



MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS (MELR)

ANNUAL PERFORMANCE REPORT

2017

January, 2018

TABLE OF CONTENT

LIST OF TABLES	iv
LIST OF FIGURES	iv
LIST OF APPENDICES	v
LIST OF ABBREVIATIONS	vi
PART ONE: PROFILE OF THE MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS.....	11
1.0 Introduction.....	11
1.1 Vision.....	11
1.2 Mission	11
1.3 Functions of the Ministry	11
1.4 Departments and Agencies under the Ministry.....	14
1.4.1 Civil Service Departments.....	14
1.4.2 Sub-vented Agencies	14
1.4.3 Political and Bureaucratic Heads of the Ministry, Departments/Agencies	14
PART TWO.....	16
HUMAN RESOURCE DATA AND ANALYSIS.....	16
2.0 Introduction.....	16
2.1 Staff Distribution	16
2.1.1 Total Staff Strength	16
2.1.2 Occupational Groups (Class Distribution)	17
2.1.3 Total Number of Senior/Junior Staff	17
2.1.4 Age Distribution	18
2.2 Staff Movements.....	18
2.2.1 Recruitments/Replacements undertaken	18
2.2.2 Promotions undertaken	18
2.2.3 Postings Undertaken	19
2.2.4 Staff Upgraded	19
2.2.5 Conversion undertaken	19
2.2.6 Staff on Secondment	19
2.2.7 Staff on Contract.....	19
2.2.8 Leaves (Study Leave, Leave of Absence)	19
2.2.9 Staff who Exited the Service	19
2.3 Training & Development.....	19
2.3.1 Scheme of Service & Competency-Based Training.....	19

2.3.2	Workshops, Seminars & Conferences attended	20
2.3.3	Academic Training Programs.....	20
PART THREE: PLANNED PROGRAMMES AND DELIVERY		21
3.0	Introduction.....	21
3.1	Key policies, planned projects, programmes, activities and achievements of Main Ministry.....	21
3.1.1	Development of the Ghana Labour Market Information System (GLMIS)	21
3.1.2	National Occupational Safety and Health Policy and Bill.....	22
3.1.3	Implementation Plan of the National Labour-intensive Public Works Policy	23
3.1.4	Ghana Co-operatives Bill	24
3.1.5	Youth Employment Agency	24
3.1.6	Job Placement by Public and Private Employment Agencies.....	24
3.1.7	Formalization of the Informal Economy.....	25
3.1.8	Development of the 2016 MELR Statistical Report.....	25
3.2	Planned Programmes, Activities and Achievements of Departments and Agencies.....	26
3.2.1	Labour Department	26
3.2.2	Department of Factories Inspectorate.....	28
3.2.3	Department of Co-operatives	29
3.2.4	Ghana Co-operatives College.....	30
3.2.5	Ghana Co-operative Council.....	30
3.2.6	Opportunities Industrialisation Centre, Ghana	31
3.2.7	Integrated Community Centre for Employable Skills.....	33
3.2.8	Fair Wages and Salaries Commission	34
3.2.9	National Pension Regulatory Authority.....	36
3.3	Financial Performance of the Sector	47
3.3.1	Main Ministry.....	47
3.3.2	Labour Department	47
3.3.3	Department of Co-operatives	47
3.3.4	Department of Factories Inspectorate.....	48
3.3.5	National Vocational Training Institute	48
3.3.6	Management Development Productivity Institute	48
3.3.7	Ghana Co-operative College	48
3.3.8	Ghana Co-operative Council.....	49
3.3.9	Integrated Community Centres for Employable Skills	49
3.3.10	National Pensions Regulatory Authority	49
PART FOUR: CHALLENGES		50
4.0	Introduction.....	50

4.1	Challenges of Main Ministry.....	50
4.2	Challenges of LD	50
4.3	Challenges of DFI.....	51
4.4	Department of Co-operatives.....	52
4.5	National Vocational Training Institute	52
4.6	Management Development Productivity Institute	53
4.7	Integrated Community Centres for Employable Skills	53
4.8	Ghana Co-operative Council.....	54
4.9	Ghana Co-operative College	54
4.10	Opportunities Industrialization Centres-Ghana	55
4.11	Fair Wages and Salaries Commission	55
4.12	National Pensions Regulatory Authority	55
PART FIVE: FORWARD LOOK FOR 2018		58
5.0	Introduction.....	58
5.1	Main Ministry.....	58
5.2	Labour Department.....	58
5.2.1	Employment Service Activities	58
5.2.2	Labour Inspection Activity	59
5.2.3	Industrial Relations Activities.....	59
5.3	Department of Factories Inspectorate.....	59
5.4	Department of Co-operatives.....	60
5.5	National Vocational Training Institute.....	60
5.6	Management Development Productivity Institute	61
5.7	Opportunities Industrialization Centres-Ghana.....	61
5.8	Ghana Co-operatives Council.....	62
5.9	Ghana Co-operatives College.....	62
5.10	Integrated Community Centres for Employable Skills	62
5.11	Fair Wages and Salaries Commission	63
5.12	National Pensions Regulatory Authority	63
APPENDICES.....		65

LIST OF TABLES

Table 1: Political & Bureaucratic Heads of the Ministry	14
Table 2: Heads of Departments at the National level	15
Table 3: Heads of Agencies at the National level	15
Table 4: Number of Registered Societies	29
Table 5: Number of Societies audited/inspected	29
Table 6: Grievances received by FWSC	35
Table 7: Planned Programmes, Activities and Achievements of the NPRA	36
Table 8: Non-tax Revenue / Internally Generated Fund of DOC	48
Table 9: Forward look for 2018 – MDPI	61
Table 10: Forward look for 2018 – OICG	61

LIST OF FIGURES

Figure 1: Organogram of the Ministry of Employment and Labour Relations	13
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LIST OF APPENDICES

- Appendix 1 Staff Distribution**
- Appendix 1a - List indicating total Staff strength*
 - Appendix 1b - Occupational groups*
 - Appendix 1c - Total number of Senior and Junior staff*
 - Appendix 1d - Sex Distribution*
 - Appendix 1e - Age Distribution*
- Appendix 2 Staff Movements**
- Appendix 2a - Recruitments/Replacements undertaken*
 - Appendix 2b - Promotions undertaken*
 - Appendix 2c - Postings undertaken*
 - Appendix 2d - Upgrading undertaken*
 - Appendix 2e - Conversion undertaken*
 - Appendix 2f - Secondments*
 - Appendix 2g - Staff on Contract*
 - Appendix 2h - Leaves*
 - Appendix 2i - Exits from the Service*
- Appendix 3 Training & Development**
- Appendix 3a - Scheme of Service and Competency-Based Training*
 - Appendix 3b - Workshops, Seminars and Conferences attended*
 - Appendix 3c - Academic Training Programs*
 - Appendix 3d - Summary of cost of Training & Development Interventions*
- Appendix 4 - 2017 Financial Performance**

LIST OF ABBREVIATIONS

AAG	-	Artisans Association of Ghana
AG	-	Attorney-General
BDS	-	Business Development Service
CAGD	-	Controller & Accountant-General's Department
CBC	-	Collective Bargaining Certificate
CEO	-	Chief Executive Officer
COE	-	Compensation of Employers
DFI	-	Department of Factories Inspectorate
DOC	-	Department of Co-operatives
DP	-	Donor Partner
EI	-	Executive Instrument
EIB	-	Employment Information Branch
ESSs	-	Employer Sponsored Schemes
ESBs	-	End of Service Benefits
F&A	-	Finance and Administration
FBCs	-	Farmer Based Co-operatives
FOSA	-	Factories Offices and Shops Act
FWSC	-	Fair wages and Salaries Commission
GCC	-	Ghana Co-operative Council
GCCo	-	Ghana Co-operative College
GLMIS	-	Ghana Labour Market Information System
GLSS	-	Ghana Living Standard Survey
GOG	-	Government of Ghana
GSDP	-	Ghana Statistical Development Project
GSGDA	-	Ghana Shared Growth and Development Agenda
GSOP	-	Ghana Social Opportunity Project
GSS	-	Ghana Statistical Service
HRMD	-	Human Resource Management and Development
HRMs	-	Human Resource Managers
ICCES	-	Integrated Community Centres for Employable Skills
ICT	-	Information Communication Technology
IEC	-	Independent Emoluments Commission
IGF	-	Internally Generated Fund
ILO	-	International Labour Organisation
IT/IM	-	Information Technology/Information Management
KOICA	-	Korean International Cooperation Agency
LD	-	Labour Department
LFS	-	Labour Force Survey
LiPW	-	Labour-intensive Public Works
LMI	-	Labour Market Information
MCPs	-	Master Crafts Persons
MDAs	-	Ministries, Department and Agencies
MMDAs	-	Metropolitan, Municipal and District Assemblies
MDPI	-	Management Development Productivity Institute
MELR	-	Ministry of Employment and Labour Relations
MESW	-	Ministry of Employment and Social Welfare
MIS	-	Management Information System
MLGRD	-	Ministry of Local Government and Rural Development
MOE	-	Ministry of Education
MOF	-	Ministry of Finance

MoGCSP	-	Ministry of Gender, Children and Social Protection
MP	-	Member of Parliament
MTSs	-	Master Trust Schemes
NDMW	-	National Daily Minimum Wage
NDPC	-	National Development Planning Commission
NFED	-	Non-Formal Education Davison
NITA	-	National Information Technology Authority
NLC	-	National Labour Commission
NLCD	-	National Liberation Council Decree
NMC	-	Nurses and Midwifery Council
NMTDPF	-	National Medium Term Development Policy Framework
NPRA	-	National Pensions Regulatory Authority
NOSHA	-	National Occupational Safety Healthy Authority
NTC	-	National Tripartite Committee
NTR	-	Non-Tax Revenue
NVTI	-	National Vocational Training Institute
OICG	-	Opportunities Industrialization Centres, Ghana
OSH	-	Occupational Safety and Health
PEAs	-	Private Employment Agencies
PECs	-	Public Employment Centres
PfMs	-	Pension Fund Managers
PID	-	Public Investment Division
PNDCL	-	Provisional National Defence Council Law
PPBME	-	Policy Planning, Budgeting, Monitoring and Evaluation
PPP	-	Public Private Partnership
PPR	-	Pay Point Relativity
PSJSNC	-	Public Service Joint Standing Negotiation Committee
PWD	-	Public Works Department
RBS	-	Risk-Based Supervision
RBSS	-	Risk-Based Supervision Software
RSIM	-	Research Statistics and Information Management
SHS	-	Senior High School
SONA	-	State of the Nation Address
SSNIT	-	Social Security and National Insurance Trust
SSPP	-	Single Spine Pay Policy
SSSS	-	Single Spine Salary Structure
TPFA	-	Temporary Pension Fund Account
TTC	-	Trustee Training Council
TVET	-	Technical and Vocational Education and Training
YEA	-	Youth Employment Agency
YIEDIE	-	Youth Inclusive Entrepreneurship Development Initiative for Employment

EXECUTIVE SUMMARY

Profile of the Ministry

The Ministry of Employment and Labour Relations (MELR) was established in accordance with Executive Instrument (EI 28), 2017 and Section 11 of the Civil Service Act, 1993 (PNDC Law 327). The Ministry is mandated to regulate the world of work and promote decent jobs through formulation of policies on employment and Labour issues, develop Sector plans, coordinate sector specific interventions in the area of harmonious labour relations, ensuring workplace safety, the elimination of worse forms of child labour, monitor and evaluate the implementation of policies, programmes and projects for accelerated employment creation for national development.

The Ministry executes its mandate through the development of employment and labour-related policies and strategies in tripartite consultations through the National Tripartite Committee (NTC) and other Social and Development Partners.

The Vision of the Ministry is to become a world-class Employment and Labour Relations Ministry.

The Ministry is managed by a Political Head (the Minister), supported by a Deputy Minister and a Bureaucratic Head (Chief Director). The Chief Director carries out his responsibilities with the support of Four Line (4) Directorates, Nine (9) Units, Three (3) Civil Service Departments and Ten (10) Sub-vented Agencies.

Human Resource Data and Analysis

Staff Distribution

In the period under review, January to December 2017, the staff strength of the Ministry and its Three (3) Civil Service Departments stood at Seven Hundred and Twenty (720).

The Sector had a total of Fifty-Two (52) occupational groups as follows: the main Ministry has Fourteen (14) occupational groups, the Labour Department has Thirteen (13) groups, the Department of Co-operatives has Sixteen (16) occupational groups whilst the Department of Factories Inspectorate has Nine (9) groups.

There were Three Hundred and Twelve (312) Senior Staff (43%) and Four Hundred and Eight (408) were Junior Staff (57%).

The Ministry and its Civil Service Departments had Four Hundred and Twenty-Seven (427) males (59%) and Two Hundred and Ninety-Three (293) females (41%).

A total of One Hundred and Seven (107) staff were between the ages of 20-30 years (14.86%). Two Hundred and Four (204) were between the ages of 31-40 years (28.33%), One Hundred and Seventy (170) were between the ages of 41-50 years (23.61%), Two Hundred and Thirty-Eight (238) between 51-60 years (33.06%) with One (1) person above 60 years (0.14%).

Staff Movement

In the year under review only Three (3) officers were recruited. Forty-Seven (47) members of staff were promoted. Thirty-Nine (39) postings were undertaken. A total of Seven (7) officers were upgraded to higher levels. Three (3) officers converted to other classes. Four (4) officers were on Secondment and One (1) person on contract at the main Ministry.

Three (3) officers were on study leave; Two (2) at the main Ministry and One (1) from the Department of Factories Inspectorates. The Two (2) from the main Ministry have however completed their courses since December 2017 and have returned to the office.

A total of Thirty-Three (33) officers exited out of the Service through retirement, resignation, vacation of post, dismissal and death. There were Twenty-Seven (27) retirements, One (1) resignation, Two (2) vacation of post, Two (2) death and One (1) dismissal.

Training & Development

A total of One Hundred and Forty (140) officers went through various Scheme of Service and Competency-Based Training programmes. Forty-Eight (48) staff attended various workshops, seminars and conferences during the year while Three (3) members of staff undertook Academic Training Programme during the reporting period.

Planned Programmes and Delivery

During the year under review, the Ministry, its Department and Agencies pursued the implementation of specific Government and national development objectives related to employment and labour issues with focus on the Human Development, Employment and Productivity, over-arching themes that are clearly expressed in Ghana's development blueprint; that is the National Medium Term Development Plan Framework (NMTDPF) under the Ghana Shared Growth and Development Agenda II (GSGDA II), 2014-2017. Specific activities focused on Employment Creation, Skill Development and Labour Administration.

The Ministry in performing its mandated functions achieved the following within the year under review:

- Development of the Ghana Labour Market Information System (GLMIS)
- Revision of the National Occupational Safety and Health (OSH) Policy and Bill
- Implementation Plan of the National Labour-intensive Public Works (LiPW) Policy
- Review of the Ghana Co-operatives Bill
- Job Placement by Public and Private Employment Agencies
- Development of MELR 2016 Statistical Report

Challenges

Challenges encountered in implementing our mandate are as follows:-

- Inadequate budgetary allocation
- Lack of office accommodation
- inadequate Logistics
- Obsolete legislation
- Inadequate Human resource
- Poor infrastructure
- Resource constraint for retooling

The Ministry continued to strengthen Tripartism in order to improve the employment and labour environment as well as ensure harmonious industrial relations despite the various challenges encountered.

Forward Look for 2018

In order for the Sector to implement its Planned Programmes for 2018, its budget allocation is expected to be released on time. The Ministry is also expecting to obtain the right mix of human resource with requisite skills, as well as the needed logistics and infrastructure to enable the Sector perform effectively and efficiently.

The following priority areas would be pursued in 2018 to achieve the national development objectives related to the Ministry:

- It is expected that the OSH policy and bill would be approved by Cabinet and Parliament respectively to pave the way for the establishment of a National Occupational Safety and Health Authority (NOSHA).
- The Ministry will conduct policy sensitisation, awareness creation and training programmes for the Labour-intensive Public Works (LiPW) implementing agencies to facilitate policy mainstreaming.
- The Ghana Co-operatives Bill would be submitted to Cabinet and Parliament for executive approval and promulgation.
- The Youth Employment Agency (YEA) would explore other financing opportunities to enable increase its total recruitment.
- The necessary legal and institutional structure would be put in place to ensure labour migrants from Ghana are fully protected from abuse and exploitation.
- The Road map for formalisation would be validated in collaboration with the stakeholders and office of the Vice President for implementation.
- Piloting of the GLMIS to test the Software, Processes, Staff capacity etc. for effect roll out of the System would be undertaken.
- Ensure the provision of internet connectivity to the Ten (10) Regional Offices and 62 Public Employment Centres (PECs) of the Labour Department towards the launch of the GLMIS.

Structure of 2017 Annual Performance Report

The 2017 Annual Performance Report is structured into Five (5) parts.

Part One provides information on the Sector Ministry; it focuses on the general overview of the Sector.

Part Two is on the Human Resource data and analysis; it provides details on:-

Staff Distribution: which include the total staff strength, occupational groups indicating total number of staff in each class, total number of senior and junior staff, sex and age distribution;

Staff Movements: recruitments, promotions, postings, upgrading, conversion, staff on secondment, staff on contract, staff on leave and staff who exited the Service during the year under review;

Training and Development undertaken: scheme of service and competency-based training programmes, workshops, seminars and conferences attended in 2017, academic training programmes, summary of cost of training & development interventions.

Part Three deals with the **Planned Sector Programmes and Delivery** as well as the **Financial Performance** of the Ministry, its Departments and Agencies.

Part Four outlines the **Challenges** of the Sector Ministry whilst **Part Five** provides information on the forward look for 2018.

PART ONE: PROFILE OF THE MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS

1.0 Introduction

The Ministry of Employment and Labour Relations (MELR) was established through Executive Instrument (EI 28) issued in February 2017 by H.E. President Nana Addo Dankwa Akufo-Addo.

The Ministry is mandated to formulate policies on employment and labour issues, develop Sector plans, coordinate Sector specific interventions, promote harmonious labour relations, workplace safety, promote the elimination of worse forms of child labour, monitor and evaluate the implementation of policies, programmes and projects for accelerated employment creation for national development. The Ministry executes its mandate through the development of employment and labour-related policies and strategies in tripartite consultations with its Social Partners through the National Tripartite Committee (NTC).

1.1 Vision

A world class Employment and Labour Relations Ministry.

1.2 Mission

MELR exists to coordinate employment opportunities and labour-related interventions in all Sectors, as well as to promote decent jobs and ensure harmonious labour relations in Ghana.

1.3 Functions of the Ministry

The Ministry seeks to achieve its vision, mission and objectives by pursuing the following functions:

- i. Initiate and formulate policies, taking into account the needs and aspirations of the people;
- ii. Undertake development planning in consultation with the National Development Planning Commission; and
- iii. Co-ordinate, monitor and evaluate the efficiency and effectiveness of the performance of the Sector.

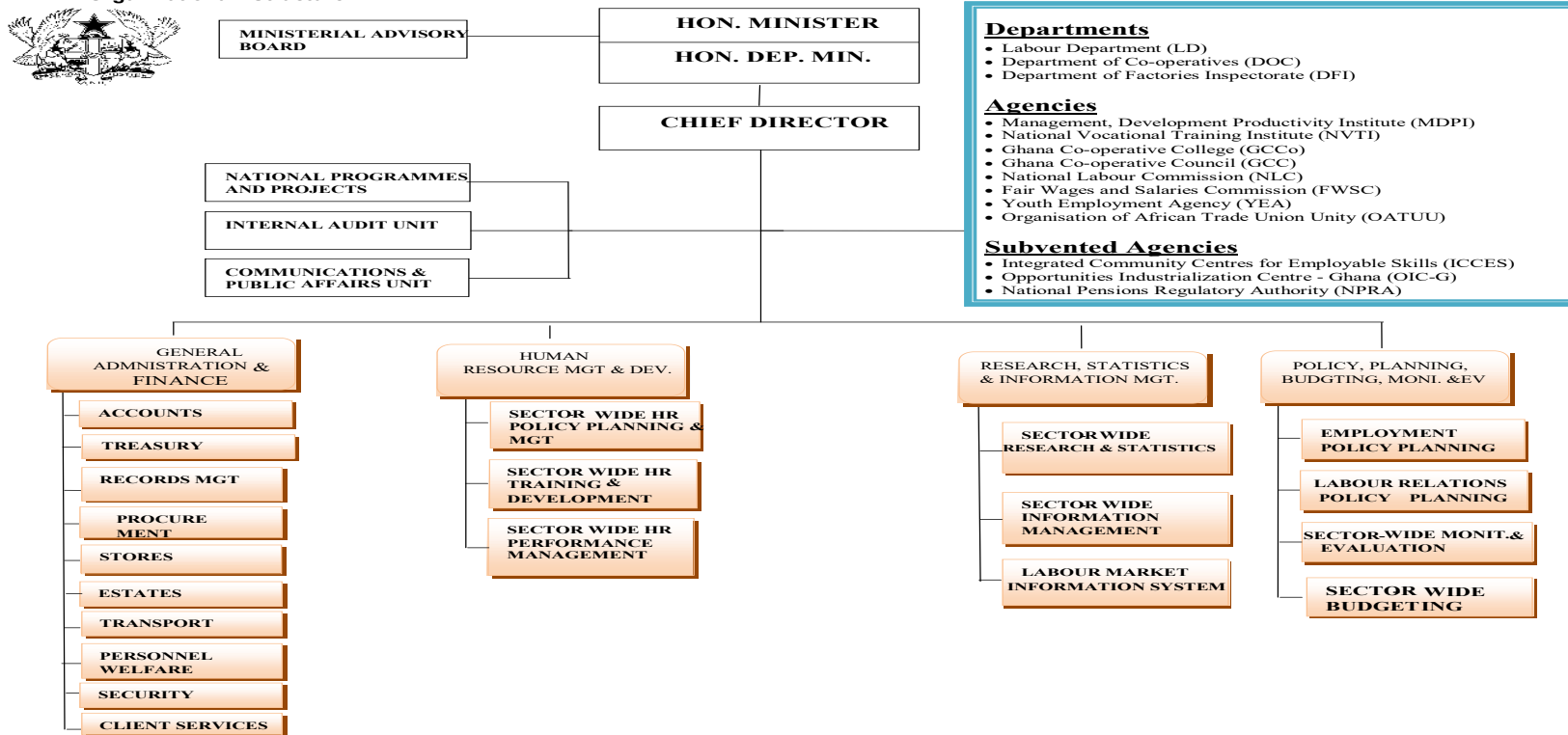
Based on the above framework, the MELR is required to perform the following specific functions:

- i. Initiate, formulate and coordinate Sector policies and programmes, as well as schemes to ensure sustainable, accelerated employment-generation and human capital development;
- ii. Develop strategies and mechanisms to ensure and promote industrial peace and harmony;
- iii. Develop and periodically review all legal and policy instruments for the Sector;
- iv. Ensure the development and review of Labour Market Information Management Systems to facilitate the availability of timely, relevant and accurate national employment and labour statistics;
- v. Coordinate all national employment initiatives with the collaboration of relevant stakeholders of the economy;
- vi. Ensure the monitoring and evaluation of Sector policies, programmes and projects in relation to gainful employment-generation and the promotion of industrial harmony;

- vii. Promote best management practices, systems and procedures in all Sectors of the economy to enhance labour productivity;
- viii. Ensure fair and equitable wages and salaries for employees in all Sectors of the economy;
- ix. Ensure the provision of employable skills and apprenticeship particularly to the youth, through vocational and technical training at all levels to promote decent and sustainable jobs;
- x. Ensure occupational safety and health for all workers in both the formal and informal sectors;
- xi. Ensure all workplaces conform to labour laws through labour inspection; and
- xii. Facilitate the development of vibrant co-operatives and small-scale enterprises for employment generation and poverty reduction.

ORGANISATNAL STRUCTURE

MELR Organizational Structure



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Figure 1: Organogram of the Ministry of Employment and Labour Relations

1.4 Departments and Agencies under the Ministry

1.4.1 Civil Service Departments

- Labour Department (LD)
- Department of Co-operatives (DOC) and
- Department of Factories Inspectorate (DFI)

1.4.2 Sub-vented Agencies

- Management Development and Productivity Institute (MDPI)
- National Vocational Training Institute (NVTI)
- Integrated Community Centres for Employable Skills (ICCES)
- Opportunities Industrialization Centre, Ghana (OIC, G)
- Ghana Co-operatives College (GCCo)
- Ghana Co-operatives Council (GCC)
- National Labour Commission (NLC)
- Youth Employment Agency (YEA)
- Fair Wages and Salaries Commission (FWSC)
- National Pensions Regulatory Authority (NPRA)
- Organisation of African Trade Union Unity (OAATU)

1.4.3 Political and Bureaucratic Heads of the Ministry, Departments/Agencies

The Ministry is managed by a Minister, who is the Political Head of the Sector. He is supported by a Deputy Minister and a Chief Director who serves as the bureaucratic Head.

Below are details of the Political and Bureaucratic Heads of the Ministry, as well as the Heads of Departments at the National Level.

Table 1: Political & Bureaucratic Heads of the Ministry

Ministry	Political Head	Deputy Political Head(s)	Bureaucratic Head
Ministry of Employment and Labour Relations	Hon. Ignatius Baffour Awuah (MP)	Hon. Bright Wireko-Brobby (MP)	Mr. Sammy-Longman Attakumah
Period of Office	7 th February, 2017 to date	15 th March, 2017 to date	July 2014 to date

Table 2: Heads of Departments at the National level

S/N	Name of Department	Name of Bureaucratic Head	Substantive Grade	Period of Office
1.	Labour Department	Mr. Eugene N. Korlety	Ag. Chief Labour Officer	October 2013 to date
2.	Department of Co-operatives	Oscar S. Braimah	Deputy Registrar	July, 2017 to date
3.	Department of Factories Inspectorate	Mr. Fred Ohene-Mensah	Ag. Chief Inspector of Factories	March 2014 to date

Table 3: Heads of Agencies at the National level

S/N	Name of Department	Name of Bureaucratic Head	Substantive Grade	Period of Office
1.	Management Development and Productivity Institute	Mr. Kweku Odame-Takyi	Director- General	August 2017 to date
2.	National Vocational Training Institute	Mawusi Nudekor Awitty	Executive Director	June, 2017 to date
3.	Integrated Community Centres for Employable Skills	David Mensah	Ag. Executive Director	March 2017 to date
4.	Opportunities Industrialization Centres, Ghana	Mr. Samuel Debrah	Executive Director	July, 2009 to date
5.	Ghana Co-operatives College	Mr. Patrick Naab	Ag. Principal	August, 2014 to date
6.	Ghana Co-operatives Council	Mr. Emmanuel Apau-Konamoah	General Secretary	April 2014 to date
7.	Fair Wages and Salaries Commission	Dr Edward Kwapong	Chief Executive Officer	October 2017 to date
8.	National Pensions Regulatory Authority	Mr Hayford Attah Krufi	Ag. Chief Executive Officer	March 2017 to date.
9.	National Labour Commission	Hon. Ofosu Asamoah	Executive Secretary	August, 2017 to date
10.	Youth Employment Agency	Justin Kodua Frimpong	Ag. Chief Executive Officer	September 2017 to date

PART TWO

HUMAN RESOURCE DATA AND ANALYSIS

2.0 Introduction

This part of the report focuses on the human resource of the Ministry and its Three (3) Civil Service Departments. It gives information on the **Staff distribution, Staff Movement, Training and Development.**

2.1 Staff Distribution

2.1.1 Total Staff Strength

In the period under review, January to December, 2017, the staff strength of the Ministry and its Three (3) Civil Service Departments stood at Seven Hundred and Twenty (720). It comprises Four Hundred and Twenty-Seven (427) males (59%) and Two Hundred and Ninety-Three (293) females (41%) detailed as follows:

The total staff strength of the main Ministry is Eighty-Nine (89) thus about 12% of the total Ministry's staff strength.

The total staff strength of the Labour Department stood at Two Hundred and Eighty-Four (284) that is about 39% of the Ministry's staff strength.

The staff strength of the Department continues to decrease due to natural attrition (retirement, death and resignation), government policy on net freeze of employment, as well as lack of adequate financial resources for recruitment. By the end of 2016 the staff strength stood at 304 as against current staff strength of 284, indicating in absolute terms that the staff strength has reduced by 20 or 6.65%. The approved staff establishment for the Department is 500 while the strength at the end of reporting period stood at 284, indicating staff deficit of 216 or 56.8%

The Department of Factories Inspectorate has a total staff strength of Sixty-Nine (69), this is about 10% of the Ministry's staff strength.

The staffing position of the Technical staff has increase to 36 Factory Inspectors however this is still far below the establishment level of 70. Clearance has been given to recruit Four (4) Technical Officers in the coming year, 2018.

There is an urgent need for both geographical and operational expansion of the Department to ensure more effective promotion of occupational safety and health. The Department which operates from 6 of the 10 regions needs to be expanded to cover all the Regions of the country. With the acquisition of an office accommodation in Ho the capital city of the Volta Region at least three officers will be transferred to the region.

This is necessary to bring the Factory Inspectorate closer to the workplace to ensure more expeditious response to the problem of occupational safety and health at workplaces. With 36 Technical Inspectors responsible for the safety and health of workers, employed at about 9,000 registered workplaces around the country is a recipe for industrial accidents and diseases.

The staff turn-over has been very high due to lack of motivation, training and non-availability of critical logistics such as vehicles for official inspections and scientific equipment for monitoring. For the past Five years 10 Technical Staff have resigned.

The Department of Co-operatives' staff strength stands at Two Hundred and Seventy-Eight (278), which is about 39%

2.1.2 Occupational Groups (Class Distribution)

The Sector has a total of fifty-Two (52) occupational groups; the classes differ and below are the various classes from the main Ministry and the Three (3) Civil Service Departments:

The Ministry has Fourteen (14) occupational groups involving twenty-Three (23) Administrative staff, Eight (8) Accounting staff, Three (3) Planning officers, Two (2) Procurement staff, Two (2) IT/IM staff, Four (4) Audit staff, Eleven (11) Transport staff, Six (6) Programme officers, Ten (10) Secretarial staff, One (1) Protocol officer, Three (3) Records staff, Five (5) Executive staff, One (1) Estates Officer and Ten (10) other staff made up of messengers, cleaners and security personnel.

The Labour Department has Thirteen (13) occupational groupings in the Department, which shows the total number of staff in each working group at the Department made up of Labour Cadres and auxiliary staff. There are One Hundred and Forty-Nine (149) in the Labour Class, Eight (8) in the Executive Class, One (1) Store keeper, One (1) Record staff, Six (6) in the Enumerator class, Five (5) in the Secretarial Class, twenty-Two (22) in the Typist class, Five (5) Telephonist/Receptionist, Six (6) Drivers, Nineteen (19) Messengers, Seven (7) Labourers, thirty-Eight (38) Watchmen and Seventeen (17) Charwomen.

The Department of Factories Inspectorate has Nine (9) occupational groups, made up of thirty-Three (33) Technical Inspectors, Twelve (12) Executive Class, Nine (9) Secretarial class, Three (3) Researchers, Two (2) Records officers, Two (2) Drivers, One (1) Labourer, Three (3) Sweepers and Four (4) Watchmen.

The Department of Co-operatives has Sixteen (16) occupational groups comprising: Nine (9) Deputy Registrars, Sixteen (16) Assistant Registrars, Twenty-Nine (29) Principal Co-operative Officers, Ten (10) Senior Co-operative Officers, Thirty-Five (36) Co-operative officers, Twenty-Seven (27) Inspectors of Co-operative Societies, Thirty-Five (35) Senior Assistant Co-operative Officers, Thirty (30) Assistant Co-operative Officers, One (1) Senior Accountant, Twenty-Nine (39) Secretaries, Five (5) Executive Officers, Six (6) Records officers, Six (6) Drivers, Nine (9) Labourers, Fifteen (15) Messengers and Five (5) Watchmen.

2.1.3 Total Number of Senior/Junior Staff

The Ministry and its Three Civil Service Departments have total staff strength of Seven Hundred and Twenty (720). Three Hundred and Twelve (312) are Senior Staff (43%) while Four Hundred and Eight (408) are Junior Staff (57%).

The main Ministry has Sixty-Five (65) Senior Staff (27 males, 38 females) and Twenty-Four (24) Juniors (18 males, 6 females). The Labour Department has a total of Eighty-Seven (87) Senior officers (72 males and 15 females) and One Hundred and Ninety Seven (197) Junior officers (135 males and 62 females). The Department of Factories Inspectorate has Forty-Eight (48) Senior Staff (31 males and 17 females) and Twenty-One (21) Juniors (13 males and 8 females); the Department of Co-operatives has a total of One Hundred and Twelve (112) Senior staff (37 males and 75 females) and One Hundred and Sixty-Six (166) Junior Staff (94 males and 72 females).

Sex Distribution

The Ministry and its Civil Service Departments had Four Hundred and Twenty-Seven (427) males (59%) and Two Hundred and Ninety-Three (293) females (41%). The main Ministry has Forty-Five (45) males and Forty-Four (44) females; the Labour Department has Two Hundred and Seven (207) males and Seventy-Seven (77) females; the Department of Factories Inspectorate has Forty-Four (44) males and Twenty-Five (25) female and the Department of Co-operatives has One Hundred and Thirty-One (131) males and One Hundred and Forty-Seven (147) females.

2.1.4 Age Distribution

The Ministry and its Civil Service Departments has a total of One Hundred and Seven (107) between the ages of 20-30 years (14.86%), Two Hundred and Four (204) between the ages of 31-40 years (28.33%), One Hundred and Seventy (170) were between the ages of 41-50 years (23.61%), Two Hundred and Thirty-Eight (238) were between 51-60 years (33.06%) with One (1) person above 60 years (0.14%) .

At the main Ministry Seventeen (17) members of staff are between the ages of 20-30 years, thirty-Six (36) are in the bracket of 31-40, Twenty (20) between the ages of 41-50 years, Fifteen (15) in the bracket of 51-60 with One (1) person above the age of 60.

The Labour Department had Fourteen (14) from the 20-30 age group, those whose ages ranges from 31-40 stood at Eighty (80), those whose ages ranges from 41-50 stood at Eighty-Eight (88), and 51-60 stood at One Hundred and Two (102).

This exhibit a Department with high number of staff caught up in the 51-60 bracket as against low staff within the youthful age 20-30 bracket, this is a signal that within the shortest time huge chunk of staff would retire and the Department needs to embark on recruitment plan. The age range of 41-50 constitutes the second highest with staff strength of 88 showing that the Department's success rate in recruitment is low.

DFI had a total of Eleven (11) between the ages of 20-30 years, Twenty-Five (25) staff between the ages of 31-40 brackets, Eighteen (18) staff members are between the ages of 41-50 and Fifteen (15) staff between 51-60 years.

Out of Two Hundred and Seventy-Eight (278) staff strength of DOC, there are Sixty-Five (65) staff between 20-30 years, Sixty-Three (63) are in the brackets of 31-40 years, Forty-Four (44) are between 41-50 years and there are One Hundred and Six (106) staff who are between 51 to 60 years,.

The statistics depicts that majority of the staff are between the bracket of 51-60 years. If nothing is done to beef-up the staff in the next Ten years, it will be chaotic for the Department when all these staff would have exited.

(Templates on staff distribution is attached as Appendix 1a-1e)

2.2 Staff Movements

2.2.1 Recruitments/Replacements undertaken

During the year under review only Three (3) staff members were recruited by the main Ministry, they are One (1) Assistant Programme Officer, One (1) Internal Auditor and (1) Assistant Director, IIB.

2.2.2 Promotions undertaken

A total of Forty-Seven (47) staff were promoted to higher grades, Two (2) from the main Ministry: they are One (1) Information Officer promoted to Senior Information Officer and

One (1) Accountant to Senior Accountant. The Department of Co-operatives had Forty-Five (45) officers promoted to higher grades.

2.2.3 Postings Undertaken

Thirty-Nine (39) postings were undertaken at the main Ministry, the Labour Department and the Department of Co-operatives. The Main Ministry had Eight (8) persons posted-in with Six (6) posted out. The Labour Department had Nine (9) persons posted out. At the Department of Co-operatives Sixteen (16) postings were undertaken.

2.2.4 Staff Upgraded

A total of Seven (7) officers were upgraded to higher levels during the reporting period at the Department of Co-operatives.

2.2.5 Conversion undertaken

The Department had Three (3) staff members who converted during the reporting period.

2.2.6 Staff on Secondment

A total of Four (4) persons are on Secondment at the main Ministry. Two (2) persons were seconded from OICG, One (1) person from the Department of Social Welfare and the other from ICCES.

2.2.7 Staff on Contract

One (1) person is on contract at the main Ministry

2.2.8 Leaves (Study Leave, Leave of Absence)

Three (3) officers were on study leave; Two from the main Ministry and One (1) from the Department of Factories Inspectorate. The Two officers from the Ministry completed their course in December 2017 and have since returned to the office.

2.2.9 Staff who Exited the Service

During the year under review, a total of Thirty-Three (33) officers exited the Service through retirement, resignation, vacation of post, dismissal and death. There were Twenty-Seven (27) retirements, One (1) resignation, Two (2) death, One (1) dismissal and Two (2) other officers exited by other means.

The main Ministry had Three (3) retirements, One (1) resignation, One (1) vacation of post and One (1) death, the Labour Department had Twelve (12) officers retiring and One (1) staff exiting by other means, the Department of Factories had One (1) retirement and One (1) death. The Department of Co-operatives had Eleven (11) retirees while One (1) died out of natural cause. (*Templates on staff movements is attached as Appendix 2a-2i*)

2.3 Training & Development

2.3.1 Scheme of Service & Competency-Based Training

A total of One Hundred and Forty-Four (144) officers went through various Scheme of Service and Competency-Based Training programmes.

The main Ministry had Eighteen (18) officers undertaking Scheme of Service training and Forty (40) benefiting from Competency based training and Eleven (11) others benefiting from various overseas training.

The Labour Department had Forty-One (41) officers undergoing various Scheme of Service and Competency based-training during the year 2017.

The Department of Co-operatives had Forty-Five (45) technical staff benefiting from a Scheme of Service and Competency training organised by the Civil Service Training Centre, Accra. Seven (7) senior staff benefitted from overseas training in Korea.

2.3.2 Workshops, Seminars & Conferences attended

A total of One Hundred and Forty (140) officers went through various Scheme of Service and Competency-Based Training programmes in the year under review.

The main Ministry had Fifty-Four (54) officers undertaking Scheme of Service and Competency-based Training, The Labour Department had Forty-One (41) officers undergoing various Scheme of Service and Competency-based training, the Department of Co-operatives had forty-Five (45) technical staff benefiting from a Scheme of Service Training organized by the Civil Service Training Centre.

Forty-Eight (48) staff attended various workshops, seminars and conferences during the year 2017. The main Ministry had Fifteen (15) staff members attending various workshops, seminars and conferences, the Labour Department had Eight (8) officers attending workshops, seminars and conferences during the year. The Department of Factories Inspectorate had Eighteen (18) staff attending workshops, seminars and conferences while the Department of Co-operatives had Seven (7) officers attending various workshops, seminars and conferences during the years under review.

2.3.3 Academic Training Programs

A total of Three (3) members of staff undertook Academic Training Programme during the reporting period. Two (2) from the main Ministry pursued a Master's Programme at Korea and One (1) from the Department of Factories Inspectorate is pursuing a 2-year Masters Programme at the Accra Institute of Technology.

(Templates on staff Training and Development attached as Appendix 3a-3d).

PART THREE: PLANNED PROGRAMMES AND DELIVERY

3.0 Introduction

The MELR is the lead policy agency of government in terms of employment and labour related issues. The Ministry together with its Departments/Agencies during the year under review pursued a number of policies and implemented development interventions to contribute to the achievement of the Sector's national development objectives and targets, as enshrined in the 1992 Republican Constitution of Ghana and stipulated in the Ghana Shared Growth and Development Agenda: 2014-2017 (GSGDA II), the Budget and Economic Policy of Government, the State Of the Nation Address (SONA) and International, Regional and Sub-regional Conventions. These policies and interventions were aimed at improving the general living standards of the people of Ghana in consonance with the Mandate, Mission, Vision and Core Functions of the Ministry. The policies and development interventions were also specifically designed to respond to the development objectives of Government and the Ministry's obligations under the Human Development, Employment and Productivity.

In order for MELR to achieve the set national targets and policy objectives relating to Human Development, Employment and Productivity, the Ministry and its Departments and Agencies implemented specific activities in the areas of *Labour Administration, Employment Creation and Skills Development*.

The key policies, planned programmes and projects, activities and achievements of the Ministry and its Departments and Agencies in 2017 are as indicated below:

3.1 Key policies, planned projects, programmes, activities and achievements of Main Ministry

3.1.1 Development of the Ghana Labour Market Information System (GLMIS)

The MELR through a World Bank-funded project, the Ghana Statistics Development Project (GSDP) contracted a Consultant to develop a conceptual framework for the establishment of a Ghana Labour Market Information System (GLMIS) in 2016. In 2017, a Management Information System (MIS) Expert developed the GLMIS Application from the conceptual framework. The System was developed and demonstrated to a joint meeting of the National Steering and Technical sub-Committees, Management of MELR, Development Partners and the World Bank for their assessment and inputs. The inputs from the various stakeholders were subsequently incorporated into the System and finalised. The GLMIS Application is currently hosted by the National Information Technology Agency (NITA) with a domain name of (www.glmis.gov.gh).

A monitoring visit was undertaken by the MELR-GSDP Team to the Ten (10) Regional offices of the Labour Department to assess their preparedness, infrastructure and knowledge of the GLMIS. After the monitoring, 72 officers from the MELR, the Labour Department (Headquarters, Employment Information Branch (EIB) and the Public Employment Centres (PECs)) were trained on the developed System and their inputs incorporated into the GLMIS Application.

The National Information Technology Agency (NITA) has been contracted by the Ministry to undertake the internet connectivity of the Ten (10) Regional offices of the Labour Department and are expected to complete the connectivity by end of January, 2018. The System is expected to generate data/statistics on employment and jobs posted and applied to by Employers and Job Seekers respectively, it will also enable Skills Developers to publish trainings for Job Seekers.

It will in addition collect, collate and analyse administrative data on employment and labour by the Labour Department and the Ghana Statistical Service (GSS).

3.1.2 National Occupational Safety and Health Policy and Bill

The new National Occupational Safety and Health (OSH) Policy was developed in 2015 and revised in 2016 to provide a comprehensive and coordinated framework for the harmonisation of OSH systems in Ghana. This is in view of the fragmented OSH management system created by Government in its efforts to address occupational safety and health issues but in a piecemeal manner across the productive sectors. It is expected that the policy and the corresponding bill when approved and implemented, would strengthen the preventive, rehabilitative and compensation aspects of the OSH system in Ghana, as well as improve the inter-linkages between inspections, research and investigations, and compensation. The policy together with the regulatory functions of the proposed OSH Act, would primarily place the responsibility of due diligence on the generators of risks that exposed workers and other users of work premises to occupational safety and health hazards, particularly employers.

The policy is mainly intended to replace the Factories, Offices and Shops Act (FOSA), 1970 (Act 328) which has been found to be outdated, outmoded and inadequate to address OSH issues in Ghana, particularly in the case of the informal economy which employs over 90% of the Labour Force (LFS, 2015). The overall goal of the National OSH Policy and the bill is to create a comprehensive national framework that would ensure as far as reasonably practicable ***full protection of workers and other users of workplaces from occupational safety and health hazards***. This will be achieved through effective implementation, coordination and harmonization of occupational safety and health policies and agencies in Ghana for ***enhanced working environment and wellbeing of workers and the general public***.

In order to achieve the overall goal, the policy is designed to focus on the following key strategic objectives:

- To promote safe and healthy working environment through the prevention of accidents, injuries, ill-health and fatalities at the workplace as far as reasonably practicable.
- To prohibit actions, conditions and processes that pose imminent danger to the safety or health of the worker.
- To protect the livelihood of victims of occupational accidents, injuries and fatalities, and their dependants.
- To strengthen OSH related research and adoption of modern and cost-effective technology.
- To strengthen policy implementation, monitoring and evaluation structures for effectiveness and efficiency.

In 2016, the policy and bill were finalised, and submitted to Cabinet for executive approval. However, due to the exigencies of the time (i.e the 2016 general election) Cabinet was unable to consider the policy documents. The Ministry was thus advised to re-submit in 2017. Due to some emerging issues in 2017, the Ministry conducted stakeholder consultations in 2017 towards the revision of the policy and bill for re-submission to Cabinet. Two stakeholder consultative meetings were held on the bill and both documents were technically harmonised by a technical committee. Through the stakeholders' consultation and finalisation processes the Ministry was able to achieve a lot of buy-ins which is expected to facilitate adoption and implementation. At the request of Cabinet, the Revised Draft National Occupational Safety and Health Policy and Bill were re-submitted to Cabinet and the Attorney General's Department for further advice and executive approval.

In 2017, the key challenges that the Ministry faced included the increasing incidence of gas explosion in the country. In addition, the current inadequate capacity of the Department of Factories Inspectorate made it difficult for the issues that precipitated the occurrences to be addressed as swiftly and effectively as possible.

In 2018, it is expected that the policy and bill would be approved by Cabinet and Parliament to pave the way for the establishment of a National Occupational Safety and Health Authority (NOSHA). This would modernise the OSH system and regulate the effective management of occupational safety and health risks at the workplaces.

3.1.3 Implementation Plan of the National Labour-intensive Public Works Policy

In order to ensure inclusive development and achieve social cohesion, the Ministry promotes the provision of employment and income earning opportunities for segments of the population who are eligible to work. Information on the labour market as well as poverty surveys (i.e GLSS 5 and 6) indicated the existence of the economically active poor population within the labour force. This includes persons who are eligible to work but are unable to find work because they lack the requisite skills to compete on the labour market. It also includes seasonal farm workers who become redundant during the lean season.

In 2016, the National Labour-intensive Public Works (LiPW) Policy was developed by the Ministry in collaboration with the Ministry of Local Government and Rural Development (MGLRD). The project was sponsored as a component of the World Bank's Ghana Social Opportunities Project (GSOP) implemented in over 60 districts across the country. The overall goal of the policy is 'improved living conditions of the economically active poor through expansion of income earning opportunities and accelerated local economic development'. The policy is designed to pursue the following strategic objectives:

- To create income earning opportunities for rural and urban poor to reduce extreme poverty.
- To provide employable, vocational and technical skills for the unskilled and semi-skilled labour force.
- To provide socio-economic infrastructure for local economic development.
- To promote private sector participation in job creation and local economic development.
- To promote inter-agency coordination to facilitate implementation of LiPW.

In 2016, the National Labour-intensive Public Works Policy was launched without the Implementation Plan.

In 2017, a Technical Committee made up of representatives from the Ministries of Gender, Children and Social Protection, Local Government and Rural Department, and this Ministry was put in place to develop the National LiPW Policy Implementation Plan. The Committee developed a Draft Implementation Plan which was subjected to stakeholders' scrutiny and validation. The Plan was finalised and 1,500 copies printed to facilitate dissemination and implementation. By the end of 2017, the GSOP Secretariat was able to cumulatively generate 166,725 LiPW jobs across the districts.

The Ministry however, encountered the challenge of mainstreaming the application of LiPW methods in the development agenda of Ministries, Departments and Agencies (MDAs) as well as Metropolitan, Municipal and District Assembly (MMDAs).

In 2018, the Ministry will conduct policy sensitisation and awareness creation, and training programmes for the LiPW implementing agencies to facilitate policy mainstreaming

3.1.4 Ghana Co-operatives Bill

In order to modernise the cooperative system and make it more responsive to the need to develop vibrant business ventures for accelerated economic growth, a new Co-operative Bill was developed in 2016. The purpose of the bill was to remove some institutional and legislative bottlenecks that hamper the growth and relevancy of the cooperative system in current development dialogue and programmes.

In 2017, further stakeholders' consultations were held on the Ghana Co-operative Bill to review certain aspects of it to make it conform to international good practices.

In 2018, the Ghana Co-operative Bill would be submitted to Cabinet and Parliament for executive approval and promulgation.

3.1.5 Youth Employment Agency

The Youth Employment Agency was established in 2015 through the promulgation of YEA, Act, 2015 (Act 887), to coordinate employment opportunities and advise the Sector Minister on youth employment issues. The YEA does this through research and by implementing the accredited youth employment modules. Currently, the YEA has engaged the youth in the following modules:

- Youth in Agriculture and Afforestation
- Youth in Sanitation and Coastal Assistants
- Youth in Community Service and Security
- Youth in Community and Health Assistants
- Community Teaching Assistants
- Youth in Trades and Vocation
- Youth in Entrepreneurship
- Youth in Apparel and Textiles
- Youth in ICT
- Youth in Industrial Attachment

In 2016, the YEA recruited and engaged 61,029 youth under the various modules. This did not include 45,000 persons engaged under the Youth in Sanitation Module implemented differently by the District Assemblies.

In 2017, YEA was able to increase its total recruitment to 62,115 against the target of 116,113 unemployed youth.

In 2018, YEA would explore other financing opportunities and increase its total recruitment to 120,000 youth.

3.1.6 Job Placement by Public and Private Employment Agencies

The Labour Act, 2003 (Act 651) mandates the Labour Department to canvass for job opportunities across the productive sectors and facilitate the placement of registered unemployed persons. The Department is able to carry out this function under the National

Employment Service through the activities of 64 Public Employment Centres spread across the district and Registered Private Employment Agencies. The Private Employment Agencies which are licensed by the Labour Department are allowed to recruit employed persons for local foreign job placements.

In 2016 a total of 2,586 registered unemployed persons were placed by the PECs and PEAs. Out of this figure, 1,562 were placed in foreign job vacancies.

In 2017, the PECs and PEAs were able to place a total of 3,552 persons in job vacancies across the sectors both in Ghana and outside.

In 2017, activities of illegal recruiting firms posed serious challenges to the sector. The Ministry received several reports of abuse of labour migrants in the Middle East Region. This unacceptable turn of events, compelled Government to place an indefinite ban on recruitment to the Gulf Region.

In 2018, the necessary legal and institutional structure would be put in place to ensure that labour migrants from Ghana are fully protected from abuse and exploitation.

3.1.7 Formalization of the Informal Economy

The informal economy employs over 90% of the labour force in Ghana (LFS, 2015). Due to the fact that official administration structure hardly reaches the informal economy, a lot of decent work deficits have been identified in relation to non-compliance to occupational safety and health standards, absence of clear employment contracts, inadequate unionisation and social dialogue and most importantly lack of social security. There are also inadequate social protection schemes for workers in the informal economy.

In 2016, the Ministry was able to organise an Informal Economy Stakeholders Consultative forum which was meant to bring together all organisation and stakeholders involve in the formalisation process to brain storm on the possible ways of facilitating the formalisation process.

In 2017, the Technical Committee on the Informal Economy developed the Road map to Formalisation and submitted to the Ministry and its partners for consideration.

In 2018, the Road map for Formalization will be validated in collaboration with the stakeholders and office of the Vice President for implementation.

3.1.8 Development of the 2016 MELR Statistical Report

The MELR has, since the inception of the World Bank-funded Ghana Statistics Development Project (GSDP) in September 2014 successfully developed and published Three (3) Statistical Reports (*i.e.* 2014, 2015 and 2016) to ensure that data on activities of the Ministry, its Departments and Agencies are monitored, evaluated and disseminated, to enable assessment of the progress of implementation of policies, laws and programmes of the Departments and Agencies under the Ministry.

To ensure that accurate and reliable data are collected and presented to stakeholders, the Research, Statistics and Information Management (RSIM) Directorate updated and validated the customized data collection templates designed for the 2015 Statistical Report taking into consideration comments, suggestions, feedback and recommendations of all stakeholders especially data generators themselves, *i.e.* the Departments/Agencies. The templates were then

forwarded to the respective Departments and Agencies to populate and re-submit for use in the production of the 2016 Statistical Report.

The continuous need for data on employment and labour-related issues, particularly the administrative data on the activities of the Ministry and its Departments and Agencies precipitated the production of the 2016 Statistical Report. It is expected to serve as a useful tool for providing data to inform policy planning, formulation, implementation, monitoring and evaluation. The 2016 Statistical Report disaggregated the data on the administrative activities of the Ministry and its Departments and Agencies and also incorporated all the suggestions and recommendations made on the previous Reports. The summarised statistics has also enabled the Ministry to build upon its previous performance and develop or adopt strategies that would enable the Ministry improve upon its policies in addressing the challenges confronting the country in terms of employment and labour-related issues. The need to compile a comprehensive Statistical Report is not only for evidence-based labour-related planning and policy formulation, but also to serve as a way to showcase the performance of the various Departments and Agencies under the Ministry.

The Ministry expects to publish the MELR 2017 Statistical Report by end of June 2018 and also anticipates that the establishment and operationalisation of the Ghana Labour Market Information System (GLMIS) will widen the coverage of administrative data on employment and labour in the country and further ensure accuracy, as well as timeliness in reporting.

3.2 Planned Programmes, Activities and Achievements of Departments and Agencies

3.2.1 Labour Department

3.2.1.1 Labour Administration

The core function of Labour Department is to undertake Labour Administration which is defined by International Labour Organization (ILO) Convention No. 150 as public activities in the field of Labour Policy. These activities include but not limited to Employment Services, Labour Inspection and Industrial Relations.

Employment Services: The Department undertakes this services through its Public Employment Centres (PECs). The officers at PECs provide registration and placement services to employed and unemployed persons who are looking for suitable employment and employers who declare vacancy.

Registration: The officers at PECs take details of the prospective applicant, including date of birth, educational attainment, job experience, trade skills and other personal details. By registering and sketching the job seeker's profile it enables the officer to match them to vacancy declared by employer or refer them to an employer. The registration process allows the PECs to build up a skill profile data of job seekers which make it easier to link them to employers and link unemployed to suitable employment opportunities.

Placement: The officers at PECs take detail information of job vacancy declared by employers. This include the location of the enterprise, required skill to perform the job, educational attainment, work experience, salary level, knowledge and ability. Then the registered applicants are referred to the employer for interview and the qualified Ones are chosen among the registered applicants. At the beginning of the reporting period the total registered

unemployed persons at the department's Live Register stood at **7,253**. In 2017, the Department targeted to register **4,000** job applicants. At the end of 2017, the Department registered **1,000** job seekers bringing the total of registered job applicants on the Live Register to **8,253**. The Department was able to place **3,821** registered job applicants into gainful employment at the end of reporting period.

Labour Migration Data: Private Employment Agencies facilitated the employment of 1,520 job seekers outside Ghana. This was made up of 622 males and 695 females.

Career/Vocational Guidance Talks: The officers at PECs provide Career/Vocational Guidance Talk to job seekers with range of information to help them with their job-search activities and further advise them with an alternative employment options; this is because when there is high unemployment, skill shortage can still exist in a particular occupation or geographical areas.

3.2.1.2 Labour Inspection

Labour Inspection is proactive and reactive visits by Labour Inspector to assess conditions of workers and to take action when necessary. The basic function of Labour Inspection system encompasses all supervisory and public services set up to ensure compliance with labour laws and regulation covering Four critical areas: General Condition of work, Labour Relation and dispute resolutions, Occupational Safety, health, hygiene and welfare, and employee services. Therefore, Labour inspection undertaken by the Department was envisaged to improve the country's Labour Administration System in the areas of hour of work, wages, safety, health and welfare, child labour, young persons and other related matters. Also, to supply technical information to employers and workers on the best ways to comply with legal provision. Finally, to bring to notice of competent authority defects or abuses not specifically covered by Labour laws.

So, the scope of Labour inspection goes beyond policing role to promoting social equity at national level and stimulating social dialogue at the enterprise level to create a culture of prevention. Therefore, a target of **760** establishments were set to be inspected by the end of December, 2017. The Department was able to inspect **260** establishments and **3,200** workers' conditions were assessed due to lack of mobility and inadequate late release of funds.

Industrial Relations:

Industrial relation is a broad field encompassing work and employment relations and the actors and processes that govern them. It is premised on the understanding that enterprises and workers have different and conflicting goal and interest in areas like wage negotiation, labour disputes, strikes, public protest and other forms of collective action which are sometimes manifested in conflict. Industrial relations, therefore, provides analytical framework with which to make sense of this contestation.

Labour Department is an agency that delivers labour protections and elicit participation of workers in determining quality of their working lives through issuance of Union certificate, Collective Bargaining Certificate and resolution of Labour complaint cases.

Union Certificate: Labour Department issues Union Certificate to workers to grant them all the rights enshrined in the labour law to pursue their social and economic rights. In reality power asymmetry/imbalance remains firmly in place of the employer. Only few workers may have capacities and resources to negotiate as equals with employers on their terms and conditions of employment. This will push most workers into vulnerable positions and result in precarious job situation and inequalities in wages and income.

Collective Bargaining Certificate (CBC): The traditional Industrial Relations institutions born out of Labour laws premised on the unbalance power relations between workers and employer. Bargaining collectively, Trade Unions could balance the unequal bargaining power in employment relations and negotiate work standards that are beneficial for its members and protect workers from adverse effect of competitions. The income inequalities and socio-economic destabilizing growth can significantly be reduced by strong Trade Unions and high rate of Collective agreements in the industry.

The Department therefore, targeted to issue **100** CBCs in 2017, to help improve penetration rate of CBCs to achieve industrial harmony in the country. By the end of the reporting period the Department was able to issue **51** CBCs to various Trade Unions to negotiate with their Management on their conditions of service.

Labour Complaint Cases: The Department assists workers who have minor differences with their employers to resolve these cases. At beginning of 2017, the Department targeted to settle **100** labour complaint cases. At the end of the reporting period the Department was able to help employers and workers to resolve **158** labour complaint cases to achieve industrial peace.

3.2.2 Department of Factories Inspectorate

The key policy of the Department is to improve workplace safety and health. This comes with Four (4) policy objectives namely:

- promoting the enforcement of Labour Laws and Regulations,
- maintaining Industrial Hygiene standard at all workplaces, increase safety and health awareness,
- enhancing safety and health at workplaces to increase productivity and
- statutory examination and testing of dangerous equipment and potentially hazardous installations.

In promoting the enforcement of the Labour Act, 2003 (Act 651), pre-registration inspections were conducted to register new premises out of the intended 500 new workplaces with a baseline target of 410 in 2016. The Department conducted 2,100 routine inspections in registered premises out of a target of 2000 with a baseline target of 572.

Out of 18 reportable accidents, 12 were investigated, that's 66.7% with a baseline target of 51% (15 out of 29 accidents). All the 20 workplaces earmarked for prosecution were prosecuted with a baseline target of 4 prosecution in 2016. In maintaining Industrial Hygiene standards, 70 hygiene surveys were targeted however this was exceeded by 2 which was below the baseline status of 130 in 2016. Under the awareness creation objective, 28 safety and health talk and training were conducted out of a target of 80. The baseline status in 2016 was 36. To enhance safety and health at workplaces for increase productivity annual seminars and conferences were to be organized, however this could not be achieved within the year under review same as 2016.

The Department could not undertake any manpower development this year as compared to 2016 where 5 officers were trained. A target of GH¢1,469,498.51 was intended to be collected with a baseline target of GH¢729,040 however GH¢995,728.00 was realized.

Monitoring and evaluation activities in the regions were not performed with a target of 7 regional offices. The baseline status indicates that all 7 targeted regions were monitored. 894

statutory examination and testing of dangerous equipment were supervised out of a target of 1000 with the baseline status standing at 484 in 2016.

The year under review has been very challenging due to the spate of gas explosion around the country. These are areas within our jurisdiction which borders on occupational safety and health. The Department has been overwhelmed with numerous safety and health issues across the length and breadth of the country especially the districts where there are no offices of the Department.

The targets for the year were based on our staff strength of 36 Inspectors and resources. However target for routine proactive inspections at existing workplaces was exceed by the 36 inspectors at post. 74% out of the targeted 500 new workplaces were registered and inspected to ensure save working environment.

Occupational hygiene monitoring has been encouraging but have quite a number of workplaces still not covered.

More than 70% of a total of 9000 registered workplaces have not been visited in 2017 which is a recipe for industrial accident and diseases due to the staff strength and low budgetary allocation from Government.

3.2.3 Department of Co-operatives

For the period January to December 2017, a total of 438 Societies were registered. The breakdown is as follows:

Number of registered Societies:

Table 4: Number of Registered Societies

SECTOR	2017
Agriculture Co-operatives	235
Industrial	11
Service	25
Financial	117
TOTAL	438

Under the period under review 538 Co-operative Societies were audited. The breakdown according to Sectors are as follows:

Number of Societies audited / inspected:

Table 5: Number of Societies audited/inspected

SECTOR	NUMBER
Agricultural Co-operatives	203
Industrial Co-operatives	38
Service Co-operatives	80
Financial Co-operatives	211
TOTAL	532

Mondelez Cocoa Life collaboration:

The overall objective of the collaboration of the Department of Co-operative and Mondelez Cocoa Life, formally Cadbury Cocoa Partnership is to facilitate improvement in the livelihoods of the Cocoa farmers and Communities through the development of viable and sustainable Cocoa Co-operatives led by the farmers and community members.

One Hundred (100) communities were initially selected from seven districts. The communities have increased to 200 communities from 13 Districts/Municipals in Five regions, Ashanti, Brong Ahafo, Eastern, Western and Central.

A total of 339 Societies have been registered under the project with membership of 24,858 members made up of 16,243 males and 8,615 females.

The Department continues to offer series of trainings to both society members and executives on group dynamics, governance, co-operative principles and practices, record keeping and business management, among others.

These registered societies have formed Eight (8) secondary societies, i.e. District Unions who were facilitated, nurtured and registered by the Department.

The Department in collaboration with the Shea Unit of Cocobod have registered a number of Shea Nut Farmers and Pickers Society in the Three (3) regions of the North.

3.2.4 Ghana Co-operatives College

The Ghana Co-operatives College in the year under review had a target to train a Thousand (1000) YEA and DOC recruits in Co-operative principles. As December, 2017 the trainees were yet to be recruited.

The Youth Employment Agency was to renovate the Ghana Cooperative College building, as at December, 2017 the renovation had been effected.

A total of 200 Artisans such as Hairdressers, Tailors and Caterers were targeted to be trained in 2017. In collaboration with OICG trained a total of Two Hundred and thirty-Six trainees.

As a result, young people now have knowledge of the existence of the Cooperatives College.

3.2.5 Ghana Co-operative Council

The main policy objective was pivoted and centred around the creation of opportunities for accelerated job creation across all sectors and the encouragement of the formation of small business enterprises through the Co-operatives System. This objective falls under the job creation and Development programme and has Co-operative Development as its sub-programme. The Ghana Co-operatives Council under this policy decided to train its members who are mainly within the Small Medium Enterprises in basic entrepreneurial skills with the view to ensure that they are all able to grow and expand their businesses, ensure its viability and sustainability so that they can create more decent and permanent jobs.

The Council also decided as a matter of policy to intensify the education and sensitization of the general public targeting the youth on the principles, values, ethics, philosophy and the

advantages of the co-operative business model to make co-operative more appealing and attractive to the general public, so that they will begin to establish more business enterprises through the co-operative system.

Under this Broad policy objective the Council undertook 4 main programmes and projects. The Council under this programme decided to complement Government's effort to improve the overall wellbeing of farmers by improving on their incomes and ensure the supply of inputs, adequate production, warehousing, marketing, and processing of their produce to reduce post-harvest losses. The Council therefore decided to conduct a re-organizational training in group dynamics, pricing, marketing and basic records keeping for members of Ghana Co-operative Agriculture Producers and Marketing Association. In all 400 farmers were targeted out of which 250 were trained. In 2017, 320 farmers were targeted out of which 120 were trained.

The second programme was geared towards the sensitization of construction artisans on the need to come together to form co-operative groups to improve upon their income levels ensure job security and decent retirement benefit / pensions. In all 200 artisans were targeted, out of which 100 were trained during the sensitization process.

The third programme was the financial literacy sensitization programme for some selected non-financial co-operative organizations in the culture of savings and thrift and the formation of saving and loans units with their Societies.

The objective of this programme was to ensure the capitalization of the various co-operative groups through their self-help contributions which can be used in financing their own activities through internal generation of capital among themselves. In all Five (5) Co-operative groups targeted out of which 2 were sensitized during the year.

The Fourth programme that the Council undertook was a business Clinic held for members of the Ghana Co-operative Hairdressers and Beauticians Association. Members were trained in modern methods in cosmetology and Bridal preparation and it was well received by the members. In all 200 members of the above named association were targeted out of which 50 were trained.

3.2.6 Opportunities Industrialisation Centre, Ghana

Centre Based Programme: OICG Centre Based programme earmarks literate youth. Courses are offered to literate youth who can read and write English. All training materials are developed in English language. This programme is implemented at its 3 training centres located in Accra, Kumasi and Sekondi/Takoradi. At these Centres trainings are provided in about 10 trades.

Improved Apprenticeship Programme (Outreach Programme): Until year 2001, beneficiaries of OICG programmes were only literate youth. The OICG Board and Management realizing that a lot of unskilled, non-literate and semi-literate youth were unable to access its programmes, the OICG improved apprenticeship was developed to provide access for the non-literate and semi-literate youth into OICG training programmes.

The planned project, programmes and activities delivered during the period under review (January to December, 2017) included; provision of marketable technical/vocational skills training for unskilled youth, improving training facilities/equipment through Public Private Partnerships or Donor Sponsorship, providing capacity building interventions for staff, improved income generation activities at Three (3) OICG centres; and monitoring and coordinating activities of the training centres.

There is a predetermined criteria used to select master crafts persons to participate in the project and provide training to beneficiaries. Master craftsmen/women who participated in these projects were provided some training in workshop management, adolescent management, conflict management and basic pedagogical skills etc. before trainees are attached to them.

The improved apprenticeship is used in several collaborations to bring skills training to the door step of the semi and non-literate youth in the various communities. Currently OICG is collaborating with Global Communities under YIEDIE and the Bread for the World.

Youth Inclusive Entrepreneurial Development Initiative for Employment (YIEDIE)

Project: The Youth Inclusive Entrepreneurial Development Initiative for Employment (YIEDIE) is designed to create economic opportunities in Ghana's construction sector for disadvantaged youth. YIEDIE is to directly reach at least 23,700 of these youth with training in technical, life and/or entrepreneurship skills leading to employment. As a result of the project, these youth are to increase their income and savings and create new job opportunities in the sector, thereby indirectly benefiting an additional 112,550 people.

The project applies an integrated youth-led market-systems model to improve the capacity of youth and service providers across the value chain. Youth benefit from having job opportunities and higher income from Sector stakeholders – such as private sector firms, financial service providers, training institutions and government. Employers are to reap direct financial benefit from the higher productivity of labour and lowered cost of inefficiencies. Importantly, YIEDIE will leave behind more capable institutions and create a model for youth employment and success in construction that will be sustained after the project ends. The lessons learned about creating job opportunities for youth in construction - a booming sector across much of sub-Saharan Africa-will be applicable elsewhere.

The YIEDIE Consortium is led by Global Communities, an international non-profit organization that works closely with communities worldwide to bring about sustainable changes that improve the lives and livelihoods of the vulnerable. OICG is member of the consortium. OICG's main role on the YIEDIE is to lead in providing technical skills training to the beneficiaries. In pursuance of that, the improved apprenticeship has been adopted for the training. Over 3,000 beneficiaries have been enrolled for training in Accra, Ashiaman, Tema, Takoradi and Kumasi. Trainings are provided in Tiling, Masonry, Electricals, Interior Decoration, Painting, Welding and Fabrication, Aluminum Fabrication, Carpentry, Machine operations, etc

OICG/BfdW Collaboration - Livelihood Enhancement for Youth in Kumasi & Sekondi-Takoradi: Under this collaboration beneficiaries are provided with Technical/Vocational Skills Training and Post Training Services. Thus beneficiaries are provided with the training and are guided to ensure that they transit into the job market to apply the skills acquired.

About 2,100 semi-literate and non-literate youth have benefitted from the project. The employment rate of the project beneficiaries is between 71-87%. Thus, over 1,400 youth who hitherto would have been on the streets are employed. The youth were trained in hair dressing, hair braiding, dressmaking, event decoration, beads making, textiles, bakery/cookery, etc. The table below shows the achievements/ in 2017.

3.2.7 Integrated Community Centre for Employable Skills

In line with the Ghana Shared Growth and Development Agenda (GSGDA II 2014-2017), the policy objective of ICCES is to ensure the provision of adequate training and skills development in line with global trends.

The main programme of ICCES is skills Development and the sub-programme is Vocational Skills Training.

ICCES is expected to train 3,250 youth in vocational/technical skills. We are also expected to visit and monitor training programmes in 60 Centres. The training department is expected to train 50 Instructional staff in pedagogy. ICCES is also expected to organize a National Skills Competition in 4 Zones. Quality of training delivery will be assessed.

A total of 2,750 youth were trained across 60 Centres nationwide.

Three (3) each of radio and TV advertisement on ICCES operations on technical and vocational education were undertaken. 35% of office supplies requirements provided.

ICCES targeted to train 3,250 youth in vocational/technical skills in our training centres across the country. We also planned to visit and monitor training programme in 60 Centres, train 50 Instructional staff. Organize National Skills Competition in Four (4) Zones and build the competencies of Thirty-Five (35) instructional and administrative staff.

Training is on-going in our 63 Centres in the Ten (10) Regions. Twenty Five (25) members of staff were trained in Performance Evaluation Appraisal. Public awareness was raised on ICCES operations through a forum organised for JHS/SHS students and parents. Three (3) radio stations were visited for enquiries on the fees to be charged for advertisement. ICCES was also advertised through a collaboration with Farm Radio/Uniterra on a radio drama series on Accra FM and Radio Emashie.

The capacity of thirty (30) Account Officers were enhanced in the preparation of financial records in line with standards set in the financial management regulations. Potable water was connected and a 2-unit WC facility provided and the Process to procure a 4X4 double cabin pickup was completed. A wider Management meeting for all Heads of Departments from the Directorate, Regional Coordinators and Centre Managers was held in Kumasi to deliberate on the way forward for ICCES.

Inputs into the Entrepreneurship Exit Plan was concluded by all stakeholders and an existing Monitoring tool examined by all stakeholders and adopted. National Skills Competition (Dressmaking context) was held in Kumasi in the Ashanti Region.

A total of 3,765 youth were enrolled and 2,825 youth trained at ICCES centres nationwide. Sixty One (61) administrative and instructional staff were trained on how to correctly fill the appraisal forms. A monitoring tool was adopted to monitor all ICCES centres. The Head Office

was provided with portable water and washrooms. Templates circulated to all centres to collect data on IGF and proper property documentation.

3.2.8 Fair Wages and Salaries Commission

The FWSC is mandated to implement Government pay policy, which is currently the Single Spine Pay Policy (SSPP). The SSPP was to ensure fairness and equity in public service pay administration through job evaluation, to remove distortions and inequities and also to link pay to productivity.

The SSPP implementation has the following objectives:

- a) To promote equity in the administration of public service pay;
- b) To promote the Public Services' capacity to compete with the private sector in attracting and retaining key staff needed for improved service delivery as well as drive change in the Public Services;
- c) To promote greater efficiency of the Public Services through a high performance culture in the sector;
- d) To allow greater management control of the public service wage bill;
- e) To establish the principles for matching wage increases with productivity; and
- f) To promote industrial harmony.

Within the period under review, the FWSC pursued the following programmes:

Re-evaluation of Public Service Jobs: After migrating a total of 143 public service institutions onto the Single Spine Salary Structure (SSSS), a number of institutions petitioned the FWSC for wrong placement on their grade structures. The re-evaluation exercise therefore became necessary in order to validate the placements petitioned against. Out of the 200 jobs targeted for re-evaluation, 110 jobs were actually re-evaluated. The re-evaluation helped to calm down labour agitations and therefore impacted positively on labour productivity in the country, since man-hours for work were not lost through strike actions.

Negotiations of Base Pay and Pay Point Relativity on the SSSS and Non-Core Categories 2&3 Allowances: Each year, the FWSC through the Public Services Joint Standing Negotiations Committee (PSJSNC) has to negotiate the Base Pay and Pay Point Relativity (PPR) on the SSSS. The target was to complete negotiations in April of each year for the following year, in line with the Public Financial Management Act. The FWSC was able to lead the negotiations of the 2018 Base Pay and PPR and concluded in July, 2017. The new Base Pay and PPR are GH¢8.27 per day, from GH¢7.45 per day and 1.7% respectively. The negotiations helped to restore purchasing power of employees in the economy and provided data needed to prepare inputs for Compensation of Employees (COE) in the 2018 budget.

Apart from the Base Pay, the FWSC also negotiated Non-core Categories 2&3 Allowances for public service workers. Out of the target to negotiate for 15 public service institutions, the Commission was able to negotiate for 5 institutions.

Sensitization and Awareness Creation on the Implementation of Core Categories 2&3 Allowances: Following from the challenges faced during the implementation of the negotiated Core Categories 2&3 Allowances effective January 2016, the FWSC within the period under review was to sensitize Human Resource Managers (HRMs) and public service employees on the allowances. The target for 2017 was to carry out the sensitization in 20 institutions.

However, the FWSC was able to do the sensitization for 15 institutions. This averted, to a large extent, the looming labour agitations which could have affected labour productivity.

Establishment of Independent Emoluments Commission: The implementation of the SSPP has been slowed down as a result of some laws establishing certain public service institutions conflicting with the FWSC Act. Such laws placed the mandate of determining salaries and other conditions of service in the hands of respective Boards. As a result, the Constitutional Review Committee recommended the establishment of the Independent Emoluments Commission (IEC) as a Constitutional body to deal with the situation. In the period under review, the FWSC was to develop Draft Cabinet Memo and Bill for the establishment of the IEC.

Review of Grievances on the Implementation of the SSPP

After the migration of public service institutions onto the SSSS, the FWSC received petitions or grievances on the following:

- Grading structures;
- Placement on the Grading Structures;
- Conversion Difference; and
- Interim Market Premium

For 2017, the FWSC targeted to resolve all grievances on any of the above. The Table below shows the status of the grievances received by the Commission in 2017.

Table 6: Grievances received by FWSC

Grievance area	No. received	No. resolved
1 Grading structures	1	1
2 Placement on the Grading Structures	1	1
3 Conversion Difference	1	1
4 Interim Market Premium	1	1
Total	4	4

National Pension Regulatory Authority

Transfer of Funds from TPFA to registered Tier-2 Pension schemes

Table 7: Planned Programmes, Activities and Achievements of the NPRA

PROGS/ PROJECTS	OBJECTIVES	EXPECTED OUTPUT(S)	BASELINE (AS AT DEC. 2016)	TARGET FOR 2017	2017 ACTIVITIES UNDERTAKEN	ACTUAL RESULTS
1. Transfer of Funds from TPFA to registered Tier-2 Pension schemes	To transfer funds to registered 2 nd Tier Schemes.	Transfer TPFA funds to all applicants who meet requirements	As at Dec 2016, GH¢ 480,592,305.14 had been transferred	80% of remaining TPFA for the private sector. 50% of TPFA for the public sector	Transfers of the private sector component of the TPFA	<p>In the period under review, NPRA transferred GH¢143,414,254.43 from TPFA 1 at Bank of Ghana to various schemes.</p> <p>The Authority facilitated a stakeholders agreement between Government and the Public Sector Schemes for the complete transfer of TPFA to registered public sector</p>

PROGS/ PROJECTS	OBJECTIVES	EXPECTED OUTPUT(S)	BASELINE (AS AT DEC. 2016)	TARGET FOR 2017	2017 ACTIVITIES UNDERTAKEN	ACTUAL RESULTS
						scheme by end of year 2017
2. Direct Transfer of contributions to public Sector Schemes	To ensure that CAGD transfers 5% monthly contributions to Custodians of Public sector Schemes directly and on time	CAGD transfers 5% monthly contributions to Custodian accounts of Public sector Schemes by 14 th of following month	Contributions for Sep 2016, Oct and Nov were transferred to 3 public sector schemes	Ensure transfer of Judicial Service funds together with the Three (3) earlier schemes for all 12 months in 2017.	Outstanding Judicial service contributions for 2016 paid. A total of 8 months 5% contributions paid on behalf of the Four (4) public sector schemes.	A total of GH¢ 219,708,757.88 paid to the Four (4) Public sector schemes covering Eight (8) months (Sep. 2016 to April 2017). CAGD started direct transfer of contributions from May 2017 to the Four (4) Public Sector Schemes.

PROGS/ PROJECTS	OBJECTIVES	EXPECTED OUTPUT(S)	BASELINE (AS AT DEC. 2016)	TARGET FOR 2017	2017 ACTIVITIES UNDERTAKEN	ACTUAL RESULTS
3. Licensing and Registration of Service Providers	License and register entities that meet NPRA's requirements (Act 766)	Ensure licensed entities are in good standing at all times	33 corporate Trustees 79 Pension Fund Managers and 17 Pension Fund Custodians had registered or licensed with the Authority	33 corporate Trustees 79 Pension Fund Managers and 17 Pension Fund Custodians renew their status by August	Communication to all 129 service providers to start renewal process sent out in Quarter One (Q1).	NPRA was expecting 1,347 entities to apply for renewal. A total of 1351 applied and out of that number, 1351 were cleared for approval including 1240 individual Trustees, 15 Pension Fund Custodians, 65 Pension Fund Managers and 31 Corporate Trustees

PROGS/ PROJECTS	OBJECTIVES	EXPECTED OUTPUT(S)	BASELINE (AS AT DEC. 2016)	TARGET FOR 2017	2017 ACTIVITIES UNDERTAKEN	ACTUAL RESULTS
4. Registration of Pension Schemes	To increase pensions coverage	All scheme applications that meet requirements for registration are registered	254 schemes registered as at Dec 2016	All scheme applications that meet requirements for registration are registered	Five (5) new application for registration as pension schemes reviewed	As at November 2017, NPRA had received 33 scheme registration applications. Out of that number 30 were cleared for approval. This brings the total registered private pension schemes in operation to 261
5. Publication of list of Pension entities in Good Standing	To enforce compliance	Increased compliance of service providers	List was published	Publish the list at least once after renewals	List of pension service providers including Corporate Trustees, Pension Fund Managers and Pension Fund Custodians published on NPRA website	As at November, 2017 we have 31 Corporate Trustees, 1240 Individual Trustees, 65 Pension Fund Managers and 15 Pension Fund Custodians published on our website as in good standing.
6. Compulsory Enrolment	To ensure that all employers enrolled under the 1 st Tier are also enrolled under the 2 nd Tier	Enrol 30,602 employers onto the 2 nd Tier	A total of 17,719 employers had enrolled	Enrol other public sector institutions under the 2 nd Tier and bridge the gap between Tier 1 and Tier 2	Enrolment onto 2 nd Tier increased	As at November 2017 enrolment has increased from 17,719 to 20,864.

PROGS/ PROJECTS	OBJECTIVES	EXPECTED OUTPUT(S)	BASELINE (AS AT DEC. 2016)	TARGET FOR 2017	2017 ACTIVITIES UNDERTAKEN	ACTUAL RESULTS
7. National Databank on Pensions Project	To establish a National Data Bank on Pensions in line with Act 766	Comprehensive statistics on pensions readily available to Stakeholders for planning and policy	Data collection Tools developed. Collection of Biodata from Service providers	Complete Collection of Biodata. Complete collection of baseline data	In the first quarter AUM of Service Providers and Number of Contributors for 2016 were collected	100 percent of 2016 AUM validated amounting to GH¢ 4,122,492,021.68. Baseline data on contributors from 2012 to 2016 was also collected. 2017 third quarter rankings and statistics compiled and scheduled for publication in December 2017

PROGS/ PROJECTS	OBJECTIVES	EXPECTED OUTPUT(S)	BASELINE (AS AT DEC. 2016)	TARGET FOR 2017	2017 ACTIVITIES UNDERTAKEN	ACTUAL RESULTS
8. Implementation of Risk-Based Supervision System	Shift from the Compliance Based Supervision Approach to the Risk Based Supervision Approach in line with strategic plan	Pensions industry regulated based on an RBS approach	RBS framework developed. The RBS Master Calculator, an Excel based risk level determinant has been designed for the purposes of Risk Based Supervision.	Implementation of the RBS framework. Automation of the RBS system	A framework has been developed	Based on the framework, a technical report on industry investment risk has been generated and presented to management for consideration
9. Sensitization and Education activities	Increase knowledge in retirement planning and pensions coverage in both the private and public sector	Workers in Ghana (in both formal and informal sectors) are actively engaged in planning for their retirement using the 3-Tier Scheme	Radio Presentations Institutional/Associ ation Education (28 organised) Outreach Programmes (7 organised)	Expand radio presentations and institutional Education. Target Tertiary institutions and informal sector. Air documentaries to supplement education	Radio Presentations Institutional Education Airing of documentaries Regional outreach in Upper West and Upper East Regions.	NPRA appeared Thirteen (13) times (once every Two weeks) from 12:05noon to 1:00pm. Each time on Uniqq Workers Link. It also secured 24 slots for education in Ga and Twi on private radio. Over 4,000 people educated under the Institutional and Associations education and sensitization.

						Two (2) regional outreach programmes organised in Bolgatanga and Wa
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PROGS/ PROJECTS	OBJECTIVES	EXPECTED OUTPUT(S)	BASELINE (AS AT DEC. 2016)	TARGET FOR 2017	2017 ACTIVITIES UNDERTAKEN	ACTUAL RESULTS
10. Trustee Training	Train Trustees in line with sections 143 and 144 of the National Pensions Act, 2008 (Act 766) to increase knowledge and compliance	Trustee Training Council (TTC) established and Advising NPRA on the Training. Licensed Trustees undergo mandatory training	Training started.	Trainees examined and certified	Trustee Training Council meetings	<p>Module Eight (8) meant for NPRA as part of the training developed.</p> <p>The TTC also Tentatively agreed on the mode, date, venue of examining participants who go through all the Training Modules.</p> <p>TTC in May, 2017 attended a retreat to put the final report which is has been submitted to the Authority.</p>
11. Review of Investment Guidelines	Review guidelines on investment of pension scheme funds	Reviewed guidelines gazetted and being implemented in the pensions industry	2013 Guideline was in use	Gazette reviewed Guideline and implement by 2 nd Quarter	Guideline gazetted	Guideline gazetted in January and rolled out in April 2017

PROGS/ PROJECTS	OBJECTIVES	EXPECTED OUTPUT(S)	BASELINE (AS AT DEC. 2016)	TARGET FOR 2017	2017 ACTIVITIES UNDERTAKEN	ACTUAL RESULTS
12. Administration of a Sanctions Regime	To enforce compliance in line with Act 766	Regulatory breaches by Service providers are punished	The sanctions regime was in force as at 2016	Identify every regulatory breach and punish to serve as a deterrent	13 Corporate Trustees, Nine (9) PFMs and Two (2) PFC were found to be in breach.	Out of total sanctions of GHS 72, 000 due NPRA, GH¢43,000 had been paid by close of November
13. Refund of 4% to SSNIT	To comply with Act 883	4% contributions of members affected by the amendment refunded to SSNIT to enable them pay such members under the old scheme		Ensure refund in line with Act 883	NPRA completed 24 request forms and submitted same to schemes concerned to begin the refund process	Total 4% refunds made to SSNIT amounted to GH¢ 14,308,107.55 covering 4,046 employees

PROGS/ PROJECTS	OBJECTIVES	EXPECTED OUTPUT(S)	BASELINE (AS AT DEC. 2016)	TARGET FOR 2017	2017 ACTIVITIES UNDERTAKEN	ACTUAL RESULTS
14. TPFA Benefits Payments	To make mandatory payments from TPFA	Pay lump sum benefits from TPFA to survivors of deceased contributors and others who qualify	Payments were ongoing for the private sector	Process and pay all who qualify	NPRA received and processed a total of 477 requests from the private sector and 28 from the public sector for lump sum benefits	From Jan 2017 to November 2017, a total of 148 beneficiaries from the private sector and Eleven (11) from the public sector were paid. In total an amount of GH¢864, 221.65 has been paid as lump sum benefits from the TPFA.
15. Tier 1 (SSNIT)	To fully bring SSNI under regulation and supervision	Ensure effective collaboration and monitoring of the SSNIT operations	Quarterly engagement of with SSNIT	New investment policy implemented	NPRA engaged with SSNIT to produce a draft investment policy	Draft investment policy produced.
16. increasing coverage in the pension space	To create special tailor-made schemes such as Cocoa farmer scheme, fish farmer scheme etc.	Ensure complete coverage of pension to every Ghanaian worker in the country	Started tailor-made education such as Women in Pension, Youth in Pension etc	Negotiate with government to establish cocoa farmers scheme	NPRA facilitated an agreement between government and cocoa farmers to establish a special scheme to the hard working cocoa farmer to ensure	Process of registration of scheme has begun

PROGS/ PROJECTS	OBJECTIVES	EXPECTED OUTPUT(S)	BASELINE (AS AT DEC. 2016)	TARGET FOR 2017	2017 ACTIVITIES UNDERTAKEN	ACTUAL RESULTS
					their future income security.	

3.3 Financial Performance of the Sector

3.3.1 Main Ministry

In 2017, the MELR was allocated a total of GH¢60,708,079.00, comprising GH¢34,591,698.00 for Compensation, GH¢4,308,946.00 for Goods and Services, GH¢1,000,000.00 for Capex and GH¢20,807,435.00 being IGF. A total of GH¢28,904,109.50 was received and expended as Compensation of Employees, with a variance of GH¢5,687,588.49.

Out of an Appropriation Budget of GH¢4,308,946.00 for Goods and Services, a total of GH¢1,907,995.98 was received, leaving an unpaid amount of GH¢2,400,981.20. An amount of GH¢1,000,000.00 was budgeted for Capital Expenditure, however GH¢132,780.00 was released and spent.

The approved budget under the Government of Ghana (GOG) Vote for the Sector covering Cost of Compensation of Employees, Goods and Services and Capital Expenditure (Capex) registered negative variances as follows:

- Compensation of Employees - GH¢5,687,588.49 (16.50%)
- Goods and Services - GH¢2,400,981.20 (55.73%)
- Capex - GH¢8,867,220.00 (87.27%)

There was however a marginal excess of 0.6% in IGF and that positive variance is explained as follows:

- The National Vocational Training Institute received an amount of GH¢83,160.70 which had not been captured in the 2017 Budgetary Allocation of the Sector
- Also, the Management Development and Productivity Institute overspent its annual IGF Quota by GH¢63,035.00

The Sector did not directly benefit from any Development Partner fund except for some goods and services received under the Ghana Statistical Development Projects. The Ghana Statistical Service has budgetary control of the Project and accounts in respect of funds and services procured for the Ministry of Employment and Labour Relations.

3.3.2 Labour Department

The Labour Department had an approved Budget of GH¢4,948,751.00 for the period under review, comprising Compensation of Employers of GH¢4,228,007.00; Goods and Services of GH¢495,744.00 and CAPEX of GH¢225,000.00. The actual receipt was GH¢4,417,500 and total expenditure amounted to GH¢4,417,500.00 with a variance of GH¢531,251.00.

3.3.3 Department of Co-operatives

The Department of Co-operatives had an approved budget of GH¢4,371,945.00 for Compensation, Goods and Services, CAPEX and IGF. An amount of GH¢3,801,689.00 was for Compensation. The Actual Receipt for Compensation was GH¢3,179,233.86 which was expended, with a total variance of GH¢1,048,003.59.

For Goods and Services the Department had a budget of GH¢320,256.00. Actual receipt was GH¢60,683.49. Actual Expenditure was GH¢60,683.49 .

Non-tax Revenue / Internally Generated Fund: The Department charges fees for services it renders to the Co-operative Movement. A total of One Hundred and Eighty-Five Thousand, Five Hundred and Thirteen Ghana Cedis Thirty-Five Pesewas (GH¢185,513.35) was collected under the various categories between January and October 2017 as shown below:

Table 8: Non-tax Revenue / Internally Generated Fund of DOC

Item	Target	Amount collected
Registration	GH¢32,000.00	GH¢9,240.00
Audit	GH¢165,042.45	GH¢155,678.00
Renewal of Certificate	GH¢25,000.00	GH¢20,595.00
TOTAL	GH¢222,042.45	GH¢185,513.30

DOC would endeavour to exceed this if staff strength is improved and logistics are provided. Retention of the NTR/IGF is most anticipated to cushion the Department in her administrative overhead expenses.

3.3.4 Department of Factories Inspectorate

In the year under review, the Department of Factories Inspectorate had an approved budget of GH¢968,413.00 as Compensation and expended all. The total budget for Goods and Services amounted to GH¢432,187.00; Actual Receipts and Expenditure was GH¢77,000.00 with a variance of GH¢355,187.00.

3.3.5 National Vocational Training Institute

The approved budget for the year 2017 amounted to GH¢13,615,975.09. This comprises GH¢10,193,682.76) from Government Subvention for Compensation and Goods and Services and GH¢3,422,292.33) from Internally Generated Funds.

The actual release and expenditure from Government Subvention was GH¢10,933,501 for employee compensation and Goods and Services.

The Institute was able to mobilize GH¢4,681,331.66 from its operations and spent GH¢3,687,288.48.

An amount of GH¢83,160.70 was also received from Development Partners: Action Aid- GH¢51,119.20, GIZ- GH¢19,921.50, EPA- GH¢12,120.00) of which GH¢4,700.00 has been spent.

3.3.6 Management Development Productivity Institute

The Institute had an approved Budget of GH¢931,004.00 for Compensation of Employers. Actual receipt was GH¢1,239,277.00) with a variance of GH¢308,273.00).

For Goods and Services, GH¢33,699.00 was budgeted but nothing was received under GOG, however Goods and Services of GH¢514,808.00 was budgeted under IGF. An amount of GH¢882,880.00 was received and GH¢890,000.00 was expended with a GH¢368,072.00).

3.3.7 Ghana Co-operative College

In the year under review, a total of One Hundred and Sixty-Six Thousand, Two Hundred and Twenty-Nine Ghana Cedis (GH¢166,229.00) was budgeted for compensation. This was approved, received and spent. The variance stood at zero Cedis.

An amount of One Hundred and Fifty Thousand, Four Hundred and Thirty-Two Ghana Cedis (GH¢150,432.00) was budgeted for Goods and Services. Only Twenty-Four Thousand, Six Hundred and Fifty-Three Ghana Cedis (GH¢24,653.00) was received. The variance of One Hundred and Twenty-Five Thousand, Seven Hundred and Seventy-Nine Ghana Cedis (GH¢125,779.00) is outstanding.

The College received an amount of One Hundred and Thirty-Two Thousand, Seven Hundred and Eighty Ghana Cedis (GH¢132,780.00) as CAPEX and it was expended. Funds generated internally through training activities was Ten Thousand Ghana Cedis (GH¢10,000.00).

3.3.8 Ghana Co-operative Council

The Council received a total budget of One Hundred and Eight Thousand, Five Hundred and Thirty-Six Ghana Cedis (GH¢108,536.00) for compensation of employees. The Council expended all the amount received as compensation. This indicates that, the Council received its entire budget for expenditure on compensation.

A total amount of Thirty-Two Thousand, Six Hundred and Twelve Ghana Cedis (GH¢32,612.00) was budgeted for Goods and Services. Actual receipts was Eight Thousand, Two Hundred and Thirty-Four Ghana Cedis, Seventy-Five pesewas (GH¢8,234.75), with a balance of Twenty-Four Thousand, Three Hundred and Seventy-Seven Ghana Cedis, Twenty-Five pesewas (GH¢24,377.25) outstanding.

3.3.9 Integrated Community Centres for Employable Skills

The budgetary allocation for Integrated Community Centres for Employable Skill (ICCES) for the year 2017 was GH¢5,413,412.51) comprising: Compensation of Employees, Goods and Services and CAPEX. An amount of GH¢1,495,661.17 was released on quarterly basis and expended on Compensation, with a variance of (1,044,722.68).

For the first Three quarters an amount of GH¢17,595.47, GH¢32,856.83 and GH¢50,955.00 were released for Goods and Services respectively and expended. Leaving a variance of GH¢174,083.21. An amount of GH¢135,000.00 was released as Capex and expended with a variance of GH¢65,000.00.

3.3.10 National Pensions Regulatory Authority

A total amount of GH¢1,604,344.00 was budgeted for NPRA Compensation for Employees. An amount of GH¢389,949.00 was released and utilised. The variance was GH¢1,214,395.00). The IGF budgeted for Compensation of Employees, Goods and Services and CAPEX was GH¢17,950,729. The amount received from IGF was GH¢16,618,009 and the amount utilised was GH¢11,007,232.00 with a variance of GH¢6,943,497.00.

(Templates for Financial Performance is attached as Appendix 4)

PART FOUR: CHALLENGES

4.0 Introduction

In the course of initiating policies and implementing planned programmes and projects at the Ministry and its Departments and Agencies, a number of challenges were encountered. Key among them were:

- Inadequate budgetary allocation
- Lack of office accommodation
- Inadequate Logistics
- Obsolete Legislation
- Inadequate Human resource
- Poor infrastructure
- Resource constraint for retooling skills development institutions

Below are the challenges of the Main Ministry as well as the individual Departments and Agencies during the period under review (2017).

4.1 Challenges of Main Ministry

Some of the challenges encountered in implementing our mandate are as follows:-

In 2017, the key challenges that the Ministry faced included the increasing incidence of gas explosion in the country. In addition, the current inadequate capacity of the Department of Factories Inspectorate made it difficult for the issues that precipitated the occurrences to be addressed as swiftly and effectively as possible.

The Ministry encountered the challenge of mainstreaming the application of LiPW methods in the development agenda of Ministries, Departments and Agencies (MDAs) as well as Metropolitan, Municipal and District Assembly (MMDAs).

The activities of illegal recruiting firms posed serious challenges to the sector. The Ministry received several reports of abuse of labour migrants in the Middle East Region. This unacceptable turn of events, compelled Government to place an indefinite ban on recruitment to the Arab Gulf Region.

4.2 Challenges of LD

Inadequate Staff Strength (Labour Officers): The staff strength of the labour cadres is relatively low as compared with the approved staff strength. At the end of the reporting period the total staff of Labour Cadres stood at 149 as against the approved establishment of 357. This indicates a deficit of 208 or 58.3% of the numerical staff strength, and this quota is below an optimum performance level.

The mitigating strategies are that the Department should be allowed by Head of Civil Service to recruit new officers to replace the retired staff. Also, the Department envisages to liaise with Youth Employment Agency to post some of the graduates on their modules to augment the low staff level.

Lack of Logistics: The Department finds it extremely difficult to get Computers, Printers, Photocopiers and Furniture to work with at its various offices across the country. The officer use manual means to build their data which is associated with attendant problems like errors,

poor data aggregation and disaggregation, poor records keeping and late submission of reports. Again, the whole Department does not have a single moveable vehicle, this negatively affects its ability to conduct labour inspections for enforcement of labour laws and early detection of strike action.

The Department envisages a support from Government of Ghana and Social Partners, such as European Union, World Bank to assist in addressing this challenge.

Weak Infrastructure: The state of infrastructure situation of the Department across the country is very appalling. The Headquarters' structure is sinking and for a long time there has not been any renovation. Across the country most of the building that accommodates labour staff are not in good state. The state of the infrastructure does not meet minimum standard for quality labour administration. The work environment in almost all the Department's facilities are deplorable across the country.

To mitigate this challenge the Department continues to appeal to retention of Internally Generated Funds (IGF), and also ask of an increase in budgetary allocation especially for CAPEX.

Inadequate and late release of Budgetary Allocation: The budgetary support is inadequate and funds are also released late during the year. This makes it difficult for the Department to implement its planned programs to fulfil its mandate.

An appeal is being made to the supervising Ministry to assist get 50% retention of IGF to support the Department's activities, because a letter written to the Ministry of Finance for retention has not yielded appropriate results.

4.3 Challenges of DFI

Inadequate technical staff: Due to compulsory retirement, resignation and vacation of posts of officers, work output has been greatly affected.

Inadequate professional training of staff: Inadequate budgetary allocation and lack of donor support, both local and foreign training of Technical staff to upgrade their expertise have been absent for several years.

Inadequate budgetary allocation: The work of the Department is mainly itinerary and depends on the timely release of service funds. This makes it very difficult to achieve the set targets.

The technical Officers rely on Two (2) vehicles for inspections within Greater Accra and Tema Metro. This is inadequate, considering the fact that the load of Occupational safety and Health conditions requiring monitoring keep on expanding in all the regions.

In the midst of these challenges the year under review has been fruitful exceeding some targets and the Department is receiving serious attention from the Hon. Minister and the Presidency and we hope it will result in the approval and passage of the long awaited National Occupational Safety and Health Policy and Bill by Cabinet.

4.4 Department of Co-operatives

Inadequate budgetary allocation was made to the Department: The Department received only GH¢60,683.49 for Goods and Services instead of its approved budget of GH¢320,256.00 this is woefully inadequate considering the nature of the activities that the Department carries out, also the management of power and car maintenance have become a serious problem.

Non-availability of vehicles / motorbikes to facilitate movement of staff in the districts who move to remote areas to work.

Lack of Office equipment: There are many offices without basic office facilities. Office equipment is lacking in the Regional Offices and even worse in the District Offices. Also there is high staff attrition rate without replacements.

Office Accommodation: Most of the Regional Offices and some District Offices are in deplorable conditions that need immediate attention. Even the Head Office also needs some renovation to bring it up to standard as Head Office.

The improvement of government budgetary allocation to the Department is a strategy that can go a long way to increase the productivity of the Department. The Department will also improve its collaboration with the various NGOs that work with it in order to get assistance from them. The provision of adequate logistics to the Department and employment of more staff will also improve the operations of the Department.

4.5 National Vocational Training Institute

The NVTI have the following challenges:

- Retooling of the entire 34 NVTI Institutes and the Head Office. The Institute is working with the Sector Ministry on retooling
- Inadequate Instructional and Supporting Staff. The Institute is working to get financial clearance from the Ministry of Finance.
- Material and equipment constraints. Appeals for support had been sent to a number of Embassies and High Commissions such as ;Cuban Embassy, Spanish Embassy, Italian Embassy, Indian High Commission and Canadian High commission
- Vehicular constraints for official assignments. Management has written through the Minister of Employment and Labour Relations to the Chief of staff for approval to purchase Two vehicles.
- Opposition from Nurses and Midwifery Council (NMC) to the Healthcare Programme accredited by NVTI and the prevention of Healthcare Trainees and Graduate from accessing Public hospitals for Clinicals and engagement after their graduation. The department intends to appeal to the Minister of Health to intervene.
- Introduction of the Free Senior High School (SHS) Policy which is yet to be extended to NVTI Institutes is hindering enrollment. Appeal has been made to the Minister of Education for the speedy inclusion of NVTI Institutes in the Free SHS Policy.
- Threats from Shiashie Traditional Authority to take back part of NVTI's land. Effort is being made at the Land Title for the registration of the land.
- Bureaucratic bottlenecks in the processing of Public Private Partnership (PPP) Initiative taken by NVTI to develop the vast land of the Institute. An approval on Public Private

Partnership (PPP) Initiative had been sort through the Sector Ministry to the Public Investment Division (PID) of the Ministry of Finance.

- Lack of funds to complete the Head Office Complex.

4.6 Management Development Productivity Institute

The MDPI have the following Challenges:-

- Unconducive teaching and working environment;
- Staff replacement bottleneck
- Sole reliance on revenue from Training;
- Minimal involvement in Consultancy Services;
- Research programmes completely abandoned
- Introduction of new training mix through partnership and on-line services;
- Aggressive marketing and use of unsolicited bidding;
- Engage the services of Research
- Create Research and Productivity Directorate
- Operating from old and dilapidated wooden structures;
- Broken and or overused teaching aids;
- Overused or obsolete furniture and fittings;
- Temporary accommodation
- Funding for new teaching aids
- Utilise budgetary allocation prudently
- High Labour Turnover
- Low staff morale
- poor compensation of staff
- seek approval to pay market premium salary to all staff;
- promote the productivity agenda
- Lack of modern teaching aids
- Poor internet services and facilities
- Lack of technology aided resources
- Obsolete technological equipment
- Secure additional budgetary allocation
- Seek donor funding
- Interrogate sector ministry donor funding for additional allocation

4.7 Integrated Community Centres for Employable Skills

ICCES is besieged with so many challenges, prominent amongst them include;

- Inadequate vehicles to execute effective monitoring of programmes.
- Lack of permanent accommodation for the Head Office and some Regional Offices.
- Inadequate budgetary allocation and delays in Government of Ghana (GoG) releases.
- The reluctance and/or inability of communities and District Assemblies to provide infrastructure and other essential training aids.
- Low enrolment at some training Centres.
- Inadequate funding for Capital Expenditure.
- Inadequate training tools and equipment.

The following are the strategies ICCES is employing to mitigate the challenges that confronts it:

- Continue with the appeal to MELR to support with more vehicles.
- The Head Office and Greater Accra Regional Office is housed in the Public Works Department (PWD) compound in Achimota temporarily.
- Appeal to the MELR to advocate for an increase budgetary allocation to ICCES.
- Engage Community stakeholders with the view of explaining concept of ICCES and courting their support. To source support from donors to address the needs of the centres.
- Advertise the activities of ICCES; improved infrastructure at centres through support from local donors to make centres more attractive.
- Appeal to MELR and Ministry of Finance (MoF) to support ICCES.
- Appeal to benevolent institutions and persons for support.

4.8 Ghana Co-operative Council

Below are some of the major challenges facing the Co-operative Council.

The major and cross cutting challenge that the Council as an agency is facing is its inability to replace staff who have exited through compulsory retirement. The Council has done everything possible to get replacement but to no avail. We have applied through the sector ministry and the office of the Head of Civil Service, since 2014.

We are now being told by the office of the Head of Civil Service to apply directly to the Ministry of Finance since we are an agency. We have therefore applied to the Ministry of finance but the situation has still not changed.

The Council is left with only 6 staffs and has lost all its Regional officers who were helping carry out the programmes and projects at the Regions. The late releases of the council's budget Allocation is having a serious negative effect on our ability to perform our job creation mandate.

The challenge of delay in passing the Co-operative Bill into law by the Parliament of Ghana. The passing of this bill into law will allow co-operative organizations to grow, expand, and become viable and sustainable.

4.9 Ghana Co-operative College

The College has the following challenges:

- Inadequate Funding
- Lack of transportation/ Vehicles
- Obsolete Office equipment
- Lack of teaching and learning materials
- Inadequate Staffing
- Harassment by utility Service providers (Electricity , Water and Communication companies)

4.10 Opportunities Industrialization Centres-Ghana

The major challenges encountered in implementing our plans during the period under review (January to December, 2017) and the strategies for overcoming them were; Inadequate Workshops for trainee practical, Lack of vehicles for trainee industrial attachment, Inadequate staff training and development and inadequate classrooms to meet additional enrolment request.

The strategies to overcome challenges were; to increase income generating activities to build more practical workshops. Government should assist in infrastructural development, Government should consider increasing investment allocation, The MELR should consider leading the drive for providing capacity building interventions, and increase resource mobilization activities by writing concept papers, proposals and request letters to donor agencies for assistance.

4.11 Fair Wages and Salaries Commission

One major challenge affecting the operations of FWSC is inadequate office accommodation. This makes it difficult for the FWSC to recruit and accommodate additional technical staff. To mitigate this, the proposed Labour Complex should be initiated and completed to enable the Commission have adequate office accommodation.

Also, GOG budgetary allocation to the Commission is inadequate. Every year the GOG budget does not help the FWSC deliver on its mandate. The GOG budget is always used to pay for office accommodation and utilities. The Commission, therefore, has to resort to requesting for additional funds outside the GOG budget. The Commission therefore needs to be adequately resources to deliver on its mandate.

Additionally, the FWSC has not been able to recruit technically qualified and experienced personnel. Currently, the Commission has only Three (3) Directors out of the required Five (5). This can be mitigated by the MoF granting financial clearance to the FWSC to recruit.

4.12 National Pensions Regulatory Authority

The challenges of the Authority are classified under Two broad headings, internal challenges and external challenges. The internal challenges pertain to the Authority directly whereas the external challenges pertain to the pensions industry of which the Authority is the regulator.

Lack of Permanent and Adequate Office Space: The Authority for the past few years have been conducting business in the Onwona House, which is a rented property. The challenge is that the property is not adequate for housing the optimal staffing level of the Authority. Given that it is a rented property the Authority is also restricted in expanding the property with permanent structures.

The Authority has erected a non-permanent prefabricated structure to address the situation. In the medium to long-term, the Authority is exploring opportunities to acquire a land to build a permanent office complex to serve as the Head Office.

The Authority is required to decentralise its operations through the establishment of regional and district offices. This will help in regulating the industry and also make the Authority accessible to stakeholders especially workers and pensioners in the country side.

The Authority established an office in Takoradi to cater for the southern sector in addition to the regional offices in Kumasi and Tamale which were established to serve the middle belt and the northern sector respectively. The Authority is exploring other regional Offices in Brong Ahafo, Eastern and Volta to enhance visibility and effective regulation.

No Regulatory Software to Fast Track in Monitoring and Supervision of the Pension Industry: Non-existence of a Pension Administration Software to facilitate the process of monitoring and supervision of the service providers on time on the part of the Authority.

Input made to consultants in the process of acquiring the Risk Based Supervision Systems with portals for online:

Low Coverage of 2nd Tier Scheme: Since the implementation of the 3-Tier Pension Scheme, enrolment under the mandatory 2nd Tier Occupational Pension Scheme has not kept pace with the 1st Tier Basic Social Security Scheme. Whereas **51,466** active establishments are enrolled under the 1st Tier, only 17,000 enrolled under the mandatory 2nd Tier by the end of December 2016.

The Authority has implemented a compulsory enrolment strategy in an attempt to bridge the gap which stood at about 30,000 by the end of June 2017. By the end of the 3rd Quarter of 2017, **20,876** establishments had enrolled under the mandatory 2nd Tier. The Authority is targeting public institutions outside the four registered public sector schemes for enrolment. Various strategies such as publishing names of public institutions that have enrolled will be employed to exert some pressure on those who have not enrolled.

High Registration and Renewal Fees:

Fees for Licensing and Registration hindering renewals especially of Individual Trustees thereby weakening the governance structure of Employer Sponsored Schemes. Charging regulatory levies on Provident Funds in existence before/after the passage of the New Pension Act has been a major disincentive for many employers and/or workers groups who would otherwise have happily registered their End of Service Benefits (ESBs) as a third tier scheme.

Proposed possibilities of some concessions for Trustees on both Tier 2 and 3 Schemes. Recommendation made for Employer Sponsored Schemes (ESSs) to consider joining Master Trust Schemes (MTSs)

Low Pension Coverage of Informal Sector: The informal sector employs over 85% of the active workforce of Ghana. Pension's coverage for the informal sector is still very low. Currently, about 148,000 individuals are covered under the voluntary 3rd Tier.

The Authority has established an informal sector working group to advice on strategies to increase informal sector participation. The Authority also implemented an awareness strategy in 2017 to sensitize the informal sector and encourage them to sign on. In addition, the Authority is involved with other national actors in developing a financial inclusion strategies, which includes pensions that will help resolve the low coverage in a comprehensive manner.

Additionally, the Authority will restructure fees on the 3rd Tier schemes to enable Trustees establish more schemes to benefit workers in the informal sector.

The Authority is also seeking to pilot a scheme for cocoa farmers and exploring digital/electronic payment systems to facilitate informal sector mobilization for pension contributions.

Unification of Pensions: The National Pensions Act, 2008 (Act 766) requires that the CAP 30 and related schemes should be phased-out and the institutions affected be brought under the 3-Tier Pension Scheme, which was sustainable and equitable. However, Seven years after implementation, the unification has not happened due to the unwillingness of the institutions affected to join the 3-Tier Pension Scheme. A cabinet paper was earlier on submitted through the sector ministry to cabinet which could not address the issue under the previous government. The Authority is re-submitting the cabinet paper on the unification to cabinet through its sector ministry, the Ministry of Employment and Labour Relations for consideration.

Capping of IGF revenue impeding expansion: With government introduction of it capping policy on the Internally Generated Fund institutions of which NPRA was not left out. The Authority being a young organization which has just been weaned off government subvention with a capping of 66% of its IGF. This is affecting the Authority's drive to decentralized its oversight responsibility in all the region and also to acquire land and build its own head office instead of being housed in a rented property.

The Authority in the short term has structured its programmes to fit into the 66% capping whiles measures are put in place to renegotiate with government on the capping percentage.

No NPRA Board in place: The Authority after the expiration of the term of its previous governing Board in December 2016 is yet to constitute a new Board, though this vacuum is being occupied by the Sector Minister.

The Authority is advocating for the constitution of NPRA Board by government through the Sector Ministries.

PART FIVE: FORWARD LOOK FOR 2018

5.0 Introduction

It is the expectation of the Ministry, its Departments and Agencies that the Ministry of Finance will release the allocated budgetary funds on time to enable it achieve its policies, programmes and projects. Below are the forward look for the Ministry and its Departments/Agencies for 2017.

5.1 Main Ministry

In order for the Sector to implement its Planned Programmes for 2018, its budget allocation is expected to be released on time. The Ministry is also expecting to obtain the right mix of Human Resource with requisite Skills as well as the needed logistics and infrastructure to enable the Sector perform effectively and efficiently.

The following priority areas would be pursued in 2018 to achieve the national development objectives related to the Ministry:

- Pursue the approval of OSH policy and bill by Cabinet and Parliament to pave the way for the establishment of a National Occupational Safety and Health Authority (NOSHA).
- The Ministry will conduct policy sensitisation and awareness creation, and training programmes for the Labour Intensive Public Works (LiPW) implementing agencies to facilitate policy mainstreaming.
- The Ghana Co-operatives Draft Bill would be submitted to Cabinet and Parliament for executive approval and promulgation.
- The Youth Employment Agency (YEA) would explore other financing opportunities to enable increasing its total recruitment.
- Put in place the necessary legal and institutional structure would be put in place to ensure labour migrants from Ghana are fully protected from abuse and exploitation.
- The Road map for formalisation will be validated in collaboration with the stakeholders and office of the Vice President for implementation.
- Piloting of the GLMIS to test the Software, Processes, and Staff capacity etc. for effective roll out of the System.
- Ensure the provision of internet connectivity to the 10 Regional Offices and 62 Public Employment Centres of the Labour Department towards the launch of the GLMIS activity.

5.2 Labour Department

5.2.1 Employment Service Activities

Registration of job applicants: The Department has targeted to register at least **1,000** job seekers through its 62 Public Employment Centres in the country and sketch their profile for statistical purpose.

Placement of job applicants: In 2018 the Department envisages to secure placement for at least **4,500** job applicants on its Live Register to help reduce the unemployment and underemployment situation in the country.

Career Guidance Talks: The Department has targeted to provide career guidance talks to at least **100** basic schools in the country with a minimum of **10** career talks in each regional.

Monitor PEAs: To properly regulate the activities of Private Employment Agencies the Department will monitor **50** offices of these Agencies to ensure that their operations comply with the regulations that allow them to operate. The Department also envisages to issue at least **50** licenses to new PEAs applicants.

5.2.2 Labour Inspection Activity

To ensure that employers and workers comply with the Labour Laws, the Department has targeted to inspect **400** establishments to assess the conditions of workers to help correct any labour infractions that will be observed, to ensure peaceful industrial atmosphere.

5.2.3 Industrial Relations Activities

Issue Collective Bargaining Certificate (CBC)-Empirical evidence indicates that high coverage rate of CBC helps reduce precarious work situation and conditions of service for workers. This help reduces workers agitations and strike; therefore, the Department envisages to issue at least **20** CBCs to augment the existing ones.

Issue Trade Union Certificate: To encourage workers to associate and enjoy their right to collectively negotiate their conditions of work with their management in order to improve their socio-economic development, the Department envisages to issue at least **40** new Trade Union Certificates to Workers Unions.

Workmen's Compensation: The Department has targeted to assist at least **350** injured workmen as well as beneficiaries of deceased workmen to receive compensation from their employers as a result of injuries they sustained in the course of their work. At the end of 2017, the Department had received **112** reported accidents, out of which only **3** cases have been finalised and a total of GH¢60,000.00 was paid as compensation to the injured workmen. The outstanding liability in terms of workmen's compensation is GH¢ 6,844,462.54.

5.3 Department of Factories Inspectorate

The Department expects to visit 2500 factories, offices and shops by the close of 31st December, 2018. In the course of the routine inspections, 500 work place Pre-registrations inspections will be conducted to register new Ones. Industrial Hygiene Monitoring will be conducted in at least 70 work premises. It is envisaged, that an amount of GH¢1,624,873.00 will be collected as Non-Tax Revenues. It is expected that, at least 20 offenders of the Factories, Offices and Shops Act will be prosecuted.

With the submission of the National Occupational Safety and Health Policy Bill to Cabinet, we are looking forward to its approval by Cabinet and onward passage by Parliament.

In bringing health and safety services nearer to the work place, subject to the approval of the OSH Bill by Cabinet and Parliament Two regional offices, Volta and Central Regions will be opened by close of the year 2018.

Finally, strengthen collaboration with the National Petroleum Authority to ensure strict enforcement of safety laws and regulations in the oil and gas industry to curtail further explosions.

5.4 Department of Co-operatives

In 2018, the Department of Co-operatives have programmed the following as top priorities:

- Monitoring of Registered societies.
- Strengthening of existing registered Co-operative Societies
- Registration of Five Hundred (500) Co-operative Societies.
- Audit / Inspection of Four Hundred and Fifty (450) registered Co-operative societies.
- Re-organize existing sheanut groups into co-operatives and register them.
- Various training programs to be organized for staff and co-operative members.
- Collaborate with Youth Employment Agency Management for employment of some intent to augment the staff position of the Department.
- GH¢377,591.22 to be collected as Non-Tax Revenue/Internally Generated Fund (NTR/IGF).

5.5 National Vocational Training Institute

- **Enrollment:** The Institute will ensure that 34 NVTI training Institutes admit a total of 4,000 trainees.
- **On the job training:** Ensure that 3,000 continuing trainees are placed on the job for practical experience.
- **Retooling:** The Institute will collaborate with the Ministry of Education (MOE)/Planet CORE Education Solutions to carry through the retooling of all the 34 training Institutes. The project has been mentioned in the GOG budget as a priority.
- **Examinations:** Conduct examination to test 38,710 candidates in various trades across the country.
- **Training and development:** Build the instructional capacity of 60 TVET instructors to enhance their delivery, organize defensive driving course for 120 drivers, organize driver Instructor course for 60 Driver Instructors.
- **Monitoring and evaluation:** Inspect, review and accredit 50 Healthcare Institutions and 50 Private Vocational Training Institutes, monitor Instructional Staff performance of 34 NVTI Institutes to ensure the highest quality of training, conduct a survey into the Employability of NVTI graduates.
- **Informal apprenticeship:** 5,040 Master Crafts Person to be registered, 7,200 Apprentices to be registered, 2,500 Candidates to be mobilized for informal sector proficiency test of NVTI, 1,000 MCPS workshops to be monitored and visited, 1,500 MCPS to be accredited with certificates.

- **Construction:** Continue with the construction of the Head Office block

5.6 Management Development Productivity Institute

Table 9: Forward look for 2018 – MDPI

S/N	DESCRIPTION	TARGET	OUTPUT
1.	Permanent Campus with modern facilities	<ol style="list-style-type: none"> 1. Temporary Accommodation through Ministry of Tourism Creative Arts and Culture; 2. Identify a Strategic Business Partner 	<p>Make way for the construction of the Maritime project and decent teaching and working environment;</p> <ol style="list-style-type: none"> 1. Sign Memorandum of Understanding
2.	<p>Final Decision on Institutional Accreditation:</p> <ol style="list-style-type: none"> 2.1 National Productivity Centre 2.2 University (Tertiary) only 2.3 Both 	<ol style="list-style-type: none"> 1. Further consultation 2. Cabinet Memorandum 3. Bill for Parliament 	Institutional Accreditation
3.	Increase IGF	From Projected actual of GH¢1,066 000 (Gh¢759, 990) to Gh¢1, 265 000 in 2018	Increase in own revenue

5.7 Opportunities Industrialization Centres-Ghana

OICG is looking forward to achieve the following in the ensuing year (January to December, 2018):

Table 10: Forward look for 2018 – OICG

Programme	Targets
Provide marketable vocational skills training for unskilled youth	3,500 youth trained
Expand/increase skills training opportunities/trades areas at Takoradi Centre	1 new trade introduced at Takoradi centre
Improve Training Facilities/equipment through Public Private Partnership or Donor Sponsorship	1 PPP Project on-going
Provide Capacity building interventions for staff	All instructional staff provided with capacity building intervention
Improve income generating activities at the 3 centres	At least 1 trade commercialized and operational at each centre

Monitor and coordinate activities of training centres	4 monitoring visits undertaken to the 3 training centres.
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5.8 Ghana Co-operatives Council

The Council will pursue an aggressive and holistic reorganization of the Ghana Agricultural Co-operative Producers and Marketing Association. Our members who are mainly within the small medium enterprises will be equipped with basic entrepreneurial skills training with the view to ensure that they are able to grow and expand their business so that they can create more jobs and ensure viability and sustainability of their business.

The Council will intensify the education and sensitization of the general public especially the youth on the principles, values, ethics, philosophy and the advantages of co-operative business model to make cooperative more appealing and attractive to the general public, so that they will begin to establish more small business through the co-operative system.

5.9 Ghana Co-operatives College

In 2018, the Ghana Co-operatives College will source for external funding to train 1000 YEA/DOC recruits, to partner (KOICA) Korea International Co-operation Agency to train (FBCs) in Northern Ghana, to collaborate with OICGG to train various Artisans (Hair dressers, Tailors, Caterers) on Co-operative principles, Execute Co-operative Literacy Knowledge to SHS leavers and Execute aggressive proposal writing to donor community for financial support.

5.10 Integrated Community Centres for Employable Skills

- **Logistical Support:** ICCES will intensify its activities to ensure that the Head Office is provided a permanent accommodation as well as vehicles for the Head Office and Regional Offices.
- **Retooling of Centres:** ICCES will work closely with the Ministry to secure donor support for retooling of our training Centres.
- **Training Delivery:** Review the current training delivery regime to respond to the changing trends and demands of the job market. We will focus more on competency-based training seeking to improve the competency levels of all our trainees.
- **Linking TVET to Industry:** We are into talks with industry, Artisans Association of Ghana (AAG) and others to engage seasoned entrepreneurs who would be periodically share their experiences, success stories and challenges with our trainees with the view to arousing their interest into business establishments after their graduation. The other objective of engaging industry players is to provide the platform for coaching and mentoring our trainees after they graduate from our training centres thus building their skills and competences in readiness for their self-employment.
- **Operational Efficiency:** We shall continuously seek to improve the capacity of staff to deliver on objectives in line with improved systems, policies and procedures.

5.11 Fair Wages and Salaries Commission

In line with the Public Financial Management Act, 2016 (Act 921), negotiations of 2019 Base Pay and PPR on the SSSS shall be completed by April, 2018. This will make it possible for the outcome to be factored into the Budget for 2019.

The FWSC will also facilitate the finalization of Cabinet Memo/Bill on the establishment of the Independent Emoluments Commission. This will pave way for final decision to be made to establish the IEC. With the Commission in place, all the conflicting laws that are currently preventing the FWSC to deliver can be repealed.

The FWSC will continue to negotiate non-core and core Categories 2&3 allowances for Public Service institutions. This will ensure full harmonization and standardization of allowances in the public service.

The FWSC will monitor Government Payroll through the collaboration of the CAGD to ensure compliance with the SSPP. This will ensure that Category One (1) Allowances are not re-introduced into the public service.

In order to validate the grading structures of public service institutions, the FWSC will undertake the re-evaluation of One Hundred (100) jobs in the Public Service. Government is committed to Linking Pay to Productivity in the public service. The FWSC will, therefore, begin the sensitization, awareness creation and education on PMME-Linking Pay to Productivity in the public service.

For the FWSC to have the technically qualified staff to deliver on its mandate, the Commission shall build the capacity of its staff.

The FWSC will continue to analyse the CAGD Payroll data for 2017 to determine the trend of Government wage bill.

5.12 National Pensions Regulatory Authority

The activities that have been prioritised in 2018 includes the following:

- Completion of the acquisition and installation process of the Risk-Based Supervision Software (RBSS) and related infrastructure to support office automation.
- Transfer of Public Sector 2nd Tier Temporary Pensions Fund Account (TPFA) funds to the registered schemes
- Intensify Education and sensitization through targeted programmes
- Establishment of a National Data Bank on Pensions
- Inspection of the Basic National Social Security Scheme (SSNIT Scheme) to enforce compliance provisions of Act 766 and the regulations.
- Sensitization of self-employed persons or workers in the informal sector.
- Unification of all pension schemes in accordance with Section 213 of the National Pensions Act, 2008 (Act 766) to ensure the coverage of the scheme.
- Continuation of building up the sinking fund for a permanent Head Office.
- Establishment of an additional zonal office
- Issuance of Trustee training certificates which would form part of trustee renewal requirement.

- Review and update of existing guidelines to be in line with current developments
- Rolling out of second phase of SECO project.

APPENDICES