



MINISTRY OF LANDS AND NATURAL RESOURCES (MLNR)

ANNUAL PROGRESS REPORT – 2012

**IMPLEMENTATION OF GHANA SHARED GROWTH AND DEVELOPMENT AGENDA
(GSGDA)**

EXECUTIVE SUMMARY

INTRODUCTION

Ghana is endowed with abundant natural resources, which have played a key role in the development efforts of the country. The Ministry of Lands and Natural Resources (MLNR) is established under Section 11 of the Civil Service Law 1993 (PNDCL 327), and is mandated to ensure the sustainable management and utilization of the nation's lands, forests and wildlife resources as well as the efficient management of the mineral resources for socio-economic growth and development. The Ministry consists of three sub-sectors; Lands, Forestry and Mines.

In fulfillment of the constitutional provision, Ministries, Agencies and Departments are to implement Government's programmes through a national development policy framework. The policy framework which is being implemented in phases has been translated into the Ghana Shared Growth and Development Agenda (GSGDA), 2010 to 2013 under the auspices of the National Development Planning Commission (NDPC).

The 2012 Annual Progress Report of the Ministry of Lands and Natural Resources is based on the broad policy objectives in line with the Ghana Shared Growth and Development Agenda (GSGDA) 2010 to 2013. The policy objectives considered under the GSGDA for the three sub-sectors of MLNR are to:

- Promote Sustainable extraction and use of mineral resources
- Ensure the restoration of degraded natural resources
- Build institutional frameworks for sustainable extractive and natural resources management
- Reduce the loss of biodiversity
- Maintain and enhance the protected area system
- Strengthen the legal framework on protected areas
- Reverse forest and land degradation
- Encourage appropriate land use and management
- Enhance community participation in environmental and natural resources management by awareness creation
- Enhance community participation in governance and decision making
- Adapt to the impacts and reduce vulnerability to Climate Variability and Change

STATUS OF IMPLEMENTATION OF KEY ACTIVITIES

In the year under review, various activities were carried out within the Mines Sub-sector to monitor natural resource utilization and replenishment. Mining activities were monitored to ensure that they are in tandem with Policies, laws and regulations. There were also collaborations with the Environmental Protection Agency (EPA) and other key stakeholders to review Ghana's Mining and Environmental Guidelines.

During the year, the Ministry worked to reduce dependency on traditional minerals. Results of work done so far show occurrences of other minerals such as copper, cobalt and chromium, apart from the traditional ones (gold, diamonds, manganese and bauxite) being exploited currently.

Various efforts have also been made to improve support to Artisanal and Small Scale Miners (ASMs). This includes the designating of ninety one (91) sites countrywide for small scale mining of precious minerals (gold and diamonds) and provision of financial assistance to purchase equipment for the exploitation of the deposit.

An amount of GHS 359,392,853 was realized as total minerals royalties for 2012, an increase of about 62% over the 2011 collection which was GHS 222,024,705.

Lastly, the ministry facilitated the passage of various regulations to enhance the minerals and mining sector. These include:

- Minerals & Mining (General) Regulations, LI2173
- Minerals & Mining (Support Services) Regulations, LI2174
- Minerals & Mining (Compensation & Resettlement), Regulations, LI 2175
- Minerals & Mining (Licensing) Regulations, LI2176
- Minerals & Mining (Explosives), Regulations, LI2177
- Minerals & Mining (Health And Safety) Regulations, LI 2182

The Ministry embarked on various activities Forestry Sub-sector to manage the natural forest, plantations, wildlife and other ecosystems so as to maintain its integrity and ecological balance. Hence activities such as protection measures (i.e. boundary planting, cleaning and anti-poaching patrols), wildfire control as well as appropriate silvicultural treatments including enrichment planting were undertaken.

The National Forest Plantation Development Programme (NFPDP) continued in both degraded forest reserves and private lands located outside forest reserves. The Programme was expected to deliver the following key outputs in 2012: Ten thousand (10,000) hectares of degraded lands planted under the Expanded Programme; fifty seven thousand (57,000) hectares of established plantations coupes maintained and 20,000 jobs created. However, a total of 5,910 hectares representing 59% of the planting

target was established nationwide under the Expanded Programme creating 10,500 jobs. In addition, 17,076 hectares of the 2010 and 2011 established plantations, representing 32% were maintained.

To ensure proper resource management, platforms were created for stakeholders to discuss the implementation of the Voluntary Partnership Agreement/Forest Law Enforcement Governance and Trade (VPA/FLEGT) protocols. Additionally, benefit sharing agreements were signed with 24 Private/Commercial Developers and 130 Modified Taungya System farmers.

The Ministry embarked on several activities within the Lands Sub-sector to improve land administration and land delivery system within the framework of the implementation of the Land Administration Project II. On the average, the turnaround time for acquiring land title certificate for year 2012 was about 10 months, an increase of two months over the 2011 average. This can be attributed to a number of factors such as; the duplication of functions by the various divisions of the Lands Commission, lack of adequate due diligence before initiating the registration process, inadequate personnel, among others. Deeds registration however still stood at two and half months (2.5months). A total of 12,669 land documents were issued in 2012, representing about 87% increase over the 2011 figure of 6,792 documents.

Challenges

In implementing its mandate within the GSGDA, the Ministry encountered a number of operational challenges. Some of these include:

- Inadequate linkages between the mining sector and the rest of the economy
- Limited diversification of the Mines Sub-sector
- Management of artisanal and small scale mining, especially the menace of illegal mining (galamsey)
- Frequent conflict between mining communities and mining companies.
- Collapse of some timber firms that owe the Ministry, thereby posing a challenge to the collection of outstanding levies;
- Increasing illegal logging and/or chainsawing of natural and plantation timbers to satisfy the demand gap in wood products;
- Increasing encroachment of reserved forest for farming and mining as well as settlements in wildlife protected areas for grazing and poaching for bush meat and other products;
- Forest/wildlife sector investment opportunities remain unattractive to the private sector which is severely affecting plantation and ecotourism development;
- Delayed release of operational funds affected activities that are time-dependent;

- Excessive court suits on land related issues;
- Chieftaincy litigations which affected revenue (royalties) disbursement to stools;
- Non-payment of ground and farm rents.

The Ministry is however taking the necessary steps to address the above challenges within its 2013 annual plans.

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CHAPTER ONE

1.0 INTRODUCTION

The 1992 Constitution provides a long-term national development framework for Ghana. Based on this broad

framework, sectorial policies are developed aimed at ultimately improving the lives of its people and enhance social infrastructure. These policies are enshrined in short, medium and long-term national development policy frameworks.

In fulfillment of this constitutional provision, Ministries, Agencies and Departments are to implement Government's programmes based on a national development policy framework. This is to ensure that the policy framework is effectively linked to the budget and implemented by MDAs and MMDAs, in accordance with sections 1, 10 and 11 of the National Development Planning (System) Act 1994, (Act 480). The current policy framework is the Ghana Shared Growth and Development Agenda (GSGDA), 2010 to 2013.

The Ghana Shared Growth and Development Agenda (GSGDA) has anchored themes which are further categorized into key focus areas and policy measures. The Ministry of Lands and Natural Resources, as pertains to its statutory mandate is therefore reporting based on the Sector Medium Term Development Plan (SMTDP) which is aligned to the GSGDA (2010–2013) under the Sustainable Natural Resource Management thematic area.

The Ministry of Lands and Natural Resources (MLNR) is established under Section 11 of the Civil Service Law 1993 (PNDCL 327). The Ministry is mandated to ensure the sustainable management and utilization of the nation's lands, forests and wildlife resources as well as the efficient management of the mineral resources for socio-economic growth and development. The Ministry consists of three sub-sectors; Lands, Forestry and Mines.

Drawn from its mandate and in order to support the attainment of the overall objective of the GSGDA, the Ministry is expected to pursue policies that will ensure efficient stewardship of our natural resources. The policy objectives under implementation based on the GSGDA are:

- Promote Sustainable extraction and use of mineral resources
- Ensure the restoration of degraded natural resources

- Build institutional frameworks for sustainable extractive and natural resources management
- Reduce the loss of biodiversity
- Maintain and enhance the protected area system
- Strengthen the legal framework on protected areas
- Reverse forest and land degradation
- Encourage appropriate land use and management
- Enhance community participation in environmental and natural resources management by awareness creation
- Enhance community participation in governance and decision making
- Adapt to the impacts and reduce vulnerability to Climate Variability and Change

This Annual Progress Report (APR) is therefore being prepared to track progress of policy implementation and effectiveness as well as to identify bottlenecks associated with the implementation for early redress.

The process of preparing Sector Annual Progress Report (SAPR) is part of the overall national agenda to institutionalise the act of monitoring and the implementation of development policies particularly at the local level as well as establish an efficient national Monitoring and Evaluation (M&E) system capable of generating accurate data on a timely basis to inform national policy decisions.

1.1 The Monitoring and Evaluation (M&E) Mandate of MLNR

Section 10, sub-section 6 and 7 of the National Development Planning System Act 1994, Act 480 requires the Ministry/Sector to monitor the implementation of the Sector's Medium Term Development Plan (SMTDP) and submit a monitoring report at intervals in the prescribed form to the National Development Planning Commission (NDPC).

The roles and responsibilities of MLNR with regard to M&E are:

- The development and implementation of the Sector M&E Plans
- M&E capacity building within the MDA
- Creating the necessary supporting conditions for M&E in the sector
- Define and select sector specific indicators in collaboration with NDPC as core national indicators
- Demand and collate M&E data from its Agencies for production of the Sector APR
- Periodically visit key project sites and report on development progress at all levels
- Forward the Sector APRs to NDPC and facilitate its dissemination to all stakeholders

- Ensure that gender equality/equity indicators and other cross cutting issues, such as environment vulnerability and exclusion are considered in the M&E Plans
- Facilitate evaluation of the SMTDPs and make recommendations for the review of policies and strategies

1.2 Objective of the Sector Annual Progress Report (SAPR)

Monitoring the progress of implementation of the sector policies on an annual basis involves the use of agreed set of indicators. These indicators are selected in such a manner to include those that will help track the progress the Ministry is making towards the attainment of its objectives. To ensure effective analysis of the various dimensions of indicators, the possible level of data disaggregation as well as the frequency of collection of data on each indicator are determined to allow the Ministry to put mechanisms in place to collect the required information.

The key instrument for reporting on the progress towards the implementation of the sector policies on annual basis is the Sector Annual Progress Report (SAPR). The SAPR reports on the progress against targets, provides information on resources that are released by Government to implement key activities, and the key activities implemented within the reporting year that has possibly impacted on the attainment of targets or otherwise. The outcome of this monitoring process is to primarily provide continuous and regular data analysis to help make informed decisions on the way forward regarding implementation of the planned objectives.

1.3 Organization of the Report

Apart from Chapter 1, the rest of the report is arranged according to the performance of the sub-sectors (Mines, Forestry and Lands) under the Ministry of Lands and Natural Resources in view of the diverse mandates and roles in achieving the objective of the GSGDA. For each sub-sector, the report is structured along; (i) a discussion on the status of key indicators; and (ii) the specific policy measures implemented for the attainment of the key indicator targets. The resource available for the implementation of interventions in 2012 as well as the conclusions and challenges of the sub-sectors are treated in separate chapters.

Chapter Two discusses the progress made by the Mines Sub-sector in 2012 in achieving its key targets and status of implementation of key policy measures. Chapter Three discusses the progress made by the Forestry Sub-sector in 2012 in achieving its key targets and status of implementation of key policy measures. Chapter Four discusses the progress made by the Lands Sub-sector in 2012 in achieving its key targets and status of implementation of key policy measures. Chapter Five analyses resources made

available to all agencies for implementation of key activities in 2012. Chapter Six is the conclusions drawn from the analysis of progress of implementation of activities by all agencies in 2012 as well as their respective challenges.

CHAPTER TWO

2.0 PROGRESS MADE BY THE MINES SUB-SECTOR IN 2012

The Mines sub-sector is managed by three Agencies; the Minerals Commission, the Geological Survey Department (GSD) and the Precious Minerals Marketing Company (PMMC). The Agencies under this Sector serve as the main promotional and regulatory body for the minerals sector in Ghana and is therefore responsible for the regulation and management of the utilisation of the mineral resources in Ghana.

2.1 Broad Overview of the Sub-Sector

The mines sub-sector has been an important part of Ghana's economy with gold accounting for over 95% of the sector's revenue. Ghana is a significant gold producer in Africa (second after South Africa) and globally, being the 9th largest producer in the world. Over the past decade, the price of gold has witnessed significant and sustained rise. From an average low of US\$279 in year 2000, the price rose to US\$445 in 2005, US\$1,225 in 2010 and then to an all-time high of US\$1,895 in September, 2011. However, the price dropped to US\$1,674 in February 2012. Except year 2004, the mining sub-sector was consistently the highest gross foreign exchange earner from 1999 to date as well as a provider of high quality employment to Ghanaians. Currently, the sector contributes 28.3% of government revenue and 6% GDP. The sector also employs over 29,000 people in the large scale mining industry whilst over 1,000,000 people are engaged in the small scale gold, diamonds, sand winning and quarry industries. In 2012, Ghana produced 4,178,865.00 ounces of gold, the highest ever in the history of the country. It is significant to note that small scale miners contributed some 34% (1,423,453 ounces) of the total gold production in 2012. This resulted in export revenues of some US\$5.8billion. Total Foreign Direct Investment (FDI) into the minerals and mining sector from 1983 to 2012 amounted to US\$ 12.5 billion.

Presently, nine (9) large scale companies are producing gold, while one (1) each are producing bauxite and Manganese. Also, over 1,000 registered small scale mining groups are engaged in the mining of gold, diamonds and industrial minerals. Companies currently engaged in exploration in Ghana can be divided into three groups:

- Major International Mining Companies,
- Junior International Mining Companies and
- Local Companies.

The major international mining companies with interests in Ghana include; Gold Fields of South Africa, Newmont and Golden Star Resources from the USA, AngloGold of South Africa, Adamus Resources of Australia among others. The junior international companies are mainly from Canada, South Africa and

Australia. These companies usually conduct exploration with the objective of quickly blocking out enough ore reserves to support a bankable feasibility study to raise funds for production or for disposal of the upgraded property to major companies.

The local companies usually lack capital and technical expertise to conduct modern exploration work. They are usually unable to finance exploration beyond the reconnaissance stage; they then proceed to look for foreign partners in order to continue with the exploration work. As a result, most concessions held by the local companies and some foreign junior companies are possible joint-venture opportunities for major or junior international companies.

The 2012 Annual Progress Report of the Mines Sub-sector is based on the broad policy objectives of the Ministry in line with the Ghana Shared Growth and Development Agenda (GSGDA) 2010 to 2013. For the mining sector, the policy objectives considered under the GSGDA are:

1. Ensure the restoration of degraded natural resources
2. Promote sustainable extraction and use of mineral resources to facilitate equitable access, benefit sharing from and security to Land, Forest and Mineral resources
3. Build Institutional framework for sustainable natural resource management

2.2 Sub-Sector Policy and Objectives

Various policies in the mining sector have been consolidated into the draft national mining policy which is yet to be approved by Cabinet. This is aimed at securing the continued development of a thriving mining industry that will contribute to sustainable economic development based on the following objectives among others:

- Diversify the country's mineral export base and thereby increase foreign exchange earnings;
- Optimize tax revenue generation to support development;
- Generate skilled employment and develop local capacity for the mineral industry;
- Produce raw materials for local usage and create demand for local goods and services in the minerals and mining sector;
- Contribute to infrastructure development;
- Contribute to the transformation of mining, especially in rural communities;
- Serve as a catalyst for wider investment in the economy; and
- Collaborate in the harmonisation of mineral policy in ECOWAS and indeed in Africa.

2.3.1 Functions of the Minerals Commission

The Commission is responsible for the regulation and management of the utilization of the mineral resources of Ghana and the co-ordination and implementation of policies related to mining. In line with its mandate, the Commission performs the following functions as stipulated in the Minerals Commission Act 1993, Act 450:

1. To formulate recommendations of national policy for exploration and exploitation of mineral resources with special reference to establishing national priorities having due regard to the national economy;
2. To advise the Minister of Lands and Natural Resources on matters relating to minerals;
3. To monitor the implementation of laid down Government policies on minerals and report on this to the Minister;
4. To monitor the operations of all bodies or establishments with responsibility for minerals and report to the Minister;
5. To receive and assess public agreements relating to minerals and report to Parliament;
6. To secure a firm basis of comprehensive data collection on national mineral resources and the technologies of exploration and exploitation for national decision making; and
7. To perform such other functions as the Minister may assign to it.

In fulfilling its functions, the Commission engages in the following activities;

1. Investigate the background, process applications for mineral rights and recommend their grant or otherwise to the Minister responsible for Mines;
2. Review agreements relating to minerals;
3. Collect, collate and analyse data on the operations of mining companies for decision making and for dissemination;
4. Organize and attend workshops/seminars/conferences, as well as issue publications to promote mineral sector activities;
5. Liaise with other governmental agencies, notably the Bank of Ghana, the Ghana Revenue Authority (GRA) among others to ensure that the spirit of the sector's fiscal regime is maintained;
6. Liaise with other governmental agencies, notably the Geological Survey Department, and the Environmental Protection Agency, to monitor and ensure the adherence of mining companies to the terms and requirements of mineral rights granted to them.

To improve mining sector's contribution to sustainable development, the 2011 Annual Progress Report (APR) is being prepared to track progress of policy implementation and effectiveness as well as to identify challenges associated with the implementation for early resolution.

2.3.2 Functions of the Geological Survey Department

1. Responsibility for giving advice to government through the Sector Minister/Chief Director on matters in respect of the development of the natural resources of Ghana and of the safety measures to be taken to mitigate or entirely avoid the effects of geohazards.
2. Responsible for the initiation, planning, implementation and coordination of programmes, schemes and projects for the Department
3. Responsible for all administrative, managerial and technical matters relating to the Department
4. Preparation of all reports, bulletins memoirs and maps
5. Maintaining discipline in the Department
6. Controlling and spending funds released by the Central Government for field activities and to run the Department.

2.4 Status of Implementation of Key Activities

2.4.1 Minerals Commission

This section covers achievements of some key activities based on the GSGDA policy objectives (GSGDA) for the mining sub-sector as captured below.

1. Ensure the restoration of degraded natural resources
2. Promote sustainable extraction and use of mineral resources to facilitate equitable access, benefit sharing from and security to Land, Forest and mineral resources.
3. Build Institutional framework for sustainable natural resource management

2.4.1.1 Strategies and Achievements for Objective 1: Ensure the restoration of degraded natural resources

a) Monitor exploration and mining activities to enforce compliance with Policies, the Minerals and Mining Law and Mining Regulations.

Achievements:

- 40 monitoring visits to all operating and developing mines
- 105 exploration companies monitored during the period
- 80 Monitoring visits to quarries and 496 small scale mining concessions

- The current total number of Expatriates and Ghanaians in the Mining industry (including Mine Support Service Companies) as at the end of December **2012 is 361 and 29,600** respectively. Additionally, 16,390 contractors were employed by the mining sector in 2012.
- **1,017** officials were also examined for various **Certificates of Competency** to enhance health and safety and productivity during the period.
- **2,081** inspections were conducted for health and safety of operating mines
- During the period, Workshops were organized for:
 - Quarry and Service Companies within the Central, Eastern, Greater Accra, and Volta Regions to improve their knowledge in the Minerals and Mining Act 2006, Act 703, and the Mining and Explosives Regulation regarding their various operations.
 - Salt and Exploration Companies to improve their knowledge in Industrial Safety/Health Hazards of operations.
- Support to National Security sub Committee on Lands, Forestry and Mines to arrest illegal miners in the country
- Regional Task-Forces have been formed to deal with illegal mining in the country. Five (5) of such Taskforces have already been inaugurated.
- District Mining Committees have been formed and inaugurated in two mining communities to assist in the management of small scale mining in Ghana.
- Various monitoring, sensitization and educational programmes have been held to formalize the activities of illegal small scale miners.

b) Carry out educational campaigns aimed at efficient small-scale mining.

Achievement

Educational campaigns were carried out by District Officers at Mining communities and mining sites (both formal and informal) on best practices. In spite of the educational campaigns, illegal mining continues to be on the ascendancy. The involvement of the law enforcement agencies have been sought to quell the menace of the illegal activities. The following actions were carried out during the period under review:

- The Security Services under the directives of National Security Sub-Committee on Lands and Natural Resources carried out evictions of illegal miners in some forest reserves as well as in some parts of the Eastern, Western, Brong Ahafo, Central and Ashanti Regions.
 - For example: Illegal mining operators were arrested at Aniamoah and Adobewura small scale mining sites in Atwima Mponua District of Ashanti Region. In all, forty-seven (47) foreign

nationals operating illegally were arrested and sent to the Northern Command Headquarters of Armed Forces in Kumasi.

- Regular meetings were attended with Security Agencies at the National Security Head Office to strategize how to curb illegal mining activities country wide

c) Vigorously pursue plantation development in mining communities (Pilot Project in Prestea Huni-Valley District)

- The project covers five mining communities in the Prestea-Huni Valley District of the Western Region. So far 23,000 acres of oil palm plantation have been established under small farm holder scheme in the Prestea Huni-Valley District of the Western Region. Some of the palm trees have started bearing fruits. The project has so far employed about 23,000 people. So far, monitoring reports received from the field are satisfactory.
- Based on the success of the Prestea Huni Valley Pilot Programme, another project is being developed at the Ayanfuri-Dunkwa area.

2.4.1.2 Strategies and Achievements for Objective 2: Promote sustainable extraction and use of mineral resources.

a) Develop multi-agency approach to enhance resource management and the environment

In order to improve mining sector revenue collection, management and transparency, a multi-agency mining revenue task force was formed in 2008. Membership of this task force include: Minerals Commission, Ministry of Finance, Bank of Ghana, Extractive Industries Transparency Initiative (EITI) Secretariat and Ghana Revenue Authority. The task force developed an Action Plan which has been in operation for the past 4 years. Under the Action Plan, the task force is to conduct mine audit using a Fiscal Model developed by a Consultant recommended by the World Bank (Prof. Jim Otto).

In 2012, the Fiscal Model was applied to 2 additional mines namely; Ghana Bauxite Company (now Bosai minerals) and Gold Fields Gh. Ltd (Damang mine).

Recommendations from the work of the task force have led to streamlining of Tax Administration on Mineral Right transfers as well as general amendment to the fiscal regime governing the mining sector.

b) Ensure Inter-Agency collaboration on issues involving Environmental Management in the Mining Industry

To ensure that the net impact of mining is positive, the Minerals Commission is collaborating with the Environmental Protection Agency (EPA) to regulate mining operations in the country. During the year

under review, the Commission collaborated with the EPA and other key stakeholders to review Ghana's Mining and Environmental Guidelines. The zero draft of the reviewed guidelines will be taken through peer review as well as broad multi-stakeholder review during 2013.

c) Reduction in dependency on traditional minerals (Diversification)

Achievements

Base Metal Potential:

Under the Mining Sector Support Programme (MSSP), Air-borne geophysical and geological surveys were carried out over the Voltaian & Keta Basins. Additionally, Helicopter-borne VTEM EM data were collected over four blocks; Hohoe, Nkwanta, Akwatia and Konongo. About eight (8) areas were also geologically mapped across the country.

As a follow up to work done under the MSSP, some areas around Nkwanta in the Buem Formation were given on contract (under the Natural Resources and Environmental Governance Programme) to prove the potential of base metals in these areas. Results of work done under the two programmes show occurrences of other minerals apart from the traditional ones (gold, diamonds, manganese and bauxite) being exploited currently. Especially for the Buem Formation, results received so far indicate appreciably high values of Manganese, Cobalt, Copper, Nickel and Chromium, suggestive of manganese and/or base metal occurrences and uranium within some lithologies in the area.

Due to the enormous geo-scientific information gathered in these areas, the Minerals Commission has developed Policy and Tendering guidelines to assist in the administration of mineral rights on those areas. The specific objective of applying the Tendering Method is to implement Government's intention to target directly more technically & financially competent investors for the acquisition of these areas in a very transparent manner, as well as deny speculators the opportunity to acquire these concessions.

These guidelines which have been approved by the Hon. Minister responsible for Mines are in line with the Minerals and Mining (Licensing) Regulations 2012, LI 2176 as well as the Public Procurement Act (2003), Act 663.

Iron Ore Potential:

Following promotion of iron ore potential, a number of due diligence investigations have led to granting of Prospecting Licences to two (2) companies to further investigate the Sheini and Oppon Mansi iron ore deposits for an integrated iron and steel industry in Ghana.

Limestone Potential:

The Buipe Limestone deposit is under development for the production of clinker and cement.

d) Improve Corporate Social Responsibility (CSR) in Mining Communities

Guidelines for the implementation of CSR by mining companies in mining communities were developed through extensive stakeholder participation. The guidelines provide good practical guidance to large scale mining companies on how to engage and interact with mining communities.

The guidelines have been circulated to all mining companies to assist them in the implementation of their CSR projects in mining communities.

e) Improve Support to Artisanal and Small Scale Miners (ASMs)

Achievements

Efforts made in improving support to ASMs include:

- i. Designating 91 sites countrywide for small scale mining of precious minerals (gold and diamonds).** Out of this, 7 areas (345sq. Km) are currently being geologically investigated to prove their viability for licensing to small scale miners. If areas being explored prove viable, small-scale miners will be given financial assistance to purchase equipment for the exploitation of the deposit. This will contribute to reducing the menace of illegal mining in the country. Results for Japa are very promising. Work done to date has given several significant results, with the best interception recorded on the Adesu prospect include:

- SSRC001 intercepted 3m at 5.61g/t Au from 54m
- SSRC003 intercepted 3m at 2.4g/t Au from 54m
- SSRC004 intercepted 9m at 1.0g/t Au from 21m
- SSRC005 intercepted 9m at 26.47g/t Au from 52m

- ii. Development of a Strategic Framework to Address the Challenges in the Sub-Sector**

After a nationwide road show to seek stakeholder views, the Minerals Commission has upgraded the matrix of initiatives to manage the small scale mining sub-sector, into a Strategic Framework to improve small scale mining in Ghana. Key strategies to be implemented in the framework include:

- Geologically investigate and demarcate suitable portions for small-scale mining.

- Formalise illegal Small Scale Mining (SSM) activities in designated areas and form cooperatives and associations to support them with equipment and working capital
- Develop Guidelines on Health and Safety and train SSMs in the use of environmentally friendly processing methods
- Establish and Resource District Mining Committees and SSM Associations to assist in the management of SSM activities in the country
- Educate, train and provide logistics to enhance the efficiency, and safety of SSM operations.
- Strengthen capacity of officers to monitor SSM activities as well as enforce provisions in the Act and Legislations;
- Collaborate with security agencies to deal with illegal miners
- Develop environmental management guidelines for SSM in conjunction with the EPA and ensure compliance

f) Accelerate Promotion of investment into the Salt Industry to Meet West Africa Demand

Achievements:

- i. One of the policies of Government in the minerals and mining sector is the diversification of the country's mineral base. In line with this, salt development continues to receive prominence in the country. Government has introduced several interventions including financial and technical assistance to salt producers to enable them upgrade their salt facilities and knowledge on salt production.
- ii. During the period under review, six (6) field trips were undertaken to salt producing companies in the Central, Greater Accra and Volta regions of Ghana with the view to interacting with the producers to know more about issues affecting their operations and to offer them technical advice. In all, twenty (20) salt producing companies were monitored. Several observations were made during the visits. These include the following:
 - Almost all the salt works visited were offering one form of assistance or the other to the communities in which they operate.
 - Salt producers do not have a uniform standard for measuring salt as a bag of salt labeled as 50kg could weigh between 70kg and 100kg.
- iii. A salt policy and road map are being developed for the salt industry in order to increase investment which is expected to also increase production among others.

g) Facilitating Passage of the Minerals and Mining Regulations

The Minerals Commission facilitated passage of the regulations through the Ministry of Lands and Natural Resources and the Attorney Generals Department. The regulations were:

- Minerals & Mining (General) Regulations, LI2173
- Minerals & Mining (Support Services) Regulations, LI2174
- Minerals & Mining (Compensation & Resettlement), Regulations, LI 2175
- Minerals & Mining (Licensing) Regulations, LI2176
- Minerals & Mining (Explosives), Regulations, LI2177
- Minerals & Mining (Health And Safety) Regulations, LI 2182

h) Implement Local Content Provisions in Act 703

Achievements:

There are still ongoing consultations with the Chamber of Mines, mining companies and other companies operating within the mining industry on the implementation of the localisation policy.

During the period under review, Localisation Plans of two (2) mining companies; Golden Star Resources (GSR) and Gold Fields Gh. (GFG) Ltd were approved. Expatriates level of 10.34% at GSR will be reduced to 4.74 by 2015, whilst expatriates level of 8.53% at GFG Ltd will be reduced to 1.95% by 2020. The differences in the duration for reduction in the percentages of expatriates are due to the existence of wide knowledge or experience gaps between certain expatriates and their Ghanaian counterparts who would need longer period of development. Other challenges include:

- Difficulty in retaining Ghanaians in the mining sector because of the current competitive labour market;
- Discrepancy in remuneration and other working conditions of expatriate and Ghanaian staff; and
- Curricula in our training institutions do not help to produce appropriate middle level Ghanaian staff for the mining industry.

i) Maximise Local Content in the Mining Industry

Achievements:

The Minerals Commission and the Chamber of Mines have signed a Memorandum of Understanding (MOU) to facilitate the procurement of local products by mining companies, mine support service providers and companies licensed to deal in gold.

Additionally, through a collaborated effort of International Finance Corporation (IFC), Chamber of Mines and Minerals Commission, Timebridge Holdings of South Africa were engaged as consultants to assess twenty-eight (28) goods/products which are commonly used by mining companies with the view to recommending methods of strengthening the value chain in mining and related sectors. The final report has been received and is being reviewed.

j) Promote Investment into Mining and Allied Sectors

Achievements

- Preparation of packaged information for investment promotion i.e. a new investment promotion display material based on the new Geology Map was prepared. Additionally, new brochures were produced for minerals in the country.
- Participated in a number of conferences (Locally and Abroad) such as INDABA (South Africa), PDAC (Canada) etc. to promote investments in the mining sector.

2.4.1.3 Strategies and Achievements for Objective 3: Build Institutional Framework for Sustainable Natural Resource Management

a) Retooling Inspectorate Division (Minerals Commission) Laboratory at Takoradi

One of the core functions of the Inspectorate Division is to monitor health and safety in mines as well as assaying of mineral samples collected from exploration and mining companies. In order to perform this function, the laboratory in Takoradi needs to be renovated and upgraded with modern equipment.

Indeed, equipment needs have been identified. The challenges have been funding and in recent times the laborious procurement process. For some of the equipment, tenders have been evaluated and contracts awarded for procurement. It is therefore hoped that the rest will be procured under Programmes/Projects funded by our Development Partners or under the Mineral Development Fund.

b) Co-ordinate and harmonize policies and programmes with regional, international and other member states of ECOWAS

During the review year, the Minerals Commission implemented provisions in the ECOWAS Directive on the harmonisation of guiding principles and policies in the mining sector. Currently, member states are driving towards a harmonised West Africa Mining Code. Some of the provisions implemented included:

i. Protection of National Interest

- Stability Agreement
- Government has set up a committee to review aspects of the Stability Agreement that are not in National interest of two companies i.e. AngloGold Ashanti Ltd and Newmont Ghana Gold Ltd.

ii. Fiscal Framework

- Guidelines on use of mineral revenues prepared for District Assemblies. Use of revenues to be given to Stools and Traditional Authorities being prepared. 80% of mineral royalties to Government and 20% to Assemblies,

iii. State Participation in Mining Operations

- s.43 (1) of Act 703 has made this provision for Government. Government has divested its interest in some of the mining companies

iv. Localization Policy of Mining Operations

- Regulations on local content passed by Parliament. i.e. Minerals & Mining (General) Regulations, LI2173.

2.4.2 Geological Survey Department

2.4.2.1 Geological and Geochemical Mapping programmes funded from the Mineral Development Fund (MDF)

Geological mapping of Field Sheets 0602 B1, 0602 A2 and 0702 D3 all in the Ashanti Region were completed during the year under review. Geochemical mapping of Field Sheets 1001 A3 and 0601 A3 were completed in 2012. The main task was to identify areas for gold and diamond mineralization.

2.4.2.2 Airborne Geophysical Surveys Ground Follow-ups in the Voltaian and Keta Basins

Teams were on the ground to follow-up on the anomalies detected after the airborne geological surveys of the Voltaian and Keta Basins. Field Sheet 1001 A3, Upper East Region was completed.

2.4.2.3 Geotechnical Studies

Geotechnical studies of the Public Utilities Regulatory Commission (PURC) site in Accra were completed.

2.4.2.4 Detailed Geological Investigations of Gold Occurrences at Elmina

The Department completed detailed geological investigations to identify the source and extent of gold occurrences at the Elmina Beach, Central Region.

2.4.2.5 Monitoring of Earthquakes in the southern part of the country

The installation of the entire seismic network was carried out and successfully completed in October, 2012. All the equipment at the remote sites: Weija and Shai Hills in Greater Accra Region, Ho in Volta Region, Akosombo and Kukurantumi in Eastern Region and Morontuo in the Ashanti Region have been installed and configured successfully. All the central recording facilities at the Seismological Observatory have also been installed and configured successfully.

CHAPTER THREE

3.0 PROGRESS MADE BY THE FORESTRY SUB-SECTOR IN 2012

The Forestry Commission (FC) is a Public Service Institution set up subject to the provisions of the 1992 Constitution. The Forestry Commission was re-established by Act 571 of 1999 in order to bring under the Commission the main public bodies and agencies implementing the functions of protection, development, management and regulation of forests and wildlife resources and to provide for related matters.

The Forestry Commission as mandated by Act 571 functions broadly by:

1. Regulating the use of forest and wildlife resources.
2. Managing the nation's forest reserves and protected areas.
3. Assisting the private sector and other bodies with the implementation of forest and wildlife policies.
4. Undertaking the development of forest plantations for the restoration of degraded forest areas, the expansion of the country's forest cover and increase in the production of industrial timber.

The 1992 Constitution provides a long-term national development imperative for Ghana through a State policy requiring Government to pursue policies that would ultimately lead to improvement in the lives of its people and enhance social infrastructure. These policies are enshrined in a short, medium and long-term national development policy framework.

In fulfillment of the constitutional provision, Ministries, Agencies and Departments are to implement Government's programmes through a national development policy framework. The policy framework which is being implemented in phases has been translated into the Ghana Shared Growth and Development Agenda (GSGDA), 2010 to 2013 under the auspices of the National Development Planning Commission (NDPC).

The Ghana Shared Growth and Development Agenda (GSGDA) has anchored themes which are further categorized into key focus areas and policy measures. The Forestry Commission, as pertains to its statutory mandate is therefore reporting based on the Sector Medium Term Development Plan

(SMTDP) which is aligned to the GSGDA (2010–2013) under the Sustainable Natural Resource Management thematic area.

3.1 The State the Nation's Forests

Over a long period in Ghana's forestry history, collection and analysis of data to accurately update forestry statistics has been lacking. However, various estimations to indicate the state of the forests have been made.

Ghana's land area is approximately 23.9 million ha, comprising of various land uses such as settlements, forests and agriculture. About a third of the area is the High Forest Zone (HFZ). Within the HFZ, 204 forest reserves covering an area of 1.6 million ha have been gazetted, whereas in the Savannah Zone, 62 forest reserves of 0.6 million ha are gazetted.

Of the 266 forest reserves, only 16% may be categorized as being in a good state, while the rest are in various stages of degradation. Unreserved closed canopy forests in the HFZ currently cover only about 0.4 million ha.

The operations of Forestry Commission are also centred on the management of Protected Areas, Wetlands (Ramsar sites), a mini Zoo in the Achimota Forest in Accra and the Kumasi Zoo as well as other areas outside the Protected Area system. Currently, Ghana has 18 Protected Areas that include 7 National Parks, 6 Resource Reserves, 4 Wildlife Sanctuaries and 1 Strict Nature Reserve. Together, they occupy an area of 13,048 km².

The causes of deforestation of the forest estate are numerous, interrelated and complex in nature; these may be due to direct and/or indirect causes. Most causes can be linked to livelihood and development. The indirect causes are those factors that trigger the actual causes and these include poverty, ignorance, weak institutions, ineffective policy strategies, weak law enforcement, lack of concern from local communities, land tenure issues among others.

Historically, the Food and Agricultural Organization (FAO) of the United Nations has provided estimates of annual deforestation rates of 1.37% per annum for Ghana. However, emerging data from the Forest Preservation Programme which started in mid-2010 indicate that the total forest area consist of 9.2 million hectares comprising of 1.79 million ha closed forest and 7.4 million ha open forest. Furthermore, while the country is gaining overall forest of 0.31% annually, the quality of the

closed forest which is mainly gazetted is reducing by 0.19% per annum. The result is that Ghana is gaining 0.12% of forests per annum. Consequently, all efforts especially forest policies, programmes and projects are geared towards arresting the degradation of the quality of the country's forests. The loss of the quality forests is mainly due to closed forests being converted to open forests through agricultural development, human settlement and uncontrolled wildfires.

The Forestry Commission under the 1994 Forest and Wildlife Policy and through the Ghana Shared Growth and Development Agenda (2010-2013) is currently embarking on various programmes and projects to address the depressive trends in the forest and wildlife sectors. These mainly include the National Forest Plantation Development Programme, Forest Law Enforcement and Climate Change Adaptation and Mitigation initiatives.

3.2 The State of Ecotourism Development

The Forestry Commission has embarked on several initiatives to develop the ecotourism potential in the country. Negotiations with private investors are on-going for the Ankasa National Park, Mole National Park, Kakum National Park, and Shai Hills Biological Reserve. Progress in the development process is explained as follows:

3.2.1 Ankasa National Park

A twenty-five (25) year tourism concession agreement was signed in March, 2012 with Blackstar Eco-City to construct a ninety (90) bed tourist accommodation facility including forty (40) eco-lodges, thirty (30) Tented Camps and twenty (20) Tree-Houses. Other tourists' facilities to be developed by investor include a Zip line, Paintball Park, Water Rafting and ATV/Motorbike trails. The accommodation project would generate \$584,202.74 at the end of the 25-year concession period. In 2012, Blackstar Eco-City started the fabrication of the pre-fabricated 40-bed eco-lodge facility off-site.

3.2.2 Mole National Park

Eco-lodge Company Ghana has been awarded two concession sites to develop one hundred (100) bed tourists accommodation. Each site would be made up of twenty-five (25) luxury tented-camps. The first site's (i.e. Target Range) agreement of an initial term of twenty-five (25) years was signed in 2012. The design and lay-out of the camp sites was completed in 2012, however, construction

works will start in 2013. The agreement for the second site is yet to be signed. Each concession period of 25 years would generate \$409,893.16 at the end of the initial term.

3.2.3 Kakum National Park

Eco-lodge Company Ghana has been awarded two concession sites to develop one hundred (100) bed tourists accommodation facility. Each site would be made up of twenty-five (25) double-bed luxury tented-camps. The design and lay-out at the sites are yet to be carried out. The concession agreements would be signed later in 2013. At the end of the initial term of 25 years, about \$819,786.32 revenue is expected to be generated.

Land Tours, a tour operator in Ghana has also shown interest in developing a twenty-four (24) bed luxury tented-camps. Representatives of the Forestry Commission and a delegation from Land Tours visited the approved site within the park. The design and layout of the facilities have been approved by the Commission. The concession agreement is yet to be signed for work to start in 2013.

An American company has also shown interest in the development of a Zip-Line facility at Kakum National Park. This company is considering the construction of two (2) Zip Lines of about two thousand (2,000) meters. The technical assessment has been completed and a full proposal is yet to be submitted for consideration.

To enhance variety of tourists' attractions in Kakum National Park, three (3) project proposals have been developed. These include two additional Tree-Houses, Wilderness Experience/Animal Viewing sites and Butterfly Watching stations. With an estimated cost of GHS 248,733.00 for the three projects, a revenue amount of GHS 993,533.00 is expected to be generated in five years.

3.2.4 Shai Hills Resource Reserve

In 2012, Leadership for Conservation in Africa (LCA) completed the mapping, design layout and construction of three (3) double-bed luxury-tented camps at Shai-Hills Resource Reserve. However, utilities such as water supply, electricity and the sewerage system are yet to be completed before the facilities are put to use. In addition, three (3) other sites have been identified and remapped for the development of tourists' facilities by the LCA.

The Forestry Commission collaborated with the Ministry of Tourism to organize a tour to Shai Hills for 27 diplomatic missions in Ghana. During the visit, some of the representatives expressed interest

in investing in the ecotourism facilities development. The Commission prepared documentation on the ecotourism potential and distributed to all the diplomatic missions that participated in the tour.

3.3 The State of the Timber Industry

Ghana realised € 9,982,158 from the export of 24,035m³ of wood products in December 2012. The figures indicate increase of 38.87% and 14.34% respectively, over € 7,187,938 earned from the export volume of 21,020m³ recorded in December 2011.

Cumulatively, the country realised € 99,836,394 from the export of 251,346m³ from January – December, 2012. Comparatively, the figures show declines of 21.45% and 7.07% respectively, over the same period of 2011 when € 107,431,995 was realised from the export of 319,843m³.

One hundred and sixty (160) exporters were involved in the export of various wood products to Sixty four (64) countries worldwide during the year. The top twenty (20) exporters accounted for 175,687m³ (69.92%) valued at € 73,142,565 (73.26%).

Primary products (Poles and Billets) accounted for € 2,614,079 (2.62%) and 10,863m³ (4.32%) of the total wood export earnings in 2012. In 2011, primary wood products accounted for 8.61% and 4.51% of total export volume and earnings, respectively.

Secondary wood products formed the bulk of the country's wood exports and contributed €90,078,724 (90.23%) from a volume of 227,877m³ (90.70%) to the total wood products exports in 2012.

Tertiary wood products exports contributed € 7,143,591 from a volume of 12,506m³ to the total wood products export in 2012. In terms of percentage contribution, tertiary wood products accounted for 7.15% in value and 4.98% in volume.

Africa emerged as the major destination for Ghana's wood products export during the year. Exports to various African countries in 2012 amounted to € 38.37 million (38.43%) from a volume of about 140,190m³ (55.80%). In 2011, the continent accounted for 51% of total volume and 37.51% of total value of wood products export from Ghana.

The ECOWAS market (mainly Nigeria, Niger, Senegal, Burkina Faso, Togo, Benin, and Mali) accounted for at least 71% of the total African imports of Ghana's wood products in 2012. Imports included mainly plywood and lumber.

It is worth noting that export of lumber (overland) to neighbouring countries in the ECOWAS Sub-region registered a volume of only 3,968m³ valued at € 423,529 in 2012. The figures indicate significant drops of 86.12% and 82.14% respectively, from the 2011 export levels. This may be attributed to measures that were put in place during the year to check the export of illegal lumber across the borders of the country.

Exports of Ghana's wood products to Europe reduced from a volume of 63,890m³ in 2011 to 52,020m³ in 2012 and accounted for just 20% of total export volume recorded in 2012. In terms of export value, Europe accounted for € 28.70 million (28.75%) of total exports in 2012 from the level of € 29.05 million recorded in 2011.

The Middle East and the emerging markets in Asia / Far East together accounted for 19.08% of total export volumes from Ghana during 2012 and 25.45% of total value of wood exports.

North America, notably United States and Canada imported over 11,000m³ of Ghana's wood products (mostly veneers) representing 4.42% of the total export volume from the country during the year. In terms of earnings, North America contributed about € 7.32 million (7.33%) of total wood products export in 2012.

3.4 Status of Implementation of Key Activities under GSGDA

The Ghana Shared Growth and Development Agenda (GSGDA) is targeted at accelerating employment creation and income generation for poverty reduction and shared growth. The policy measures are prioritized in seven thematic areas namely:

1. Ensuring and Sustaining Macroeconomic Stability
2. Enhancing Competitiveness in the Private Sector
3. Accelerated Agriculture Modernization and Sustainable Natural Resource Management
4. Oil and Gas Development
5. Infrastructure, Energy and Human Settlement
6. Human Development, Productivity and Employment

7. Transparent and Accountable Governance

The Forestry Commission is categorized under the Accelerated Agricultural Modernization and Sustainable Natural Resource Management thematic area. The status of implementation of key programmes and projects are as stated below:

3.5 Status of Selected National Core Indicators, Key Policy measures and Strategies

3.5.1 Maintaining and Enhancing the Protected Area System

The forest sector agencies have been employing the appropriate conservation measures to manage the natural forest so as to maintain its integrity and ecological balance as a core mandate. Hence activities such as protective measures (i.e. boundary planting, cleaning and patrols), wildfire control as well as appropriate silvicultural treatments including enrichment planting, have been routine.

Due to lack of accurate data on Ghana's forests, the Food and Agriculture Organization (FAO) of the United Nations has been the source of forest statistics. The Government in mid 2010 accessed a grant of US\$ 7.8 million from the Japanese Government to implement the Forest Preservation Programme (FPP). The programme was designed to build the capacity of the forest sector agencies to collect and analyse data accurately so as to enhance forest management capabilities. Among the deliverables of the FPP, a major one is to generate Ghana's Land Use Land Use Change and Forestry (LULUCF) data for the past 20 years (1990-2010) using GIS and remote sensing technology. This will, among many other benefits, enable the determination of percentage of degraded areas within areas under protection to effectively plan for the management of such areas.

Since the completion of the Wildfire Management Project to reduce the negative impact of bush fires on natural resource management, wildfire management has been mainstreamed into Forestry Commission's core activities. Although the 2012 target of 50 reported cases was not achieved, the trend of actual bush fire reported cases from the 2009 baseline indicate an increase.

Table 3.2 Maintaining and Enhancing the Protected Area System

Indicator	Definition of Indicator	2009 Baseline	2012 Target	2012 Indicator Level	Progress Towards Target
Total number of protected area staff	The indicator measures total number of staff engaged in protection activities	2,349	2,542 (100% WD staff plus 60% FSD staff)	2,542	Target achieved
Number of recorded bush fire cases in Forest Reserves	Total number of recorded bushfire cases in forest reserves which were managed	355	50	85	Target not achieved

3.5.1.1 Key Policy Measures, Strategies and Activities:

The following specific policy measures were pursued in 2012 to maintain and enhance the protected area/forest reserve system:

- A total distance of 15,514.91 km forest reserve boundaries was inspected by the technical staff.
- Protected area staff carried out the following activities to maintain and enhance the protected area system;
 - Destruction of illegal farms (involved 37 cases reported; covered 125 ha)
 - Control of illegal harvesting of plantation timber (20 cases reported; 609 trees and 351 billets removed)
 - Control of illegal harvesting of natural forest timber (119 cases reported; 709 trees, 4 logs, and 3,065 billets)
 - Control of illegal chainsawing of natural forest timber (330 cases reported; 559 billets, 330 trees, 26,298 pieces of lumber seized)
 - Control of forest fires (85 cases reported; covered 4,955 ha)
 - Prevention of illegal mining (20 cases reported; confirmed 4.7 ha damaged)

- A total of 19,134.46 km of both external and internal forest reserve boundaries were cleaned out of a target of 21,090.81 km representing 91% achievement. The cleaning was done using Forest Guards (13,714 km) and contract labour (5,420.46 km)

3.5.2 Restoration of Degraded Forest and Land Management

The National Forest Plantation Development Programme (NFPDP) was implemented in degraded forest reserves and private lands located outside forest reserves. The introduction of a new component, the Expanded Programme, which out-sources plantation establishment and maintenance to private management service companies ensures that, most of the District/Municipal Assemblies without degraded forest reserves would also benefit from the job opportunities being created through the NFPDP and hence reduce potential threats on their forests.

In 2012, the NFPDP was expected to deliver the following key outputs:

- Planting of 10,000 Ha of degraded lands under the Expanded Programme
- Maintenance of 57,000 ha of established plantation coupes and
- Creation of 20,000 jobs

A total of 5,928 ha representing 59% of the planting target was established nationwide creating some 11,489 jobs. Additionally, 16,560 jobs were created to maintain the 2010 and 2011 plantation coupes.

A total of 11.86 million seedlings/planting materials were supplied by the contractor engaged by the Commission for the Expanded Programme sites nationwide. These were used for the 2012 plantation establishments and rehabilitation of the 2010 and 2011 plantation coupes where beating up and in some cases complete replanting was undertaken due to wildfire damage.

Table 3.3 Restoration of Degraded Forest and Land Management

Indicator	Definition of Indicator	2009 Baseline	2012 Target	2012 Indicator Level	Progress Towards Work
Hectares of degraded forest, mining, dry and wet land rehabilitated/restored: - Forest - Mining - Wetlands and Mangroves	Total area of lost forest, mining, dry and wetlands restored by Forestry Commission and Mining Companies	13,651 ha	10,000 ha	5,928 ha	59% achieved
		Na	Na	Na	Lack of data
		Na	Na	Na	Lack of data

3.5.2.1 Key Policy Measures, Strategies And Activities:

The following specific policy measures were pursued in 2012 to reverse environmental degradation and ensure efficient land management:

- Rehabilitated 588 ha of degraded forest reserve
- Established 5,928 ha of both On and Off-reserve under the National Forest plantation Development Programme (NFPDP)
- Tendered 25,170 ha of existing plantation
- Forestry Commission raised 948,942 seedlings of different species at the regional nurseries and
- Procured 11.86 million seedlings for plantation establishment

3.5.3 Community Participation in the Management of Natural Resources

The review of the 1994 Forest and Wildlife Policy recognised that, Civil Society Organizations as well as the local people are today much better organised and informed to engage in decision-making locally and globally.

The review hinted that, the Forestry and Wildlife sectors will have to ensure an effective management and protection of the remaining permanent estate of forest and wildlife reserves, move

towards an African model of forest and wildlife management which incorporates both the non-utilitarian and utilitarian values of forest and wildlife and more accurately reflects the social, cultural and economic values of modern Ghana.

Hence the new focus of the sectors places emphasis on leveraging community involvement to:

- Address poverty and maintain macro-economic stability
- Increase production and local employment
- Promote human resource development for community level initiatives
- Support the poor, vulnerable and excluded
- Promote good governance through accountability and transparency
- Promote forest enterprise development as a means of wealth creation in the rural areas and reversal of rural-urban migration and
- Adapt to the impact of, and reducing vulnerability to climate variability and change.

Table 3.4 Community Participation in the management of natural resources

Indicator	Definition of indicator	2009 Baseline	2012 Target	2012 Indicator Level	Progress towards Target
Proportion of timber royalties going to resource owners	The percentage distribution of total timber royalties among resource owners including the District Assemblies, stools and traditional authorities and forestry sector agencies	50:50 (On reserve) 50:50 (Off reserve)	50:50 (On reserve) 60:40 (Off reserve)	50:50 (On reserve) 60:40 (Off reserve)	Target achieved GHS 2.2 million disbursed as royalties to stakeholders as at September 2012
Number of communities involved in sustainable afforestation and reforestation programmes	The number of communities involved in afforestation and reforestation programmes	Na	Na	389 communities (On-Reserve communities =186; Off-Reserve communities = 213)	On target to reach all political Districts

3.5.3.1 Key Policy Measures, Strategies and activities

The following specific policy measures were undertaken in 2012 to ensure effective community participation in the management of resources:

- Stakeholder workshops on the implementation of the Voluntary Partnership Agreement/Forest Law Enforcement Governance and Trade (VPA/FLEGT) protocols.
- Organised meetings in collaboration with Tropenbos Ghana on the domestic wood market for Domestic Lumber Traders Association (DOLTA)
- Key stakeholders contributed to the final draft of the Domestic Market Wood Supply and the Public Procurement Policies on lumber before submission to Parliament for approval
- Signing of benefit sharing agreements on plantations developed with 24 Private/Commercial Developers and 105 Modified Taungya System farmers
- Six Hundred and Twenty Five (625) Property Marks for timber exploitation were renewed as at September 2012
- Royalty disbursement - As at the end of September 30, 2012, the Forestry Commission had paid an amount of GHS 2.2 million as royalties to stakeholders. The Commission however has an outstanding balance of GHS 1.3million yet to settle.

CHAPTER FOUR

4.0 PROGRESS BY LAND SUB-SECTOR IN 2012

The Land Sector comprises of two (2) land sector agencies. They are the Lands Commission (LC) and the Office of the Administrator of Stool Lands (OASL).

4.1 The Lands Commission

The Lands Commission is established by Article 258 of the 1992 Constitution and the Lands Commission Act, 2008 (Act 767) as a body corporate with perpetual succession, a common seal and may sue and be sued in its corporate name.

The current Lands Commission, as part of the public sector reform programmes, has been substantially restructured by the Lands Commission Act, 2008 (Act 767) to increase its efficiency and effectiveness. Four (4) agencies, the Old Lands Commission, Land Valuation Board, Land Title Registry and Survey Department have been integrated into one Corporate Agency, the Lands Commission, and now comprise four divisions, namely The Survey and Mapping Division, The Public and Vested Lands Management Division, Land Valuation Division and the Land Registration Division. The new structure creates a Corporate Head Office with an Executive Secretary as Chief Executive Officer, two Deputy Executive Secretaries and other ancillary Senior Officers. A new organogram is under consideration.

4.1.1 Objectives of the Commission

The objectives of the Commission are to

1. Promote the judicious use of land by society and ensure that land use is in accordance with sustainable management principles and the maintenance of a sound eco-system; and
2. Ensure that land development is effected in conformity with the nation's development goals.

4.1.2 Functions of the Commission

In fulfilling these objectives, the Commission performs the following functions:

1. on behalf of the Government, manage public lands and any other lands vested in the President by the Constitution or by any other law and any lands vested in the Commission;
2. advise the Government, local authorities and traditional authorities on the policy framework for the development of particular areas of the country to ensure that the development of individual pieces of land is coordinated with the relevant development plan for the area concerned;
3. formulate and submit to Government recommendations on national policy with respect to land use suitability or capability;
4. advise on, and assist in the execution of, a comprehensive programme for the registration of title to land throughout the country;
5. register deeds and instrument that affect land throughout the country;
6. facilitate the acquisition of land on behalf of Government;
7. establish standards for and regulate survey and mapping of the country;
8. provide surveying and mapping services where necessary;
9. license practitioners of cadastral survey;
10. provide land and land related valuation services;
11. ensure that through sound, sustainable land use planning, socio-economic activities are consistent with sound land use through sustainable land use planning in the long term national development goals;
12. in collaboration with other bodies instils order and discipline into the land market through curbing the incidence of land encroachment, unapproved development schemes, multiple or illegal land sales, land speculation and other forms of land racketeering;
13. in collaboration with other bodies minimise or eliminate, where possible, the sources of protracted land boundary disputes, conflicts and litigations in order to bring their associated economic costs and socio-political upheavals under control;
14. promote community participation and public awareness at all levels in sustainable land management and development practices to ensure the highest and best use of land;
15. promote research into all aspects of land ownership, tenure and the operations of the land market and the land development process;
16. impose and collect levies, fees, charges for services rendered;
17. establish and maintain a comprehensive land information system, and

18. perform other functions the Minister may assign to it.

4.1.3 Vision of the Commission

The vision of the Commission is to become a centre of excellence for land services delivery.

4.1.4 Mission Statement

To provide high quality, reliable and efficient services in geographic information, guaranteed tenure, property valuation, surveying and mapping through teamwork and modern technology to our valued stakeholders.

a. Strategic Goals

- An Integrated Land Administration Services with enhanced Service Delivery Process and Channels;
- Enhanced Financial Sustainability of the Commission;
- Develop Tiered and Tailored Service Offerings to meet the different needs of stakeholders
- A Fully Digitised and Good Working Environment.
- Enhanced Positive Image and Perception
- Well equipped, motivated and committed staff.

b. Strategic Objectives

- Establish a comprehensive, robust, motivated & sustained human resource base and management system for efficient land services delivery
- Provide high quality, streamlined, transparent and timely delivery of services to support the public and private sectors
- Employ modern technology in the operations of the LC to satisfy stakeholders
- Achieve financial self-sustainability for its entire operations and value for money for our clients
- Attain high positive public image for the LC

4.2 The Office of the Administrator of Stool Lands (OASL)

The Office of the Administrator of Stool Lands (OASL) is responsible for the collection and disbursement of stool land revenue as mandated by Article 267 (2, 6-8) of the 1992 Constitution and Act 481 and is to report to Parliament. The Office exists to enhance stool lands revenue mobilization and disbursement in an equitable accountable and transparent manner and to facilitate the efficient management of stool lands for present and future generations.

The formula for disbursement of revenue mobilized by the Office is as prescribed in Article 267 (6) of the Constitution.

Apart from administering stool land revenue, the Office consults and co-ordinates with the relevant public agencies, stools, traditional authorities on matters relating to administration and development of stool lands and research into stool land issues.

4.2.1 Vision

To excel as the major source of stool land revenue mobilization agency, for the development of stool land owning communities and to help alleviate poverty

4.2.2 Mission

Enhance stool land revenue mobilization and disbursement, to facilitate sustainable development and efficient management of stool land for the benefit of present and future generations.

4.2.3 Goal

Improve Service Delivery through Sustained Stakeholder Engagement

4.2.4 Objective

Promote sustainable natural resource management

4.2.5 Functions

The functions of the Office of the Administrator of Stool Lands as provided for under Article 267(2, 6-8) of the 1992 Constitution and Sections 2, 9 and 10 of Act 481 of 1994 are:

1. Establishment of a Stool Lands account for each stool into which shall be paid all rents, dues, royalties, revenue or other payments whether in the nature of income or capital from stool lands.
2. Collection of stool lands revenue and accounting for same to the beneficiaries.
3. Disbursement of stool land revenue to beneficiaries in the proportion of 25% to the Stool through the traditional authority, 20% percent to the traditional authority and 55% to the district assembly within the area of authority of which the stool land is situated. The Office also retains 10% as administrative charges.
4. Consultation with stools and other traditional authorities on matters relating to the administration and development of stool lands.
5. Co-ordination with the Lands Commission and other relevant Public Agencies and other stakeholders in preparing policy framework for the rational and productive development of stool lands.
6. Facilitation of the establishment of Land Secretariats for traditional authorities

4.3 Status of Implementation of Key Activities under GSGDA by the Lands Commission

The Ghana Shared Growth and Development Agenda (GSGDA) seek to accelerate employment creation and income generation for poverty reduction and shared growth. The policy measures are prioritized into seven thematic areas namely:

- a) Ensuring and Sustaining Macroeconomic Stability
- b) Enhancing Competitiveness in the Private Sector
- c) Accelerated Agriculture Modernization and Sustainable Natural Resource Management
- d) Oil and Gas Development
- e) Infrastructure, Energy and Human Settlement
- f) Human Development, Productivity and Employment
- g) Transparent and Accountable Governance

This section presents implementation of key activities by the Lands Commission in achieving the thematic areas of the GSGDA. During the year under review, the Lands Commission implemented specific policies and programmes that seek to achieve the following:

- payment of compensations, and generation of stamp duty on land transactions
- reducing turn-around time in land title and deeds registration

- major policy directives by the Lands Commission
- improving the legal framework for land administration

The 2nd phase of the Land Administration Project is the main instrument for executing the above mentioned activities. The main objective of the Project is to consolidate and strengthen urban and rural land administration and management systems for efficient and transparent land service delivery.

A summary of key performance and achievements for the period under review are summarized below.

4.3.1 Payment of Compensations, and Generation of Stamp Duty on Land Transactions

4.3.1.1 Payment of Compensations

During the year under review the Lands Commission assessed and approved compensation for the execution of some prominent Government's initiatives. These are listed below:

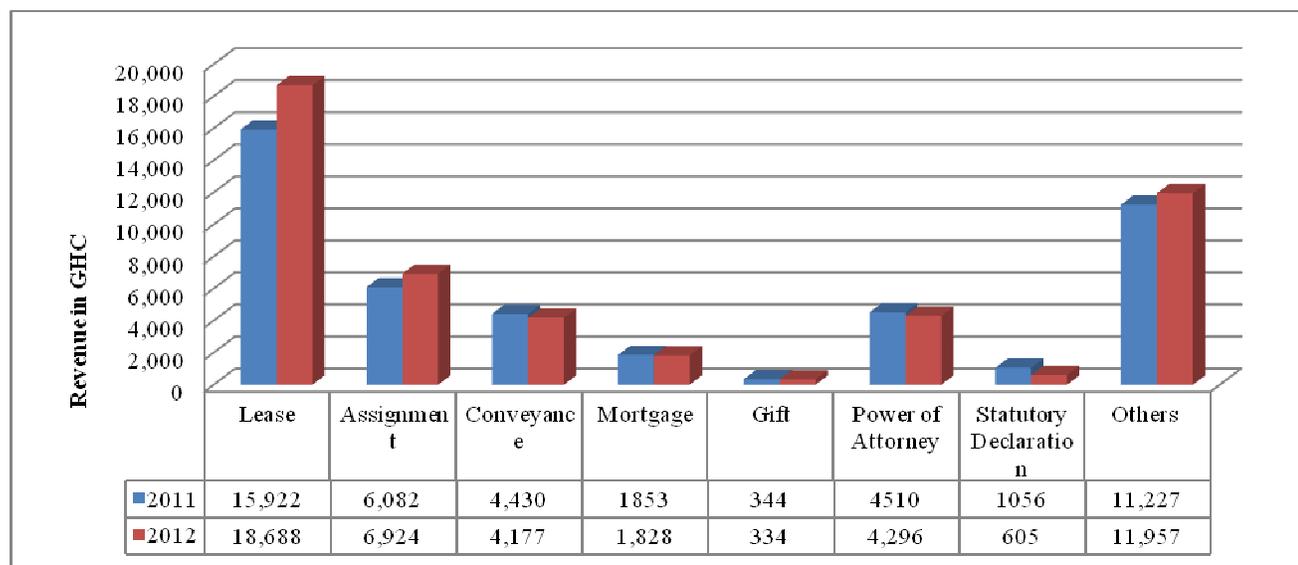
- Domunli Gas and Power Processing Project for both Volta River Authority and Ghana Gas Authority- Western Region
- King City Development Project- Western Region
- Bui Power Project(Crops)
- Accra- Kumasi Dualization Project- Nsawam- Kwafokrom- Apedwa Section in the Eastern Region
- Asankragwa- Enchi Road Project (Crops and Buildings/ Structures)
- GridCo Transmission Line Projects for the Eastern Corridor
- Ghana Water Company Limited Water Expansion Projects in the Greater Accra and Eastern Regions
- Awoshie- Pokuase Road Project for the Department of Urban Roads
- The MiDA N1 Road Project (now known as the George Walker Bush Motorway)
- Accra East Road Corridor Project for department of Urban Roads
- The role of the Commission continued under the Mineral and Mining Act, 2006 (Act 703) specifically for the AngloGold Ashanti, Newmont Ghana Mining Limited, Perseus Mining Ghana Limited and Chirano Gold Mining Limited.

A total compensation amount of Seventy- two million, one hundred and eighty – six thousand, nine hundred and sixty- four Ghana Cedis (GHS 72,186,964.00) was approved, yielding an administrative fee of Six million, two hundred and fifty- seven thousand, seven hundred and thirty Ghana Cedis (GHS 6,257,730.00). This was subsequently paid into the consolidated accounts.

4.3.1.2 Valuation Stamp Duty Purposes:

The Lands Commission administers the Stamp Duty Act, 2005 (Act 689) on behalf of the Domestic Tax Division of the Ghana Revenue Authority. With the exception of the Greater- Accra Region where collection of paid Stamp Duty was effected by the staff of the Ghana Revenue Authority, the Commission in addition to the assessment, collected duties payable in all other regions. During the year under review, the Commission generated a total of Forty-Eight Thousand, Eight Hundred and Nine Ghana Cedis (GHC 48,809.00) from Stamp Duty. This represents an increase of 7.45% over that of 2011. Table 1 below provides a summary of the number of documents processed for Stamp Duty in 2011 and 2012 across the country.

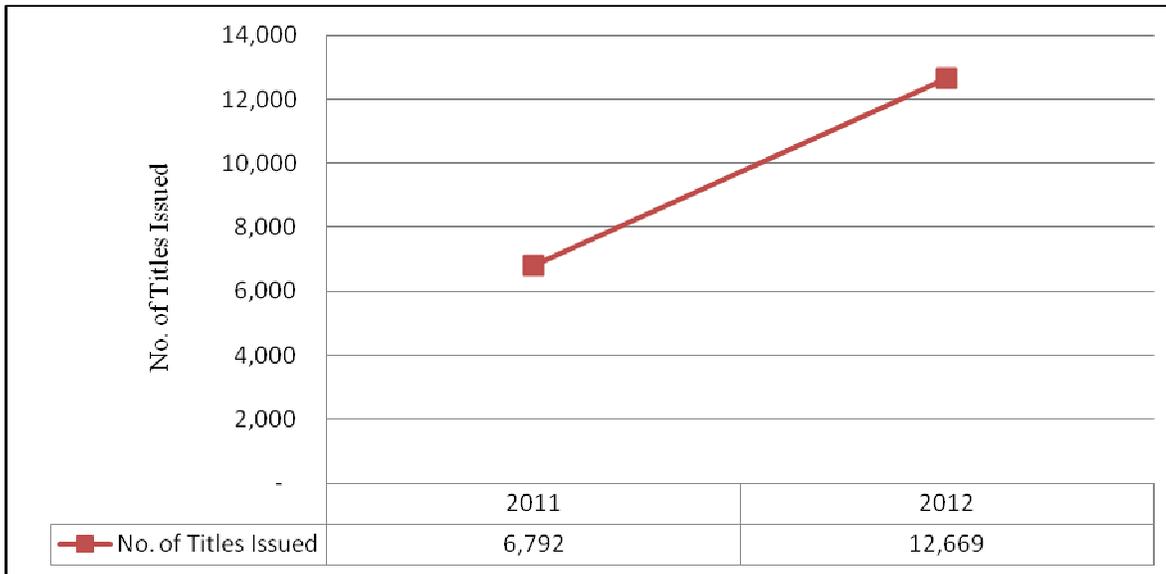
Figure 4.1 Summary of number of processed documents for stamp duty (2011-2012)



4.3.2 Reducing Turn-Around Time for Land Registration

A total of 12,669 land documents were issued in 2012, representing an 86.53% increase over the 2011 figure of 6,792 documents. This is illustrated by figure 2 below.

Figure 4.2 Number of Land Title Certificates issued (2011-2012)



The turnaround time for registration is determined from the date a land document is submitted to the Lands Commission for registration to the date on which title certificate is issued. As at 2003, it took more than 36 months to register land in Ghana. This has however reduced tremendously over the years. On the average, the turnaround time for acquiring land title certificate for year 2012 was 9.6 months. Deeds registration however takes two and half months (2.5months) to be processed. This can be attributed to a number of factors such as; the duplication of functions by the various divisions of the Commission, lack of adequate due diligence before initiating the registration process, inadequate personnel, among others. Suffice to mention that the Lands Commission is currently undertaking stringent measures to improve the turnaround around time. This include; clearing of backlog of title applications at the Land Registration Division, in Accra, recruitment of 10 legal officers to strengthen its Regional and National offices, the reengineering of the land registration processes. It is envisaged that these interventions would contribute immensely in reducing the turnaround time for registering land. Table 4.1 illustrates the trend of turnaround time from 2011.

Table 4.1 Turnaround time for issuing land titles

Indicator	2011 Target	Indicator status in 2011	2012 Target	Indicator Status in 2012
Number of days to register land				
a) Land Title Certificate	7 months	7 months	≤ 7 months	9.6 months Greater Accra only
b) Land Registry (Deeds)	3 months	2.5 months	≤ 2months	2.5 months

4.3.3 Major Policy Directives by the Lands Commission

4.3.3.1 Policy on Large Scale Land Acquisitions

The Lands Commission developed guidelines on how large scale land acquisitions should be handled. This would go a long way to ensure good governance in such acquisitions.

The main objectives of the policy are:

- a. To minimise speculative acquisitions and any practices that would jeopardize state policy on land development with due regard to the National Land Policy of 1999
- b. To protect the interest of local communities by avoiding elite capture in order to fulfil the provisions contained Article 36 (8) of the Constitution with regard to the Directive Principles of State Policy.
- c. Safeguard the interest of genuine investors by ensuring that their acquisition lead to secured rights in the atmosphere of mutual trust so as to promote the principles in international law relating to foreign direct investments (FDIs).
- d. Promote better land use and ensure that all acquisitions are made for uses that would conform to the land use plan of the areas involved.
- e. Promote government development policy objectives by facilitating development initiatives that would foster job creation and income generation, equity in resource distribution and

balanced development in line with the Ghana Shared Growth and Development Agenda (GSGDA).

- f. Ensure that the acquisition of large tracts of land conform to international best practices as enshrined in the FAO/World Bank guidelines on RAI.

4.3.3.2 Tamale Lands

The Lands Commission engaged the Ministry of Defence on some selected Military lands in the Northern Region with a view to releasing these lands or portions of it to the Commission to manage. These lands include Kaladan Old Military Barracks, Gulkpegu-Tua Rifle Range, Old Airport lands, Kamina Barracks, Barwah Barracks/Air Force Base/Airport Lands, Site for the Old Tamale Secondary School, and the Military Lands outside Tamale.

4.3.4 Improving the legal framework for land administration

The Lands Commission has initiated activities to develop a Land Bill which seeks to consolidate all the over 66 existing land laws existing in Ghana. This would be done with their respective Legislative Instruments (LIs). The Land Use and Spatial Planning Bill was approved by Cabinet. It has subsequently been forwarded to the Attorney Generals Department for final processing and onwards submission to Parliament for approval.

Other key achievements of the Lands Commission during the reporting year are enumerated below:

- Deeds records in the Accra Land Registry from inception up to the year 2006 have been scanned as part of the process to computerise the operations of the Lands Commission. This process will facilitate access to information on land registration.
- Inventory of state acquired/occupied lands to ascertain the status of those lands have been completed in Greater Accra Region.
- Improving adjudication of land cases through support to the Judiciary in the form of automation of the land courts, provision of logistics and capacity building.
- The Lands Commission office in Sunyani has been completed to give effect to the one-stop-shop concept for land administration service delivery, while the Wa office is about 90% complete.

- The Lands Commission has established five (5) Global Navigation Satellite Systems (GNSS) {Continuous Operating Receiving Stations (CORS)} one each at Accra, Kumasi, Takoradi, Tamale and Bolgatanga. These stations are already running and streaming data 24 hours a day. This would improve location-based information for land administration and day-to-day patrol operations of the security services using hand held Global Positioning Systems. The densification of survey reference system will eventually make the cost of survey affordable.
- The Lands Commission produced Orthophoto Maps which depict the pictorial view of land covering 15,000 sq. Km of the country. The maps are spread across 65 blocks of the country and cover Kumasi, Sekondi-Takoradi, Tamale, Somanya-Akosombo and Aveyime, among others. It is expected that these maps will serve as inputs to the development of tourist guide maps and improve land use physical planning schemes.

4.4 Status of Implementation of Key Activities under GSGDA objectives by the OASL

Policy objectives:

- a. To develop and retain human resource capacity at national, regional and district levels
- b. To strengthen and develop local capacity to participate in the management and governance of natural resources
- c. To ensure efficient internal revenue generation and transparency in local resource
- d. management

4.4.1 Strategies for Achievement of Policy Objectives (Performance Targets)

To achieve the aforementioned objectives, the Office focused its attention on the following:

- a. Developing staff capacity through various training programmes to build up capacity and recruiting new staff members.
- b. Public education and collaborating with Traditional Authorities and land owners in all the Regions and Districts to enhance the operations of the Office.
- c. Review of rents and the distribution of rent demand notices to lessees.
- d. Updating of Stool land data
- e. Adopting strategies to retrieve rents owed to the Office.
- f. Expanding the areas of operations and constructing/renovation of Offices.

- g. Developing staff capacity through various training programmes to build up capacity and recruiting new staff members.
- h. Publication of mineral royalties to improve transparency.
- i. Monitoring and evaluating the activities of Customary Land Secretariats and assisting in the implementation of Land Administration Project (LAP).

4.4.2 Achievements of Policy Objectives

The activities undertaken by the OASL and highlighted in this report were carried out with the primary aim of achieving its policy objectives for the year 2012. The programmes and activities for the year 2012 have been categorized under the following headings:

4.4.2.1 Develop and retain human resource capacity at national, regional and district levels

Table 4.2

Indicator	2012	Western	Ashanti	GAR	BAR	Eastern / Volta	Central	Northern	UER
No. of Staff	268	68	57	26	48	43	29	14	2
No. of staff trained in (various disciplines) both locally and abroad	137		1 Masters in Land Admin & Gov. Australia 1 Women in Mgt	1 Law Studies- Univ. of Ghana 1 Budgeting & Mgt- GIMPA	1 SLO inducted into GhIS	1 Exe. MBA –ongoing 1 Masters (Australia) 1 ASLO inducted into GhIS	1 Budgeting & Fin. Mgt- GIMPA		

4.4.2.2 To strengthen and develop local capacity to participate in the management and governance of natural resources

Table 4.3

Indicator	2012	Western	Ashanti	GAR	BAR	Eastern / Volta	Central	Northern	UER
Public education and awareness creation on rent and natural resource management	37	7	6	6	5	1	7	3	2
Consultation with Stools, District Assemblies (DAs), Traditional Councils (TCs) etc	50	8	8	8	7	5	7	5	1
No of awareness creation workshops/durbars on natural resource management for stakeholders held	12	2	3	1	2	2	1	1	-

4.4.2.2 To ensure efficient internal revenue generation and transparency in local resource management

Table 4.4

Indicator	2012	Western	Ashanti	GAR	BAR	Eastern/ VR	Central	Northern	UER
No of demand notes sent out	89,326	10,850	45,021	10,905	7,450	6,600	8,500		
Data capture, updates & compilation	18,064 data captured and updated	795 new data captured	1200 data updated	2079 data updated	1000 captured	757 data updated	657 new data captured	Captured & computerized data on 276 lessees	
No. of times statement of account are submitted to beneficiaries	2	2	2	2	2	2	2	2	2
No of Internal Auditing undertaken in the Regions and Districts		5	7	3	5	8	7	3	1

4.4.3 Indicator Analysis

4.4.3.1 Public Education and Awareness Creation on Rent and Natural Resource Management

Public education campaigns over the years have been an effective strategy used by the Office to create public awareness about its operations and remind lessees of their obligation of to pay ground rents. These activities help to increase stool lands revenue mobilization. Intensified public education and collaborated with Traditional Authorities and land owners in all the Regions and Districts to enhance the operations of the Office.

The **Eastern Regional Office** in its bid to start ground rent collection in the New Juaben Municipality, the Office embarked on a sensitization exercise in Oyoko, Jumapo, Suhyen, New & Old Tafo and Akwadum in collaboration with Information Services Department (ISD). In the **Ashanti Region**, public educational campaigns were undertaken in a number of districts (Nkawie, Nyinahin, Mampong and Agona, Kumasi (Apatrapa, Nyankyerenease and Kokosu and Kodie to sensitize residents on the payment of stool land revenue. A total of sixty-three (63) communities were visited aimed at eliciting stakeholders support towards improving revenue mobilization during the period. Officers also met with the Landlords Association of Ampabame to deliberate on how to improve on rent payment in the area. The year under review also saw the **Greater Accra Regional Office** intensifying its outreach and educational programmes. The response to these activities has been positive.

Public education on the payment of ground rent was undertaken by the **Western Region Office** in the Sekondi Metropolis, Tarkwa-Nsuem Municipality and Sefwi Wiawso Districts. This was aimed at educating lessees and users of stool lands on the payment of their rents, especially ground rent. Those without documents on their lands were encouraged to document and register their interests to ensure security of tenure. In the **Northern Region**, the Regional Office organized Public Educational Programmes with public address systems in the Tamale Metropolis which covered suburbs such as Kpambero, Fuo, Fuo-Kalpohin and Nyanshegu extension. Officers visited majority of the telecom operators in the Northern region and interacted with them with the aim of getting them to pay ground rent. This move by the officers was informed by persistent pressure from land owners with varied complaints of telecom companies operating on their land. The **Brong Ahafo Regional Office** undertook public education through radio announcements and live programmes on Space FM, Dinpa FM, Sky FM and Ark FM in the Sunyani Municipality with the aim of increasing

revenue generation. In a move to create and improve awareness about the operations of the Office and to sensitize citizens on the payment of rent, the **Central Regional** Office facilitated educational programs in Swedru, Kasoa and Breman Asikuma districts.

Consultation with Stools, District Assemblies (DAs) Traditional Councils (TCs)

Consult with Chiefs, Stools, land owning families in all the regions as required by the OASL Act (1994) 481. The Administrator and Chief Executive Officer paid working visits to the **Brong Ahafo Region**. During their visit, they paid courtesy calls on selected District Assemblies including the Sunyani West District Assembly and some Traditional Councils including Awua Domase (Odomase No.2). In the **Northern Region**, Officers visited three Paramount Chiefs: the Yo Na, Sanerigu Gbonglana and Kpembu Wura and the Savelugu-Nanton and visited the East Gonja District Assemblies as part of stakeholder collaboration efforts. During these visits, the teams discussed matters relating to efficient land management, revenue mobilization and sustainable management of land resources. The team also took the opportunity to request for an Office accommodation to house a district office for the area. Officers in the **Greater Accra Regional** Office interacted with the Ledzokuku-Krowor Municipal Assembly (LEKMA), Ga South Municipal Assembly, Dangme West District Assembly. Officers also interacted with the Shai Traditional Council.

In the **Central Region**, visits were paid to some 32 Stools and District Assemblies within the Awutu Traditional Area, Ayanfuri, Diaso, Amponsem, Nana Tufuhene, Duakwa and Etsi Soaduro Stools. Also visited were the Asikuma Odoben Brakwa, Twifo Hemang Lower Denkyira Awutu, Upper Denkyira East and Agona East and West District and Municipal Assemblies. The Agona Nyarkrom and Apimanim Traditional Councils were consulted on land management and revenue mobilization issues. During the period, Officers from the **Eastern Regional** Office attended the general meeting of the Kwahu Traditional Council upon an invitation. The Officers interacted with the Traditional Council and educated Nananom on land administration issues. Officers later interacted with the Asamankehene, his Sub-Chiefs and caretaker chiefs to educate them on how best the office can be assisted in its revenue mobilization drive. Whiles in the **Ashanti Region** working visits were paid to Sekyere South District (Agona).

4.4.3.2 To expand area of operation and to embark on activities to help increase revenue

Strategies to increase and retrieve outstanding revenue included opening of more district Offices and the establishment of revenue collection points in all regions. The Greater Accra Regional Office intensified its quest to open up more offices and collection points in the Region to enhance revenue mobilization. The Dodowa District Office is operational. The Office has secured an Office space in the Land Registry Office in Tema to operate as a collection point. The Northern Region revisited its request to the District Assemblies of Bole and East Gonja for an office space and signals from the Assemblies was quite positive. The Regional Office is therefore hopeful of obtaining space to establish offices in the two districts in the near future.

4.4.3.2 Improve Data on Stool Lands (Data capture and update)

Update stool land data in all regions to boost revenue mobilization and land management and administration. Regional Offices continued to compile new data on stool/family lands, lessees and land users from the records of the Lands Commission and during field visits as well as update existing data to help increase revenue mobilization. Over sixty thousand data have been captured, compiled and stored electronically to enhance land management and revenue mobilization.

Rent ledgers and computerized rent data were also updated throughout the regions and districts to ensure that data kept by the Office were accurate and up to date. Software developed by the Information Technology (IT) Officer is at the final stage of being operationalize after its review at the mid-year meeting.

4.4.4 OASL Indicators, Targets and Progress 2012

Table 4.5

INDICATOR	INDICATOR STATUS IN 2011	INDICATOR STATUS 2012	REMARKS
Develop capacity at National, Regional and District level			
No. of New District Offices established	4	3	
No. of Commission Collectors engaged	255	262	
No. of staff trained in various disciplines	137	154	
Strengthen and develop capacity to participate in management and governance of natural resources			
Public education and awareness creation on rent and natural resource management	13	16	
Consultation with Stools, Traditional councils and MMD assemblies	44	45	
No. of awareness creation workshops on rent and natural resource management	12	18	
Ensure efficient internal revenue generation and transparency in local resource management			
No. of rent demand notes sent out	89,326	91,309	
No. of publications on mineral royalty disbursed to MMDA's	2	2	
Stool land data capture and compilation	18,064	19,055	
statements of accounts to beneficiaries	2	2	

No. of demand notices published in national dailies	2	2	Daily Graphic and Ghanaian Times
Number of Regional/ District internal auditing visits carried out	39	32	
Mineral Royalty disbursements to Stools, Traditional Authorities and MMDA's			
MMDA's	5,483,590.15	14,337,870.48	
Stools	2,492,540.96	6,517,213.86	
Traditional Authorities	1,994,032.00	5,213,771.09	
	9,970,163.00	26,068,855.43	

CHAPTER FIVE

5.0 RESOURCE ANALYSIS

Resource analysis will help the Ministry track and measure its operational inputs and outputs and most importantly assist to evaluate where resources can be conserve to reduce costs and risks – improving both environmental performance and business profitability.

5.1 Mines Sub-sector

5.1.1 Human Resource Analysis (Minerals Commission)

The achievement of the mandate of the Commission depended largely on the dedication and the skills and competencies of the available staff.

a) Staff Strength

The Commission had total staff strength of two hundred and twenty nine (229) as at 31st December, 2012 who contributed to the implementation of the objectives under the GSGDA. Of the total staff of 229, 49% (113) were junior officers and 51% senior officers. From the gender perspective there were about 83% (191) male officers as against 17% (38) female officers in the ratio of 1 female staff to 5 males.

Figure 5.1 Staff distribution by age – Minerals Commission

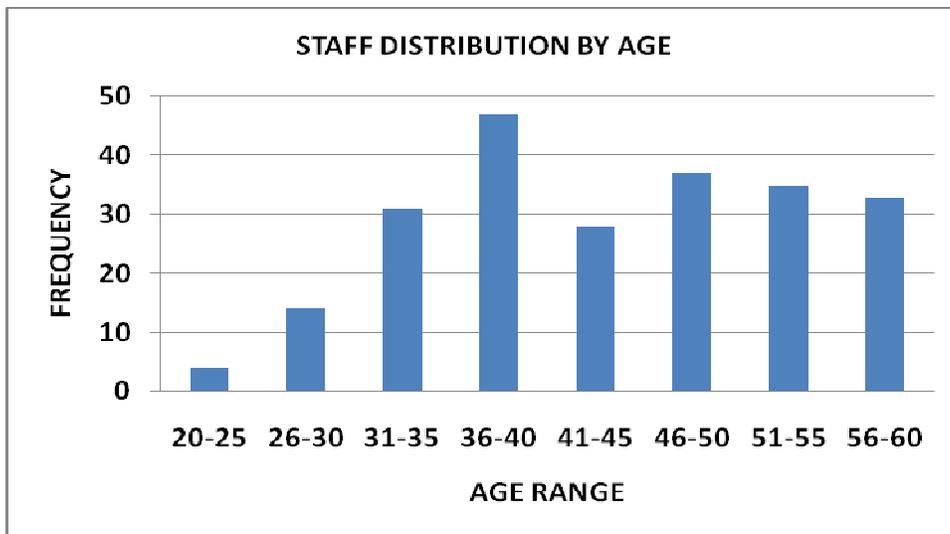
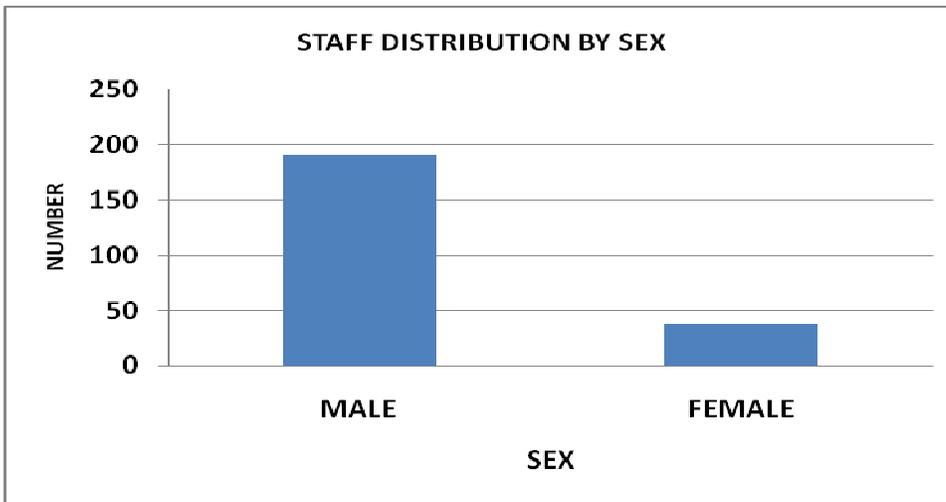


Figure 5.2 Staff distribution by sex – Minerals Commission



b) Training Planned and Carried Out

A total of Seventy (70) officers attended various short courses to upgrade their skills during the year under the review. Officers were selected from all the mining sector institutions viz. Ministry of Lands and Natural Resources, Minerals Commission and the Geological Survey Department. Some of the courses undertaken by these officers were:

- Financial Management
- Finance & Public Accounting for Public Sector
- Management Development Program For Engineers & Technical Personnel
- Strategic Environmental Impact Assessment
- Effective Procurement & Contract Management
- Stores & Inventory Management
- Budgeting & Budgetary Control
- Real Estate Planning & Management
- Conflict Resolution in Natural Resource Management
- Improving Performance & productivity
- Preparing for Retirement
- Management & Administration Program for Executive Secretaries and Administrative Assistants
- Results Based Monitoring & Evaluation

c) Recruitment

Seven (7) junior and senior officers were recruited to augment the staff strength of the Commission in 2012. The newly recruits consists of GIS Experts, Social Scientists, Secretaries among others

5.1.2 Financial Analysis

Table 5.1

SOURCE	2011			2012		
	Approved Budget	Actual Receipts	Actual Expenditure	Approved Budget	Actual Receipts	Actual Expenditure
	GHS	GHS	GHS	GHS	GHS	GHS
GOG	2,626,498	NIL	NIL	NIL	NIL	NIL
IGF	5,559,600	13,860,136	10,933,468	17,858,502	19,445,758	15,318,402
DEV'T PARTNERS NREG	21,487,249	4,108,116	6,275,983	8,215,768	4,108,116	7,815,788
OTHERS	NIL	NIL	NIL	NIL	NIL	NIL
Total	29,673,347	17,968,252	17,209,451	26,074,270	23,553,874	23,134,190

5.1.3 Human Resource Analysis (Geological Survey Department)

Staff Strength

The total workforce in the Department is 275 people. This includes workers at the Head office in Accra and the Regional Offices located in Kumasi for the Ashanti/Brong Ahafo Regions, Takoradi in the Western Region, Saltpond for Central Region, Ho in the Volta Region, Koforidua/Kukurantumi in the Eastern Region and Tamale/Bolga for Upper West/Upper East/Northern Regions.

5.1.3.1 Financial Performance (Geological Survey)

Table 5.2

Source	2011			2012		
	APPROVED BUDGET GHS	ACTUAL RECEIPTS GHS	ACTUAL EXPENDITURE GHS	APPROVED BUDGET GHS	ACTUAL RECEIPTS GHS	ACTUAL EXPENDITURE GHS
GOG:						
1. Employees Compensation	1,040,000.00	2,116,424.49	2,116,424.49	1,240,000.00	3,072,188.00	3,072,188.00
2. Goods & Services	230,000.00	218,982.45	218,977.89	250,000.00	234,964.12	234,964.12
3. Non-Financial Assets	200,000.00	197,360.65	191,783.94	200,000.00	2,586.46	2,586.46
4. ABFA	-	-	-	140,000.00	140,000.00	140,000.00
Subtotal	1,470,000.00	2,532,767.59	2,527,186.32	1,830,000.00	3,449,738.58	3,449,738.58
5. MDF:						
5.1 Field Activities	873,105.00	871,974.00	871,974.00	877,000.00	877,000.00	877,000.00
5.2 Non-Financial Assets	9,084,458.00	2,949,624.22	2,949,624.22	8,890,420.00	5,458,166.46	5,458,166.46
Sub Total:	9,957,563.00	3,821,598.22	3,821,598.22	9,767,420.00	6,335,166.46	6,335,166.46
GRAND TOTAL	11,427,563.00	6,354,365.81	6,348,784.54	11,597,420.00	9,784,905.04	9,784,905.04

5.2 Forestry Sub-sector (Forestry Commission)

5.2.1 Human Resource Analysis

As at the December 2012, the total staff strength of the Forestry Commission was three thousand nine hundred and ninety-two (3,992). The breakdown is as follows:

1. Forest Services Division (FSD) – 2,646
2. Wildlife Division (WD) – 954
3. Timber Industry Development Division (TIDD) – 163
4. Wood Industry Training Center (WITC) – 53
5. Resource Management Support Center (RMSC) – 93
6. Corporate Head Office – 83

Figure 5.3 Staff Strength - Forestry Commission

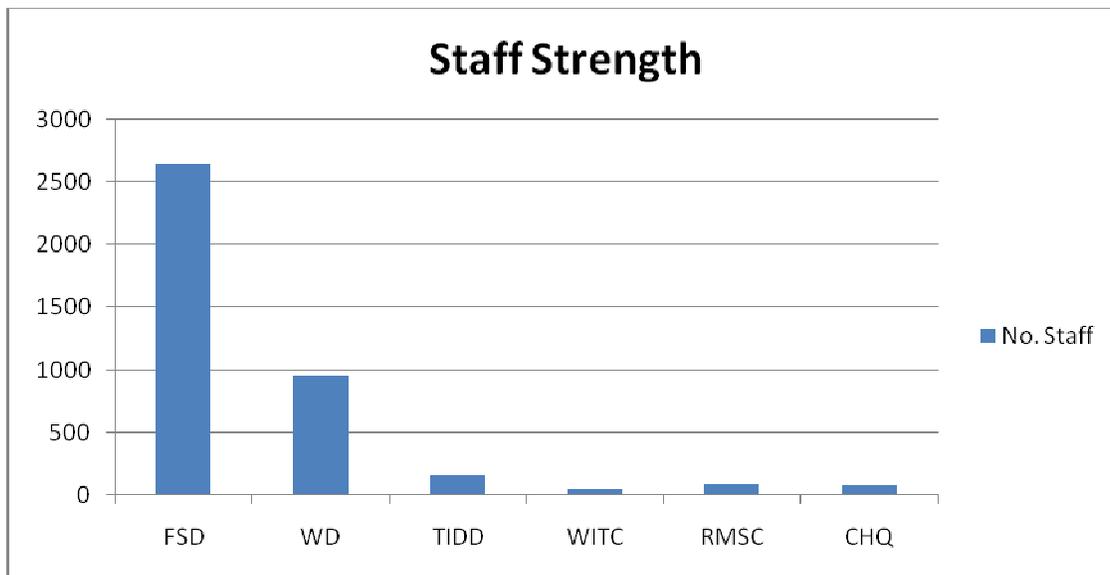


Table 5.3 Staff Demography 2012 – Forestry Sub-sector

DIVISION	SENIOR STAFF		SUB – TOTAL	JUNIOR STAFF		SUB – TOTAL	TOTAL
	MALE	FEMALE		MALE	FEMALE		
CHQ	45	13	58	19	6	25	83
WD	79	14	93	810	51	861	954
FSD	235	38	273	2,100	273	2,373	2,646
TIDD	62	8	70	66	27	93	163
WITC	10	4	14	32	7	39	53
RMSC	23	7	30	53	10	63	93
TOTAL	454	84	538	3,080	374	3,454	3,992
GRAND TOTAL							3,992

5.2.2 Financial Analysis

The Commission derives its revenue from the following sources:

- Subvention from Government of Ghana: This comprises subvention for Compensation of Employees, Goods and Services and Assets.
- Internally generated fund includes income from Stumpage, Plantation Sales, Export levies, Zoos and Parks entrance fees and others.
- Donors contribution, which includes cash, assets and technology consolidated into NREG.

5.2.2.1 Revenue

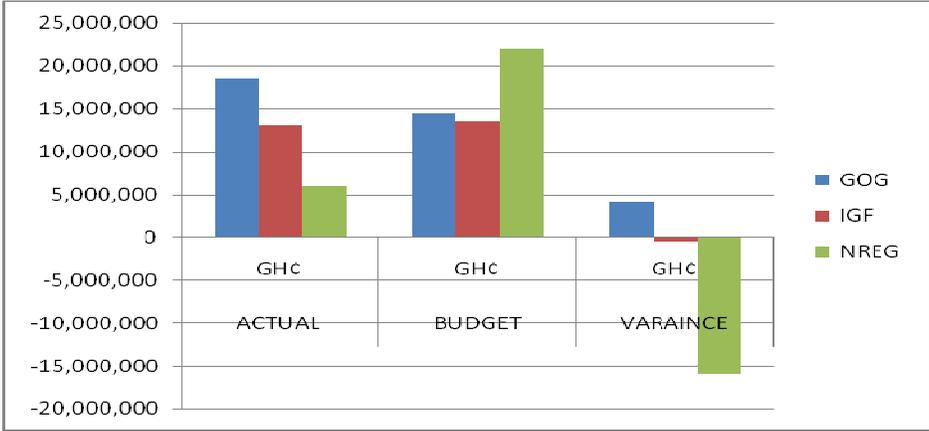
The revenue performance of the Commission decreased below figure of the second quarter of 2012. Management put in place measures to increase the revenue. The actual revenue generated by the Forestry Commission during the third quarter of the year was GHS 37.5 million as against a

budgeted revenue of GHS 50 million representing 88% of the budgeted revenue. The shortfall was due to lack of funds from Donors and NREG which had been factored in the budget.

Table 5.4 Revenue – Forestry Sub-sector

REVENUE PERFORMANCE APPRAISAL ENDING 30, SEPTEMBER 2012			
PERFORMANCE FOR THE THREE QUARTERS ENDING SEPTEMBER 30, 2012			
	ACTUAL	BUDGET	VARIANCE
	GHS	GHS	GHS
GOG	18,484,210	14,400,000	4,084,210
IGF	13,039,375	13,500,000	(460,625)
NREG	6,000,000	22,000,000	(16,000,000)
TOTALS	37,523,585	49,900,000	(12,376,415)

Figure 5.4 Graph depicting Actual, Budgeted and Variance as at 30 September, 2012



5.2.2.2 Expenditure

The Commission’s expenditure is classified as Compensation of Employees, Goods and Services and Assets. During the third quarter ending September 30, 2012, the Commission received GHS

6.0 million from NREG. This amount is in respect of 2011 budget. The Commission did not receive any NREG amount relating to 2012 financial year.

Table 5.5 Expenditure – Forestry Sub-sector

EXPENDITURE PERFORMANCE APPRAISAL ENDING SEPTEMBER 30, 2012			
	ACTUAL FOR THE THREE QUARTERS AS AT SEPTEMBER 30, 2012		
SOURCE	ACTUAL	BUDGET	VARIANCE
	GHS	GHS	GHS
COMPENSATION	18,484,210	14,400,000	4,084,210
GOODS AND SERVICES	17,831,897	9,801,855	8,030,042
ASSETS	2,715,991	3,701,183	(985,192)
TOTALS	39,032,098	27,903,038	11,129,061

5.3 Lands Sub-sector

5.3.1 Human Resource Analysis (Lands Commission)

a) Training

During the year under review, members of staff of the Lands Commission took part in some short courses to help them improve on their efficiency. There were also programs to sensitize them on LAP II and its implementation. A summary of courses and seminars undertaken in 2012 are indicated in Table 3.

Table 5.6 Training Programmes in 2012 – Lands Commission

Course of Study	No. of Staff	Duration	Institution
Records Management/HR Orientation Workshop	6	3 days	Laysia Consult
Practical Office Procedures	1	3 days	Civil Service Training Centre
Urban Development (focused on Land Readjustment Measures	1	6 months	JICA Training and Dialogue Program
Business Communication	1	3 days	Civil Service Training Centre
Conflict Handling & Negotiation	1	4 days	Civil Service Training Centre
Ethnic leadership Training Pro.	4	11days	Civil Service Training Centre
Interpersonal Effectiveness in Management	2	3 days	Civil Service Training Centre
Administrative Skills	1	4 days	Civil Service Training Centre

b) Recruitment of Staff

The backbone of any Organisation is its Human Resources and therefore the need for Organisations to acquire people to carry out the functions which will lead to the achievement of its mission and vision.

The Lands Commission obtained Financial Clearance for recruitment and replacement of 209 staff. Thirty-one (31) of this were to be recruited to augment the Corporate Head Office of the New Lands Commission. These staff categories comprise Head of Human Resource, Assistant Land Administration Officers, Land Administration Technicians, Stenographer Secretaries and Typists, Executive Officers, Administrative Officers, Cartographers, Geomatic Engineers, Geomatic Technicians, Lithographers, Legal Officers, Procurement Officers, Drivers, Security and Cleaners. Details of the recruitment are indicated in Table 3.

Table 5.7 Breakdown of Recruitment of Personnel

POSITION	NUMBER
Head of Human Resource	1
Assistant Land Administration Officers	24
Land Administration Technicians	33
Stenographer Secretaries	15
Executive Officers	10
Administrative Officers	16
Cartographers	23
Assistant Geomatic Engineers	3
Geomatic Technicians	3
Lithographers	1
Legal Officers	10
Procurement Officers	9
ICT Officers	3

5.3.1.2 Financial Performance

a) Budget Performance 2012

The aggregate budget for 2012 for the Lands Commission was GHS 90,348,734.00, comprising GoG GHS 13,520,917.00, IGF GHS 75,527,817.00 and ABFA of GHS 1,300,000.00. Actual expenditure for the year 2012 amounted to GHS 22,583,589.12 leaving a positive variance of GHS 67,765,145.00. The huge variance was due the fire outbreak that occurred at the LC Head Office last year which brought operation to a halt and lead to reduction in revenue and expenditure.

i. Compensation of Employees (C.E.)

Under this item, the budgeted figure of GHS 11,906,473.00 was provided and the amount spent was GHS 13,592,100.94 given a negative variance of GHS 1,685,627.94, this was as a result of Single Spine Salary Structure (SSSS) and promotions.

ii. Goods and Services

The budgeted figure was GHS 49,252,339.00 and an actual of GHS 7,116,870.79 has been spent with a variance of GHS 42,135,468.21.

iii. Goods and Services (ABFA)

This item had a budgeted figure of GHS 1,300,000.00. The actual expenditure was GHS 1,000,000.00, yielding a variance of GHS 300,000.00.

iv. Assets

Under this item, the budgeted figure was GHS 27,889,923.00; out of which an amount of GHS 880,581.39 has been realized as actual expenditure. The variance therefore was GHS 27,009,341.61. (The huge variance was due to inability to demarcate and survey the Nungua Farms into service plots).

Table 5.8 Budget Performance 2012

ITEM	BUDGETED /GHS	ACTUAL/ GHS	VARIANCE/ GHS
Compensation of Employees	11,906,473.00	13,592,100.94	(1,685,627.94)
Goods and Services	49,252,339.00	7,116,870.79	42,135,468.21
Goods and Services (ABFA)	1,300,000.00	1,000,000.00	300,000.00
Assets	27,889,923.00	880,581.39	27,009,341.61
Total	90,348,734.00	22,589,553.12	67,759,181.88

5.3.2 Human Resource Analysis (Office of the Administrator of Stool Lands)

a) Staff Strength and Distribution

Table 5.9

DISTRIBUTION		TOTAL
MALE	FEMALE	
195	73	268

b) Training - Scheme of Service related Training Programmes 2012

Table 5.10 Competency Based Training Undertaken in 2011 (Institution Specific)

No.	Course of Study	Duration	Institution
33	Administration and Practice of Supervision	4 days	GIMPA
5	Women In Management (Managers and Supervisors)	1 Weeks	GIMPA
2	Budgeting & Financial Management	2 Weeks	GIMPA
2	Project Planning & Management	4 Weeks	GIMPA
3	Crafting and Implementing Strategy	3 days	GIMPA
1	The Fundamental Audit Process	4 days	Internal Audit Agency
1	International Human Resource Mgt.	1 Week	BEEC International, Dubai
1	Attitudinal Change for productivity Improvement	1 Week	Civil Service Training Centre
1	Effective Office Administration and Mgt	4 days	Civil Service Training Centre
1	Ethical Leadership	2 Weeks	Civil Service Training Centre
3	Civil Service Administrative Instructions	4 days	Civil Service Training Centre

Table 5.11 Academic Training Programmes

No.	Course of Study	Duration	Institution
2	EMBA	2 Years (Modular)	GIMPA
1	MSC. Geo-Information	2 Years	ITC Netherlands
1	Post Graduate In Natural Resources Management	2 Years	Adelaide University Australia
1	Post Graduate Course In Environment & Sustainability	2 Years	Monash University
4	Bsc. Land Economy	4 Years	KNUST
1	Bachelor Of Law (LLB)	2 Years	University Of Ghana

Table 5.12 Promotion Undertaken 2012

No.	Previous Grade	Promoted To
1	Asst. Stool Lands Officer	Stool Lands Officer
2	Snr. Exe. Officer	Prin. Exe. Officer
1	Stenographer GD. I	Stenographer Sec.
1	Rev. Coll.	Rev. Inspector
1	Driver GD. I	Heavy Duty Driver
2	Driver GD. II	Driver GD. I

5.3.2.1 Financial Performance**Table 5.13 Summary of Revenue Sources**

Source	Budget (GHS)	Actual (GHS)	Variance (GHS)
GOG	2,116,683.00	3,019,210	902,527.00
IGF	4,570,237.00	3,615,727.56	(954,509.44)
OTHER	-	-	-
TOTALS	6,686,920.00	6,634,937.56	-

a) Finance - Revenue Returns for 2012

For the year 2012, the Office mobilized and disbursed a total amount of **GHS 36,157,275.56** to accredited beneficiaries in accordance with the 1992 Constitution and the Office of the Administrator of Stool Lands Act, Act 481 of 1994. The total amount for the year 2011 was **GHS 20,387,626.13**

Table 5.14 Sources of Revenue

Regions	Mineral Royalties	Timber Royalties	Ground Rent	Sand Dues	Farm Rent	Others	Total
HEAD QUARTERS	2,896,539.49	-	-	-	-	-	2,896,539.49
ASHANTI	1,905,664.64	372,676.64	1,519,587.62	-	164,138.70	-	3,962,067.60
WESTERN	19,389,728.99	1,066,979.29	724,060.93	-	419,250.75	-	21,600,019.96
EASTERN	150,013.47	147,200.29	176,896.83	-	169,541.10	-	643,651.69
CENTRAL	3,231.86	245,152.17	165,334.71	-	150,154.42	-	563,873.16
BRONG AHAFO	4,521,847.89	292,885.64	418,077.50	13,440.50	209,799.00	-	5,456,050.53
NORTHERN	-	-	149,840.86	-	29,907.97	-	179,748.83
UPPER EAST	6,300.00	-	42,382.90	-	-	-	48,682.90
UPPER WEST	-	-	-	-	-	-	-
GREATER ACCRA	92,068.58	-	647,412.78	-	-	9,752.71	749,234.07
VOLTA	-	57,407.33	-	-	-	-	57,407.33
TOTAL	28,965,394	2,182,301.36	3,843,594.13	13,440.50	1,142,791.94	9,752.71	36,157,275.56

CHAPTER SIX

6.0 CONCLUSION, RECOMMENDATION AND WAYFORWARD

6.1 Challenges (Mines Sub-sector)

6.1.1 Minerals Commission

- **Inadequate linkages between the mining sector and the rest of the economy.** A conscious promotional drive as well as enforcement of local content provisions in the mining regulations (which is about to be passed by Parliament) will be required;
- **Limited Diversification of the Sector.** A focus on only a few minerals, notably gold bauxite manganese and diamonds but especially gold. Need to diversify into other minerals which Ghana has potential to produce;
- **Management of Artisanal and Small Scale Mining, especially the menace of illegal mining (galamsey):** Finding suitable areas as well as the creation of awareness among such miners to regularize their operations and to operate legally, efficiently and in an environmentally friendly manner would be required;
- **Monitoring and evaluation of fiscal and financial flows** within the sector to ensure efficient and equitable mobilization and distribution of the benefits of mining;
- **Frequent conflict between mining communities and mining companies.** The conflict normally begins as complaints from the inhabitants about environmental issues, blasting related problems, etc. However later investigations would normally reveal that the real motives are demands for:
 - Compensation claims
 - Social amenities
 - Land for “galamsey” activities, etc.
- **Speculative activities:** Speculative activities of community members wherever crop and land compensation issues are concerned;

- **Land use Conflicts:** There is a serious conflict of land use around quarries operating in the urban areas. Land owners continue to allocate plots within the area of influence of quarry blasts to estate developers. Quarrying operations then become difficult as the landlords and/or occupiers turn to complain about the negative impact from the operations.

6.1.2 Geological Survey Department

Challenge	Priority Level (H.M.L.)	Mitigation Strategy
1. Fencing of Seismological Observatory at Achimota-Accra	High priority	Submit estimates to Government for the contract to be awarded
2 .Future extension of the seismic networks to Saltpond (Central Region), Axim and Asankrangwa (Western Region), Bui (Brong Ahafo)Region.	High priority	Submit estimates to Government for release of funds
3. Constant supply of electricity to the seismic stations, maintenance of equipment and upgrading of skills of personnel and knowledge of seismic staff	High priority	Submit proposals to Government for funds
4. MDF Geological and Geophysical mapping programmes are slow	High priority	Submit budget for release of funds
5. Geological data management needs to be sustained	High priority	Necessary IT infrastructure to keep the systems working including efficient internet services
6. Clay research programme needs to be diversified	High priority	Submit estimate to purchase kiln and accessories to produce clay products

6.1.3 Outlook for 2013 (Mines Sub-Sector)

Programmes for 2013 were developed based on the Ghana Shared Growth and Development Agenda (GSGDA). Key Objectives expected to be achieved during 2013 include the following:

1. Diversification of mineral production base of the country
2. Improving information availability and sector promotion
3. Institutional strengthening in the mining sector
4. Reduce social conflicts in mining communities by implementing guidelines for;

- Corporate Social Responsibility Projects for mining companies in mining communities,
 - Compensation Policies by mining companies,
 - Use of mineral royalties by District and Municipal Assemblies
5. Improve support to small-scale miners (SSM)
 6. Improve coordination between the Agencies under the Ministry to address various challenges including; illegal logging and mining, deforestation and environmental degradation.
 7. Improve mining sector revenue collection, management and transparency
 8. Enhance international and regional cooperation
 9. Collaborate actively with key stakeholders to implement programmes to improve performance of small scale miners as well as reducing or eliminating illegal mining activities in the country.

Some of the strategies to be used to achieve the above objectives include the following:

- Geological exploration to prove areas for small scale mining operations would be undertaken in Datoko (Upper East Region), Awisam and Akoase (Eastern Region) and Berekum (Brong Ahafo),
- Monitoring visits would be intensified to illegal small scale mining sites to educate miners with the aim of mainstreaming their activities,
- District Mining Committees would be formed in mining districts to help manage small scale mining in Ghana,
- Implementation of guidelines with annual tracking system to include social conflicts,
- Implement programmes to improve operations of small scale miners,
- Implementation, monitoring and evaluation of use of mineral royalties by District Assemblies and Municipal Assemblies (using annual tracking mechanisms),
- Review of Ghana's Mining and Environmental Guidelines
- Establishment of a Small Scale Mining Competency Training Centre at Tarkwa. This centre is envisaged to offer training to small-scale miners in proper mining practice, proper support systems, ventilation and drainage for underground works, safe blasting practice, etc. It is hoped that this form of institutional support to the small-scale mining

sector will contribute to curb the incidence of illegal activities, facilitate improved mining practice and safety of small-scale miners, drastically reduce the numerous incident of serious and fatal accidents, control the numerous incident of serious and fatal accidents, control the illegal acquisition and use of explosives and reduce the environmental degradation associated with the operation

6.2 Forestry Sub-sector

6.2.1 Challenges

In carrying out its mandate, the FC encounters challenges either through the implementation of its strategies or through emerging issues that need to be taken on board. Among the current key challenges being grappled with are:

- Increasing illegal logging and/or chainsawing to satisfy the demand gap in wood products
- Increasing encroachment of reserved forest for farming and mining as well as settlements on wildlife protected areas for grazing and poaching for bush meat and other products
- Inadequate frontline technical staff leading to rampant forest offences
- Inadequate logistic supplies with serious health and safety implications
- Delayed release of funds affecting activities that are strictly time-dependent
- Lack of technical know-how necessary for adapting to climate change
- Forest/wildlife sector investment opportunities remain unattractive to the private sector which is severely affecting plantation and ecotourism development
- Slow rate of value addition in industry thus limiting the forestry sector's direct contribution to GDP and job creation
- Non passage of Legislative Instrument for Off Forest Reserve timber production
- Improve raw material supply to industry through log/lumber imports

6.2.2 Outlook for 2013 (Forestry Sub-Sector)

1. Fully deploy Rapid Response Unit (RRU)
2. Implement VPA/Legality Assurance System (LAS)
3. Select sawmill/artisanal producers

4. Implement Public Wood Procurement Policy
5. Facilitate Lumber/log imports
6. Promote LUS/Rubber wood/Rattan/Bamboo
7. Retool industry and promote value addition
8. Plant 3,000 ha
9. Survey, Pillar and maintain old stands
10. Manage Coppices of harvested areas
11. Carry out enrichment planting
12. Implement Sakumono R/S Development proposal
13. Implement LCA/FC Management Committee for development of Shai Hills
14. Approve and Implement Achimota Eco-Park/Accra zoo proposal

6.3 Challenges (Lands Sub-sector)

6.3.1 Lands Commission

The Lands Commission encountered several challenges during the year.

- **Loss of vital information:** The LC lost information on state land correspondence files through fire outbreak on 1st March 2012.
- **Excessive Court Suits:** Apart from the numerous suits pending in various Courts against the Commission, new cases were filed against the Commission in the period under review. The trend has been increasing sharply in recent years. They included subpoenas, injunctions, contempt charges and many more.
- **On Site Banking:** The lack of an on-site Banking system at the SMD section which is quite far from the main Lands Commission Compound is a major challenge for the division since applicants keep complaining about the distance involved. In some cases it takes applicants days to return to continue the process.

- **Conflicting Court Judgments:** Judgments/Orders from the Court which conflict with previous judgments or previously recorded interests in land in the records of the Commission has affected the granting of consents and concurrence as well as the issuance of land certificates.
- **Inadequate office space:** This is one of the critical constraints in the PVLMD. The division is in dire need of office space for its officers. The SMD is also in a similar situation, there is the need to expedite action on the restoration of the burnt block to provide more space for officers to work efficiently since the situation is seriously affecting performance.
- **Training:** The LC could not undertake a comprehensive capacity building for its staff. This has been attributed to the fact that the newly developed Training Policy for the Commission is yet to be operationalised.
- **Inadequate Logistics:** The need for storage facilities in most sections is still paramount in the PVLMD and LRD. The State Land Files Room, the Presentation Office, Estates Office as well as the Searches office all require more cabinets and space for storage. The need for computers and its accessories in all the divisions cannot be overemphasized and the lack of it has a negative effect on service delivery. SMD and LVD are in dire need of office fixtures and furniture as well as field equipment and instruments for SMD and office supplies for LVD. The LC also requires more vehicles for inspections, serving of Rent Demand Notices and attending meetings and court sessions since the lack of transportation makes it difficult to achieve targets.

6.3.2 Office of the Administrator of Stool Lands

- Myriad of chieftaincy problems and litigation with claims and counter claims by contenders which affected revenue disbursement to stools. In these cases it is difficult determining the recognized occupant.
- Boundary disputes amongst some tenant farmers as a result of the absence of registered plans.
- Refusal of some land users and owners to pay their ground and farm rents despite repeated reminders
- Chieftaincy disputes (Unclear boundaries between Stools)
- Changing stool lands to family lands by statutory declaration

- Refusal of some land users and owners to pay their ground and farm rents despite repeated reminders

6.3.3 Outlook for 2013 (Lands Sub-Sector)

- Completion of Land and Land Use and Spatial Planning Bills and the Legislative Instruments
- Develop Networking of Sections in the production Section to facilitate the flow of information.
- Develop a comprehensive HR Plan for the Lands Commission
- Decentralizing and Improving Business Service Delivery Processes
- Reforming and Computerizing Business Processes and Work Flows
- Operationalize Six (6) pilot District Offices including Goaso, Tarkwa, Agona Swedru, Winneba, Nkawkaw and Savelugu.
- Salvage all affected documents in the fire outbreak.
- Implement the “one-stop-shop” concept for first registration.
- Ensure that at least 80% of all documents received for processing and recording or for Registration of Title are completed within the period prescribed by the operational manual of the Division.
- Achieve at least 60% collection of ground rent revenue which is due for payment in the year 2013.
- Implementation of file tracking system at PVLMD.
- The Division should be allowed to keep a percentage of the revenue generated for the procurement of some of the vital production material needed for efficient production.
- The Division, would continue to supervise the Aerial Photography (15,000 sqkm) for selected areas to produce orthophotos which would serve as input for good land use planning which would impact positively on the living standards of the people.

- The Division will still take active role in her claim to the Extended Continental Shelf beyond the 200 Nautical Miles EEZ, for Ghana.
- Demarcation and Survey of Allodial boundaries in selected cities and towns throughout the country would be continued to reduce stool/skin boundary disputes.
- Working towards retention of a percentage of revenue generated by other Divisions of the Commission, other than PVLMD.
- The Office proposes to collaborate with the National House of Chiefs to strengthen their capacity in Alternative Dispute Resolution (ADR) mechanisms and good governance to enable them resolve cases as quickly as they are reported.
- The Office is encouraging forest communities to embrace the National Forest Plantation Programme.
- Replacement of staff is carried out timely so that staff strength does not fall below acceptable levels.
- The Office is proposing a cost sharing programme to assist willing traditional areas to survey and demarcate rural farm lands for tenant farmers.
- Engagement of National Service and NYEP personnel to assist in its operations and boost revenue mobilization.
- Collaboration with Local courts to prosecute rent defaulters which has yielded positive results as most defaulters have settled their debts
- Education of Traditional Authorities and families on the implications of these conversations

6.4 Conclusion

The Ministry made significant progress in achieving its objectives and targets set in the implementation of its programmes and projects within the Ghana Shared Growth and Development Agenda over the past year. The progress made came with a number of challenges and these should be addressed within the 2013 plans. In spite of the challenges encountered over the past year, the Ministry is still committed to ensuring effective and efficient land and natural resources management with its stakeholders for accelerated national development.

APPENDICES

Appendix 1: Minerals Commission							
Indicator	Indicator Baseline (2009)	2010 Target	2010 Level	2011 GSGDA Target	Indicator Level 2011	2012 GSGDA Target	Indicator* Level 2012
15. Statistical Overview of the Mineral Sector							
a. Mineral Production							
Gold (ounces)	3,119,832.00	3,321,688.00	3,391,587.00	3,622,346.00	3,676,223.00	3,870,000.00	4,178,865.00
- Diamonds (carat)	354,443.00	312,706.00	308,679.00		283,369.00	265,000.00	215,118.00
- Bauxite(mt)	420,477.00	600,688.00	595,092.00	500,000.00	409,918.00	550,000.00	662,925.00
- Manganese(mt)	1,007,010.00	1,574,745.00	1,564,628.00	1,642,851.00	1,705,314.00	1,515,000.00	1,501,033.00
b. Labour							
- Large Scale (Expatriate and local) ; Male and Female	27,481.00	27,000.00	27,100.00	27,900.00	28,000.00	29,500	29,961
- Small Scale (legal)	200,000.00	250,000.00	250,000.00	400,000.00	450,000.00	500,000	510,000
- Small Scale (illegal)	600,000.00	550,000.00	550,000.00	550,000.00	550,000.00	600,000	590,000
c. Foreign Direct Investments (in U.S. Million)	762.26	770.00	770.00	800.00	970.30	995.00	1,000.00

d. Benefits of Mining (Mineral Revenue (GHS Million))							
- Royalties	94,186,626	100,700,543	144,697,345	219,939,440	222,024,705	350,000,000	359,392,853
- Taxes	319,022,67	351,429,447	410,398,124	801,021,140	828,411,976	950,000,000	1,101,810,124
Corporate Social Responsibility (US\$)	9,424,312	10,000,000	17,590,471	10,000,000	43,732,833	50,000,000	?
Contribution to total merchandise exports (US\$) million	2,618.90	3,594.00	3,888.42	5,024.95	5,036.54	5,500.00	5,770.64
e. Repatriation of mineral revenue							
- % mineral revenue returned into the Ghanaian economy (BOG and Commercial Banks)	54.09	58	66.01	64	73.85	73.85	72.15
- % mineral revenue spent on local goods	28	Na	21	Na	18.2	18.2	?

f. Mineral Rights Granted (Mining Lease, Prospecting, Reconnaissance, Salt, Quarry, Clay, Sand Winning, Small Scale Gold/Diamond, Mica)	199	350	374	360	366	400	581
16. Proportion of Minerals Development Fund allocated to District Assemblies, stools and traditional authorities	Na	Na	Na	Na	Na	Na	

APPENDIX 2: FORESTRY COMMISSION

Appendix 2A- Status of Implementation of Key Activities

GSGDA Policy Objective	Programmes/Projects	Status of Implementation
1. Ensure the restoration of degraded natural resources	Plantation Development: <ul style="list-style-type: none"> Establish 10,000 ha 	<ul style="list-style-type: none"> 5,928.42 ha established 11,489 jobs created
	<ul style="list-style-type: none"> Undertake audit of 7,221.81ha reported as planted by private contractors of 2012 plantations 	<ul style="list-style-type: none"> 5,928.42 ha found successful
	<ul style="list-style-type: none"> Maintain 63,073.32 ha of existing plantations 	<ul style="list-style-type: none"> 25,426.51 ha maintained 16,560 jobs created
2. Build institutional frameworks for sustainable natural resources management	Computerized M&E system: <ul style="list-style-type: none"> Develop and deploy a computerized M&E system 	<ul style="list-style-type: none"> Web-base M&E application system deployed to the basic operational level.
3. Reduce the loss of biodiversity	Establishment of Community Resource Management Areas (CREMAs): <ul style="list-style-type: none"> Inaugurate 4 and establish 2 	<ul style="list-style-type: none"> Constitution and management plan of Pusupu CREMA near Kyabobo National Park written and 70% of boundary demarcated
4. Maintain and enhance the protected area (PA) system.	Ecotourism Development: <ul style="list-style-type: none"> Sign 3 Concession agreements (CAs) for Mole, Kakum, Ankasa and an MOU for Shai Hills 	<ul style="list-style-type: none"> 2 CA signed for Kakum National Park, Ankasa Conservation Area and Mole National Park

GSGDA Policy Objective	Programmes/Projects	Status of Implementation
	<ul style="list-style-type: none"> • Upgrade park infrastructure 	<ul style="list-style-type: none"> • A 3 unit staff accommodation unit at Bomfobori Wildlife sanctuary at 80% completion. • A tree-top house constructed at Kakum. • Maintenance works carried out on the Cross Road(17km)-Mole. • Headquarters-Lovi road (28km)-Mole. • Kananto-Lovi road(20km)-Mole. • A total of 1,986 km of park boundaries of 17 PAs were cleaned. • Two luxury tented camps constructed at Shai Hill Resource Reserve by Ashanti Gold under the LCA programme.
	<ul style="list-style-type: none"> • Payment for environmental services 	<ul style="list-style-type: none"> • Concept paper developed; further consultation to be carried out in 2013
5. Strengthen the legal framework on protected areas	VPA/FLEGT Implementation: <ul style="list-style-type: none"> • Establish Timber Validation Department (TVD) 	<ul style="list-style-type: none"> • Enabling law (LI 2184 of 2012) passed to support the TVD
	Complete and roll out Wood Tracking System (WTS)	<ul style="list-style-type: none"> • Service provider (ATA MARIE CONSORTIUM) procured and contract signed. • Inception report adopted.

GSGDA Policy Objective	Programmes/Projects	Status of Implementation
		<ul style="list-style-type: none"> The Service provider submitted plan to roll-out.
	<ul style="list-style-type: none"> Develop Domestic Market Policy 	<ul style="list-style-type: none"> Approved by Ministry; Submitted to Cabinet for approval
	<ul style="list-style-type: none"> Develop Public Procurement Policy 	<ul style="list-style-type: none"> Approved by Ministry; Submitted to Cabinet for approval
	Establishment of Law enforcement Unit	
	<ul style="list-style-type: none"> Rapid Response Unit (RRU) 	<ul style="list-style-type: none"> 101 men trained and commissioned into the RRU; 8 teams of 6 men deployed to hotspots
	<ul style="list-style-type: none"> Environmental courts 	<ul style="list-style-type: none"> Not done yet
6. Reverse Forest and land degradation	Logs importation	<ul style="list-style-type: none"> Delegation visited Cameroun to explore the possibility of importing timber and other wood products.
	Lesser Used Species (LUS) Development	<ul style="list-style-type: none"> Three LUS, namely Chenchen, Denya and Esa developed and introduced.
	Rubber wood/Bamboo/Rattan Development	<ul style="list-style-type: none"> A pilot project– the “Promotion of Rubber wood Processing to supplement quality and legal lumber supply for furniture /Joinery of SME’s” undertaken
7. Sustainable use of wetlands	Ramsar Site Management:	<ul style="list-style-type: none"> Management plans of Wetlands not reviewed due to lack of funds
	<ul style="list-style-type: none"> Management plans reviewed 	<ul style="list-style-type: none"> Management committees not reconstituted due to lack of funds
8. Enhance community participation in environmental and natural resources management by awareness raising	<ul style="list-style-type: none"> Management committees reconstituted 	<ul style="list-style-type: none"> Management committees not reconstituted due to lack of funds
	<ul style="list-style-type: none"> Stakeholder connectivity 	<ul style="list-style-type: none"> VPA stakeholder engagements District and Regional forest fora engagements

GSGDA Policy Objective	Programmes/Projects	Status of Implementation
Enhance community participation in governance and decision-making		
9. Strengthen and develop local level capacity to participate in the management and governance of natural resources	Benefit Sharing Agreements: <ul style="list-style-type: none"> • Sign 100 agreements (70 private/commercial developers and 30 Modified Taungya System (MTS) farmers) 	<ul style="list-style-type: none"> • 154 agreements signed between FC and 24 private/commercial developers and 130 MTS farmers
10. Adapt to the impacts and reduce vulnerability to Climate Variability and Change	Climate Change Adaptation: <ul style="list-style-type: none"> • Develop National REDD+ Strategy 	<ul style="list-style-type: none"> • The National REDD+ programme launched • A road map to mainstream gender considerations into Ghana's REDD+ process launched
	<ul style="list-style-type: none"> • Pilot 5 REDD+ projects 	<ul style="list-style-type: none"> • Data collected from the Seven (7) REDD+ pilot projects selected across the country
	<ul style="list-style-type: none"> • Develop and implement a Monitoring, Verification and Reporting (MRV) system 	<ul style="list-style-type: none"> • Terms of Reference developed for consultants to undertake study
	<ul style="list-style-type: none"> • Forest Preservation Programme: • Procure satellite imageries 	<ul style="list-style-type: none"> • Satellite imageries for the LULUCF update for 2012 procured
	<ul style="list-style-type: none"> • Supply logistics 	<ul style="list-style-type: none"> • Tender for additional vehicles is underway
	<ul style="list-style-type: none"> • Build capacity 	<ul style="list-style-type: none"> • Practical fieldwork to test the capacity of FC staff in LULUCF, Forest Inventory Biomass Estimation commenced
11. Mitigate the impacts of Climate	<ul style="list-style-type: none"> • Public awareness on climate 	<ul style="list-style-type: none"> • REDD+ and CDM sensitization/educational

GSGDA Policy Objective	Programmes/Projects	Status of Implementation
Variability and Change	change	workshops for FC staff in Greater Accra, Eastern and Volta Regions undertaken

Appendix 2B: FC Training Plan

No	Target Group	Course Outline	Training Schedule												Prog Duration	Venue	No. of Persons	Training Providers/Resource Persons	
			J	F	M	A	M	J	J	A	S	O	N	D					
1	Executive, Directors & Functional Heads	Finance for Non Financial Managers														2 days	WITC	15	FC Resource Persons/External Consultants
3		Effective People Management														2 days	WITC	15	FC Resource Persons/External Consultants

No	Target Group	Course Outline	Training Schedule										Prog Duration	Venue	No. of Perso	Training Providers/		
4		Strategic Leadership and Team Management Programme													2 days	WITC	15	FC Resource Persons/External Consultants
5		Corporate Risk Management and Internal Control													2 days	WITC	15	FC Resource Persons/External Consultants
6		Forestry and													2 days	WITC	15	FC Resource Persons/Extern

No	Target Group	Course Outline	Training Schedule											Prog Duration	Venue	No. of Perso	Training Providers/ al Consultants	
		Wildlif e Laws																
10		Success ion and Retirement Plannin g												2 days	WITC	15	FC Resource Persons/Extern al Consultants	
11		Speech Making and Present ation Skills												1 day	WITC	15	FC Resource Persons/Extern al Consultants	
1	Manageme nt Staff	Finance for Non Financi												2 days	WITC	25	FC Resource Persons/Extern	

No	Target Group	Course Outline	Training Schedule											Prog Duration	Venue	No. of Perso	Training Providers/ al Consultants		
		al Manage rs																	
2		Introdu ction to REDD, REDD +, CDM													2 days	WITC	25	FC Resource Persons/Extern al Consultants	
7		Conser vation/ Biodive rsity Manage ment													2 days	WITC	25	FC Resource Persons/Extern al Consultants	
8		Speech Making and													2 days	WITC	25	FC Resource Persons/Extern al Consultants	

No	Target Group	Course Outline	Training Schedule											Prog Duration	Venue	No. of Perso	Training Providers/		
		Present ation Skills																	
10		Succession and Retirement Plannin g												2 days	WITC	15	FC Resource Persons/Extern al Consultants		
9		Develo pment of Manage ment Plans												2 days	WITC	25	FC Resource Persons/Extern al Consultants		
10		Proposa l and Report												2 days	WITC	25	FC Resource Persons/Extern al Consultants		

No	Target Group	Course Outline	Training Schedule											Prog Duration	Venue	No. of Perso	Training Providers/
		Writing															
11		GIS Training												2 days	WITC	25	FC Resource Persons/External Consultants
12		Natural Resource Management for Non Natural Resource Managers												2 days	WITC	25	FC Resource Persons/External Consultants
1	Junior Staff	GIS Training												2 days	WITC	40	FC Resource Persons/Extern

No	Target Group	Course Outline	Training Schedule											Prog Duration	Venue	No. of Perso	Training Providers/ al Consultants		
		g																	
2		Range/ Wildlife Management													2 days	WITC	40	FC Resource Persons/External Consultants	
3		Forest Mensuration													2 days	WITC	40	FC Resource Persons/External Consultants	
4		Introduction to Forest and Wildlife Operation Manual													2 days	WITC	40	FC Resource Persons/External Consultants	

No	Target Group	Course Outline	Training Schedule											Prog Duration	Venue	No. of Perso	Training Providers/	
		s																
5		Driving Management Science												2 days	WITC	40	FC Resource Persons/External Consultants	
6		Forestry and Wildlife Laws												2 days	WITC	40	FC Resource Persons/External Consultants	
7		Legal Issues												2 days	WITC	40	FC Resource Persons/External Consultants	
8		Development and Implementation of												2 days	WITC	40	FC Resource Persons/External Consultants	

No	Target Group	Course Outline	Training Schedule											Prog Duration	Venue	No. of Perso	Training Providers/
		Forest and Wildlife Management Plan															
9		Office Management and Administration											2 days	WITC	40	FC Resource Persons/External Consultants	
10		Advanced Management Skills for for											2 days	WITC	40	FC Resource Persons/External Consultants	

No	Target Group	Course Outline	Training Schedule											Prog Duration	Venue	No. of Perso	Training Providers/						
		Administrative Officers																					