



**Republic of Ghana**

**INFORMATION SECTOR NATIONAL MEDIUM-TERM  
DEVELOPMENT PLAN:  
2018-2021**

**MINISTRY OF INFORMATION**

**JUNE, 2018**

# Foreword

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We are living in an era where information (good and bad) spreads so fast through all sorts of mediums which sometimes create instability for any government and can affect decisions made by the citizenry and indeed sometimes by the nation. How well we inform and engage our people can determine how useful they can be to themselves, to their communities and indeed to the whole country and the world at large.

As a strategy, Ghana joined the international community to promote an ambitious vision (Agenda 2030 and Agenda 2063) to address the development decisions we make. The Information Sector's Medium-Term Development Plan 2018-2021 attempts to engage the citizenry on these and other Government's concerns and strategic policies for the welfare and development of our people over the period. This plan is expected to be implemented from 2018 through to 2021.

The ultimate goal of this plan is to ensure that development communication plays a critical and positive role in our national development agenda and in helping to engender positive discourse in our national affairs. It represents a major shift in Government's policy to make information easily accessible and usable to the public.

The plan is guided by the Government's desire to create a very inclusive and participatory society in ensuring that the citizenry own the whole development process and indeed are a part of the process; it also reflects our belief that lasting benefits will only be derived through constant engagement with the beneficiaries of development projects.

The Information Sector Medium Term Plan takes into consideration the collaborative role of all the sector agencies and departments as well as other MDAs and MMDAs. It is our desire that the plan will be taken forward in the dissemination of information in all regions, MMDAs and institutions, and that the roles to be played by all will be reflected in ways that ensure consensus building to move our dear country forward.

Our commitment is to ensure that all Ghanaians are well informed to be able to participate in our national life, empowered to be constructive members of their communities, and productive participants in the economy able to engage with the rest of the world.

This plan has gone through extensive consultations with a wide range of stakeholders, review of relevant documents, and international best practices. The interactions give us the assurance and hope that the Plan has the support of all stakeholders in the sector.

It also has a built-in flexibility mechanism that allows it to respond to changing priorities and conditions and makes it possible for it to be updated periodically.

I take the singular opportunity to thank His Excellency, The President of the Republic of Ghana for his vision for Ghana and for ensuring the re-establishment of the Ministry of Information to spear-head development communication in the country.

**Mustapha Abdul-Hamid (Doctor)**  
**Minister for Information**

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## List of Acronyms

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Metropolitan, Municipal, Ministry, Department and Agencies	MMDA'S
Ministries Departments and Agencies	MDA's
Information Services Department	ISD
Ghana News Agency	GNA
Ghana Broadcasting Corporation	GBC
Medium Term Economic Framework	MTEF
Internally Generated Fund	IGF
Right to Information	RTI
Public, Private Partnership	PPP
Government of Ghana	GoG
Public Records and Archives Department	PRAAD
Medium Term Development Plan	MTDP
Ministry of Communications	MoC
Ministry of Finance	MoF
National Development Planning Commission	NDPC
Medium Term Development Framework	MTDF
Annual Progress Report	APR
Monitoring and Evaluation	M&E

# Executive Summary

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**The Ministry of Information exists** to facilitate a two-way free flow of timely and reliable information and feedback between the government and its various publics; to develop and operationalize a Development Communication Policy in collaboration with relevant government organizations; to co-ordinate, monitor and evaluate the implementation of programs and activities of sector agencies.

The Ministry also exists to create the right environment to generate the necessary understanding and support of the publics for the policies and programmes of government and to facilitate their realization through adequately trained and motivated staff.

**Its vision is to attain** a free, united, informed, patriotic, dedicated and prosperous society with good governance through Development Communication (Dev-com). In furtherance of its vision, mission, and corporate image, the Ministry is guided by certain core values.

The core functions of the sector as prescribed by the Civil Service Act, (PNDCL 327) include the following;

- Initiate and formulate information dissemination policies taking into account the needs and aspirations of the people.
- Coordinate, monitor and evaluate the efficiency and effectiveness of the performance of the Information Sector.
- Develop and periodically review appropriate regulations, standards and guidelines to control and ensure effective performance of the sector.
- Promote the use of modern management practices, systems and procedures to ensure effective performance of the sector.
- Promote innovation and Information Technology and information systems application, and e-service platforms.
- Undertake research and development, training and capacity building to enhance the performance of the sector

The preparation of this Medium-Term Development Policy document was done in conformity with the guidelines and leadership provided by the National Development Planning Commission (NDPC). All the major stakeholders of the Ministry have been involved in the preparation of the MTDP.

This document has been structured along the dictates of the guidelines provided and specifically along the following chapters;

### **Chapter one; Sector performance review and profile/current situation/baseline.**

This chapter introduces the mandate of the Ministry and proceeds to review the performance of the sector from 2014 to 2017 under the Ghana Shared Growth and Development Agenda II (GSGDA II). It further discusses the current situation and profile of the Ministry in an attempt to identify issues/gaps of the sector.

### **Chapter two; Development issues for 2018-2021**

This chapter delves into development issues for 2018 to 2021 which identifies prioritised development issues linked to the relevant development dimensions of the National Medium-Term Development Policy Framework (2018-2021).

### **Chapter three; Development projections**

Chapter three focuses on development projections, goal, adopted objectives and strategies of the sector

### **Chapter four; Development programmes and sub-programmes of the Ministry and its Agencies**

This chapter highlights the development programmes and sub-programmes of the Ministry from 2018 to 2021 and the corresponding programmes of action linked to the Medium-Term Expenditure Framework (MTEF)

### **Chapter five; Annual action plan of the Ministry**

Chapter five discusses the annual action plan of the sector as a basis for the Ministry budget

### **Chapter six; Implementation, monitoring and evaluation**

This chapter focuses attention on implementation, monitoring and evaluation with a results framework outlining our indicators, their baselines and targets etc. It also touches on data collection strategy and analysis as well as dissemination and communication strategy.

## **Indicative Budget, Financial Plan and Expected Outcomes**

This analysis depicts the cost of implementing the activities and projects outlined in the medium term document. It shows that a total amount of four hundred and thirty-two million Ghana cedis (GHS 432,000,000.00) is expected to be spent on implementing the various activities and projects outlined in the plan. Out of this amount, two hundred and fifty-nine million, two hundred thousand Ghana cedis (GHS 259,200,000.00) representing 60% of the cost is expected to be raised from Government of Ghana (GOG) sources. Thirty-one million, six hundred thousand Ghana cedis (GHS 31,600,000.00) is expected to be generated internally whilst twenty-seven million, four hundred thousand Ghana cedis (GHS 27,400,000.00) will be expected from Development Partners. There remains a gap of one hundred and thirteen million, eight hundred thousand Ghana cedis (GHS 113,800,000.00) representing 26.3% of the overall cost to be filled.



# **CHAPTER ONE**

## **PERFORMANCE REVIEW AND PROFILE**

### **A. INTRODUCTION**

This chapter reviews the performance of the sector from 2014 to 2017 under the **Ghana Shared Growth and Development Agenda II (GSGDA II)**. It further discusses the current situation and profile of the Ministry in an attempt to identify issues/gaps that confronted the sector. It also introduces the mandate of the Ministry.

### **B. PERFORMANCE REVIEW OF THE SECTOR FROM 2014-2017**

The Ministry was collapsed and put together with the Ministry of Communications during the period under review. This was done in an attempt to bring sanity in government communications in order to overcome challenges with government communication resulting in inconsistent information dissemination. Nevertheless, the following programmes and activities were undertaken under the **GSGDA II**; this section reviews the performance of the Ministry as well as the performance of the three agencies operating under the Ministry using the template below; The Ministry operated largely under the Transparent, Responsive and Accountable Governance Thematic area of the GSGDA II with a number of policy objectives

## B.1. MAIN MINISTRY

Period	<b>Thematic Area: Transparent, Responsive and Accountable Governance</b>						
	<b>Policy Objective: Strengthen feedback mechanism for policy review</b>						
	Prog.	Sub-prog	Broad project/ activity	Indicators			Remarks
				Baseline 2013	MTDP Target	Achievement	
2014	Management and administration	Policy Planning, Monitoring and Evaluation	The Ministry carried out Monitoring & Evaluation exercise on projects and programmes related to information dissemination	One M&E on dissemination of information on the National Budget	One	100%	Activity was budgeted for and funds released on time as part of the Ghana World Bank project under Moc
			The Ministry Organised Town Hall Meetings	100 Town Hall Meetings were organised	110	Fully implemented	Activity was budgeted for and funds released on time
			The ministry organised regional tours	Ten Regional Tours	Ten	100%	Activity was budgeted for and funds released on time

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Policy Objective: Strengthen feedback mechanism for policy review						
	Prog.	Sub-prog	Broad project/ activity	Indicators			Remarks
Baseline 2013				MTDP Target	Achievement		
	Manag ement and adminis tration	Policy Planning, Monitoring and Evaluation	Organisation of Meet- the Press-Series	25 MDAs	25 MDAs	100%	Fully achieved
			The Ministry organised press briefings	19	30	20	Not fully achieved
Period	Policy Objective: Improve development communication and mutual accountability and Improve transparency and access to public information						
2014	Manag ement and adminis tration	Policy Planning, Monitoring and Evaluation	The Ministry Reviewed and amended Act 449, 1993 to ensure its enforcement	One Act Reviewed	To review One Act	One Act Reviewed 100%	Fully achived
			The Ministry Gathered & processed local and international news	10,000 Local news and 8,000 International news processed	12,000 local and 10,000 Internati onal news to be processe d	10,500 local and 8,000 International news processed	Almost fully implemented

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Policy Objective: Improve development communication and mutual accountability and Improve transparency and access to public information						
	Prog.	Sub-prog	Broad project /activity	Indicators			Remarks in relation to criteria in box 5
				Baseline 2013	MTDP Target	Achievement	
	Management and administration	Policy Planning, Monitoring and Evaluation	The Ministry Facilitated the publicizing of District Assembly proceedings	80 Districts	110 Districts	100 Districts	Ongoing
			The Ministry Promoted public interest in performance monitoring reports of public institutions including MMDAs	Public interest promoted in performance monitoring reports of 5 public institutions	All MDAs	10	Ongoing

Period	Thematic Area; Transparent, Responsive and Accountable Governance						
	Policy Objective: Preparation of draft Annual estimates						
	Prog.	Sub-prog	Broad project/ activity	Indicators			Remarks in relation to criteria in box 5
				Baseline 2013	MTDP Target	Achievement	
2015	Management and administration	Finance and Administration	Approves and submits periodic reports on administrative benchmark performance indicators to assess the effectiveness in the utilization of administrative resources in achieving the Ministry's long term objectives	Quarterly basis	Quarterly basis	100%	Fully implemented

Period	Thematic Area; Transparent, Responsive and Accountable Governance						
	Policy Objective: Preparation of draft Annual estimates						
	Management and administration	Finance and Administration programs	Budget Preparation workshops and meetings were organised by the ministry	4 Times	4 Times in a year	100%	Fully implemented
			The performance of staff were appraised by the ministry	Twice a year	Twice A year	100%	Fully achieved

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Policy Objective: Improve the functionality of the existing regulatory regime and improve coordinating institutions in the ICT sub-sector						
	Prog.	Sub-prog	Broad project/ activity	Indicators			Remarks in relation to criteria in box 5
Baseline 2013				MTDP Target	Achievement		
2016	Manage ment and administr ation	Finance and administration	The Ministry Organized quarterly ARIC meetings	Quarterly basis	Quarterly basis	100%	Fully implemented
			The Ministry Organized quarterly budget committee meetings	Quarterly basis	Quarterly basis	100%	Fully achieved
			The Ministry Organized Budget Preparation workshops and meetings	4 Times	4 Times in a year	100%	Fully achieved
	Policy Objective: Promote social accountability in the public policy cycle						
2016		Finance and Administration	Organize and enhance participatory budgeting, revenue and expenditure tracking at all levels	On quarterly basis	On quarterly basis	Done	Achieved

## B.2. PERFORMANCE OF THE MDA OR SECTOR AGENCY FROM 2014 TO 2017

Period	Thematic Area: Transparent, Responsive and Accountable Governance							
	Policy Objective: Improve transparency and access to public information							
	Prog.	Sub-prog	Broad project/ activity	Indicators			Status and rate of implementation	
				Baseline 2013	MTDP Target	Achievement		
2014	Information Management	Information Gathering and Dissemination Services	Embark on Public Education Campaigns	9	4	3	On- going	75%
			Generating Situational and Public Reaction Reports on Government Policies	150	220	75	On- going	34%
			Provide publicity for national celebrations/Events	3	5	4	On- going	80%
			Facilitate Meet-the-Press for Ministries, Departments and Agencies	25	25	16	On- going	64%
			Produce and publish feature articles and stories on government projects to educate Ghanaians	400	450	100	On- going	22%

Period	Thematic Area: Transparent, Responsive and Accountable Governance							
	Policy Objective: Improve transparency and access to public information							
	Prog.	Sub-prog	Broad project/ activity	Indicators			Status and rate of implementation	
				Baseline 2013	MTDP Target	Achievement		
2015	Information Management	Information Gathering and Dissemination Services	Embark on Public Education Campaigns	0	4	1	On-going	25%
			Generating Situational and Public Reaction Reports on Government Policies	75	220	166	On-going	75%
			Provide publicity for national celebrations/Events	4	5	4	On-going	80%
			Facilitate Meet-the-Press for Ministries, Departments and Agencies	16	25	12	On-going	48%
			Produce and publish feature articles and stories on government projects to educate Ghanaians	100	450	139	On-going	31%

Period	Thematic Area: Transparent, Responsive and Accountable Governance							
	Policy Objective: Improve transparency and access to public information							
	Prog.	Sub-prog	Broad project/	Indicators				



			<b>activity</b>	<b>Baseline 2013</b>	<b>MTDP Target</b>	<b>Achievement</b>	<b>Status and rate of implementation</b>	
<b>2016</b>	Information Management	Information Gathering and Disseminati on Services	Embark on Public Education Campaigns	1	4	4	On- going	100%
			Generating Situational and Public Reaction Reports on Government Policies	166	220	104	On- going	47%
			Provide publicity for national celebrations/Events	4	5	5	On- going	100%
			Facilitate Meet-the-Press for Ministries, Departments and Agencies	12	25	19	On- going	76%
			Produce and publish feature articles and stories on government projects to educate Ghanaians	139	450	395	On- going	88%

<b>Period</b>	<b>Thematic Area: Transparent, Responsive and Accountable Governance</b>							
	<b>Policy Objective: Improve transparency and access to public information</b>							
	<b>Prog.</b>	<b>Sub-prog</b>	<b>Broad project/</b>	<b>Indicators</b>				

			<b>activity</b>	<b>Baseline 2013</b>	<b>MTDP Target</b>	<b>Achievement</b>	<b>Status and rate of implementation</b>	
<b>2017</b>	Information Management	Information Gathering and Disseminati on Services	Embark on Public Education Campaigns	2	4	1	On- going	25%
			Generating Situational and Public Reaction Reports on Government Policies	104	220	0	On- going	0%
			Provide publicity for national celebrations/Events	5	5	2	On- going	40%
			Facilitate Meet-the-Press for Ministries, Departments and Agencies	19	25	0	On- going	0%
			Produce and publish feature articles and stories on government projects to educate Ghanaians	395	450	50	On- going	11%
			Gather and process local information to produce home news bulletins for subscribers	16,425 Stories	20,000	16,820	Staff motivati on	

### B.3. GHANA NEWS AGENCY

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
2014	Policy Objective:						
	Programmes	Sub-programme	Broad Project/Activity	Indicators			Remarks in relation to criteria in Box
				Baseline	MTDP	Achievement	
	Information Management	Electronic Media Services	Disseminate home news bulletins to subscribers	85 Subscribers	100	91	Staff motivation
			Gather and process Foreign News to produce Foreign news bulletins for subscribers	9,855 Stories	10000	11000	Staff motivation
			Disseminate Foreign news bulletins to subscribers	85 Subscribers	100	91	Staff Motivation
			Stories processed into features on topical issues	60 Articles	70	68	Staff Motivation
			Advert placement in electronic and print media	45 adverts	80	62	Effective marketing strategies
			News subscribers	85	100	91	Inadequate logistics
			Gather and process local information to produce home news bulletins for subscribers	16,820 stories	20,000	17250	Inadequate funds, logistics and natural attrition

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
2015	Policy Objective:						
	Programmes	Sub-programme	Broad Project/Activity	Indicators			Remarks in relation to criteria in Box
				Baseline	MTDP	Achievement	
	Information Management	Electronic Media Services	Disseminate home news bulletins to subscribers	91 subscribers	110	100	Inadequate funds
			Gather and process Foreign News to produce Foreign news bulletins for subscribers	11000 stories	13000	11,150	Inadequate funds, logistics and natural attrition
			Disseminate Foreign news bulletins to subscribers	91 subscribers	110	100	Inadequate funds
			Stories processed into features on topical issues	68 articles	90	75	Inadequate funds, logistics and natural attrition
			Advert placement in electronic and print media	62 adverts	100	80	Effective marketing strategies
			News subscription	91	110	100	Inadequate funds

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
2016	Policy Objective:						
	Programmes	Sub-programme	Broad Project/Activity	Indicators			Remarks in relation to criteria in Box
				Baseline	MTDP	Achievement	
	Information Management	Electronic Media Services	Gather and process local information to produce home news bulletins for subscribers	17250 stories	25000	18450	Inadequate funds, logistics and natural attrition
			Disseminate home news bulletins to subscribers	100 subscribers	150	120	Inadequate funds
			Gather and process Foreign News to produce Foreign news bulletins for subscribers	11,150 stories	13000	9855	Inadequate funds, logistics and natural attrition
			Disseminate Foreign news bulletins to subscribers	120 subscribers	150	120	Inadequate funds, logistics and natural attrition
			Stories processed into features on topical issues	75 articles	120	85	Inadequate funds, logistics and natural attrition
			Advert placement in electronic and print media	80 adverts	100	92	Inadequate funds
News subscription			100 subscribers	150	120	Inadequate funds	

Period	<b>Thematic Area: Transparent, Responsive and Accountable Governance</b>						
2017	<b>Policy Objective:</b>						
	Programmes	Sub-programme	Broad Project/Activity	Indicators			Remarks in relation to criteria in Box 5
				Baseline	MTDP	Achievement	
	Information Management	Electronic Media Services	Gather and process local information to produce home news bulletins for subscribers	18,450 stories	32,900	30,000	Ongoing
			Disseminate home news bulletins to subscribers	120 subscribers	150	135	Ongoing
			Gather and process Foreign News to produce Foreign news bulletins for subscribers	9,855 stories	10,000	11,000	Achieved
			Disseminate Foreign news bulletins to subscribers	120 subscribers	140	120	Ongoing

#### B.4. GHANA BROADCASTING CORPORATION

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Policy Objective: Improve transparency and access to public information						
	Prog.	Sub-prog	Broad project/ activity	Indicators			Remarks
				Baseline 2013	MTDP Target	Achievement	
2014	Information Management	Information Gathering and Dissemination Services	Coverage of Public Accounts Committee	30 covered	40	40	Fully achieved
			Coverage of ministerial vetting	37 covered	All vetting	All	100% achieved
			Coverage of Meet the Press	20	30	25	98% achieved
			Procurement of mini buses	2 procured	10	2	Not fully achieved
			Rehabilitation of Studios	3	7	0	Not Achieved

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Policy Objective: Improve transparency and access to public information						
	Prog.	Sub-prog	Broad project/ activity	Indicators			Remarks
				Baseline 2013	MTDP Target	Achievement	
<b>2014</b>	Information Management	Information Gathering and Dissemination Services	Increase reliability of broadcast from 80% to 90%	80%	90%	90%	Fully implemented But not in MTDP
			Ensure maintenance of technical production facilities to the highest level to ensure high level technical quality	70%	100%	80%	80% achieved but not in MTDP
			Use new technology such as Live U Pack and VOIP to increase access to content and for market expansion	Got resources to purchase machines	Contract signed	Contract signed	On going
			Training of staff	All staff	All staff	More than half of the staff trained	Over 50% achieved
			Rehabilitation of residential accommodation	All residents	10	10	Fully achieved



Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Policy Objective: Improve transparency and access to public information						
	Prog.	Sub-prog	Broad project/ activity	Indicators			Remarks
				Baseline 2013	MTDP Target	Achievement	
2015	Information Management	Information Gathering and Dissemination Services	Coverage of Public Accounts Committee	30 covered	40	40	Fully achieved
			Coverage of ministerial vetting	37 covered	All vetting	All	100% achieved
			Coverage of Meet the Press	20	30	25	98% achieved
			Procurement of mini buses	2 procured	10	2	Not fully achieved
			Rehabilitation of Studios	3	7	0	Not Achieved

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Policy Objective: Improve transparency and access to public information						
	Prog.	Sub-prog	Broad project/ activity	Indicators			Remarks
				Baseline 2013	MTDP Target	Achievement	
2015	Information Management	Information Gathering and Dissemination Services	Increase reliability of broadcast from 80% to 90%	80%	90%	90%	Fully implemented But not in MTDP
			Ensure maintenance of technical production facilities to the highest level to ensure high level technical quality	70%	100	80%-	80% achieved but not in MTDP
			Use new technology such as Live U Pack and VOIP to increase access to content and for market expansion	Got resources to purchase	Contract signed	Contract signed	On going
			Training of staff	All staff	All staff	More than half of the staff trained	Over 50% achieved
			Rehabilitation of residential accommodation	All residents	10	10	Fully achieved

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Policy Objective: Improve transparency and access to public information						
	Prog.	Sub-prog	Broad project/ activity	Indicators			Remarks
				Baseline 2013	MTDP Target	Achievement	
2016	Information Management	Information Gathering and Dissemination Services	Coverage of Public Accounts Committee	30 covered	40	40	Fully achieved
			Coverage of ministerial vetting	37 coverage	All vetting	All	100% achieved
			Coverage of Meet the Press	20	30	25	98% achieved
			Procurement of mini buses	2 procured	10	2	Not fully achieved
			Rehabilitation of Studios	3	7	0	Not Achieved

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Policy Objective: Improve transparency and access to public information						
	Prog.	Sub-prog	Broad project/activity	Indicators			Remarks
				Baseline 2013	MTDP Target	Achievement	
2016	Information Management	Information Gathering and Dissemination Services	Increase reliability of broadcast from 80% to 90%	80%	90	90%	Fully implemented But not in MTDP
			Ensure maintenance of technical production facilities to the highest level to ensure high level technical quality	70	100	80%	80% achieved but not in MTDP
			Use new technology such as Live U Pack and VOIP to increase access to content and for market expansion	Got resource to purchase new equipment	Contract signed	Contract signed	On going
			Training of staff	All staff	All staff	More than half of the staff trained	Over 50% achieved
			Rehabilitation of residential accommodation	All residents	10	10	Not fully completed

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Policy Objective: Improve transparency and access to public information						
	Prog.	Sub-prog	Broad project/ activity	Indicators			Remarks
				Baseline 2013	MTDP Target	Achievement	
<b>2017</b>	Information Management	Information Gathering and Dissemination Services	Coverage of Public Accounts Committee	30 covered	40	40	Fully achieved
			Coverage of ministerial vetting	37 coverage	All vetting	All	100% achieved
			Coverage of Meet the Press	20	30	25	98% achieved
			Procurement of mini buses	2 procured	10	2	Not fully achieved
			Rehabilitation of studios	3	7	0	Not achieved
			Increase reliability of broadcast from 80% to 90%	100	100	96% achieved	Fully implemented But not in MTDP

Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Policy Objective: Improve transparency and access to public information						
	Prog.	Sub-prog	Broad project/ activity	Indicators			Remarks
				Baseline 2013	MTDP Target	Achievement	
2017	Information Management	Information Gathering and Dissemination Services	Ensure maintenance of technical production facilities to the highest level to ensure high level technical quality	100	100	60% achieved	60% achieved but not in MTDP
			Establish additional studios with HD capability and acquire more OB Vans with HD capability	100	100	10% achieved -	10% achieved but not in MTDP
			Use new technology such as Live U Pack and VOIP to increase access to content and for market expansion	Got resource to purchase new equipment	Contract signed	Contract signed	On going
			Training of staff	All staff	All staff	More than half of the staff trained	Over 50% Achieved
			Rehabilitation of residential accommodation	All residents	10	10	Not fully achieved

## **C. CURRENT SITUATION OF THE MINISTRY**

### **C.1. BACKGROUND OF THE MINISTRY**

The Ministry of Information since 1957 has metamorphosed successively in its designation as Ministry of Information and Culture, Ministry of Communications, Ministry of Media Relations, Ministry of Information and Presidential Affairs and Ministry of Information and National Orientation. In 2014 to February 2017 it was subsumed under the Ministry of Communications and was therefore called again Ministry of Communications under the National Democratic Congress (NDC) Government.

Under H. E. Nana Addo Dankwa Akufo-Addo's administration, Government decided to revamp the ministry and its agencies and to re-launch efforts at centralizing and coordinating information on government policies and programs. In this regard the Ministry of Information was decoupled from Ministry of Communications and name was reverted to Ministry of Information.

### **C.2. PROFILE OF THE MINISTRY**

The Ministry of Information plays a vital role in facilitating a two (2) way flow of information on government business. Information cuts across all government business and the Ministry's activities, especially facilitating the gathering of feedback on government's programs and activities to co-ordinate and refine the policy making process. This also enables the people to get involved and have a sense of ownership of government's development agenda with focus on poverty reduction, growth and wealth creation.

The Ministry has moved away from the traditional approach of information dissemination to strategic communication which involves the planned mainstreaming of Development Communication (DevCom) in all MDAs and MMDAs. This is to, *inter alia*, ensure that every government program and project has a communication component with a budget line. The thrust of DevCom is the use of a two (2) way decentralized system of information flow, democratization of information delivery, deepening of public consultation and empowerment of the citizenry to participate in the decision-making and implementation process.

Public participation in the decision-making process is certain to make the people feel they are part of government development agenda.

The Ministry of Information has a countrywide network of information offices right down to the district level. The Ministry is made up of the General administration, Information Services Department (ISD), Ghana News Agency (GNA), Ghana Broadcasting Corporation (GBC) and Ghana Publishing Corporation (GPC). The following section describes the vision, mission etc of the Ministry.

### **C.3. VISION OF THE MINISTRY**

The vision of the Ministry of Information is to attain a free, united, informed, patriotic, dedicated and prosperous society with good governance through Development Communication (Dev-com).

### **C.4. MISSION OF THE MINISTRY**

The Ministry exists to facilitate a two (2)-way free flow of timely and reliable information and feedback between the government and its various publics; to develop and operationalize a Development Communication Policy in collaboration with relevant government organizations; to co-ordinate, monitor and evaluate the implementation of programs and activities of sector agencies.

The Ministry also exists to create the right environment to generate the necessary understanding and support of the publics for the policies and programmes of government and to facilitate their realization through adequately trained and motivated staff.

### **C.5. CORE VALUES OF THE MINISTRY**

In furtherance of its vision, mission, and corporate image, the Ministry is guided by the following core values:

- Professionalism
- Meritocracy
- Customer sensitivity
- Integrity
- Accountability
- Credibility and authenticity
- Trust and Reliability
- Innovative
- Respect

### **C.6. FUNCTIONS OF THE MINISTRY**

The Ministry performs the following specific functions as prescribed by the Civil Service Act, (PNDCL 327):

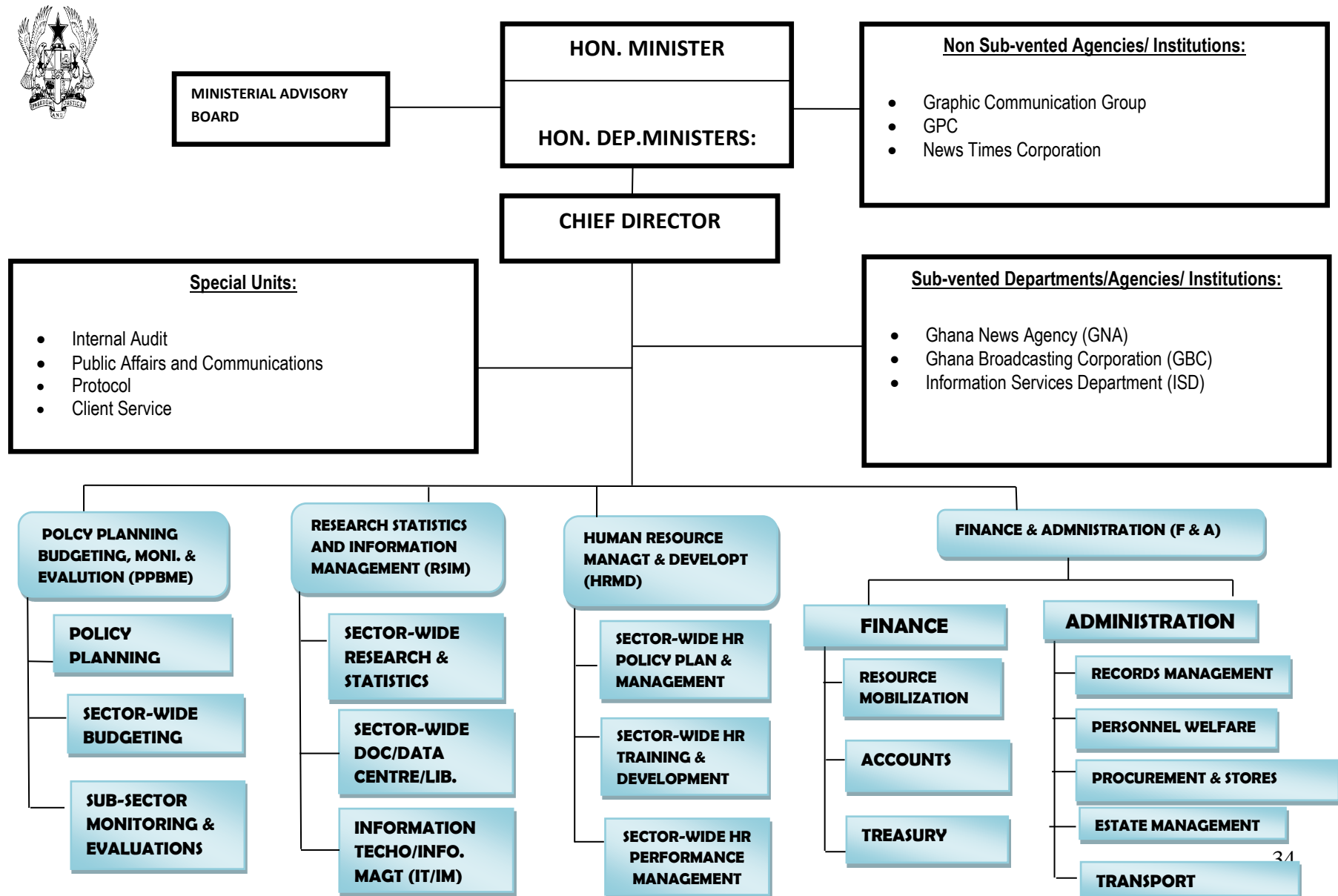
- Initiate and formulate information dissemination policies taking into account the needs and aspirations of the people.
- Coordinate, monitor and evaluate the efficiency and effectiveness of the performance of the Information Sector.



- Develop and periodically review appropriate regulations, standards and guidelines to control and ensure effective performance of the sector.
- Promote the use of modern management practices, systems and procedures to ensure effective performance of the sector.
- Promote innovation and Information Technology and information systems application, and e-service platforms.
- Undertake research and development, training and capacity building to enhance the performance of the sector.
- Develop effective resource mobilization strategies and schemes to support the operations of sector.
- Build and maintain effective networks and collaborations with international and local stakeholders, MDAs/MMDAs to support and enhance the performance of the sector.
- Develop and establish framework for the assessment, adoption, ratification, and application of international protocols, conventions, treaties, charters etc relevant to the sector.
- Provide strategic policy and regulatory support to the operations of the sector.
- Promote Ghana as a secure, peaceful and investor friendly nation in the sub-region.

## C.7. ANALYSIS OF CURRENT DEVELOPMENT SITUATION OF THE MINISTRY AND ITS AGENCIES

### C.7.1. ORGANOGRAM OF THE MINISTRY AND ITS AGENCIES



**C.7.2. ESTABLISHMENT LEVEL: LEVEL/ACTUAL STAFFING & STAFFING GAP –MAIN MINISTRY**

<b>GRADE</b>	<b>ESTABLISHMENT</b>	<b>ACTUAL STAFFING</b>	<b>STAFFING GAP</b>
<b>MINISTER'S SECRETARIAT</b>			
Assistant Director I	1	0	1
Senior Private Secretary	1	1	0
<b>SUB-TOTAL</b>	<b>2</b>	<b>1</b>	<b>1</b>
<b>DEPUTY MINISTER'(S) SECRETARIAT</b>			
Stenographer Grade I	3	1	2
<b>SUB-TOTAL</b>	<b>3</b>	<b>1</b>	<b>2</b>
<b>CHIEF DIRECTOR'S SECRETARIAT</b>			
Chief Director	1	1	0
Stenographer Grade II	1	1	0
Assistant Records Officer	1	1	0
<b>SUB-TOTAL</b>	<b>3</b>	<b>3</b>	<b>0</b>
<b>CLIENT SERVICE</b>			
Assistant Director IIB	1	0	1
Receptionist	1	0	1
<b>SUB-TOTAL</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b>INTERNAL AUDIT</b>			
Chief Internal Auditor	1	1	0
Senior Internal Auditor	1	1	0
<b>SUB TOTAL</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>PUBLIC AFFAIRS UNIT</b>			
Public Relations Officer	1	1	0
<b>PROTOCOL UNIT</b>			
Senior Protocol Officer	1	0	1

GRADE	ESTABLISHMENT	ACTUAL STAFFING	STAFFING GAP
<b>POLICY PLANNING, BUDGETING, MONITORING AND EVALUATION</b>			
Director / Analogous grade	1	1	0
Stenographer Secretary	1	1	0
<b>Policy Coordinating Unit</b>			
Deputy Director / Analogous grade	1	1	1
<b>Planning and Budgeting Unit</b>			
Assistant Development Planning Officer	1	1	0
Senior Budget Analyst / Analogous grade	1	1	1
<b>Monitoring and Evaluation</b>			
Assistant Director I / Analogous grade	1	0	1
<b>SUB TOTAL</b>	<b>6</b>	<b>4</b>	<b>2</b>
<b>RESEARCH, STATISTICS AND INFORMATION MANAGEMENT</b>			
Director / Analogous grade	1	0	1
Stenographer Secretary	1	0	1
<b>Research and Statistics</b>			
Deputy Director	1	1	0
Research Officer/ Analogous Grade	1	0	1
<b>Management Information Unit</b>			
IT / IM Officer	1	0	1
Programmer	1	0	1
<b>Library/Documentation</b>			
Librarian	1	0	1
<b>SUB-TOTAL</b>	<b>7</b>	<b>1</b>	<b>6</b>
<b>HUMAN RESOURCE MANAGEMENT &amp; DEVELOPMENT</b>			
Director	1	0	1
Deputy Director	1	1	0
Stenographer Secretary	1	0	1
Assistant Director IIA	2	1	1
<b>SUB-TOTAL</b>	<b>5</b>	<b>2</b>	<b>3</b>

GRADE	ESTABLISHMENT	ACTUAL STAFFING	STAFFING GAP
<b>ADMINISTRATION AND FINANCE</b>			
Director	1	1	0
Senior Private Secretary/Stenographer Secretary	2	1	1
<b>Administration Section</b>			
Asst. Director I	1	1	0
Ass. Director II A	1	1	0
Senior Executive Officer	1	0	1
Records Supervisor( Personnel Records)	1	1	0
Receptionist	1	0	1
<b>Estate</b>			
Senior Estate Officer	1	0	1
Labourer	1	0	1
Cleaner	1	0	1
<b>SUB-TOTAL</b>	<b>8</b>	<b>3</b>	<b>5</b>

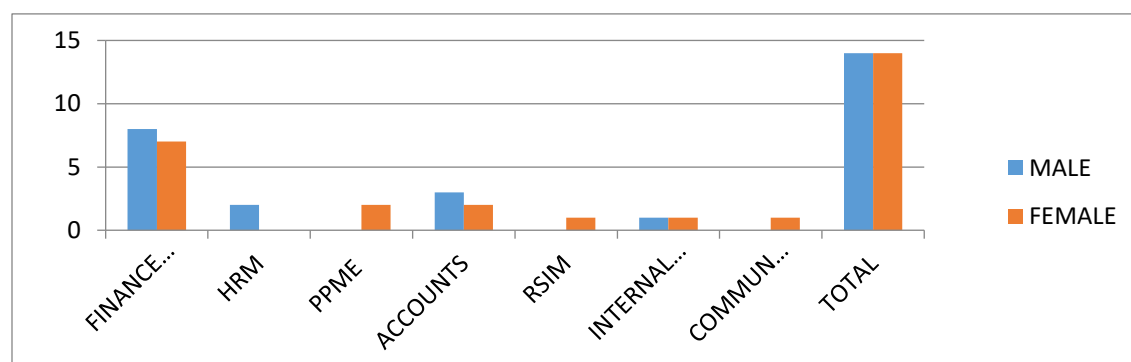
### C.7.3. PERSONNEL AND LOGISTICS CAPACITY OF THE MINISTRY

The Ministry of Information has a staff strength of 32 as at April, 2018. The breakdown of the staff into the various sexes/divisions is as shown in table I below:

**Table 1**

MINISTRY OF INFORMATION	DISTRIBUTION	
(Department/Directorate)	MALE	FEMALE
FINANCE/ADMINISTRATION	9	8
HRM	2	0
PPME	1	3
ACCOUNTS	3	2
RSIM	0	1
INTERNAL AUDIT	1	1
COMMUNICATION AND PUBLIC AFFAIRS	0	1
<b>TOTAL</b>	<b>16</b>	<b>16</b>

**Fig 1 Staff strength/sex distribution**



From the **Table 1** above, it is clear that there is gender balance as there are 16 males and 16 females. This notwithstanding, it is worthy of mention that the RSIM directorate lacks male staff whiles the HRM also lacks a female staff.

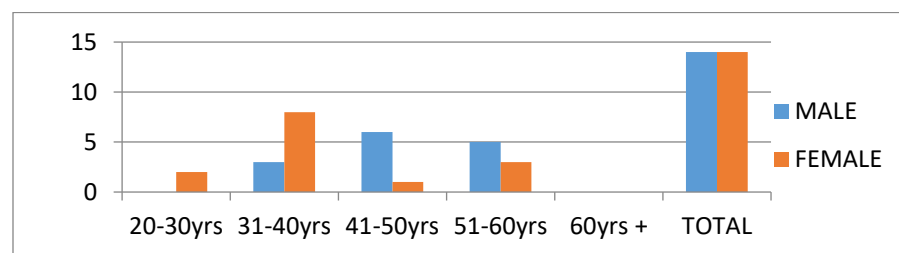
Largely, it can be seen that the Ministry is highly understaffed and this is evident at the HR and Research Statistics and Information Management Directorates that have a total of 3 staff.

Again, the number of core staff of the various Directorates and units are inadequate and would require some additional staff to effectively and expeditiously execute official assignments. It can easily be noticed that the communication and public affairs unit has only one staff and would need to be beefed up to ensure its effectiveness.

**Table 2**

MIN. OF INFORMATION	AGE RANGE	20-30yrs	31-40yrs	41-50yrs	51-60yrs	60yrs +	TOTAL
MAIN MINISTRY	MALE		4	6	6	0	16
	FEMALE	2	9	2	3	0	16
	SUB-TOTAL	2	13	8	9	0	32

**Fig 2 Age Distribution**

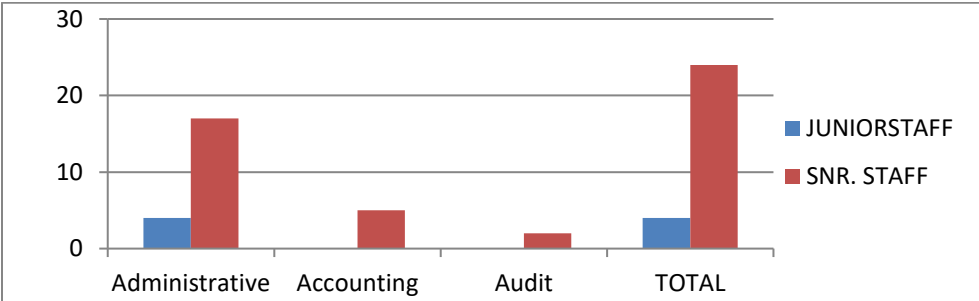


It can be deduced (from Table 2) that the Ministry has a fairly youthful population with (48.41%) falling within 20- 40 age bracket with 51.61% of staff falling between the ages of 41-60 years, out of which 29.1% of this number are between the ages 51-60 and would be retiring soon. This is particularly worrying as 4 out of the 8 officers between the 51-60 year bracket are heads of the various directorates. This implies that efforts need to be made to recruit as well as train staff so that when they finally retire, work would not stall. There is the need to develop and implement an effective succession plan.

**Table 3**

CLASS	JNR STAFF	SNR.STAFF	TOTAL
Administrative	7	17	24
Accounting	0	5	5
Audit	0	3	2
TOTAL	7	25	31

**Fig 3: Class Distribution**



It is also worthy of mentioning that majority of staff are in the Senior Division, a situation that must positively affect productivity and decision-making.

**C.8 DEVELOPMENT ISSUES**

**C.8.1 STAFFING LEVELS AND SITUATION**

The Ministry is highly understaffed as the staff gap is 28. There is the need, therefore, to seek financial clearance to employ to fill the gap.

**C.8.2 OFFICE SPACE**

There are 20 offices in the Ministry, 1 conference room (Minister’s conference room), 1 storeroom. The Ministry occupies the third floor of the building. The Ministry in the near future needs a new office complex, but as a short term measure, more office space are needed to cater for the 28 staff if there is the need to recruit them.

In addition to the above, the Ministry needs a Library, an IT unit and two large conference rooms.

**C.8.3 LOGISTICS**

Currently the Ministry has nine (9) vehicles. The Ministry needs a total of twenty-one vehicles i.e five saloon cars, five 4x4s, one mini bus, one coastal bus. There is also the need to acquire more computers, laptops, scanners for each directorate, printers, digital camera etc.



## **D. INFORMATION SERVICES DEPARTMENT**

### **D.1. STRUCTURE**

The Information Services Department is headed by a Director, supported by five (5) Divisional heads who supervise 20 Sectional and 14 Unit Heads. The Divisions include Finance & Administration, Publishing, Operations, Marketing and Public Relations. The Heads of IT and the Internal Audit report directly to the Director. To facilitate the capture and processing of topical national issues a new Media Monitoring Unit has been created under the Foreign Desk. The Video/Films Unit which was previously under Operations has been added to the Photos Sections to enhance synergy and productivity.

It has ten (10) Regional and One Hundred and Fifty-Six (156) District Offices. Twelve (12) District Information Officers perform oversight responsibility for MMDA's without District Offices. The Department is manned by a total of One Thousand and Eleven (1,011) Officers across the country. The Department also has three (3) offices at Ghana's foreign missions abroad namely London (two officers), New York (one officer) and Washington. (One officer).

The breakdown of personnel is as follows:

<b>REGION</b>	<b>MALE</b>	<b>FEMALE</b>	<b>TOTAL</b>
Head office	125	115	240
Eastern Region	48	28	76
Upper East Region	28	14	42
Upper West Region	21	11	32
Northern Region	49	21	70
Greater Accra Region	32	40	72
Brong Ahafo Region	58	28	86
Central Region	47	16	63
Western Region	34	14	48
Ashanti Region	89	40	129
Volta Region	49	18	67
P/R Officers	44	24	68
Staff on Secondment	4	7	11
<b>TOTAL</b>	<b>628</b>	<b>376</b>	<b>1004</b>

## D.2. ESTABLISHMENT GAP

**- 2014**

<b>GRADES</b>	<b>ESTABLISHMENT LEVELS</b>	<b>EXISTING</b>	<b>SHORTFALL</b>
AG DIRECTOR	1	1	-
DEPUTY DIRECTOR	40	22	18
ASST. DIRECTOR	90	13	77
P.I.O	120	3	117
S.I.O	105	14	91
I.O	162	51	111
A.I.O	146	175	+29
<b>TOTAL</b>	<b>664</b>	<b>279</b>	<b>385</b>

### **SUB PROFESSIONALS**

S.I.A	103	117	+14
JOURNALIST	90	79	11
I.A	97	31	66
J.I.A	95	32	63
I.C.A	61	22	39
OTHERS	540	588	+48
<b>TOTAL</b>	<b>986</b>	<b>869</b>	<b>117</b>
<b>GRAND TOTAL</b>	<b>1,650</b>	<b>1147</b>	<b>503</b>

**- 2015**

<b>GRADES</b>	<b>ESTABLISHMENT</b>	<b>EXISTING</b>	<b>SHORTFALL</b>
AG DIRECTOR	1	1	-
DEPUTY DIRECTOR	40	18	22
ASST. DIRECTOR	90	11	79
P.I.O	120	14	106
S.I.O	105	16	89
I.O	162	110	52
A.I.O	146	115	31
<b>TOTAL</b>	<b>664</b>	<b>285</b>	<b>379</b>

### **SUB PROFESSIONALS**

S.I.A	103	98	5
JOURNALIST	90	69	21
I.A	97	29	68
J.I.A	95	31	64
I.C.A	61	15	46
OTHERS	540	539	<b>1</b>
<b>TOTAL</b>	<b>986</b>	<b>800</b>	<b>205</b>
<b>GRAND TOTAL</b>	<b>1,650</b>	<b>1,066</b>	<b>584</b>

## -2016

GRADE	ESTABLISHMENT	EXISTING	SHORTFALL
AG DIRECTOR	1	1	-
DEPUTY DIRECTOR	40	22	18
ASST. DIRECTOR	90	5	85
P.I.O	120	7	113
S.I.O	105	35	70
I.O	162	121	41
A.I.O	146	108	38
<b>TOTAL</b>	<b>664</b>	<b>299</b>	<b>365</b>

### **SUB PROFESSIONALS**

S.I.A	103	95	8
JOURNALIST	90	54	36
I.A	97	31	66
J.I.A	95	20	75
I.C.A	61	13	48
OTHERS	540	522	18
<b>TOTAL</b>	<b>986</b>	<b>735</b>	<b>251</b>
<b>GRAND TOTAL</b>	<b>1,650</b>	<b>1034</b>	<b>616</b>

As per the above matrix, there is a huge and growing gap between the Department staff establishment and staff strength. While the staff strength of 1147 at 2014 had a shortfall of 503, which rose to 584 in 2015 with a staff strength of 11066. The attrition rate continued in the ensuing year 2016 where the shortfall in staff strength reached 616 with total staff strength of 1034.

A cursory study of the matrix reveal that a great part of the shortfall is at the professional level, where staff continue to exit the service either through resignation or conversion to other classes in the Civil service due primarily to poor or unattractive conditions of service.

It is therefore clear that a major recruitment exercise is urgently required to staff the Department with skilled professional staff with the required technical qualification to assist the Department to deliver its statutory functions.

### **D.3. LOGISTICS**

The underlying problem behind the logistical challenge of the Department is poor funding allocated by the Ministry of Finance over a long period of time. As a result, the department is unable to maintain and replace plant and machinery.

### **D.4. VEHICLES**

The department currently has an overall deficit of 188 in mostly vehicles (Cinema Vans) for its field and front staff. This is out of a total national requirement of 240, the department has only 52 vehicles which are in a serious state of disrepair (Detail attached)

PLACE	VEHICLES REQUIRED	EXISTING VEHICLES	DEFICIT	CONDITION OF VEHICLES
HEAD OFFICE	10	1	9	POOR
GT. ACCRA	20	4	16	POOR
NORTHERN	30	9	21	POOR
UPPER WEST	15	4	11	POOR
UPPER EAST	15	4	11	POOR
BRONG AHAFO	26	4	22	POOR
CENTRAL	22	3	19	POOR
WESTERN	26	3	23	POOR

PLACE	VEHICLES REQUIRED	EXISTING VEHICLES	DEFICIT	CONDITION OF VEHICLES
ASHANTI	33	12	21	POOR
VOLTA	18	4	14	POOR
EASTERN	24	4	20	POOR
<b>TOTAL</b>	<b>239</b>	<b>52</b>	<b>187</b>	

#### D.5. COMPUTERS

The Department has a huge deficit of 410 computers (ie 168 desktop and 242 laptops) across the department's 166 Regional/District Offices. There is also serious deficit in other office equipment like computer printers (168), Scanners (237) and Radios (202). Other shortfalls in office equipment include Manuel Display panels (127), LED Screens (14) public address equipment (91) Still Camera (164) and video cameras (3). The complete picture of the department's equipment is given in the attached matrix.

OFFICE WHERE THE EQUIPMENT IS NEEDED	Personal Computer			LapTops			Printers			Scanners			Radio		
	REQ	EXIST	DEFICIT	REQ	EXIST	DEFICIT	REQ	EXIST	DEFICIT	REQ	EXIST	DEFICIT	REQ	EXIST	DEFICIT
Director's Office	4	2	<b>2</b>	2	0	<b>2</b>	4	2	<b>2</b>	3	1	<b>2</b>	2	0	<b>2</b>
Divisional Heads/Deputy Director	8	4	<b>4</b>	8	0	<b>8</b>	8	2	<b>6</b>	8	0	<b>8</b>	8	0	<b>8</b>
Thirty Four Sectional/ Unit Heads	34	2	<b>32</b>	34	2	<b>32</b>	34	6	<b>28</b>	34	0	<b>34</b>			
Regional Offices	20	6	<b>14</b>	10	0	<b>10</b>	20	4	<b>16</b>	20	0	<b>20</b>	10	0	<b>10</b>
District Offices	175	75	<b>100</b>	175	0	<b>175</b>	175	65	<b>110</b>	175	11	<b>164</b>	17 5	0	<b>175</b>
IT	12	6	<b>6</b>	6	2	<b>4</b>	3	1	<b>2</b>	3	1	<b>2</b>	2	0	<b>2</b>
Exhibitions															
Video Unit															
Cinema	2	0	<b>2</b>	3	1	<b>2</b>	2	0	<b>2</b>	2	0	<b>2</b>			
Photos	2	0	<b>2</b>	2	0	<b>2</b>									
Research	3	0	<b>3</b>	3	0	<b>3</b>	1	0	<b>1</b>	3	0	<b>3</b>	4	0	<b>4</b>
Newsroom	3	0	<b>3</b>	6	0	<b>6</b>	1	0	<b>1</b>	2	0	<b>2</b>	1	0	<b>1</b>
<b>Total</b>	<b>263</b>	<b>95</b>	<b>168</b>	<b>249</b>	<b>5</b>	<b>242</b>	<b>248</b>	<b>80</b>	<b>168</b>	<b>250</b>	<b>13</b>	<b>237</b>	<b>20 2</b>	<b>0</b>	<b>202</b>

OFFICE WHERE THE EQUIPMENT IS NEEDED	TV			Manual Display Panels			Electronic Display Panels			LED screens		
	REQ	EXIST	DEFICIT	REQ	EXIST	DEFICIT	REQ	EXIST	DEFICIT	REQ	EXIST	DEFICIT
Director's Office	2	1	1									
Divisional Heads/Deputy Director	8	0	8									
Thirty Four Sectional/ Unit Heads												
Regional Offices	10	2	8	50	0	50	50	0	50	10	2	8
District Offices	175	75	100	35 0	99	251						
IT	2	0	2									
Exhibitions				10 0	15	85	30	0	30	5	2	3
Video Unit												
Cinema	4	2	2							5	2	3
Photos												
Research	4	0	4									
Newsroom	2	0	2									
<b>Total</b>	<b>20 7</b>	<b>80</b>	<b>127</b>	<b>50 0</b>	<b>114</b>	<b>386</b>	<b>80</b>	<b>0</b>	<b>80</b>	<b>20</b>	<b>6</b>	<b>14</b>

OFFICE WHERE THE EQUIPMENT IS NEEDED	Public Address Equipment			Still Camera			Video Camera		
	REQ	EXIST	DEFICIT	REQ	EXIST	DEFICIT	REQ	EXIST	DEFICIT
Director's Office									
Divisional Heads/Deputy Director									
Thirty Four Sectional/ Unit Heads									
Regional Offices	20 sets	8	12	20	4	16			
District Offices	175	99	76	175	27	148			
IT									
Exhibitions									
Video Unit							4	1	3
Cinema	5 sets	2	3						
Photos				8	2				
Research									
Newsroom									
<b>Total</b>	<b>200</b>	<b>109</b>	<b>91</b>	<b>203</b>	<b>33</b>	<b>164</b>	<b>4</b>	<b>1</b>	<b>3</b>

The Lack of equipment and the poor state of existing facilities which is also taking a major toll on the service delivery of the department is reflected in the huge deficits in key operational equipment captured in the above table. The Department has lost clients to private service providers due to the shortfall of 91 in Public Address Equipment (PAE) and the fact the department systems are outmoded.

Due to the lack of still camera (164 as per the above table) the department is unable to capture many important national events and as a result salient part of our national heritage is not being documented for future reference. Many of the department's darkrooms have therefore been closed down.



**E. GHANA NEWS AGENCY**  
**STAFF STRENGTH AS AT MARCH 31<sup>ST</sup> 2018**

DEPARTMENT/ AGENCIES	NUMBER OF STAFF		TOTAL
	MALE	FEMALE	
GNA	119	42	130

**STAFF DATA FOR APRIL 2018**

LEVEL	MANAGEMENT UNIT	H/O TOTAL	GAP	REGIONAL OFFICES	GAP	TOTAL STAFF
EDITORIAL						
24L	GENERAL MANAGER		1			1
23H	DEPUTY GENERAL MANAGER		1			1
23L	DIRECTOR OF EDITORIAL		1			1
21H	DEP. DIR. OF EDITORIAL		1			1
21L	CHIEF EDITORS	2	3	2		7
19L	SENIOR EDITORS	5	4	5		14
18L	EDITORS	17	2	4	5	28
16L	CHIEF REPORTERS	11	1	11		23
14L	SENIOR REPORTERS	1		6		7
12L	REPORTERS		6	1	17	24
<b>SUB TOTAL</b>		<b>36</b>	<b>20</b>	<b>29</b>	<b>22</b>	<b>107</b>
ENGINEERING						
23L	DIRECTOR OF ENGINEERING	0	1			1
21L	DEP. DIR. OF ENGINEERING	0	1			1
19L	TECHNICAL COORDINATOR	4	1			5
18L	CHIEF TECHNICAL SUPT.	0	2		5	7
17L	SNR. TECH. SUPT.	3	1			4
16L	CHIEF TRAFFIC SUPT.		1			1
15L	SNR. TECH. ASSISTANT	3				3
	TECHNICAL ASSISTANT	1				1
15L	SENIOR TRAFFIC SUPT.		1		2	3
13L	ASSISTANT TRAFFIC SUPT.		2		2	4
<b>SUB TOTAL</b>		<b>11</b>	<b>10</b>	<b>0</b>	<b>9</b>	<b>30</b>

LEVEL	MANAGEMENT UNIT	H/O TOTAL	GAP	REGIONAL OFFICES	GAP	TOTAL STAFF
BUSINESS DEV'T						
23L	DIRECTOR OF BUSINESS	1				1
21L	DEP. DIR. OF BUSINESS		1			1
18L	CHIEF MARKETING OFFICER	1	1			2
17L	SNR. MARKETING OFFICER	2	1			3
16L	MARKETING OFFICER	2	1			3
141	SNR MARKETING ASST.	2	1			3
11L	MARKETING ASST.	2	1			3
<b>SUB TOTAL</b>		<b>10</b>	<b>6</b>		<b>0</b>	<b>16</b>
ADMINISTRATION						
23L	DIRECTOR OF ADMIN.	1				1
21L	DEP. DIR. OF ADMIN	0	1			1
19L	CHIEF ADMIN OFFICERS	3				3
18L	SENIOR ADM. OFFICERS	2				2
17L	SNR. PRIVATE SECRETARY	1				1
16L	PRIVATE SECRETARY	1				1
16L	CHIEF TRAFFIC SUPT.	1		1		2
16L	CHIEF SECURITY OFFICER	2				2
15L	CHIEF LIBRARY OFFICER		1			1
15L	SENIOR TRAFFIC SUPT.	1				1
14L	STENO. SECRETARY		1			1
14L	CHIEF TRANSPORT OFFICERS	2				2
13L	SENIOR STENOGRAPERS	3	1			4
13L	SENIOR SECURITY OFFICER	5				5
13L	TRANSPORT OFFICER	1				1
13L	ASST. TRAFFIC SUPT.			1		1
12L	STENOGRAPHER	0	1			1
12L	SECURITY OFFICER	1				1
12L	CHIEF DRIVER	2				2
12L	CHIEF MECHANIC	0	1			1
11L	DEPUTY CHIEF DRIVER		1	6		7
11L	CHIEF CLERK	1				1
11L	SECURITY GUARD	1				1
10L	SENIOR CLERKS				2	2
10L	SENIOR DRIVER MECHANIC		1			1
9L	DRIVER MECHANIC		4	1		5
7L	OFFICE ASSISTANT	0	2	1	9	12
<b>SUB TOTAL</b>		<b>28</b>	<b>14</b>	<b>10</b>	<b>11</b>	<b>63</b>

LEVEL	MANAGEMENT UNIT	H/O TOTAL	GAP	REGIONAL OFFICES	GAP	TOTAL STAFF
FINANCE						
23L	DIRECTOR OF FINANCE	1				1
21L	DEP. DIR. OF FINANCE	0	1			1
20L	PRINCIPAL ACCOUNTANT	0	2			2
19L	SENIOR ACCOUNTANT	2	1			3
18L	ASST STORES MANAGER	1				1
18L	ACCOUNTANTS	3	1			4
16L	ASST. ACCOUNTANTS	0	2			2
14L	SENIOR STORE KEEPER	1				1
SUB TOTAL		8	7	0	0	15
<b>GRAND TOTAL</b>		<b>93</b>	<b>57</b>	<b>39</b>	<b>42</b>	<b>231</b>

### **E.1. STAFF SITUATION**

The GNA is expected to employ 230 members of staff. However, the staff strength has reduced to 129 due to resignation and natural attrition. The situation invariably has led to loss of critical staff especially from the editorial department. The GNA needs to employ about 10 staff to fill vacancies in the newsroom. The agency between 2014 and 2017 lost 28 staff members to retirement.

### **E.2. OFFICE SPACE**

Part of the building at the headquarters has been rented out to Ghana Integrated Financial Management Information Systems (GIFMIS). Same can be said about GNA office buildings at Tamale, Ho and Bolgatanga. The GNA staffs at Kumasi and Sunyani are in rented premises.

The provision of regional offices will go a long way to help. The reference library of our information and documentation section really needs to be refurbished.

### **E.3. LOGISTICS**

The GNA currently has numerous logistics challenges including Shortage of computers, cameras, smart phones, tables, chairs, photocopiers, scanners and printers

The Agency has 13 ram shackled vehicles. There are 10 pick-ups in the 10 regions and 3 at the Headquarters in Accra.

The Vehicles are over aged vehicles, thereby making repair cost very high as against erratic release of goods and services by the government. The Agency also needs two new mini vans.

The heads of Directorates need 5 new saloon cars and a 4X4 vehicle is needed for the general pool. The Chief Executive Director is in dire need of a new saloon car and a 4X4 cross country vehicle.

#### **E.4. CAPACITY BUILDING**

The Agency lines up training programs yearly for staff in order to bring them up to speed or to meet the challenges of global technological advancement. However, it has not been possible to organize the training programmes due to financial challenges.

## F. GHANA BROADCASTING CORPORATION (GBC)

The human resource capacity is highlighted below

No.	Rank	No. Required	No. at Post	Variance	Age Range	Sex		Qualification
						Male	Female	
1.	Director- General	1	1	-	55-60	1	-	Master's Degree
2.	Deputy Director-General	1	1	-	45-60	-	1	Master's Degree
3.	Directors	10	5	5	40-60	5	-	Master's Degree in relevant field
4	Deputy Directors		26		40-60	21	5	Master's Degree in relevant field
5	Senior Managers		55		55-60	46	9	Master's Degree in relevant field
6	Managers		264		40-60	190	74	Master's Degree in relevant field
7	Assistant Managers		279		35-60	210	69	Master's Degree in relevant field
8	Senior Operations Officers		104		30-60	77	27	Master's Degree in relevant field
9	Operations Officer I		467		25-60	337	130	First Degree
10	Operations Officer II		343		25-60	232	111	Higher National Diploma
11	Chief Human Resource Assistant		74		25-60	45	14	DBS/certificate
12	Principal Human Resource Assistant		60		25-60	31	29	NVTI/School Certificate
13	Senior Human Resource Assistant		62		25-50	52	10	NVTI/School Certificate
14	Human Resource Assistant		71		25-60	48	23	NVTI/School Certificate
15	Chief Utility Assistant		26		19-60	20	6	NVTI/School Certificate
16	Principal Utility Assistant		29		19-60	19	10	NVTI/School Certificate
17	Utility Assistant		18		19-60	18	0	NVTI/School Certificate
	<b>Total</b>	<b>1993</b>	<b>1,875</b>		<b>1,357</b>	<b>518</b>		

## F.1. TOTAL RELEASES FROM GOVERNMENT OF GHANA

<b>PERSONNEL EMONUMENTS ( Wages and Salaries)</b>							
Year	Requested As Planned	Approved As Per Ceiling	Released	Deviations		Actual Expenditure	Variance
	A	B	C	A-B	B-C	D	C-D
2014	3,757,000.00	3,757,958	2,163,451.69	-958	1,594,506.31	2,163,451.69	Nil
2015	4,299,821.00	4,764,873	2,858,784.70	-465,052.00	1,906,088.30	2,858,784.70	Nil
2016	3,654,255.00	4,263,144.00	2,160,276.41	-608,889.00	2,102,867.59	2,160,276.41	Nil
2017	5,801,482.00	5,985,415.00		-183,933.00			
<b>CAPITAL EXPENDITURE/ASSETS</b>							
2014	782,872.00	328,892.00	-	453,980.00		-	
2015	156,000.00	90,566.00	-	65,434	-90,566	-	
2016	27,395.00	27,395.00	-	0		-	
2017	5,180,409.80						
<b>GOODS AND SERVICES</b>							
2014	959,664.00	305,149.00	6,518.00	654,515.00	298,631	6,518.00	0
2015	317,169.00	511,265.00	155,263.43	-194,096.00	298,631.00	155,263.43	0
2016	882,600.00	158,584.00	39,997.60	724,016.00	118,586.40	39,997.60	0
2017	739,434.00	600,000.00		139,434.00			

**\*\* GOG is the only source of funding for the MDA**

## **F.2. SUMMARY OF KEY ISSUES IDENTIFIED FROM THE PERFORMANCE REVIEW 2014-2017**

- Polarized Media landscape
- Diminishing interest in local sports by general public
- Insufficient attention to and funding of development communication
- Inadequate utilization of opportunities to promote regional and international relations
- Power outages affecting workflow.
- Inadequate budgetary allocation
- Non-payment of stringers fees
- Non-release of funds for capital expenditure
- Difficulty in getting financial clearance for recruitment and replacement
- Inadequate Technical staff
- Inadequate Foreign Correspondents.
- Unattractive conditions of service
- Lack of training budget due to the non-release of enough Goods and Services for that activity.
- Non-payment of fees to stringers affecting news gathering.
- Non-availability of funds for fixed assets- e.g. vehicles to transport Journalists.
- High electricity tariff affecting cash flow
- Lack of key skills to drive modern News Agency practices.
- Lack of Foreign Correspondents to drive foreign news reporting.

### F.3. SUMMARY OF KEY DEVELOPMENT ISSUES UNDER THE THEMATIC AREAS OF GSGDA II

<b>THEMATIC AREAS OF GSGDA II</b>	<b>IDENTIFIED ISSUES (FROM PERFORMANCE REVIEW AND PROFILE)</b>
<b>Human Development Productivity and Employment</b>	Inadequate Staff
	Inadequate Training Opportunities
	Poor Motivation of Staff
	Unattractive Conditions of Service
	Lack of Medical Subsidies
	Inadequate Professional Staff
	Weak and Limited Capacity of Media on Development Issues
	Inefficient Institution and Regulatory Framework to Support Development Issues
<b>Transparent, Responsive And Accountable Governance</b>	Weak awareness of government agenda
	Polarized Media landscape
	Diminishing interest in local sports by general public
	Insufficient attention to and funding of development communication
	Inadequate utilization of opportunities to promote regional and international relations
	Insufficient attention to and funding of development communication
	Financial Constraints
	Untimely Release of Funds
	Limited Communication Flow between the Government and Ministry
	Lack of LI on broadcasting
	Inefficient institution and regulatory framework to support development issues
	Poor Motivation of Staff
	Inadequate office accommodation
	Inadequate Logistics
	Re-establishment of Radio 1 and Radio 2 Networks
	Digitization of studios
	Establish additional studios with HD capability and acquire more OB Vans with HD capability



<b>THEMATIC AREAS OF GSGDA II</b>	<b>IDENTIFIED ISSUES (FROM PERFORMANCE REVIEW AND PROFILE)</b>
<b>Transparent, Responsive And Accountable Governance</b>	Use new technology such as LiveU Pack and VOIP to increase access to content and for market expansion
	Virtual studio increase reliability of broadcast from 80% to 90%
	Establishment of 140 Radio studios nationwide.
	Provision of training laboratory and additional lecture rooms for GBC University College
	Expansion of GBC Clinic
	Rehabilitation of residential and office accommodation
	Repair and maintain faulty transmitters
	Procurement of maxi buses
	Procurement of mini buses
	Procurement of heavy duty generator for Headquarters and the Regions
	Extension of Air-Watch systems to GBC Regional and District offices
	Procurement of additional Pick-Up vehicles for GBC Regional and District Offices
	Training and Development of Staff
	Recruitment of Staff
	Provide a well-structured local area network (LAN) to offices at BH3
	Tiling of offices and studios

A number of challenges confronted the sector in implementing the GSGDA II and other key programmes during the period under review. The major one included being collapsed and put under the Ministry of Communications which overshadowed its key programmes and activities. Others included lack of existing framework for dealing with the media, insufficient attention to and funding of development communication, financial constraints, untimely release of funds among many others.

Despite these challenges, the Ministry seized every opportunity to implement key activities and programmes as shown above. Some key lessons learnt and which would be employed during the next phase of our planning and implementation process will include

- Prioritization of programmes and activities
- Efficient utilization of resources
- Strong engagement with key partners such as MOF and DPs etc

## **CHAPTER TWO**

### **PRIORITISATION OF DEVELOPMENT ISSUES**

The preceding chapter identified a number of issues that arose in the implementation of the GSGDA II and their relationships with the adopted issues of the Agenda for jobs 2018-2021. Chapter 2 highlights these adopted issues and their relationship with the development dimensions of the Agenda for jobs 2018-2021. The chapter also prioritizes these issues for effective implementation.

#### **DEVELOPMENT ISSUES FOR 2018-2021**

This section delves into development issues for 2018 to 2021. It identifies development issues from the previous section linked to the relevant development dimensions of the National Medium-Term Development Policy Framework (2018-2021). The goals of the National Medium-Term Development Policy Framework 2018-2021 included the following;

- Build an inclusive industrialized and resilient economy;
- Create an equitable, healthy and disciplined society;
- Build safe and well-planned communities while protecting the natural environment
- Build effective, efficient and dynamic institutions
- Strengthen Ghana's role in international affairs

Out of the five goals above, the following two applied to the Ministry of Information;

- Create an equitable, healthy and disciplined society;
- Build effective, efficient and dynamic institutions

In view of the revision of the Medium Term National Development Plan by the National Development Planning Commission occasioned by the early completion of the Coordinated Programme of Economic and Social Development Policies (CPESDP) this medium term plan has been revised to reflect the new themes and goals contained in the Agenda for jobs 2018-2021.

The development dimensions of the revised NMTDPF include the following;

- Economic Development
- Social Development
- Environmental, Infrastructure & Human Settlement
- Governance, corruption and public accountability
- Ghana and the International community

The following development dimensions have been adopted by the Ministry of Information

- Social Development
- Governance, Corruption and Public accountability and

- Ghana and the international community

### IDENTIFIED DEVELOPMENT ISSUES UNDER GSGDA II AND AGENDA FOR JOBS 2018-2021

The table below attempts to create linkages between the issues identified under GSGDA II and the agenda for jobs (revised National Medium-Term Policy Framework) 2018-2021. It thus, helps to identify the development issues linked to the relevant development dimensions of the revised National Medium-Term Development Policy Framework 2018-2021.

GSGDA II, 2014-2017		AGENDA FOR JOBS 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSION	ISSUES
Human Development Productivity and Employment	<ul style="list-style-type: none"> <li>• Polarized Media landscape</li> <li>• Weak awareness of government agenda</li> <li>• Diminishing interest in local sports by general public</li> <li>• Inadequate utilization of opportunities to promote regional and international relations</li> <li>• Insufficient attention to and funding of development communication</li> <li>• Inadequate Staff</li> <li>• Inadequate Training Opportunities</li> <li>• Poor Motivation of Staff</li> <li>• Unattractive Conditions of Service</li> <li>• Inadequate Professional Staff</li> <li>• Weak and Limited Capacity of Media on Development Issues</li> <li>• Inefficient Institution and Regulatory Framework to Support Development Issues</li> </ul>	Governance, corruption and public accountability	<ul style="list-style-type: none"> <li>• Relatively weak capacity of governance institutions</li> <li>• Politicization and the recurring threats of political violence</li> <li>• Monetization of elections</li> <li>• Limited public and community ownership</li> <li>• Low public interest in public institutions</li> <li>• Limited involvement of public in expenditure tracking</li> <li>• Lack of a comprehensive database of public policies</li> <li>• Ineffective monitoring and evaluation of implementation of development policies and plans</li> <li>• High perception of corruption among public office holders and citizenry</li> <li>• Low transparency and accountability of public institutions</li> </ul> <p><b>Media</b></p>

			<ul style="list-style-type: none"> <li>• Ineffective advocacy strategies by relevant institutions responsible for public education</li> <li>• Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities</li> </ul>
<b>GSGDA II, 2014-2017</b>		<b>AGENDA FOR JOBS 2018-2021</b>	
<b>THEMA TIC AREA</b>	<b>ISSUES</b>	<b>DEVELOPMENT DIMENSION</b>	<b>ISSUES</b>
Human Development Productivity and Employment			<ul style="list-style-type: none"> <li>• Low capacity of the media for watchdog role</li> </ul> <p><b>Traditional authorities</b></p> <ul style="list-style-type: none"> <li>• Inadequate involvement of traditional authorities in national development</li> </ul> <p><b>Religious bodies</b></p> <ul style="list-style-type: none"> <li>• Inadequate involvement of religious bodies in national development</li> <li>• Weak national values such as patriotism and loyalty to the state</li> <li>• Poor attitudes negatively impacting quality of life</li> </ul>
		Governance, corruption and public accountability	<ul style="list-style-type: none"> <li>• Ineffective advocacy strategies</li> <li>• Inadequate ownership and accountability for national development at all levels</li> <li>• Polarised media landscape</li> <li>• Insufficient funding of development communication</li> <li>• Weak capacity of development communication institutions</li> <li>• Low awareness of government agenda</li> <li>• Polarized Media landscape</li> <li>• Inadequate Staff</li> </ul>

			<ul style="list-style-type: none"> <li>• Inadequate Training Opportunities</li> <li>• Poor Motivation of Staff</li> <li>• Unattractive Conditions of Service</li> <li>• Lack of Medical Subsidies</li> <li>• Inadequate Professional Staff</li> <li>• Untimely Release of Funds</li> <li>• Limited Communication Flow between the Government and Ministry</li> <li>• Lack of LI on broadcasting</li> </ul>
<b>GSGDA II, 2014-2017</b>		<b>AGENDA FOR JOBS 2018-2021</b>	
<b>THEMA TIC AREA</b>	<b>ISSUES</b>	<b>DEVELOPMENT DIMENSION</b>	<b>ISSUES</b>
		Governance, corruption and public accountability	<ul style="list-style-type: none"> <li>• Poor Motivation of Staff</li> <li>• Inadequate office accommodation</li> <li>• Inadequate Logistic</li> </ul>
		Social Development	<ul style="list-style-type: none"> <li>• Declining interest in locally organized sports by general public</li> </ul>
		Ghana's role in International Affairs	<ul style="list-style-type: none"> <li>• Underutilization of opportunities to promote regional and international relations</li> <li>• Limited leverage of Ghanaian culture in the international arena</li> </ul>
Transpar ent, Respons ive And Account able Governa nce	<ul style="list-style-type: none"> <li>• Limited Communication Flow between the Government and Ministry</li> <li>• Lack of LI on broadcasting</li> </ul>		



## **DEVELOPMENT DIMENSION AND ADOPTED ISSUES OF THE INFORMATION SECTOR**

The table below attempts to match the issues identified and their linkages with the development dimensions of the agenda for jobs 2018-2021.

<b>DEVELOPMENT DIMENSION 2018-2021</b>	<b>ADOPTED ISSUES</b>
Governance, corruption and public accountability	<ul style="list-style-type: none"> <li>• Relatively weak capacity of governance institutions</li> </ul>
	<ul style="list-style-type: none"> <li>• Politicization and the recurring threats of political violence</li> </ul>
	<ul style="list-style-type: none"> <li>• Monetization of elections</li> </ul>
	<ul style="list-style-type: none"> <li>• Limited public and community ownership</li> </ul>
	<ul style="list-style-type: none"> <li>• Low public interest in public institutions</li> </ul>
	<ul style="list-style-type: none"> <li>• Limited involvement of public in expenditure tracking</li> </ul>
	<ul style="list-style-type: none"> <li>• Lack of a comprehensive database of public policies</li> </ul>
	<ul style="list-style-type: none"> <li>• Ineffective monitoring and evaluation of implementation of development policies and plans</li> </ul>
	<ul style="list-style-type: none"> <li>• High perception of corruption among public office holders and citizenry</li> </ul>
	<ul style="list-style-type: none"> <li>• Low transparency and accountability of public institutions</li> </ul>
	<b>Media</b>
	<ul style="list-style-type: none"> <li>• Ineffective advocacy strategies by relevant institutions responsible for public education</li> </ul>
	<ul style="list-style-type: none"> <li>• Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities</li> </ul>
	<ul style="list-style-type: none"> <li>• Low capacity of the media for watchdog role</li> </ul>
	<b>Traditional authorities</b>
	<ul style="list-style-type: none"> <li>• Inadequate involvement of traditional authorities in national development</li> </ul>
	<b>Religious bodies</b>
	<ul style="list-style-type: none"> <li>• Inadequate involvement of religious bodies in national development</li> </ul>
	<ul style="list-style-type: none"> <li>• Weak national values such as patriotism and loyalty to the state</li> </ul>
	<ul style="list-style-type: none"> <li>• Poor attitudes negatively impacting quality of life</li> </ul>

	<b>ADOPTED ISSUES</b>
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<b>DEVELOPMENT DIMENSION 2018-2021</b>	
Governance, corruption and public accountability	• Ineffective advocacy strategies
	• Inadequate ownership and accountability for national development at all levels
	• Polarised media landscape
	• Insufficient funding of development communication
	• Weak capacity of development communication institutions
	• Low awareness of government agenda
	• Polarized Media landscape
	• Lack of LI on broadcasting
Social Development	• Declining interest in locally organized sports by general public
Ghana's role in International Affairs	• Underutilization of opportunities to promote regional and international relations
	• Limited leverage of Ghanaian culture in the international arena

The development issues identified above will have to be prioritized in order to focus resources and attention on. These issues are taken through the Potentials, Opportunities, Constraints and Challenges (POCC) analysis to help prioritise them. Below is the POCC analysis of the issues identified.



**A. POTENTIALS, OPPORTUNITIES, CONSTRAINTS AND CHALLENGES (POCC ANALYSIS)**

<b>ISSUES TO BE ADDRESSED</b>	<b>POTENTIALS (FROM BASELINE SITUATION ETC)</b>	<b>OPPORTUNITIES</b>	<b>CONSTRAINTS</b>	<b>CHALLENGES</b>
Low awareness of government agenda	Mandate to disseminate Government information nationwide through the sector agencies such as GBC,GNA & ISD (Cinema vans)	Strategic partnerships with key institutions	Inadequate financial resources	Untimely releases of funds from MoF
	The Ghana News Agency, the only wire service in the country is under the Ministry	Ability to provide nationwide coverage on Government agenda (including deprived areas)	Inadequate professional and critical staff	
		The Ministry hosts the Government portal that publishes authentic information to national and international audience(International coverage)		Free and unregulated media landscape
		A major source of primary information to a number of subscribers both locally and internationally	Inadequate logistics	
		Exchanges newsfeed with media organisations worldwide	Payment of high Electricity bills at the headquarters as well as the various regional stations	
		Investment promotion through the foreign journalists	Non retention of IGF	

ISSUES TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION ETC)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Low awareness of government agenda	The Ghana News Agency, the only wire service in the country is under the Ministry	Presence in all MDAs	Obsolete equipment	
		The Ministry publishes Ghana today magazine, the official mouth piece of Government	Lack of appropriate facility for preservation of national and historical documentaries	
			Poor documentation and improper record keeping	
Conclusion: The issue of low awareness of Government agenda can be addressed by the Ministry Since the potentials and opportunities outweigh the challenges and constraints posed. Further, the constraints and challenges can largely be addressed by timely release of funds				

<b>ISSUES TO BE ADDRESSED</b>	<b>POTENTIALS (FROM BASELINE SITUATION ETC)</b>	<b>OPPORTUNITIES</b>	<b>CONSTRAINTS</b>	<b>CHALLENGES</b>
Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities	Mandate to be objective and factual in media reportage	Opportunity to set the pace for other media houses	Inadequate financial resources to build capacity of practicing journalists and information officers	Inadequate professional journalists
	Attract high patronage from the populace due to authentic information	Enhances the relevance of the information sector	Non retention of IGF reduces the capacity of the Ministry to address the issue of polarized media	Free and unregulated media landscape
	The mandate to provide equal and adequate platform to all certified political parties	To afford the smaller parties the opportunity to elaborate on their manifesto to the electorate	Obsolete equipment hinders the ability to monitor and evaluate the polarized media landscape effectively	Indiscriminate allocation of frequencies to politicians
	Sensitization on peaceful election related activities	Democracy is deepened as debate is promoted from all political players	Non regulation of the media landscape in Ghana due to the absence of a broadcasting law	Diversion of public attention from vital national issues

ISSUES TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION ETC)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities	The Ghana News Agency, the only wire service in the country is under the Ministry	The opportunity to promote strategic partnership to deliver on the Ministry’s mandate	The use of scarce resources in responding to distorted news	Non passage of broadcasting bill
		Opportunity to build the capacity of media practitioners	Lack of expertise in the use of social media hindering effective monitoring and evaluation of polarized media in Ghana	Non passage of RTI bill
			Poor documentation and improper record keeping	The influx of fake news is a threat in determining authentic news.
Conclusion: This issue can adequately be addressed because the potentials and opportunities that exist outweigh the challenges and constraints that have been identified.				

ISSUES TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION ETC)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Ineffective advocacy strategies by relevant institutions responsible for public education	The agencies operating under the Ministry are better placed to carry out advocacy strategies	Other collaborative agencies	Inadequate trained personnel	Untimely release of funds
	Mandate to disseminate Government information nationwide through the sector agencies such as GBC,GNA & ISD (Cinema vans)	Donor support	Inadequate logistics	
	Platforms to engage the citizenry already exist		Inadequate budgetary allocation	
Conclusion: The Ministry is better placed because of its potentials and opportunities in public education to address the issue of ineffective advocacy strategies by relevant institutions.				

ISSUES TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION ETC)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Low capacity of the Media for watchdog role	Mandate to enhance the capacity of the media	Vibrant media landscape	Inadequate trained personnel	Untimely releases of funds
	Regular engagement with media on various issues	Interest of the media in national issues	Inadequate logistics	
	Forums for media engagement already exist	Competitive media landscape	Inadequate budgetary allocation	
Conclusion: The Ministry is mandated to build the capacity of the Media and opportunities exist to carry it out. The constraints and challenges are currently being addressed				
Politicization and the recurring threats of political violence	Mandate to be objective and factual in media reportage	Other collaborative institutions	Inadequate financial resources	Inadequate professional journalists
	Mandate to educate and sensitize the public on all issues	Donor support	Obsolete equipment	Diversion of public attention from vital national issues
	Offices in almost every district to deal with grassroots’ issues		Non regulation of the media landscape	
	Access to public media for information dissemination			
Conclusion: Since the potentials and opportunities outweigh the challenges and constraints, the issue can be addressed.				

ISSUES TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION ETC)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Monetization of elections	Mandate to sensitize the public on peaceful election related activities	Ability to collaborate with other institutions	Inadequate trained personnel	Untimely releases of funds
	Presence in every part of the country to play watchdog role	Ability to leverage public interest in elections	Inadequate logistics	
	Mandate to disseminate information on election best practices		Inadequate budgetary allocation	
	Mandate to monitor electioneering activities			
Conclusion: Monetization of elections can be addressed since huge potentials and opportunities exist to overcome the constraints and the challenges identified.				
Limited public and community ownership	Mandate to disseminate information and receive feedback from the public on all government programmes and projects and thereby building ownership	Working collaboratively with other institutions	Inadequate trained personnel	Untimely releases of funds
	Mandate to organize town Hall meetings		Inadequate logistics	
	Mandate to organize policy summit		Inadequate budgetary allocation	
	Mandate to organise meet the press			
Conclusion: Opportunities and potentials exist to address this issue adequately. The constraints and challenges are also being addressed				

ISSUES TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION ETC)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Low public interest in public institutions	Mandate to engage with the public	Collaboration with other public institutions such as NCCE		Inadequate budgetary provision
	Mandate to disseminate information		Inadequate trained personnel	Untimely release of funds
	Mandate to receive feedback from the public		Inadequate logistics	
	Mandate to bring public institutions and their programmes closer to the people		Inadequate budgetary allocation	
Conclusion: The Ministry’s mandates put it constantly in touch with the public. Opportunities also exist to collaborate with other institutions to deal with the issue of low public interest in public institutions.				
Limited involvement of public in expenditure tracking	Organisation of Town Hall Meetings/Meet the press	Vibrant media landscape	Inadequate trained personnel	Difficulty in resource mobilisation
	Organisation of National Policy Summits	Utilisation of the sittings of the Public Accounts Committee of Parliament	Inadequate logistics	
	National Education Campaigns		Inadequate budgetary allocation	
	Regional Tours			
	Coverage of Public Accounts Committee sitting			
Conclusion: Since the potentials and opportunities outweigh the challenges and constraints, the issues can be addressed.				



ISSUES TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION ETC)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Lack of a comprehensive database of public policies	Mandate to work with all MDAs and other public institutions	Ability to work with all MDAs	Inadequate trained personnel	Inadequate budgetary allocation to the sector
	Mandate to integrate the efforts of all MDAs	Readiness of MDAs	Inadequate logistics	
	Mandate to be the information hub of all public policies and other programmes		Inadequate budgetary allocation	
Conclusion: The Ministry’s mandate to work with all MDAs and other public institutions gives it the potential to be the hub of all public policies and therefore the issue can be addressed.				
Low transparency and accountability of public institutions	Mandate to organise Town Hall Meetings	Engagement with all MDAs	Inadequate trained personnel	Inadequate budgetary allocation
	Mandate to organise Meet the Press series		Inadequate logistics	MDAs not ready to take advantage of the existing platforms
	Mandate to organise National Policy Summits		Inadequate budgetary allocation	
	Mandate to hold education campaigns			
	Presence in every part of the country			
Conclusion: The overall mandate of the Ministry is to ensure that governance is brought closer to the people and this puts the Ministry in a position to address the issue of low transparency and accountability of public institutions				

ISSUES TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION ETC)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate involvement of traditional authorities in national development	Mandate to organise Town Hall Meetings	Working collaboratively	Inadequate trained personnel	Lack of support from MDAs
	Mandate to hold education campaigns		Inadequate logistics	Inadequate budgetary provision
			Inadequate budgetary allocation	
Conclusion: Through our programmes such as the Town Hall meetings, such important stakeholders are also involved in national development and therefore, the issue can be addressed.				
Inadequate involvement of religious bodies in national development	Mandate to organise Town Hall Meetings	Working collaboratively	Inadequate trained personnel	Lack of support from MDAs
	Mandate to hold education campaigns		Inadequate logistics	Inadequate budgetary provision
			Inadequate budgetary allocation	
Conclusion: Through our programmes such as the Town Hall meetings, such important stakeholders are also involved in national development and therefore, the issue can be addressed.				

ISSUES TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION ETC)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Weak national values such as patriotism and loyalty to the state	Mandate to organise Town Hall Meetings	Collaboration with other institutions	Inadequate trained personnel	Over politicization of issues
	Mandate to organise Meet the Press series		Inadequate logistics	Lack of support from a section of the public
	Mandate to organise National Policy Summits		Inadequate budgetary allocation	
	Mandate to hold education campaigns			
	Presence in every part of the country			
Conclusion: Potentials and opportunities exist to deal with the issue of weak national values.				

<b>ISSUES TO BE ADDRESSED</b>	<b>POTENTIALS (FROM BASELINE SITUATION ETC)</b>	<b>OPPORTUNITIES</b>	<b>CONSTRAINTS</b>	<b>CHALLENGES</b>
Diminishing interest in local sports by general public	Mandate to disseminate Government information nationwide through the sector agencies such as GBC,GNA & ISD (Cinema vans)	Strategic partnerships with key institutions affiliated to sports	Inadequate financial resources to support sports journalists/broadcasters to cover international tournaments.	Cumbersome procurement processes
	Promotion of lesser known sports in Ghana	Ability to provide nationwide coverage on Government agenda related to sports (including sports related stories in deprived areas)	Low or no coverage of lesser known sports in Ghana	Non- retention of internally generated funds (IGF)
		The Ministry hosts the Government portal that publishes authentic sports information to local and international audience (International coverage)	Inadequate professional and critical sports journalists/broadcasters	Non-acknowledgement of sports news bulletin
		A major source of primary information on sports to a number of subscribers both locally and internationally (including deprived areas)	Inadequate logistics (modern ICT tools and equipment's, eg. Poor picture quality, inadequate and poor quality voice recorders, inadequate transport and transportation facilities)	Difficulties in acquiring Accreditation to cover sports activities

ISSUES TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION ETC)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Diminishing interest in local sports by general public		Exchanges newsfeed with media organisations on sports worldwide	Payment of high Electricity bills at the headquarters as well as the various regional stations	
		Investment promotion through the foreign sports journalists	Non retention of IGF	
			Obsolete equipment	
			Improper preservation of national and historical documentaries	
			Poor documentation and improper record keeping	
<b>Conclusion: The Ministry will capitalise on its relationship with the media to create the needed support for such sports by the general public. The issue can, therefore, be addressed</b>				

<b>ISSUES TO BE ADDRESSED</b>	<b>POTENTIALS (FROM BASELINE SITUATION ETC)</b>	<b>OPPORTUNITIES</b>	<b>CONSTRAINTS</b>	<b>CHALLENGES</b>
Inadequate utilization of opportunities to promote regional and international relations	Mandate to disseminate Government information nationwide through the sector agencies such as GBC,GNA & ISD (Cinema vans)	Strategic partnerships with key institutions to promote regional and international relations	Poor record keeping.	Lack of resources to maintain films, videos, photographs, stories of national value
	The ISD has mandate to capture and archive all national photos and videos	Marketing National heritage, natural resources and commodities	Non digitized record keeping	Inability to resource information officers to promote national and international relations
	A source of reference for authentic information on Ghana (the famous story on the demand for Kwame Nkrumah's signature from GNA)	Ability to provide nationwide coverage on Government agenda (including deprived areas)	Inadequate, critical and professional staff	Political interference in the posting of professional information officers to missions
	Films and photographs have a huge revenue potential	The Ministry hosts the Government portal that publishes authentic information to national and international audience(International coverage)	Mis filing of document	Inadequate foreign freelancers to promote foreign news coverage
		major source of primary information to a number of subscribers both locally and internationally	Poor documentation and improper record keeping	

ISSUES TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION ETC)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate utilization of opportunities to promote regional and international relations		Exchanges newsfeed with media organisations worldwide		
		Investment promotion through the foreign journalists		
<b>Conclusion: Since the potentials and opportunities outweigh the challenges and constraints, the issues can be addressed.</b>				
Weak capacity of development communication institutions	Mandate to implement SDG Goals 16 and 17  Capacity and goodwill to implement Dev-Com activities	Government support to build Dev-Com institutions	Inability to convince MDAs to collaborate with the Ministry of Information to implement Dev Com programmes	Every MDA believes they are self-sufficient to drive Development communication agenda
				Insufficient funding of development communication programmes
<b>Conclusion: Since the potentials and opportunities outweigh the challenges and constraints, the issue can be addressed.</b>				

### **C.1. IMPACT ANALYSIS:**

The impact of the various issues when properly addressed will result in the creation of a society that is well informed, free, fair, transparent and open to all Ghanaians. This is consistent with the President's vision of building "an optimistic self-confident and prosperous nation, through the creative exploitation of our human and natural resources and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all".

It is also expected that a well-informed citizenry will take decisions that will boost the socio-economic growth of the country.

In tackling these issues, attention will be paid to campaigns aimed at attitudinal change areas such as natural resource utilization, cultural acceptability, resilience and disaster risk reduction etc.

Existing platforms will also be utilized in addressing issues such as HIV and AIDS and gender equality



**B. SUSTAINABLE PRIORITISED ISSUES AS CATEGORISED UNDER DEVELOPMENT DIMENSIONS**

The above prioritized issues have also been subjected to strategic environment analysis in determining how they relate to or support each other to achieve the objectives of the Information Medium –Term Development Plan. These issues have also been linked with the focus areas of the agenda for jobs. The table below presents the sustainable prioritized issues as categorized under our development dimension.

<b>DEVELOPMENT DIMENSION 2018-2021</b>	<b>FOCUS AREAS OF MTDP 2018-2021</b>	<b>ADOPTED SUSTAINABLE DEVELOPMENT PRIORITISED ISSUES</b>
Governance, corruption and public accountability	Democratic Governance	• Relatively weak capacity of governance institutions
		• Politicization and the recurring threats of political violence
		• Monetization of elections
	Public Accountability	• Limited public and community ownership
		• Low public interest in public institutions
		• Limited involvement of public in expenditure tracking
	Public Policy Management	• Lack of a comprehensive database of public policies
		• Ineffective monitoring and evaluation of implementation of development policies and plans
	Corruption and Economic Crimes	• High perception of corruption among public office holders and citizenry
		• Low transparency and accountability of public institutions
	Civil Society and Civic Engagement	<b>Media</b>
		• Ineffective advocacy strategies by relevant institutions responsible for public education
		• Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities
		• Low capacity of the media for watchdog role

<b>DEVELOPMENT DIMENSION 2018-2021</b>	<b>FOCUS AREAS OF MTDP 2018-2021</b>	<b>ADOPTED SUSTAINABLE DEVELOPMENT PRIORITISED ISSUES</b>
Governance, corruption and public accountability	Civil Society and Civic Engagement	<b>Traditional authorities</b>
		• Inadequate involvement of traditional authorities in national development
		<b>Religious bodies</b>
		• Inadequate involvement of religious bodies in national development
	Attitudinal Change and Patriotism	• Weak national values such as patriotism and loyalty to the state
		• Poor attitudes negatively impacting quality of life
	Development Communication	• Ineffective advocacy strategies
		• Inadequate ownership and accountability for national development at all levels
		• Polarised media landscape
		• Insufficient funding of development communication
		• Weak capacity of development communication institutions
		• Low awareness of government agenda
		• Polarized Media landscape
		• Inadequate Staff
	Sector specific	• Inadequate Training Opportunities
		• Poor Motivation of Staff
		• Unattractive Conditions of Service
		• Lack of Medical Subsidies
		• Inadequate Professional Staff
		• Untimely Release of Funds
		• Limited Communication Flow between the Government and Ministry
		• Lack of LI on broadcasting
		• Poor Motivation of Staff
		• Inadequate office accommodation
		• Inadequate Logistic

<b>DEVELOPMENT DIMENSION 2018-2021</b>	<b>FOCUS AREAS OF MTDP 2018-2021</b>	<b>ADOPTED SUSTAINABLE DEVELOPMENT PRIORITISED ISSUES</b>
Social Development	Sports and Recreation	<ul style="list-style-type: none"> <li>• Declining interest in locally organized sports by general public</li> </ul>
Ghana's role in International Affairs	International Relations	<ul style="list-style-type: none"> <li>• Underutilization of opportunities to promote regional and international relations</li> </ul>
		<ul style="list-style-type: none"> <li>• Limited leverage of Ghanaian culture in the international arena</li> </ul>

## **CHAPTER THREE**

### **DEVELOPMENT PROJECTIONS, ADOPTED OBJECTIVES AND STRATEGIES**

#### **A. INTRODUCTION**

Chapter three focuses on the adopted issues, policy objectives and the adopted strategies for dealing with the issues identified. It also focuses on the goals and the thematic areas of the sector. This is expected to propel the sector into the future.

The key issues under the development dimensions and the strategies for dealing with them are portrayed in the table below;

## **B. ADOPTED ISSUES, POLICY OBJECTIVES AND STRATEGIES**

<b>DEVELOPMENT DIMENSION</b>	<b>GOAL</b>	<b>KEY ISSUES</b>	<b>POLICY OBJECTIVES</b>	<b>STRATEGIES</b>
<b>Governance, corruption and public accountability</b>	<b>Maintain a stable, united and safe society</b>	<ul style="list-style-type: none"> <li>• Politicization and the recurring threats of political violence</li> <li>• Monetization of elections</li> </ul>	Deepen democratic governance	<ul style="list-style-type: none"> <li>• Deepen political party participation in national development</li> </ul>
		<ul style="list-style-type: none"> <li>• Limited public and community ownership</li> <li>• Low public interest in public institutions</li> <li>• Limited involvement of public in expenditure tracking</li> </ul>	Deepen transparency and public accountability	<ul style="list-style-type: none"> <li>• Strengthen systems and structures for ensuring transparency and accountability in the management of public funds</li> <li>• Promote public interest in performance monitoring reports of public institutions</li> <li>• Expanding the opportunities and structures for public and community ownership of information</li> <li>• Enhance participatory budgeting, revenue and expenditure tracking at all levels</li> <li>• Strengthen feedback mechanism in public service delivery</li> <li>• Accelerate the enactment of the broadcasting law</li> <li>• Strengthen partnership with the media to enhance cohesion on national issues</li> </ul>

DEVELOPMENT DIMENSION	GOAL	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
<b>Governance, corruption and public accountability</b>	<b>Maintain a stable, united and safe society</b>	<ul style="list-style-type: none"> <li>• Lack of a comprehensive database of public policies</li> </ul>	Enhance capacity for policy formulation and coordination	<ul style="list-style-type: none"> <li>• Strengthen the implementation of development plans</li> <li>• Promote coordination, harmonisation and ownership of the development process</li> </ul>
		<ul style="list-style-type: none"> <li>• Low transparency and accountability of public institutions</li> </ul>	Promote the fight against corruption and economic crimes	<ul style="list-style-type: none"> <li>• Pursue an effective campaign for attitudinal change</li> <li>• Ensure the passage of the Right to Information Bill</li> <li>• Strengthen the implementation of Whistle Blowers Act</li> </ul>
		<b>Media</b> <ul style="list-style-type: none"> <li>• Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities</li> <li>• Low capacity of the media for watchdog role</li> </ul>	Improve participation of civil society (media, traditional authorities, religious bodies) in national development	<u><b>Media</b></u> <ul style="list-style-type: none"> <li>• Establish appropriate framework for collaborative engagement with the media</li> <li>• Strengthen capacity of the media to play watchdog role</li> <li>• Strengthen National Media Commission to play its media oversight function</li> </ul>

DEVELOPMENT DIMENSION	GOAL	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
Governance, corruption and public accountability	Maintain a stable, united and safe society	<b>Traditional authorities</b> <ul style="list-style-type: none"> <li>Inadequate involvement of traditional authorities in national development</li> </ul>	Improve participation of civil society (media, traditional authorities, religious bodies) in national development	<u><b>Traditional Authorities</b></u> <ul style="list-style-type: none"> <li>Strengthen engagement with traditional authorities in development and governance processes</li> </ul>
		<b>Religious bodies</b> <ul style="list-style-type: none"> <li>Inadequate involvement of religious bodies in national development</li> </ul>	Improve participation of civil society (media, traditional authorities, religious bodies) in national development	<u><b>Religious Bodies</b></u> <ul style="list-style-type: none"> <li>Engage religious bodies in the formulation and implementation of development programmes and projects.</li> </ul>

<b>DEVELOPMENT DIMENSION</b>	<b>GOAL</b>	<b>KEY ISSUES</b>	<b>POLICY OBJECTIVES</b>	<b>STRATEGIES</b>
<b>Governance, corruption and public accountability</b>	<b>Maintain a stable, united and safe society</b>	<ul style="list-style-type: none"> <li>• Weak national values such as patriotism and loyalty to the state</li> </ul>	Promote discipline in all aspects of life	<ul style="list-style-type: none"> <li>• Implement interventions to promote attitudinal change and instill patriotism in the citizenry, especially amongst children and the youth</li> <li>• Strengthen advocacy to promote attitudinal change</li> <li>• Promote culture and a good value system as ingredients and catalysts for economic growth</li> <li>• Launch a Good Society campaign to promote good national values, attitudinal change, patriotism, pursuit of excellence and discipline</li> <li>• Institute mechanism for rewarding good behaviour and sanctioning bad behavior</li> <li>• Formulate and implement a consensus-driven national values policy</li> <li>• Promote regular dialogue with law enforcement agencies</li> <li>• Promote planning platforms to provide supportive infrastructure for approved behaviour</li> </ul>



<b>DEVELOPMENT DIMENSION</b>	<b>GOAL</b>	<b>KEY ISSUES</b>	<b>POLICY OBJECTIVES</b>	<b>STRATEGIES</b>
<b>Governance, corruption and public accountability</b>	<b>Maintain a stable, united and safe society</b>	<ul style="list-style-type: none"> <li>• Inadequate ownership and accountability for national development at all levels</li> <li>• Polarised media landscape</li> <li>• Weak capacity of development communication institutions</li> </ul>	Ensure responsive governance and citizen participation in the development dialogue	<ul style="list-style-type: none"> <li>• Create an enabling environment for development communication</li> <li>• Promote social behaviour change around a set of shared values of the good society</li> <li>• Integrate development communication across the public policy cycle</li> <li>• Promote ownership and accountability for implementation for development and policy programmes</li> <li>• Establish institutional structures for development communication at all levels of governance</li> <li>• Organize National Policy Summits, regular town hall meetings and meet-the-press series periodically around key government initiatives</li> <li>• Strengthen the DEVCOM role of the Ministry of Information to ensure delivery of timely and accurate information to the citizenry and feedback on government policies and programmes</li> <li>• Provide sustainable financing for development communication</li> </ul>



<b>DEVELOPMENT DIMENSION</b>	<b>GOAL</b>	<b>KEY ISSUES</b>	<b>POLICY OBJECTIVES</b>	<b>STRATEGIES</b>
<b>Governance, corruption and public accountability</b>	<b>Maintain a stable, united and safe society</b>	<ul style="list-style-type: none"> <li>• Low awareness of government agenda</li> </ul>	Demystify the Presidency and bring the President closer to the people	<ul style="list-style-type: none"> <li>• Institute regular interaction of the President with citizens in the form of regional visits and broadcast of a "Presidential Diary"</li> <li>• Organise presidential meeting with the press at least every six months</li> </ul>
<b>Social Development</b>	<b>Create opportunities for all</b>	<ul style="list-style-type: none"> <li>• Declining interest in locally organised sports by general public</li> </ul>	Build capacity for sports and recreational development	<ul style="list-style-type: none"> <li>• Strengthen the organisation of domestic competitive sporting events at all levels</li> </ul>
<b>Ghana and the International Community</b>	<b>Strengthening Ghana's role in international affairs</b>	<ul style="list-style-type: none"> <li>• Limited leverage of Ghanaian culture in the international arena</li> </ul>	Enhance Ghana's international image and influence	<ul style="list-style-type: none"> <li>• Make Ghana a preferred destination for business, education and tourism</li> </ul>
		<ul style="list-style-type: none"> <li>• Underutilisation of opportunities to promote regional and international relations</li> </ul>	Promote Ghana's political and economic interests abroad	<ul style="list-style-type: none"> <li>• Develop markets for Ghanaian goods and services abroad</li> </ul>

## **CHAPTER FOUR**

### **DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES OF THE MINISTRY AND ITS AGENCIES**

#### **A. PROGRAMME OF ACTION (POA)**

This chapter deals with the adopted development dimensions, policy objectives and goals of the sector. It identifies all the programmes and sub-programmes of the Ministry that will be employed in implementing the adopted strategies. It, therefore, identifies projects/activities that will be implemented with clear outcomes or indicators for measurement over the medium term period in addressing the issues identified. It also estimates the resources required (GOG, IGF, DONOR) to implement the activities/projects which has been linked to the Medium-Term Expenditure Framework (MTEF) to enable the sector achieve its objectives. This is shown in the table below;

Development Dimension: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
Adopted Goal: Maintain a stable, united and safe society													
Adopted Policy Objective: Deepen Transparency and public accountability													
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Strengthen systems and structures for ensuring transparency and accountability in the management of public funds	Information Management	Information Gathering and Dissemination Services	Budget Dissemination Programmes	Budget dissemination carried out	x	x	x	x	20,000,000.00			ISD	MOI
			Public Education Campaigns on public funds	Education campaigns carried out	x	x	x	x	0.00			ISD	MOI
		Electronic Media Services	Coverage of Public Accounts Committee sittings	Public accounts committee meetings covered	x	x	x	x	8,000,000.00			GBC, GNA	MOI
	Management and Administration	Policy Planning, Monitoring and Evaluation	Organise Meet the Press Series on the management of public funds	Meet the Press carried out	x	x	x	x	10,000,000.00			MOI	GBC, ISD, GNA
			Organise Town Hall Meetings on the management of public funds	Town Hall Meetings carried out	x	x	x	x	10,000,000.00			MOI	ISD, GNA, GBC

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Strengthen systems and structures for ensuring transparency and accountability in the management of public funds	Management and Administration	Policy Planning, Monitoring and Evaluation	Organise National Policy Summits on the management of public funds	National Policy Summit carried out	x	x	x	x	10,000,000.00			MOI	GBC, ISD, GNA
Promote public interest in performance monitoring reports of public institutions	Management and Administration	Policy Planning, Monitoring and Evaluation	Organise Town Hall Meetings on performance monitoring reports of MDAs and MMDAs	Town Hall Meetings carried out	x	x	x	x	12,000,000.00			MOI	ISD, GNA
			Work with CSOs and NGOs to produce and disseminate reports	Reports disseminated	x	x	x	x	8,000,000.00			MOI	CSOs, NGOs

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Promote public interest in performance monitoring reports of public institutions Promote public interest in performance monitoring reports of public institutions	Management and Administration	Policy Planning, Monitoring and Evaluation	Organise National Policy Summits on performance monitoring reports	National Policy Summit carried out	×	×	×	×	10,000,000.00			MOI	GBC, ISD, GNA
			Embark on Regional Tours to discuss performance monitoring reports	No. of Regional Tours undertaken	×	×	×	×	10,000,000.00			MOI	ISD, GBC, GNA
			Organise Meet the Press Series on performance monitoring reports	No. of Meet the press carried out	×	×	×	×	10,000,000.00			MOI	ISD, GBC, GNA
Expanding the opportunities and structures for public and community ownership of information	Information Management	Information Gathering and Dissemination Services	Organise National Policy Summits to encourage ownership of information	No. of National Policy Summits organised	×	×	×	×	10,000,000.00			ISD	MOI, GNA, GBC

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	Go G	IG F	Don or	Lead	Collaborating
Expanding the opportunities and structures for public and community ownership of information	Information Management	Information Gathering and Dissemination Services	Cover National Policy Summits to encourage ownership	No. of National Policy Summit covered	×	×	×	×	6,000,000.00			GBC, GNA	MOI, ISD
			Cover Meet the Press series to encourage ownership	Meet the press series covered	×	×	×	×	10,000,000.00			GBC, GNA	MOI, ISD
			Production of stories to encourage ownership	Stories produced	×	×	×	×	10,000,000.00			GNA	MOI
			Use new technology such as LiveU Pack and VOIP to increase access to content and for market expansion	Technology deployed	×	×	×	×	10,000,000.00	21,600.00		GBC	MOI
			Organize public education on Government agenda	Public education organised	×	×	×	×	10,000,000.00			ISD	MOI, GBC, GNA



Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Expanding the opportunities and structures for public and community ownership of information	Information Management	Information Gathering and Dissemination Services	Gather feedback from public for policy implementation improvement	Feedback generated and fed into policy implementation	×	×	×	×	10,000,000.00			ISD	MOI, GNA, GBC
Enhance participatory budgeting, revenue and expenditure tracking at all levels	Management and administration	Policy Planning, Monitoring and Evaluation	Organise National Policy Summits on revenue and expenditure tracking	No. of National Policy Summits organised	×	×	×	×	12,000,000.00			MOI	ISD, GBC, GNA, MOF, GRA, all MDAs
			Organise Meet the Press Series on revenue and expenditure tracking	No. of Meet the Press Series organised	×	×	×	×	12,000,000.00			MOI	ISD, GBC, GNA, MOF, GRA, all MDAs
			Organise Town Hall Meetings on revenue and expenditure tracking	No. of Town Hall Meetings organised	×	×	×	×	12,000,000.00			MOI	ISD, GNA, GBC

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Strengthen feedback mechanism in public service delivery	Information Management	Electronic Media Services	Cover and report on National Policy Summits	No. of National Policy summits covered and reported on	x	x	x	x	12,000,000.00			GBC, GNA	MOI, ISD
			Cover and report on National Policy Summits	No. of Policies covered and reported on	x	x	x	x				ISD, GBC	MOI, GNA
		Information Gathering and dissemination	Report feedback on Town Hall Meetings/Policy Summits	Feedback generated and reported on	x	x	x	x	10,000,000.00			ISD	MOI, GNA
	Management and Administration	General Administration	Set up a National Call centre	National Call Centre set up	x	x			1,000,000.00			MOI	ISD
		Policy Planning, Monitoring and Evaluation	Work with MDAs to incorporate feedback in the design and implementation of programmes and projects	Feedback incorporated into programmes and projects of MDAs	x	x	x	x	10,000,000.00			MOI	MDAs

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Accelerate the enactment of the broadcasting Bill	Management and Administration	General Administration	Facilitate the passage of the Bill into Law	Broadcasting Law passed	x	x			1,000,000.00			MOI	GBC, ISD, GNA
Strengthen partnership with the media to enhance cohesion on national issues	Management and Administration	General Administration	Enhance framework for partnership	Framework enhanced	x	x			600,000.00			MOI	ISD, GNA, GBC
		Policy Planning, Monitoring and Evaluation	Implement the enhanced framework to strengthen partnership with the media	Framework implemented			x	x	4,000,000.00			MOI	ISD, GBC, GNA

Development Dimension: Governance, Corruption and Public Accountability													
Adopted Goal: Maintain a stable, united and safe society													
Adopted Objective: Enhance capacity for policy formulation and coordination													
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Strengthen the implementation of development plans	Management and Administration	Policy Planning, Monitoring and evaluation	Liaise with MDAs for updates on their development plans	reports	x	x	x	x	10,000,000.00			MOI	MDAs, ISD, GNA, GBC
			Generate feedback from monitoring reports to improve implementation of plans	Monitoring reports	x	x	x	x	10,000,000.00			MOI	MDAs
	Information Management	Information gathering and dissemination	Organise Town Hall Meetings on development plans	Town Hall Meetings organised	x	x	x	x	10,000,000.00			ISD	MOI

Development Dimension: Governance, Corruption and Public Accountability													
Adopted Goal: Maintain a stable, united and safe society													
Adopted Objective: Demystify the Presidency and bring the President closer to the people													
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Institute regular interaction of the President with citizens in the form of regional visits and broadcast of a “Presidential Diary”	Management and Administration	Policy planning, Monitoring and Evaluation	Organise regional tours in collaboration with the presidency	Regional tours organised	×	×	×	×	4,000,000.00			MOI	Presidency, ISD, GBC, GNA
	Information Management	Information Dissemination	Cover and broadcast regional tours	Broadcast	×	×	×	×	2,000,000.00			ISD	Presidency, MOI, GBC, GNA
Organise presidential meeting with the press at least every six months	Management and Administration	General Administration	Organise meet the press series with the Presidency	Meet the press organised	×	×	×	×	2,000,000.00			MOI	Presidency, ISD, GBC, GNA

Development Dimension: Governance, Corruption and Public Accountability													
Adopted Goal: Maintain a stable, united and safe society													
Adopted Objective: Promote the fight against corruption and economic crimes													
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Ensure the passage of the Right to Information Bill	Management and administration	General Administration	Facilitate the passage of the Bill into Law	Right to Information Law	×	×			2,000,000.00			MOI	AG
Development Dimension: Governance, Corruption and Public Accountability													
Adopted Goal: Maintain a stable, united and safe society													
Adopted Objective: Improve participation of civil society (media, traditional authorities, religious bodies) in national development													
Establish appropriate framework for collaborative engagement with the media	Management and Administration	General Administration	Enhance framework with all stakeholders	Collaborative framework developed	×	×			2,000,000.00			MOI	All media houses, GBC, GNA, ISD
Strengthen capacity of the media to play watchdog role	Management and administration	Human Resource	Build capacity of media personnel and media houses	Capacity of media personnel improved	×	×	×	×	4,000,000.00			MOI	GBC, ISD, GNA, All media houses

Development Dimension: Governance, Corruption and Public Accountability														
Adopted Goal: Maintain a stable, united and safe society														
Adopted Objective: Improve participation of civil society (media, traditional authorities, religious bodies) in national development														
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies		
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating	
Strengthen National Media Commission to play its media oversight function	Management and administration	General Administration	Create enabling environment for effective collaboration	Improved oversight over the media by NMC	x	x	x	x	2,000,000.00			MOI	NMC	
Strengthen engagement with traditional authorities in development and governance processes	Management and Administration	Policy Planning, Monitoring and evaluation	Organise Town Hall Meetings on development and governance processes	No. of Town Hall Meetings organised	x	x	x	x	3,000,000.00			MOI	ISD, GBC, GNA	
		General Administration	Develop Framework for engagement with traditional authorities	Framework Developed	x	x			2,000,000.00			MOI	Traditional authorities, Ministry of Chieftaincy	

Development Dimension: Governance, Corruption and Public Accountability													
Adopted Goal: Maintain a stable, united and safe society													
Adopted Objective: Improve participation of civil society (media, traditional authorities, religious bodies) in national development													
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Engage religious bodies in the formulation and implementation of development programmes and projects.	Management and Administration	Policy Planning, Monitoring and evaluation	Organise Town Hall Meetings to formulate and implement development programmes and projects	No. of Town Hall meetings organised	×	×	×	×	2,000,000.00			MOI	MDAs, Religious bodies
		General Administration	Develop Framework for engagement with religious bodies	Framework Developed	×	×						MOI	Religious bodies



Development Dimension: Governance, Corruption and Public Accountability													
Adopted Goal: Maintain a stable, united and safe society													
Adopted Objective: Promote discipline in all aspects of life													
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Launch a Good Society campaign to promote good national values, attitudinal change, patriotism, pursuit of excellence and discipline	Management and Administration	General Administration	Organise National Policy summit on national values such as patriotism and loyalty to the state	No. of National summit on the issues organised	×	×	×	×	4,000,000.00			MOI	ISD, GBC, GNA
	Information Management	Information Gathering and dissemination services	Organise publicity campaigns nationwide on national values such as patriotism and loyalty to the state	Publicity campaigns organised	×	×	×	×	4,000,000.00			ISD	MOI, NCCE, GNA, GBC

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Produce and circulate publication on national values such as patriotism and loyalty to the state	Publications	x	x	x	x	3,000,000.00			ISD	MOI, NCCE, GNA, GBC
			Promote Ghanaian culture through missions abroad		x	x	x	x	3,000,000.00			ISD	MOI
			Produce and preserve photos and videos on all key past and current national programmes	Photo and videos of national programmes	x	x	x	x	3,000,000.00			ISD	MOI, GBC, GNA

		Electronic media Services	Promote the Ghanaian values and culture throughout Ghana, West Africa and the World	Promotion carried out	×	×	×	×	3,000,000.00			GBC, GNA	MOI, ISD
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Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Formulate and implement a consensus-driven national values policy	Management and Administration	Policy planning, Monitoring and Evaluation	Produce a draft National Values Policy in collaboration with other state and non-state actors	Draft National Values	×	×			2,000,000.00			MOI	State & Non state actors
	Information Management	Information Gathering and Dissemination	Implement National Values policy	National values policy implemented			×	×	3,000,000.00			ISD	MOI, NCCE
		Electronic Media Services					×	×				GBC, GNA	MOI, ISD

Promote regular dialogue with law enforcement agencies	Management and Administration	General Administration	Organise meet the press series with the law enforcement agencies	No. of Meet the Press organised	×	×	×	×	3,000,000.00			MOI	All law enforcement agencies
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Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Promote regular dialogue with law enforcement agencies	Management and Administration	General Administration	Organise Town Hall Meetings with the law enforcement agencies	No. of Town Hall meetings organised	×	×	×	×	1,000,000.00			MOI	ISD, GNA, GBC, All law enforcement agencies
			Organise policy summit with the law enforcement agencies	No. of Town Hall meetings organised	×	×	×	×	1,000,000.00			MOI	ISD, GNA, GBC, All law enforcement agencies

Development Dimension: Governance, Corruption and Public Accountability													
Adopted Goal: Maintain a stable, united and safe society													
Adopted Objective: Ensure responsive governance and citizen participation in the development dialogue													
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Create an enabling environment for development communication	Management and Administration	Policy Planning, Monitoring and Evaluation	Seek Cabinet approval to develop and implement development communication policy	Development Communication Policy	×				1,000,000.00			MOI	All stakeholders
			Draft a Policy Framework with other stakeholders to guide the implementation		×	×			2,000,000.00			MOI	All Stakeholders

			n of Development Communicatio n										
		General Administrati on	Engage all major stakeholders		×	×	×	×	1,0 00, 00 0.0 0			MOI	All stakeh olders
Adopted Strategies	Programs	Sub- Programs	Projects/Activ ities	Outcome/Im pact Indicators	Time Frame				Indicative Budget			Implem <sup>t</sup> in g Agencies	
					2 0 1 8	2 0 1 9	20 20	20 21	Go G	IG F	Don or	Lea d	Collab oratin g
Integrate developmen t communicati on across the public policy cycle	Manageme nt and Administrat ion	Policy Planning, Monitoring and Evaluation	Develop a communicatio n strategy around the government flagship programmes and projects	Communicati on strategy developed	×	×	×	×	6,0 00, 00 0.0 0		17,4 00,0 00.0 0	MOI	MDAs
			Use the tools of development communicatio n to guide Town Hall Meetings, Policy Summits etc	Development Communicati on tools applied	×	×	×	×	3,0 00, 00 0.0 0			MOI	ISD, GBC, GNA

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Integrate development communication across the public policy cycle	Management and Administration	Human Resource	Build the capacity of all districts/regional information officers as well as PROs in the MDAs	Capacity enhanced	x	x	x	x	4,000,000.00		10,000,000.00	MOI	ISD, GBC, GNA
		General Administration	Procure 216 Information Vans for face-to-face and pictorial engagement at the grassroot level	Vans procured	x	x	x	x				MOI	MOF

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Establish institutional structures for development communication at all levels of governance	Management and Administration	General Administration	Create directorates/units/desk offices at all levels to be responsible for development communication	Units created	x	x	x	x	2,000,000.00			MOI	ISD, GNA, GBC



Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Establish institutional structures for development communication at all levels of governance		Human Resource	Facilitate the placement of personnel in the above units to carry out the function	Personnel posted	x	x	x	x	1,000,000.00			MOI	
			Build capacity of all districts/regional information officers as well as PROs	Capacity enhanced	x	x	x	x	2,000,000.00			MOI	ISD, GBC, GNA

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Strengthen the DEVCOM role of the Ministry of Information to ensure delivery of timely and accurate	Management and Administration	Policy Planning, Monitoring and Evaluation	Seek cabinet approval for DEVCOM to be implemented		x	x	x	x	N/A			MOI	
			Develop policy framework to guide DEVCOM implementation										

information to the citizenry and feedback on government policies and programmes			Implement DEVCOM in collaboration with the stakeholders										
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Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Provide sustainable financing for development communication	Management and Administration	General Administration	Seek adequate and regular funding from the Ministry of Finance	Approved budget	×	×	×	×	N/A			MOI	MOF

		Policy Planning, Monitoring and Evaluation	Draft concept note and seek funding from Development Partners	Concept note	×	×							MOI	MOF
			MDAs to cede a portion of the communication budget to MOI		×	×	×	×	N/A				MOI	MDAs

Development Dimension: Social Development												
Adopted Goal: Create opportunities for all												
Adopted Objective: Enhance sports and recreational infrastructure												
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies
					2018	2019	2020	2021	GoG	IGF	Donor	Lead Collaborating

Promote less-recognised sporting activities	Information Management	Information Dissemination	Publicize lesser known and appreciated sports	Popularised lesser known sports	×	×	×	×	2,000,000.00			MOI	Ministry of youth and sports, GBC, ISD, GNA, All media houses
		Electronic Media Service 1	Work with all media houses to promote lesser known sports		×	×	×	×	3,000,000.00	10,000,000.00			
		Electronic Media service 2			×	×	×	×					

Development Dimension: Ghana and the International Community													
Adopted Goal: Strengthening Ghana’s role in international affairs													
Adopted Objective: Enhance Ghana’s international image and influence													
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating

Leverage Ghana's democratic credentials to enhance international image	Management and Administration	Policy Planning, Monitoring and Evaluation	Work with relevant MDAs to develop and promote Ghana's image abroad	Ghana's international image enhanced	×	×			2,000,000.00			MOI	MOFA
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**Development Dimension: Ghana and the International Community**

**Adopted Goal: Strengthening Ghana's role in international affairs**

**Adopted Objective: Promote Ghana's political and economic interests abroad**

Develop markets for Ghanaian goods and services abroad	Information Management	Information Dissemination	Organise International Policy Summits in collaboration with Ministry of Foreign affairs and MOTI on engaging with the international community and the diaspora	National Policy summit organised	×	×	×	×	4,000,000.00			MOI	MFA, MOTI
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## **B. FINANCIAL STRATEGY 2018-2021**

The table below gives the financial strategy for 2018-2021. It depicts the cost of implementing the activities and projects outlined in the medium term document. It is to be noted that the analysis does not cover expenditure pertaining to compensation of employees (COEs) as well as capital expenditure. A total amount of four hundred and thirty-two million Ghana cedis (GHS 432,000,000.00) is expected to be spent on implementing the various activities and projects outlined in the plan. Out of this amount, two hundred and fifty-nine million, two hundred thousand Ghana cedis (GHS 259,200,000.00) representing 60% of the cost is expected to be raised from Government of Ghana (GOG) sources. Thirty-one million, six hundred thousand Ghana cedis (GHS 31,600,000.00) is expected to be generated internally whilst twenty-seven million, four hundred thousand Ghana cedis (GHS 27,400,000.00) will be expected from Development Partners. There remains a gap of one hundred and thirteen million, eight hundred thousand Ghana cedis (GHS 113,800,000.00) representing 26.3% of the overall cost to be filled.

Programme / Sub-Programme	Total Cost 2018-2021	Expected Revenue						Summary of resource mobilisation strategy
		GOG	IGF	Donor	Others	Total Revenue	Gap	
Management and Administration	274,000,000.00	164,400,000.00		27,400,000.00		191,800,000.00	82,200,000.00	
Information Management	158,000,000.00	94,800,000.00	31,600,000.00			126,400,000.00	31,600,000.00	
<b>Total</b>	<b>432,000,000.00</b>	<b>259,200,000.00</b>	<b>31,600,000.00</b>	<b>27,400,000.00</b>	<b>-</b>	<b>318,200,000.00</b>	<b>113,800,000.00</b>	



## **CHAPTER FIVE ANNUAL ACTION PLANS**

### **A. INTRODUCTION**

Chapter five discusses the annual action plans of the sector. These annual action plans are derived from the Programme Of Action (POA) from the previous chapter which has been disaggregated into the various years starting from 2018 up to 2021. In effect it identifies the various programmes and their related activities or operations that will be implemented in the four quarters of each year to achieve our objectives. These will be measured by the various output indicators agreed on with all the stakeholders. The tables below capture the annual action plans of the various years.

## B. ANNUAL ACTION PLAN- 2018

Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>N</sup> D	3 <sup>RD</sup>	4 <sup>T</sup> H	Go G	I G F	D o n o r	Lead	Collaborating
Strengthen systems and structures for ensuring transparency and accountability in the management of public funds	Information Management	Information Gathering and Dissemination Services	Budget Dissemination activities	To be decided	Budget Dissemination activities carried out in 2017	Budget dissemination carried out	×				5,000,000.00			ISD	MOI
			Public Education Campaigns on public funds	To be decided	N/A	Education campaigns carried out	×	×	×	×				ISD	MOI
		Electronic Media Services	Coverage of Public Accounts Committee sittings to ensure transparency in public funds mgt.	Accra	In 2017 public accounts committee meetings were covered	Public accounts committee meetings covered	×	×	×	×	2,000,000.00			GBC, GNA	MOI

Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	Go G	IG F	Don or	Le ad	Collaborati ng
Strengthen systems and structures for ensuring transparency and accountability in the management of public funds	Management and Administration	Policy Planning, Monitoring and Evaluation	Organise Meet the Press Series on the management of public funds	Accra	19 meet the press series were organized in 2017	Meet the Press carried out	x	x	x	x	2,500,000.00			MOI	GBC, ISD, GNA
			Organise Town Hall Meetings on the management of public funds	152 Districts across the country	100 Town Hall meetings were held in 2017	Town Hall Meetings carried out	x	x	x	x	2,500,000.00			MOI	ISD, GNA, GBC
			Organise National Policy Summits on the management of public funds	Accra	National Policy Summits were held on two sectors of the economy in 2017	National Policy Summit carried out	x	x			2,500,000.00			MOI	GBC, ISD, GNA

Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	GoG	IG F	Donor	Lead	Collaborating
Promote public interest in performance monitoring reports of public institutions	Management and Administration	Policy Planning, Monitoring and Evaluation	Organise Town Hall Meetings on performance monitoring reports of MDAs and MMDAs	152 Districts across the country	100 Town Hall meetings were held in 2017	Town Hall Meetings carried out	x	x	x	x	4,000,000.00			MOI	ISD, GNA
			Work with CSOs and NGOs to produce and disseminate reports	Accra	N/A	Reports disseminated	x	x	x	x	500,000.00			MOI	CSOs, NGOs
			Organise National Policy Summits on performance monitoring reports	Accra	National Policy Summits were held on two sectors of the economy in 2017	National Policy Summit carried out	x	x	x	x	2,500,000.00			MOI	GBC, ISD, GNA

Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	Go G	IG F	Don or	Lead	Collaborating
Promote public interest in performance monitoring reports of public institutions	Management and Administration	Policy Planning, Monitoring and Evaluation	Embark on Regional Tours to discuss performance monitoring reports	All 10 Regions	10 Regional Tours were held in 2017	No. of Regional Tours undertaken	x	x	x	x	2,500,000.00			MOI	
			Organise Meet the Press Series on performance monitoring reports	Accra	19 meet the press series were organized in 2017	No. of Meet the press carried out	x	x	x	x	2,500,000.00			MOI	

Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	GoG	IG F	Don or	Lead	Collaborating
Expanding the opportunities and structures for public and community ownership of information	Information Management	Information Gathering and Dissemination Services	Organise National Policy Summits to encourage ownership of information	Accra	National Policy Summits were held on two sectors of the economy in 2017	No. of National Policy Summits organised	x	x	x	x	2,500,000.00			ISD	
			Cover National Policy Summits to encourage ownership	Accra	National Policy summits covered in 2017	No. of National Policy Summit covered	x	x	x	x	1,500,000.00			GBC, GNA	
			Cover Meet the Press series to encourage ownership	Accra	Meet the press series covered in 2017	Meet the press series covered	x	x	x	x	2,500,000.00			GBC, GNA	
			Production of stories to encourage ownership	Across the country	Several stories were produced in 2017	Stories produced	x	x	x	x	2,500,000.00			GNA	

Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	Go G	IG F	Don or	Lead	Collaborating
Expanding the opportunities and structures for public and community ownership of information	Information Management	Information Gathering and Dissemination Services	Use new technology such as LiveU Pack and VOIP to increase access to content and for market expansion	Across the country	N/A	Technology deployed	×	×	×	×	2,500,000.00	5,400,000.00		GB C	
			Organize public education on Government agenda	Across the county	N/A	Public education organised	×	×	×	×	2,500,000.00			ISD	
			Gather feedback from public for policy implementation improvement	Across the country	N/A	Feedback generated and fed into policy implementation	×	×	×	×	2,500,000.00			ISD	MOI, GNA, GBC

Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	Go G	IG F	Don or	Lead	Collaborating
Enhance participatory budgeting, revenue and expenditure tracking at all levels	Management and administration	Policy Planning, Monitoring and Evaluation	Organise National Policy Summits on revenue and expenditure tracking	Accra	National Policy Summits were held on two sectors of the economy in 2017	No. of National Policy Summits organised	×	×	×	×	4,000,000.00			MOI	ISD, GBC, GNA, MOF, GRA, all MDAs
			Organise Meet the Press Series on revenue and expenditure tracking	Accra	19 meet the press series were organized in 2017	No. of Meet the Press Series organised	×	×	×	×	4,000,000.00			MOI	ISD, GBC, GNA, MOF, GRA, all MDAs
			Organise Town Hall Meetings on revenue and expenditure tracking	152 Districts across the country	100 Town Hall meetings were held in 2017	No. of Town Hall Meetings organised	×	×	×	×	4,000,000.00			MOI	ISD, GNA, GBC



Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	Go G	IG F	Don or	Lead	Collaborating
Strengthen feedback mechanism in public service delivery	Information Management	Electronic Media Services	Cover and report on National Policy Summits	Accra	National Policy Summits were covered in 2017	National Policy summits covered and reported on	×	×	×	×	4,000.000.00			GB C, GNA	MOI, ISD
		Information Gathering and dissemination	Report feedback on Town Hall Meetings/Policy Summits	Accra	N/A	Feedback generated and reported on	×	×	×	×	2,500,000.00			ISD	MOI, GNA
	Management and Administration	General Administration	Set up a National Call centre	Accra	N/A	National Call Centre set up	×	×			1,000,000.00			MOI	ISD
		Policy Planning, Monitoring and Evaluation	Work with MDAs to incorporate feedback in the design and implementation of programmes and projects	Accra	N/A	Feedback incorporated into programmes and projects of MDAs	×	×	×	×	2,500,000.00			MOI	MDAs

**Adopted Goal: Maintain a stable, united and safe society**

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	Go G	IG F	Don or	Lead	Collaborating
Accelerate the enactment of the broadcasting Bill	Management and Administration	General Administration	Facilitate the passage of the broadcasting Bill into Law	Accra	N/A	Broadcasting Law passed	x	x	x	x	250,000.00			MOI	GBC, ISD, GNA
Strengthen partnership with the media to enhance cohesion on national issues	Management and Administration	General Administration	Enhance framework for partnership with the media	Accra	N/A	Framework enhanced	x	x	x	x	1,500,000.00			MOI	ISD, GNA, GBC
		Policy Planning, Monitoring and Evaluation	Implement the enhanced framework to strengthen partnership with the media	Across the country	N/A	Framework implemented	x	x	x	x	1,000,000.00			MOI	ISD, GBC, GNA

**Adopted Goal: Maintain a stable, united and safe society**

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	Go G	IGF	Donor	Lead	Collaborating
Strengthen the implementation of development plans	Management and Administration	Policy Planning, Monitoring and evaluation	Liaise with MDAs for updates on their development plans	Accra	N/A	Reports	x	x	x	x	2,500,000.00			MOI	MDAs, ISD, GNA, GBC
			Generate feedback from monitoring reports to improve implementation of plans	Accra	N/A	Monitoring reports	x	x	x	x	2,500,000.00			MOI	MDAs
	Information Management	Information gathering and dissemination	Organise Town Hall Meetings on development plans	Across the country	100 Town Hall meetings were held in 2017	Town Hall Meetings organised	x	x	x	x	2,500,000.00			ISD	MOI

Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	Go G	IG F	Don or	Lead	Collaborating
Institute regular interaction of the President with citizens in the form of regional visits and broadcast of a "Presidential Diary"	Management and Administration	Policy planning, Monitoring and Evaluation	Organise regional visits in collaboration with the presidency	All 10 Regions	N/A	Regional tours organised	×	×	×	×	1,000,000.00			MOI	Presidency, ISD, GBC, GNA
	Information Management	Information Dissemination	Cover and broadcast regional tours	All 10 Regions	N/A	Broadcast	×	×	×	×	500,000.00			ISD	Presidency, MOI, GBC, GNA
Organise presidential meeting with the press at least every six months	Management and Administration	General Administration	Organise meet the press series with the Presidency	Accra	In 2017 the President had an interaction with the press	Meet the press organised	×	×	×	×	500,000.00			MOI	Presidency, ISD, GBC, GNA
Ensure the passage of the Right to Information Bill	Management and administration	General Administration	Facilitate the passage of the Bill into Law	Accra	Draft Act ready	Right to Information Law	×	×	×	×	500,000.00			MOI	AG

Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	Go G	IG F	Don or	Lead	Collaborating
Establish appropriate framework for collaborative engagement with the media	Management and Administration	<b>General Administration</b>	Develop collaborative framework with the media with all stakeholders	Accra	N/A	Collaborative framework developed	×	×			500,000.00			MOI	All media houses, GBC, GNA, ISD
Strengthen capacity of the media to play watchdog role	Management and administration	<b>Human Resource</b>	Build capacity of media personnel and media houses	Across the country	N/A	Capacity of media personnel improved	×	×	×	×	1,000,000.00			MOI	GBC, ISD, GNA, All media houses
Strengthen National Media Commission to play its media oversight function	Management and administration	General Administration	Create enabling environment for effective collaboration	Accra	N/A	Improved oversight over the media by NMC	×	×	×	×	500,000.00			MOI	NMC

**Adopted Goal: Maintain a stable, united and safe society**

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	Go G	IG F	Don or	Le ad	Collaborating
Strengthen engagement with traditional authorities in development and governance processes	Management and Administration	Policy Planning, Monitoring and evaluation	Organise Town Hall Meetings on development and governance processes	152 Districts across the country	100 Town Hall meetings were held in 2017	Town Hall Meetings organised	x	x	x	x	750,000.00			MOI	ISD, GBC, GNA
		General Administration	Develop Framework for engagement with traditional authorities	Accra	N/A	Framework Developed	x	x	x	x	500,000.00			MOI	Traditional authorities, Ministry of Chieftency
Policy Planning, Monitoring and evaluation		Organise Town Hall Meetings to formulate and implement development programmes and projects	152 Districts across the country	100 Town Hall meetings were held in 2017	Town Hall meetings organised	x	x	x	x	500,000.00			MOI	MDAs, Religious bodies	
General Administration		Develop Framework for engagement with religious bodies	Accra	N/A	Framework Developed	x	x	x	x	500,000.00			MOI	Religious bodies	

**Adopted Goal: Maintain a stable, united and safe society**

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	GoG	IG F	Donor	Lead	Collaborating
Launch a Good Society campaign to promote good national values, attitudinal change, patriotism, pursuit of excellence and discipline	Management and Administration	General Administration	Organise National Policy summit on national values such as patriotism and loyalty to the state	Accra	National Policy Summits were held in 2017	National summit on the issues organised	x	x	x	x	1,000,000.00			MOI	ISD, GBC, GNA
	Information Management	Information Gathering and dissemination services	Organise publicity campaigns nationwide on national values such as patriotism and loyalty to the state	Across the country	N/A	Publicity campaigns organised	x	x	x	x	1,000,000.00			ISD	MOI, NCCE, GNA, GBC
			Produce and circulate publication on national values such as patriotism and loyalty to the state			Publications	x	x	x	x	750,000.00			ISD	MOI, NCCE, GNA, GBC

**Adopted Goal: Maintain a stable, united and safe society**

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	GoG	IG F	Donor	Lead	Collaborating
Launch a Good Society campaign to promote good national values, attitudinal change, patriotism, pursuit of excellence and discipline	Information Management	Information Gathering and dissemination services	Promote Ghanaian culture through missions abroad				x	x	x	x	750,000.00			ISD	MOI
			Produce and preserve photos and videos on all key past and current national programmes			Photo and videos of national programmes	x	x	x	x	750,000.00			ISD	MOI, GBC, GNA
		Electronic media Services	Promote the Ghanaian values and culture throughout Ghana, West Africa and the World			Promotion carried out	x	x	x	x	750,000.00			GBC, GNA	MOI, ISD



**Adopted Goal: Maintain a stable, united and safe society**

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	GoG	IG F	Donor	Lead	Collaborating
Formulate and implement a consensus-driven national values policy	Management and Administration	Policy planning, Monitoring and Evaluation	Produce a draft National Values Policy in collaboration with other state and non-state actors	Accra	N/A	Draft National Values	x	x	x	x	500,000.00			MOI	State & Non state actors
	Information Management	Information Gathering and Dissemination	Implement National Values policy	Across the country	N/A	National values policy implemented			x	x	3,000,000.00			ISD	MOI, NCCE
		Electronic Media Services							x	x				GBC, GNA	MOI, ISD

**Adopted Goal: Maintain a stable, united and safe society**

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	GoG	IG F	Don or	Lead	Collaborating
Promote regular dialogue with law enforcement agencies	Management and Administration	General Administration	Organise meet the press series with the law enforcement agencies	Accra	19 Meet the press series were held in 2017	No. of Meet the Press organised	x	x	x	x	750,000.00			MOI	All law enforcement agencies
			Organise Town Hall Meetings with the law enforcement agencies	Accra	100 Town Hall meetings were held in 2017	No. of Town Hall meetings organised	x	x	x	x	250,000.00			MOI	ISD, GNA, GBC, All law enforcement agencies
			Organise policy summit with the law enforcement agencies	Accra	Policy summits were held in 2017	No. of Policy summits organised	x	x	x	x	250,000.00			MOI	ISD, GNA, GBC, All law enforcement agencies

**Adopted Goal: Maintain a stable, united and safe society**

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	GoG	IG F	Don or	Lead	Collaborating
Create an enabling environment for development communication	Management and Administration	Policy Planning, Monitoring and Evaluation	Seek Cabinet approval to develop and implement development communication policy	Accra	Draft Cabinet Memo available	Cabinet approval	x	x	x	x	250,000.00			MOI	All stakeholders
			Draft a Policy Framework with other stakeholders to guide the implementation of Development Communication	Accra	N/A	Development Communication Policy				x	500,000.00			MOI	All Stakeholders
		General Administration	Engage all major stakeholders on development communication policy	Accra	N/A	Report	x	x	x	x	250,000.00			MOI	All stakeholders

Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	GoG	IG F	Donor	Lead	Collaborating
Integrate development communication across the public policy cycle	Management and Administration	Policy Planning, Monitoring and Evaluation	Develop a communication strategy around the government flagship programmes and projects	Accra	Government flagship programmes	Communication strategy developed	x	x	x	x	1,500,000.00		4,350,000.00	MOI	MDAs
			Use the tools of development communication to guide Town Hall Meetings, Policy Summits etc	Across the country	N/A	Development Communication tools applied	x	x	x	x	750,000.00			MOI	ISD, GBC, GNA
		Human Resource	Build the capacity of all districts/regional information officers as well as PROs in the MDAs	North and South zones	N/A	Capacity enhanced	x	x	x	x	1,000,000.00		2,500,000.00	MOI	ISD, GBC, GNA
		General Administration	Procure 216 Information Vans for face-to-face and pictorial engagement at the grassroots level	Across the country	N/A	Vans procured	x	x	x	x				MOI	MOF

Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	GoG	IG F	Donor	Lead	Collaborating
Establish institutional structures for development communication at all levels of governance	Management and Administration	General Administration	Create directorates/units/desk offices at all levels to be responsible for development communication	Across the country	N/A	Units created	×	×	×	×	500,000.00			MOI	ISD, GNA, GBC
		Human Resource	Facilitate the placement of personnel in the above units to carry out the function	Across the country	N/A	Personnel posted	×	×	×	×	250,000.00			MOI	
			Build capacity of all districts/regional information officers as well as PROs	Across the country	N/A	Capacity enhanced	×	×	×	×	250,000.00			MOI	ISD, GBC, GNA

Adopted Goal: Maintain a stable, united and safe society															
Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	GoG	IGF	Donor	Lead	Collaborating
Strengthen the DEVCOM role of the Ministry of Information to ensure delivery of timely and accurate information to the citizenry and feedback on government policies and programmes	Management and Administration Management and Administration	Policy Planning, Monitoring and Evaluation	Seek cabinet approval for DEVCOM to be implemented	Accra	N/A	DEVCOM strengthened	×	×			N/A			MOI	
			Develop policy framework to guide DEVCOM implementation	Accra	N/A				×						
			Implement DEVCOM in collaboration with the stakeholders	Across the country	N/A					×					
Provide sustainable financing for development communication		General Administration	Seek adequate and regular funding from the Ministry of Finance	Accra	N/A	Approved budget	×	×	×	×	N/A			MOI	MOF
		Policy Planning, Monitoring and Evaluation	Draft concept note and seek funding from Development Partners	Accra	N/A	Concept note	×	×	×	×				MOI	MOF
			MDAs to cede a portion of their communication budget to MOI	Accra	N/A		×	×	×	×	N/A			MOI	MDAs

**Adopted Goal: Create opportunities for all**

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	GoG	IGF	Donor	Lead	Collaborating
Promote lesser-known sport activities	Information Management	Information Dissemination	Publicize lesser known and appreciated sports	Across the country	N/A	Popularised lesser known sports	x	x	x	x	500,000.00			MOI	Ministry of youth and sports, GBC, ISD, GNA, All media houses
		Electronic Media Service 1	Work with all media houses to promote lesser known sports	Across the country	N/A		x	x	x	x	750,000.00	250,000.00			
		Electronic Media service 2					x	x	x	x					

**Adopted Goal: Strengthening Ghana's role in international affairs**

Adopted Strategies	Programs	Sub-Programs	Projects/Activities	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 S T	2 N D	3 R D	4 T H	Go G	I G F	Do no r	Lead	Collaborating
Leverage Ghana's democratic credentials to enhance international image	Management and Administration	Policy Planning, Monitoring and Evaluation	Work with relevant MDAs to develop and promote Ghana's image abroad	Abroad	N/A	Ghana's international image enhanced	x	x	x	x	50 0,0 00. 00			MOI	MOFA
Develop markets for Ghanaian goods and services abroad	Information Management	Information Dissemination	Organise International Policy Summits in collaboration with Ministry of Foreign affairs and MOTI on engaging with the international community and the diaspora	Abroad	N/A	National Policy summit organised	x	x	x	x	1,00 0,00 0.00			MOI	MFA, MOTI



## **CHAPTER SIX**

### **IMPLEMENTATION, MONITORING AND EVALUATION**

#### **A. INTRODUCTION**

The Monitoring and Evaluation Framework builds on the Medium Term Plan developed and provides a basis for the implementation of the Plan. The M&E Framework elaborates how it works to support more effective reporting and decision-making at important levels within the sector. It serves as a tool to measure the performance of the 2018-2021 plan.

The purpose of the M&E framework is to provide policymakers, middle level managers, and indeed the entire Ministry the necessary information to manage performance and achieve optimal results. It is meant to

- Encourage transparency and accountability
- Provide a basis from which the system learns from its own experience in carrying out management tasks and operations.
- Provide the Ministry with information on what works and what does not.
- Highlight the main priorities and envisioned outcomes for the Information sector.
- Serve as a guide for agencies and departments of MoI to develop their M&E plans towards the attainment of milestones.

This M&E Framework will be used by multiple audiences including MoI, ISD at national, regional and district levels, GBC, GNA, Development Partners, civil societies etc.

Development Dimension: Governance, Corruption And Public Accountability										
Adopted Goal: Maintain a stable, united and safe society										
Adopted Policy Objective: Deepen Transparency and public accountability										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Corruption Perception Index	Perceived levels of public sector corruption	Outcome indicator	Ghana ranked 81 <sup>st</sup> among 180 countries ranked in 2017	<81	<81	<81	<81	N/A	Annually	
Right to Information Law	This is an Act that will ensure that Ghanaians’ right to information is guaranteed	Outcome indicator	Draft Right to Information Bill Available	Bill passed into law	Law implemented			N/A	Annually	Parliament MOI

<b>Development Dimension: Governance, Corruption and Public Accountability</b>										
<b>Adopted Goal: Maintain a stable, united and safe society</b>										
<b>Adopted Objective: Demystify the Presidency and bring the President closer to the people</b>										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Regular press briefings by the President	Press briefing by the president on topical issues	Outcome Indicator	In 2017, the President had an encounter with the press where he discussed issues of concern with them and also received feedback	2	2	2	2	N/A	Bi-annually	Lead: MOI Col: Presidency
<b>Development Dimension: Governance, Corruption and Public Accountability</b>										
<b>Adopted Goal: Maintain a stable, united and safe society</b>										
<b>Adopted Objective: Promote the fight against corruption and economic crimes</b>										
MOI's Level of implementation of the National Anti-Corruption Action Plan (NACAP)	A composite Action plan to be followed by all to deal with corruption in the country	Outcome Indicator	CHRAJ to publish NACAP 2017 Monitoring and Evaluation report	Improved results	Improved results	Improved results	Improved results	N/A	Annually	Lead: CHRAJ Col: MOI

<b>Development Dimension: Governance, Corruption and Public Accountability</b>										
<b>Adopted Goal: Maintain a stable, united and safe society</b>										
<b>Adopted Objective: Improve participation of civil society (media, traditional authorities, religious bodies) in national development</b>										
<b>Indicator</b>	<b>Indicator Definition</b>	<b>Indicator Type</b>	<b>Baseline</b>	<b>Targets</b>				<b>Disaggregation</b>	<b>Monitoring Frequency</b>	<b>Responsibility</b>
				<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>			
Level of CSO engagement in policy formulation and development process	Inventory of national development processes ( such as national policy formulation, implemetation, monitoring and evaluation; budgetary process; national dialogues, etc.) that CSOs, private sector, traditional authorities, religious bodies and think tanks are involved in during the year, as well as a description of the nature of involvement	Process Indicator	CSOs, think tanks, etc. were involved in the preparation of annual national budget, and inception and follow-up meetings of the Annual Progress Report(APR)	≥ CSOs involv ed	≥ CSOs involv ed	≥ CSOs involve d	≥ CSOs involved	N/A	Annually	MOI

**Adopted Objective: Improve participation of civil society (media, traditional authorities, religious bodies) in national development**

Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Level of press freedom (Press Freedom Index-PFI)	A composite index of every kind of violation directly affecting journalists including murder, imprisonment, physical attacks and threats, and news media censorship, confiscation of newspaper issues, searches and harassment	Outcome Indicator	In 2018, Ghana Ranked 23 <sup>rd</sup> out of 180 countries surveyed		<23	<23	<23	N/A	Annually	

Development Dimension: Governance, Corruption and Public Accountability										
Adopted Goal: Maintain a stable, united and safe society										
Adopted Objective: Promote discipline in all aspects of life										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Launch 'Good Society Campaign	NDPC, Ministry of Information and NCCEs launch and undertake long-term national campaign to promote discipline in all aspect of life, including developing and promoting core national values.	Input Indicator	Draft Concept note developed by NDPC in 2016	Finalise the concept with key partners and stakeholders, and set up a steering Committee to implement the programme	Implementation of the programme				Annually	Lead: MOI Col.: NDPC

<b>Development Dimension: Governance, Corruption and Public Accountability</b>										
<b>Adopted Goal: Maintain a stable, united and safe society</b>										
<b>Adopted Objective: Ensure responsive governance and citizen participation in the development dialogue</b>										
<b>Indicator</b>	<b>Indicator Definition</b>	<b>Indicator Type</b>	<b>Baseline</b>	<b>Targets</b>				<b>Disaggregation</b>	<b>Monitoring Frequency</b>	<b>Responsibility</b>
				<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>			
National Policy Summits/ Dialogues	Policy summits are programmes tailored to provide MDAs a platform to deeply articulate policy and programmes to targeted stakeholders as well as the general public	Process Indicator	In 2017, Policy Summits were held on two sectors of the economy	4	6	8	10		Annually	Lead: MOI Col.: MDAs

<b>Adopted Objective: Ensure responsive governance and citizen participation in the development dialogue</b>										
<b>Indicator</b>	<b>Indicator Definition</b>	<b>Indicator Type</b>	<b>Baseline</b>	<b>Targets</b>				<b>Disaggregation</b>	<b>Monitoring Frequency</b>	<b>Responsibility</b>
				<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>			
Town Hall Meetings	Town Hall meetings afford opportunities to a wide range of stakeholders at the grassroots level to discuss pertinent issues concerning implementation of Government policies in their respective localities	Process Indicator	In 2017, 100 Town Hall Meetings were organized across the country	152	254	254	254	N/A	Annually	Lead: MOI Col.: MMDAs
Regional Tours	Regional Tours are aimed at providing a platform for policy engagement at the regional level	Process Indicator	10 Regional Tours were undertaken in 2017	10	10	10	10	N/A	Annual	Lead: MOI Col.: RCCs



Development Dimension: Ghana and the International Community										
Adopted Goal: Strengthening Ghana’s role in international affairs										
Adopted Objective: Enhance Ghana’s international image and influence										
Indicator	Indicator Definition	Indicat or Type	Baseline	Targets				Disaggregatio n	Monitor ing Freque ncy	Responsibi lity
				2018	2019	2020	2021			
Harmonised Government identity system	A system of Government’s identity which is unified and harmonized to create a competitive image for Ghana	Output Indicator	Different Government institutions portray different images of Ghana at different periods and thereby creating confusion in the minds of stakeholders including the international community	System approve d	System implemented			N/A	Annually	MOI
Development Dimension: Ghana and the International Community										
Adopted Goal: Strengthening Ghana’s role in international affairs										
Adopted Objective: Promote Ghana’s political and economic interests abroad										
Project Ghana’s foreign policy through concise information sharing	Information disseminated to project Ghana’s foreign policy	Output indicator							Annually	Lead: MOI Col.: Other stakeholders

## **B. STRATEGY FOR DATA COLLECTION AND ANALYSIS**

A number of institutions will be involved in the monitoring and evaluation framework for the sector. The primary sectoral focal point is the Ministry of Information and its agencies and departments. These bodies will play an important role in the implementation, monitoring and evaluation. They constitute the sectoral focal points for the provision of data/information on timely basis on chosen indicators and the preparation of timely reports.

It will also involve the councils and boards of agencies/departments operating under the Ministry. Other groups that will play key roles include Non-Governmental bodies, community based organizations, civil society organisations, development partners and other stakeholders demanding accountability for Government programmes and projects. The contribution of all these groups will result in the production of the sector's performance report which should be produced on quarterly and annual bases.

To be able to monitor the progress of the sector, the Ministry needs a well-crafted robust monitoring and evaluation system. MoI as the primary owner of the 2018 to 2021 Medium Term Plan, requires such a system to enable it collect relevant data on performance indicators in a timely manner in order to track progress towards the attainment of our goals.

The monitoring and evaluation system is based on a results framework (RF) developed by Evaluating Systems through workshops and consultations with the Ministry of M&E and NDPC as well as the staff of MOI. The results framework serves as the theoretical foundation for coherent monitoring, evaluation and learning. It presents the causal linkages among the development dimensions, goals and objectives of the sector and develops and defines the indicators used to measure results. This RF will facilitate analytical thinking and will help the Ministry and its stakeholders gain clarity about how key indicators of performance can be measured. Each result statement will have a set of performance indicators which will be used to track progress towards achievement of our goals.

The design of an appropriate monitoring and evaluation framework to measure achievement of plan outcomes require the development of the two key elements, namely, Baseline Data and Performance Assessment Framework which is a tool consisting of a set of input, output, outcome and possibly impact indicators that can be used to gauge the achievement of targets.

The Ministry adopted the results framework provided by the National Development Planning Commission as shown above;

## **C. REPORTING ARRANGEMENT**

The report of the M&E would be prepared and submitted quarterly and annually to NDPC and other stakeholders using the format below;

### **Quarterly and Annual Progress Reports Format Title Page**

- i. Ministry of Information
- ii. Time period for the M&E report

### **Introduction**

- i. Summary of achievements and challenges with the implementation of the SMTDP
- ii. Purpose of the M&E for the stated period
- iii. Processes involved and difficulties encountered

### **M&E Activities Report**

- i. Programme/Project status for the quarter or year
- ii. Update on funding sources and disbursements
- iii. Update on indicators and targets
- iv. Update on critical development and poverty issues
- v. Evaluations conducted; their findings and recommendations
- vi. Participatory M&E undertaken and their results

### **The Way Forward**

- i. Key issues addressed and those yet to be addressed
- ii. Recommendations

#### **D. DISSEMINATION AND COMMUNICATION STRATEGY**

This section outlines the strategies the Ministry and its Agencies would adopt to effectively disseminate and create awareness of its activities and to further create an avenue for stakeholder dialogues in order to generate instant and constant feedback for policy review and update. For this reason, an effective strategy will be adopted for the dissemination of the policies and programmes of the sector Ministry.

The Ministry being a major avenue for the communication of all major government policies, projects and programmes will use the opportunities available to it to ensure that the existence of the sector plan and its implementation including the M&E activities come to the knowledge of its stakeholders, more especially, the entire Ghanaian populace as well as development partners.

The Ministry would disseminate the MTDPP (2018 – 2021) and the Annual Progress of the MTDP through several distribution channels such as conferences, letters, radio discussions, organisation of policy fairs/town hall meetings, news bulletins, press briefings, meet-the-press series, all social media platforms etc. Specifically, the plan and its implementation will be disseminated through:

- Statutory report to OHCS, PEOU and NDPC
- Organization of Workshops and Seminars for the various stakeholders
- Staff Durbars to collect views and opinions
- Creating opportunity for citizenry to forward their views and concerns through the Internet
- Updating the Website of MoI/ Agencies regularly
- Posting the medium term document on government of Ghana's portal
- Publications
- Meet the Press sessions.
- Press Briefings
- Public Sensitization Programmes
- Post relevant public information on the Government Portal ([www.gov.gh](http://www.gov.gh) )
- Keeping a copy at the MOI Library
- Reports to Donors
- Keep copies at the Public Records and Archives Department (PRAAD)
- Creation of awareness of the expected roles of the stakeholders in the implementation of the MDAs programmes
- Promotion of dialogue and generation of feedback on the performance of the MDAs
- Promotion of access and management of expectations of the public on the deliverables of MDAs.

#### **E. M&E REPORT AND DISSEMINATION**

Inception report

Progress report  
On Demand report  
Completion report

Below is a Table showing the existing formats for some of these reports and the most appropriate strategies to be used for the dissemination and communication of each report.

<b>NO.</b>	<b>TYPES OF REPORTS</b>	<b>REPORT FORMATS</b>	<b>TARGET AUDIENCES</b>	<b>KEY MESSAGES</b>	<b>DISSEMINATION STRATEGIES/ TOOLS</b>
1	Inception report (commencement)	Sector format	Sector agencies, stakeholders, NDPC, MoF	To set out the objectives, approach, methodology...  To ensure that all the structures put in place are working  Roadmap	Formal & Electronic Reports, MoC Website
2	Progress report (Routine)	Existing format (NDPC Recommended Format)	Minister, Management & beneficiary agencies and MDAs	Successes, Key challenges Recommendations	Formal reports, Website, Media report – (meet-the-press, TV, newspapers, radio)/ Policy fairs
3	Exception report (Critical Incidence)	Sector format	Minister, Top Management of MoC, key stakeholders	Determine cause of the issues and ways to address it	Formal report(confidential)
4	On Demand report (upon request)	Sector format/ donor funded format	Demanding Institution	Investigation on issue and findings	Formal report
5	Completion report (Final evaluation/ end of phase/ completion)	Sector format	Top Management, MoF, Sector Agencies	Determine progress of programme and outcome/impact	Formal reports, simplified version of report, presentation (workshop) for staff & stakeholders, Website & electronic reports, Media reports – (meet-the-press, TV, newspapers, radio) MoC Website

## F. M&E ACTIVITIES

In addition to the results framework that has been developed to help track the implementation of the plan, a set of M&E activities with time frame and actors have also been prepared regarding the MTDP evaluations, implementation monitoring and APR preparation and dissemination.

The time frame for undertaking the various activities in relation to the MTDP evaluations, implementation monitoring and APR preparation and dissemination is presented in the table below;

ACTIVITIES	TIME FRAME				ACTORS
	2018	2019	2020	2021	
<b>MTDP Evaluations</b>					
Mid-Term Evaluation			1 <sup>st</sup> quarter		MOI
Terminal Evaluation				2 <sup>nd</sup> quarter	MOI
Specific Evaluation And Studies			1 <sup>st</sup> quarter		MOI
M&E Plan Review Workshop		2 <sup>nd</sup> quarter			MOI, all stakeholders
Participatory Monitoring & Evaluation	Throughout				MOI, all stakeholders
<b>Implementation Monitoring</b>					
Quarterly Field Visits To Site	4 Times in a year				MOI
Quarterly Review Meeting	2 <sup>nd</sup> quarter	2 <sup>nd</sup> quarter	2 <sup>nd</sup> quarter	2 <sup>nd</sup> quarter	MOI, all stakeholders
Preparation Of Quarterly Report	End of every quarter				MOI
<b>APR Preparation And Dissemination</b>					
Draft Apr Report Preparation	3 <sup>rd</sup> quarter				MOI
Data Collection/ Collation	3 <sup>rd</sup> quarter				MOI
Draft Apr Review Workshop	4 <sup>th</sup> quarter				MOI, all stakeholders
Final Preparation Of Apr	2 <sup>nd</sup> week of first month of the year				MOI, all stakeholders
Final APR Submitted To NDPC	4 <sup>th</sup> week of first month of the year				MOI
Documentation And Dissemination( Including Printing Of Hard Copies )	2 <sup>nd</sup> month of each year				MOI