	YES	-	9	0101MIN/HQRS MOC
42.	EMELIA AMANING (MS)	F	21-08-58	33258	SNR. TYPIST	F & A	NO	19	9	0101MIN/HQRS MOC
43.	BETTY BANNERMAN-LAWSON	F	24-10-52	25534	SNR. TYPIST	ITES	YES	-	5	0101MIN/HQRS MOC
44.	ELORM PRAISE ANUMU (MS)	F	06-07-77	63356	STENO. II	E-GHANA	YES	-	9	0101MIN/HQRS MOC
45.	PAUL BENTIL	M	16-04-53	44019	ASST. ESTATE OFFICER	F & A	YES	-	9	0101MIN/HQRS MOC
46.	KOKUVI BATINTORA	M	01-06-64	21977	SANITARY HEADMAN	F & A	YES	-	9	0101MIN/HQRS MOC

47.	MARK KRAKUE	M	27-10-57	20649	CHIEF MESSENGER	F & A	YES	-	9	0101MIN/HQRS MOC
48.	STEPHEN KOMLA	M	31-08-56	118297	CHIEF MESSENGER	F & A	YES	-	9	0101MIN/HQRS MOC
49.	KENNEDY KWAME KOFITSE	M	27-11-76	72553	CHIEF MESSENGER	F & A	YES	-	9	0101MIN/HQRS MOC
50.	NUNOO LARTEY	M	03-06-61	68138	HEADMAN W'MAN	F & A	YES	-	9	0101MIN/HQRS MOC
51.	CHARLES KOTOKU	M	22-01-62	121198	HEAVY DUTY DRIVER	F & A	YES	-	9	0101MIN/HQRS MOC
52.	VICTUS AGLAH	M	05-02-64	101264	HEAVY DUTY DRIVER	F & A	YES	-	9	0101MIN/HQRS MOC
53.	NENE TETTEH GLOVER	M	16-05-70	74834	DRIVER GD. I	F & A	YES	-	9	0101MIN/HQRS MOC
54.	JAMES AIKINS	M	03-11-67	601051	DRIVER GD. II	F & A	YES	-	5	0101MIN/HQRS MOC
55.	DANIEL ADJEI ADJETEY	M	15-07-71	740813	DRIVER GD. II	F & A	YES	-	2	0101MIN/HQRS MOC
56.	JOSEPH NII ARMAH	M	11-11-70	807013	DRIVER GD. II	F& A	YES	-	1	0101MIN/HQRS MOC
57.	VERONICA ANNANG(MS)	F	03-10-73	79381	CLEANER	F & A	NO	-	9	0101MIN/HQRS MOC
58.	ALBERTA A. AYERTEY(MS)	F	23-06-80	636192	CLEANER	F & A	NO	-	5	0101MIN/HQRS MOC
59.	VICTORIA SACKITEY(MS)	F	05-10-72	64411	CLEANER	F & A	NO	-	9	0101MIN/HQRS MOC
60.	MARY BOATENG(MS)	F	21-07-53	69279	CLEANER	F & A	NO	-	9	0101MIN/HQRS MOC
61.	RAHINATU MOHAMMED(MS)	F	11-05-81	839401	CLEANER	F & A	NO	-	8 MONTHS	0101MIN/HQRS MOC
62.	KOJO BATINTORA	M	17-03-86	807009	LABOURER	F & A	YES	-	1	0101MIN/HQRS MOC

STAFF LIST OF MINISTRY OF COMMUNICATIONS

HR DISTRIBUTION

MINISTRY OF COMMUNICATIONS	DISTRIBUTION		TOTAL
	MALE	FEMALE	
MINISTRY (HQ)	34	28	62

APPENDIX A " 3"

Training & Development

(i) Scheme of Service related Training Programmes in 2011 (Service Wide)

Name of Officer	Sex M/F	Course of Study	Duration	Institution	Funding	Paid/ Unpaid
(i) Kennedy Osei	M	Post Graduate Certificate in Public Admin	9 Weeks	GIMPA	GOG	Paid
(ii) Adwoa Noonooa Assan	F	Post Graduate Certificate in Public Admin	9 Weeks	GIMPA	GOG	Paid

APPENDIX A "3"

(ii) Competency Based Training Undertaken in 2011 (Institution specific)

Name of Officer	Sex M/F	Course of Study	Duration	Institution	Funding	Paid/ Unpaid
(1) Mrs. Mercy Martey	F	Certificate in Administration and Management	16 Weeks	GIMPA	GOG	Paid
(2) Ms. Jennifer Anane	F	"Special Training for Top level Secretaries	10 Days	CSTC	GOG	Paid
(3) Mr. Bright Amos Amuesi	M	Certified Information Systems Auditor (CISA)	14 Days	KACE	GOG	Paid
(4) Ms. Abena Afriyie Appiah	F	Proposal Writing Skills Development	3 Days	CSTC	GOG	Paid
(5) Ms. Akua Serwaah Antwi	F	Report Writing Skills Development	3 Days	CSTC	GOG	Paid
(6) Ms. Jennifer Anane	F	English Grammar Usage and Writing	4 Days	CSTC	GOG	Paid

APPENDIX A " 3"

Training & Development

Name of Officer	Sex M/F	Course of Study	Duration	Institution	Funding	Paid/ Unpaid
(7)Mr. Desmond Boateng	M	Workshop: Ghana-South Africa Permanent Joint Commission	4 Days	South Africa	GOG	Paid
(8) Kofi Benning	M	Telecommunication Administration	4 Weeks	China	GOG/ China	-do-
(9) Ms. Akua Serwaah Antwi	F	ICT in Project Management	2 Weeks	SCPTA	GOG/ SCPTA	-do-
(10) Ms. Ewurafua O. Pratt	F	Seminar in Telecom Marketing & Operations	4 Weeks	China	GOG/China	-do-
(11) Mr. Nathaniel A. Wilson	M	-do-	4 Weeks	China	GOG/ China	-do-
(12) Mrs. Patricia D. Sampson	F	USSTI Training	2 Weeks	USSTI	GOG	-do-
(13) Emmanuel Ofori	M	ICT Project: From Master Plan to Solutions	2 Weeks	SCPTA	GOG	-do-

APPENDIX A " 3"**(iii) Academic Training Programmes**

Name of Officer	Sex M/F	Course of Study	Duration	Institution	Funding	Leave
					SELF/GOG/ SCHOLARSHIP	WITH/WITH OUTPAY
(1) Toyiba Abdul-Hamid	F	ICT in Oil and Gas Management	1 Year		scholarship	With pay

APPENDIX A " 3"**e. Promotion Undertaken**

NAME OF OFFICER	SEX M/F	PREVIOUS GRADE	PROMOTED TO	NOTIONAL DATE OF PROMOTION	EFFECTIVE DATE OF PROMOTION

APPENDIX A " 3"**f. Postings Undertaken**

NAME OF OFFICER	SEX M/F	OFFICER'S GRADE	INSTITUTION		EFFECTIVE DATE OF POSTINGS	REMARKS
			From	To		
(1) Eusebius Yaw Kutor	M	Deputy Director	MoC	Office of the President (Cabinet Secretariat)	19 -01-2011	
(2) Kwesi Assan-Brew	M	Deputy Director	Office of the President (cabinet Secretariat)	MoC	14-02-2011	

APPENDIX A " 3"

g. Recruitment Undertaken

NAME	M/F	STAFF NO.	MODE OF REPLACEMENT				
			NEW	REPLACEMENT			SECONDMENT
			YES/NO	NAME OF OFFICER REPLACED	M/F	STAFF NO.	FROM WHICH ORGANISATION
(1) Rahinatu Mohammed	F	839401	No	Safuna Mohammed	F	69052	
(2) Francis Cursta Anevuvor	M	839405	No	Joseph Mensah	M	78181	

h. Staff who left the Service

	Sex M/F	Reason				
		RETIREMENT DATE	RESIGNATION DATE	DISMISSAL DATE	DEATH DATE	OTHER DATE
(1) Safuna Mohammed	F	24-03-2011				
(2) Charles Acquah	M	17-04-2011				
(3) John G. Newton	M	19-12-2011				

APPENDIX A " 3"

LIST OF SKILLED CONTRACTUAL STAFF – eGHANA PROJECT

NAME	POSITION
MR. Nelson Osae	Project Coordinator
Mr. Victor Adadjie	M & E Coordinator
Ms. Rebecca Okine	Procurement Specialists
Ms. Teki Akuetteh	Legal Desk Officer

APPENDIX "A4**POLITICAL & ADMINISTRATIVE HEADS OF MINISTRIES**

S/N	ORGANISATION	POLITICAL HEAD	DEPUTY POLITICAL HEAD	ADMINISTRATIVE HEAD
1	MINISTRY OF COMMUNICATIONS	HON. HARUNA IDDRISU (MP)	HON. ERNEST ATTUQUAYE ARMAH (MP)	MR. K. OFOSU-ADARKWA

Appendix B

OFFICIAL VISITS UNDERTAKEN DURING THE YEAR

No	Name of Officer	Purpose	Place of Visit	Date of Visit	Remarks
1	Hon. Haruna Iddrisu,	To attend Rockefeller Foundation-sponsored policy workshop	Mombasa-Kenya	13 January, 2011	
2.	Hon. Haruna Iddrisu	To attend official launch and first meeting of ITU/WHO Commission on information and accountability for women's and children's health	Geneva	26-28 January 2011	
3.	Hon. Haruna Iddrisu	To attend 2 nd Global Economic Summit on Small & Medium Enterprises	Mumbai- World Trade Centre	27 th -29 th January 2011	
4.	Mr. K. Oforu-Adarkwa	To participate In Achievers Africa Marketing & Training	Loungwe- Malawi	21 st -24 th March 2011	
5.	Narteh Sappore-Siaw	To attend the workshop of African network operator's group	Dares Salaam- Tanzania	29 th May-10 th June 2011	

6.	Mr. K. Oforu-Adarkwa	To attend the seminar on Telecommunication Administration for African Countries Officers	Wuhan, Hubei Province	27 th April-24 th May 2011	
7	The PS/Human Resource Manager	To attend international (AU-Africa) Summit/Conference	South Africa	16-18 March 2011	
8	The PS/Accounting /Internal Audit	To attend International (All-Africa) fraud conference	South Africa	22nd-24th June 2011	
9	Hon. Haruna Iddrisu, Mr. John Sey, Mr. Nicholas Dery, Mr. Abdulai Abdul Rufai	To participate in high level management meeting on technological and operational transformation of Ghana Post with Deutsche Post DHL	Germany	25 th -29 th July 2011	
10	Desmond Boateng	To attend a course on telecom marketing and operations	China	4 th -31 st August 2011	
11	Hon. Attuquaye Armah, Mrs. Clara Pinkra-Sam	To participate in Biennial US-Africa Business Summit	Washington	5 th -7 th October 2011	
12	Mr. K. Oforu-Adarkwa	To attend the Exceptional African Government Director Generals/Permanent Secretaries and Directors Africa 2011 Retreat Workshop	Johannesburg- South Africa	5 th -7 th October 2011	
13	Chief Internal Auditor	To attend IFRS and ITAS for Auditors and Accountants	South Africa	10 th -13 th Oct. 2011	
14	Hon. Haruna Iddrisu, Hon. Attuquaye Armah, Mr. K. Oforu-Adarkwa	To attend a round table discussion	Senegal Dakar	19 th -20 th Oct. 2011	

15	Mr. K. Ofosu-Adarkwa	To attend workshop on marketing Communications in the Public Service	South Africa	3 rd -7 th Oct 2011	
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Appendix F

CHALLENGES	PRIORITY LEVEL (H, M, L)	MITIGATION STRATEGY
1. Lack of IT Professionals in the Civil Service	High	<ul style="list-style-type: none"> ➤ Scheme of service for IT Class has been developed ➤ Fresh recruitment ➤ Competence based training
2. Absence of ITES in MDAs	Medium	<ul style="list-style-type: none"> ➤ Set up ITES Secretariat ➤ Create awareness and set up ITES in MDAs
3. Inadequate office space	High	<ul style="list-style-type: none"> ➤ Fast track the construction of National Data Centre to provide accommodation to the Ministry and some of its Agencies
4. Delayed Release of funds	High	<ul style="list-style-type: none"> ➤ Arrangement with service providers to provide services if urgent
5. High Bandwidth cost	High	<ul style="list-style-type: none"> ➤ Price negotiation on-going ➤ Construction/operationalization of the fibre optic backbone
6. Absence of appropriate ICT indicators	High	<ul style="list-style-type: none"> ➤ Collaborating with Statistical Service to collect appropriate indicators

