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Ghana looks to gas for energy transition

Ecobank is back as Ghana's biggest-and highly **rated-bank**

Ghana conference plots course for energy transition

Ghana's inevitable charge into digitization

Mrs. Ursula Owusu-Ekuful (MP),
Minister of Communications and Digitalisation





Ghana National Gas Company Limited (Ghana Gas) is a limited liability company, duly incorporated under the Companies Act of Ghana 1963 (Act 179). It was established in July 2011, as a wholly owned commercial enterprise of the Government of Ghana.

Ghana Gas' mandate is to build, own and operate infrastructure required for gathering, processing, transporting, and the sale of natural gas resources in Ghana.

In line with this mandate, Ghana Gas has constructed a 150MMScfd Gas Processing facility and interconnecting Pipelines in the Western Region, constituting Phase 1 of the Western Corridor Gas Infrastructure Project.

Currently, Jubilee gas is received and transported through the offshore pipeline (59km), which is interconnected to the Gas Processing Plant (GPP) at Atuabo. Processed Gas is then transported through the 111km onshore pipeline and distribution hubs to VRA and Industrial Gas Customers respectively. Our industrial customers include 2 ceramic companies who utilize the gas for the production of ceramic floor tiles.

On average, gas delivered to power generation customers produces an estimated 600MW of power to the national grid. Additionally, LPG and Condensate produced are sold to the downstream petroleum market, reducing the nation's dependence on imported fuel and savings on foreign currency.

Plans are well advanced to commercialise Isopentane to generate electricity. In addition, a compressor will be installed to increase the existing pipeline capacity to about 405MMScfd of Lean Gas, which will potentially increase power production to over 1500MW.

Ghana Gas is proud to note that the Gas Processing Plant and associated facilities are now fully operated and maintained by an indigenous Ghanaian workforce.



GHANA GAS

GHANA NATIONAL GAS COMPANY



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gas services company

VISION

To contribute to Ghana's Gas
economic development by providing
and operating the infrastructure
required for gathering, processing
and delivering natural gas resources,
in a safe, cost effective, responsible
and reliable manner to customers

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FROM THE EDITOR-IN-CHIEF

Let the IMF have its way

By Toma Imirhe



Over the coming months, the President Nana Akufo Addo administration will have to engage in negotiations with the International Monetary Fund to design an economic recovery programme for Ghana's ailing economy. The incumbent government will find this task most distasteful. Not only has it consistently opposed being under the supervision of the Fund for reasons of sovereignty; even more importantly, it is a firm believer in supply side expansionary economic policy, as opposed to the IMF's conviction that demand management is the best remedy for troubled emerging market economies such as Ghana's.

Consequently, the impending negotiations, involving two diametrically opposed economic policy advocates, can be expected to be thorny and therefore protracted.

This is why it is recommended to government – and all the various socio-economic interest groups who will expect it to defend their interests – that it should, as much as is reasonable, simply fold, allowing the IMF to have its way.

This is not at all because of a preference for demand management to supply side economic policy. Indeed, the latter is a sensible way to unlock Ghana's huge, but largely underexploited economic potential, creating direly needed jobs and generating direly needed tax revenues in the process.

In fact supply side economics worked for Ghana between 2017 and 2019, but its derailment by the ensuing COVID 19 global pandemic has since taught that borrowing to finance expansionary economic policy must be well targeted and accompanied by a concerted shift from importation to local production, two key things which Ghana failed to do properly.

Now, the strategy has gone awry and Ghana needs the support of the IMF desperately. The size of the hole Ghana has dug for itself with its inordinate dependency on imports and inadequate local production is illustrated by the fact that the Akufo-Addo administration is asking the IMF for US\$3 billion, which is three times the slightly less than US\$1 billion which its predecessors, the John Mahama administration, took for the three year programme it entered into with the Fund back in April 2015. It is

not wholly coincidental that this mirrors the incumbent government taking three times the US\$1 billion customarily taken annually by the Mahama administration off the international capital market through Eurobond issuances.

But it is not just the size of the hole that persuades us to let the IMF take charge of the effort to fill it; the urgency with which it needs to be filled matters even more.

Over the eight months since the downgrade of Ghana by two international sovereign credit risk rating agencies set off a net outflow of foreign currency investment in its cedi denominated domestic debt and effectively closed the door on new Eurobond issuances by nervous international bond investors, the cedi fell by 35% even though a quarter of the country's gross international reserves went into trying to plug the resultant hole. Even the meeting of Ghana's cedi debt servicing obligations required substantial financing of government by the Bank of Ghana, despite the legal restrictions on its doing so.

True, Ghana is getting a cumulative US\$2 billion in foreign exchange inflows from a US\$750 million Afreximbank loan and another US\$1.3 billion through this year's version of COCOBOD's annual international syndicated bank financing for local cocoa purchases from farmers. But until the current net outflows of bond capital is reversed, or at least stemmed, Ghana's forex troubles will continue, especially with the return of currency speculators taking positions against the cedi for profit, or at least as a store of value.

This needs to be done quickly and whether government likes it or not, the IMF is the hand left for it to play. But this requires a quick agreement being reached with the Fund, which in turn requires government not to drag its feet over the inevitable demand management policies it will insist on.

Government should remember that the impending IMF programme is a medium term fix, needed to restore the macroeconomic stability requisite for a return to growth-inducing supply side economic policy. The vision of a Ghana beyond aid will have to be suspended but by no means abandoned.

Even while the IMF programme lasts, it will provide vital lessons for government with regards to public spending restraint and for the Ghanaian populace with regards to consumption (especially of foreign goods) constraint.

It will also prop up integrity in Ghana's public sector, whose officials will have the IMF looking over their shoulders. Considering the revelations of financial malpractice and outright malfeasance in the latest Auditor General's report, this alone would make the impending IMF supervision worth all the accompanying hassles.

FROM THE PUBLISHER



Oscar Ugoh Sam

The emergent digital Ghana

Back in the 1990s, even the arrival of mobile phones, lap top computers and internet banking, one after the other, could not have prepared Ghana for the digital transformation that has engulfed it over the subsequent two decades. No teenager in Ghana today would have recognized the pre digital world that existed until the last decade of the previous millennium.

To be sure the outbreak of COVID 19 and the resultant restraints imposed on physical interaction worldwide, served as an unanticipated accelerator of the process of digitalization, especially in countries - Ghana inclusive - that were at risk of being left on the wrong side of a digital divide that still threatens to further deepen a long standing technological divide which separates developed economies from still developing ones.

But it is instructive that even though the global pandemic is now in regression, the sharply increased speed of digitalization it generated is not showing any signs of slowing down. Simply put, individuals, households, private enterprises and public institutions alike have all come to recognize the cost, time and effort savings offered by digitalization as well as the advantages of accuracy and transparency for the public sector.

But Ghana's efforts to apply digitalization across various aspects of the lives of its citizens began well before coronavirus struck. Indeed, it has been a priority of the incumbent President Nana Akufo-Addo administration right from when it assumed office at the start of 2017.

While the president and his vice, Dr Mahmudu Bawumia - who has been the chief driving force behind Ghana's ongoing digitalization drive - would love to claim divine insight, in seeing COVID 19 coming, they cannot; but they do deserve full credit for their foresight in adopting

digitalization as a key pillar of their attempt at socio-economic transformation.

Indeed, they are not by any means done yet; Ursula Owusu-Ekumful after four years of exemplary performance as Minister for Communications during the incumbent government's first term in office, has been rewarded with a strategic expansion of her ministerial portfolio to specifically encompass digitalization as well during its second term.

With the economy itself currently undergoing heavy turbulence, the digitalization of Ghana will likely stand out as the biggest and best legacy bequeathed the country by the President Akufo-Addo administration to this country.

But all that has been achieved so far, as pivotal as they are, are meant as pillars for one all-encompassing national socio-economic superstructure. At the centre will be the Ghana Card, linking every citizen and foreign resident to their digital addresses, to public services and to their tax obligations.

Bringing together all the parts already rolled out into this single framework is the task left to the architects of digital Ghana as a key pillar of the country's socio-economic transformation. Examining and documenting this administration's past efforts at assembling the parts and present efforts of rolling them all into one has been an enlightening exercise for us at The Corporate Guardian. We are confident that our consequent report will be enlightening to you as well.

Our cover story for this edition provides a guide to the digital Ghana we will have to live in going forward.

Welcome to the emergent digital Ghana. Let us show you around.

CORPORATE **Guardian** Facts Are Timeless
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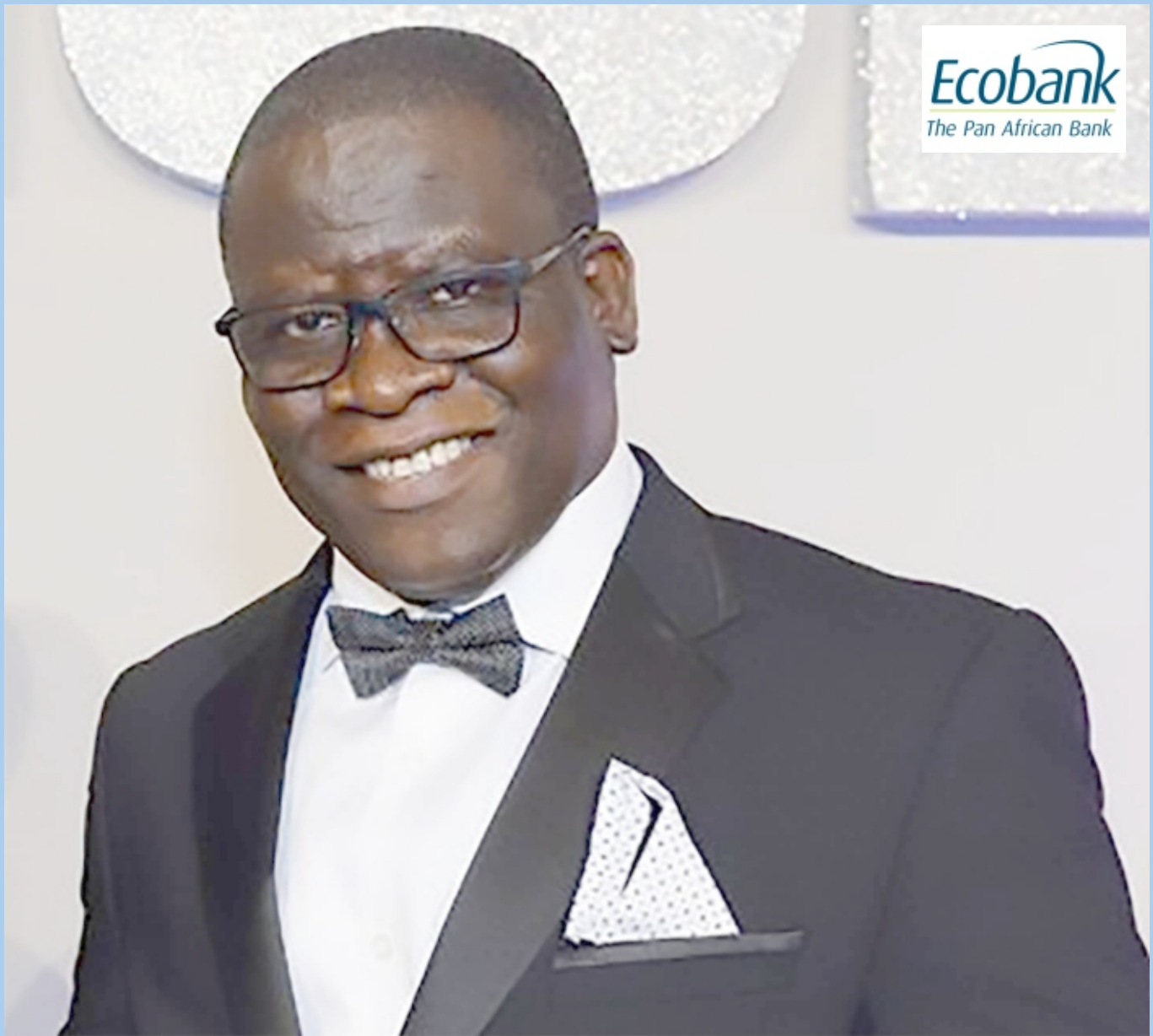
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Dan Sackey, Ecobank MD

How Ecobank is expanding the frontiers of banking in Ghana

More than 30 years after its establishment in Ghana, Ecobank continues to lead the country's banking industry with regards to product and service scope, technology-driven customer convenience and financial solidity.

As the local and global economies bounce back, after two years of enduring the devastating effects of COVID-19, business expansion and growth across different sectors is envisaged. Ecobank, by

virtue of its business structure and customer focus, appears to see greater prospects and opportunities for businesses now than ever before. That is why the bank continues to deepen its relationships with customers, while

pursuing an aggressive deployment of technological products and services to meet individual and business needs. This is evidenced in the bank blazing the trail in identifying the true needs of businesses and

providing the right financial support to address them. With a wide array of services, spanning cutting-edge digital solutions through to the traditional banking solutions of deposits, loans, advisory services, etc., the bank leverages its industry-leading balance sheet size advantages, conferred by its geographical spread of branches across the nation and the use of advanced digital technologies to adequately meet the needs of its business clients. This is aimed at supporting businesses to operate efficiently so as to achieve their set objectives in a sustainable manner.

In line with its corporate mission of providing convenient, accessible and reliable financial products and services to its retail and wholesale customers, Ecobank continues to provide solutions to the varied needs of its customers, through its Consumer/Retail and Business Banking Divisions. Ecobank's Business banking comprises two main divisions, the Corporate & Investment Banking Division and the Commercial Banking Division. The former is responsible for managing the bank's relationships with Private large Companies, State-owned Organizations, Non-Governmental Organisations, International Organisations, Diplomatic Missions, Multinationals, Financial Institutions, Regional Corporates with Pan African footprints, and the likes. On its own part, the Commercial Banking Division is focused on championing the interests of entrepreneurs to create positive and sustainable social and economic outcomes. The target market of the division is further segmented into Small and Medium sized Enterprises (SMEs), Local Corporates and Public Sector Institutions, the latter including Ministries Departments and Agencies, as well as Metropolitan, Municipal and District Assemblies.

Key sectors of interest to Ecobank's business banking divisions are: Telecommunications, Energy as well as Food and Beverages, among others, where Ecobank provides cash management and payment solutions, trade finance, corporate and project finance, letters of credit, advance payments, and documentary collections. The bank also provides short, medium, and long-term loans, corporate electronic banking services, collections solutions and many forms of advisory services. The uniqueness of Ecobank's Business Banking, and by large the bank, as a whole, lies in the size of its balance sheet, which gives Ecobank the ability to undertake bigger ticket transactions than most, if not all of its competitors. Indeed, transactions considered to carry too much accompanying risks for the bank itself to

prudently take on, can still be financed by spreading the business and the risks to its parent company Ecobank Transnational Incorporated (the largest shareholder of Ecobank Ghana) and other banks, whether local or international that greatly respect Ecobank Ghana's leadership in consortium financing.

Crucially, Ecobank leverages its Pan African footprints of presence in 33 countries across Africa, which is central to the African Continental Free Trade Area agenda. Indeed, the bank's unparalleled pan continental connections make it far and away the best financial intermediation and payments platform provider for enterprises engaged in intra African, cross border trade and investment. Underpinning all this, the bank boasts of the highest quality skilled human capital, robust IT systems infrastructure and a good understanding of Africa's business terrain to provide bespoke financially-engineered solutions to big businesses, small businesses and everything in-between.

Serving the individual/personal market needs at Ecobank is the Consumer Banking Division. Ecobank's consumer banking team comprises some of the finest professionals in this part of the world, skilled enough to cater for the needs of individuals of all classes, from students, through entry-to-middle level employees, to top management executives, and high-net-worth individuals. The bank has, for some time now, turned its attention to financial inclusion, ensuring that the unbanked and under-banked Ghanaian citizens are empowered adequately to own and operate bank accounts. Ecobank is therefore deploying many technology-backed solutions to simplify the account opening process. That is why any Ghanaian can open an instant digital account electronically within minutes, once the person has access to a mobile phone.

One such enabler is Ecobank Mobile, which was launched in November 2016, and which is still perceived by the market as the biggest novelty and technology driven innovation that ever happened to retail banking in Ghana and, indeed, all of Africa. Ecobank Mobile has recorded over two million downloads in Ghana since its introduction with high transaction volumes daily. It is arguably the best means of driving Ghana towards a truly cashlite economy and helping to also promote financial inclusion across the country. Transfers between Ecobank accounts linked to the App, such as Ecobank Xpress Accounts (which can be easily opened on downloading the App), savings or current accounts are free of bank charges. Users of Ecobank Mobile can thus open accounts, send money to any account holder in Ghana, mobile money wallets and

any Ecobank accounts across Ecobank subsidiaries in Africa.

Ecobank has also launched EcobankPay, which is a Scan and Pay service that is available in-store and online for MasterPass and mVISA. EcobankPay is now part of the national unified payment platform, GhQR, introduced by GhIPSS across Ghana. It is a new electronic payment option that enables customers pay for goods and services directly from their mobile phones. It is a convenient new way of making safer payments and is available at retail shops, restaurants, market stalls, mechanic shops, corner shops, food vendors, online shops and more. Transportation service providers, including inter and intra-city bus service operators, shuttle services, taxi drivers and trotro (commercial bus) drivers can all register for a GhQR code to aid payments by their patrons.

Instructively, the national GhQR payments platform was developed by Ecobank Ghana in the first place, which subsequently invited other banks in the country onto the platform. However, for commercial reasons they each decided to introduce their own version of the platform for the exclusive use of their own respective customer bases. Consequently, the Ghana Interbank Payment and Settlement Systems (GhIPSS) opted to introduce a national unified version that now facilitates interoperability between the various banks' platforms, to which Ecobank agreed to be part of in the national interest, but still enjoys the "first mover" advantage with an estimated 20,000 Ecobank merchants using the QR code.

Then there is the novel Ecobank Xpress Point, a new agency banking structure, developed by Ecobank, from where customers can easily deposit and withdraw cash 24/7 as well as perform some basic banking transactions. There are over 6,000 Ecobank Xpress Points located in selected Shell fuel service stations, Melcom branches and other carefully selected shops across the nation. The number continues to grow, as the bank is actively signing on other oil marketing companies, vendors for ECG, GWCL, retail and wholesale shops, small and medium-sized enterprise businesses, etc. all of whom are working as Ecobank Xpress Point Agents nationwide. This service, thus, makes it possible for the agents to make extra incomes as they become agency points for dealing in financial services. Among the services provided at the Ecobank Xpress Points are Cash deposits and withdrawals for Ecobank Xpress accounts, current accounts and savings accounts; Redeeming e-tokens; Issuance of Cash Xpress Prepaid Cards; International Remittances (RapidTransfer, Western Union,

Ria, Money Gram, Vigo, Unity Link), amongst others.

Yet another remarkable addition is Ecobank Xpress Cash, a cardless cash withdrawal function on Ecobank ATMs or at any designated Ecobank Xpress Point around the country. Account holders are required to simply open Ecobank Mobile on their phones, generate e-tokens for use or forward the e-tokens to third parties via SMS, WhatsApp or e-mail. Using the e-tokens, recipients can then cash the amount at any Ecobank ATM without using a card or redeem their funds from any Ecobank Xpress Point.

Ecobank also provides internet banking services, thus, bringing greater convenience to its consumer and business customers. Ecobank online is available for individual customers, while commercial and corporate banking customers respectively use Ecobank OMNILITE and Ecobank OMNIPLUS for remote transactions. The list of electronic and digital products and services for Ecobank customers, is endless as the bank continuously researches into finding new customer-friendly additions.

FINANCIAL PERFORMACE

Considering the sheer usefulness and price competitiveness of Ecobank's suite of products and services, and the convenience they bring to customers, it is no wonder that Ecobank has remained the largest bank in Ghana, adjudged by balance sheet size, one of the biggest in terms of revenue generation and one of the most profitable as well. The bank closed the 2021 financial year with, yet another sterling performance, once again reconfirming itself as one of Ghana's top-tier banks. It is instructive to note that since entering the Ghanaian market in 1990, Ecobank has dominated the industry with regards to both local and international formal recognition. Ecobank has been conferred as Bank of the Year at the Ghana Banking Awards as many times as all the other banks put together, eight time in all. Ecobank remains the only bank to have won the prestigious CIMG Bank of the Year award five times, plus three consecutive years of being in the Marketing Hall of Fame. These, in addition to the many international awards have reflected in the bank's industry-leading financial performance, which continues to improve by the year.

Ecobank's latest audited income statement covering the 2021 financial year reveals that the bank grew its total revenues by 10% to reach GHc2.041billion last year, the second largest in the industry. On the back of this and further improvements in operational efficiency which facilitated higher returns on capital – to the appreciation of the thousands of institutional and individual shareholders who have used its



***Dr. Edward Nartey Botchway, Executive Director
and Regional Head of Consumer Banking***

listing on the Ghana Stock Exchange to benefit from its outstanding financial performance - profit before tax climbed even faster than total revenues last year, by 14% to reach GHc893.732 million although Profit after tax went up by 6% only to reach GHS581.897million in the same period as the bank responded to the increased needs of the national purse. This again made Ecobank the second biggest profit maker in Ghana's banking industry for 2021.

Performance of the bank's balance sheet was even more impressive, as Ecobank continued growing its loan book with a 14% jump to GHc5.694 billion, while customer deposits grew by 12% to GHc13.228 billion as at the close of 2021, both being the highest in the industry. This is incontrovertible evidence that the banking public in Ghana trusts Ecobank more than any other financial intermediary and also that the bank continues to repay this trust not only with the complete safety of customer deposits but also with unparalleled financial support provided to needy and deserving clients.

The bank also emerged the second biggest in terms of both Total Assets and Owners Equity, growing these respectively by 12% to GHc17.925 billion and 10% to GHc2.683 billion. Ecobank thus posted a well above market average return on average equity of

22.7% and return on average assets of 3.4%. Cost-to-income ratio declined from 47.9% in 2020 to 46% in 2021, reflecting ever improving operational efficiency while capital adequacy ratio improved from 19.57% to 20.41%, (propelled by a combination of prudent risk management on the one side and increased core equity capital on the other) which is one and a half times the statutory minimum insisted on by the Bank of Ghana – even including the 3% capital buffer (making for a total regulatory minimum capital of 13%) applied in Ghana. Instructively, this means Ecobank's capital adequacy ratio is more than twice the 10% globally accepted minimum as set by the Basle, Switzerland-based Bank for International Settlements.

All these put together make Ecobank Ghana the second largest, second most profitable, but singularly most customer friendly bank, using technology to provide the widest suite of most customer convenient, relevant and impactful financial services, delivered not just in Ghana but wherever its customers in Ghana need them, across all of Africa and, indeed, beyond. Which is why it is the most trusted bank among the banking public in Ghana and the one that rewards this trust the most, to its customers, its shareholders and all other stakeholders alike.



Ecobank is back as Ghana's biggest - and highly rated - bank

A recent international ratings furor has highlighted Ecobank Ghana's strong financial solidity and the respect it has earned the bank among the investment community. TOMA IMIRHE connects the bank's half year 2022 financials with its international ratings.

While Fitch Ratings may be one of the triumvirate of sovereign credit rating agencies that are relied on by the international investment community for their assessments of the respective financial solidity of countries all around the world, (the other two being Moody's and Standard & Poors) its capacities with regards to rating the financial strength of Africa's top corporations are much less highly regarded. Fitch has shown a penchant for simply rating African businesses in line with its ratings of whichever country they are domiciled in.

In the latest instance, Fitch downgraded the three top tier Ghanaian banks it rates wholesale to CCC in line with its identical downgrade of Ghana itself earlier this year.

But this has exposed the inadequacies of Fitch's approach and explains why the Johannesburg based GCR Ratings is regarded so highly by the global investment community when it comes to rating members of corporate Africa. Indeed it is the most reputed and widely used ratings agency in this regard.

Ecobank Ghana is one of the three banks downgraded by Fitch, but curiously this follows the

bank's release of sterling financials for the first half of 2022. Indeed, latest banking sector financial sector performance data shows that by June 30, Ecobank had retrieved its status as the country's biggest bank, measured by total assets. Ecobank's GH¢21,647.128 million in total assets exceeded GCB Bank's GH¢21,389.382 million, reversing the latter's brief spell as largest bank in Ghana, achieved at the end of 2021 after conceding that coveted position back in 2012 when Ecobank acquired the then The Trust Bank and its high quality portfolio of small and medium sized customers.

Furthermore, over the 12 months up to June 30 this year, in defiance of the conventional wisdom currently guiding Ghana's banking industry away from direly needed lending to the private sector, and towards investment in high yield, low risk government debt securities, Ecobank grew its loan portfolio by 52% to GH¢6,903.228 million, up from GH¢4,532.076 million. Instructively this is the largest loan portfolio in Ghana's banking industry, ahead of Stanbic Bank's GH¢6,846.018 million. Even more instructively, this loan book growth was faster than the also formidable 38% growth in deposits over the period, which increased to GH¢16,794.877 million - the largest deposit base in the industry, ahead of GCB Bank's GH¢14,315.084 million - propelled by the much increased emphasis of the banking public on identifying and using the most financially solid banks as safe havens for their savings and investments.

GCR's rating of Ecobank conforms with its financial performance. On August 25, 2022, it affirmed its strong rating of Ecobank Ghana - long and short-term issuer ratings of A+ (GH) and A1 (GH) respectively, with a positive outlook. The Rating agency also extended the rating to September 30, 2022.

Reports GCR: "The ratings on Ecobank Ghana reflect a strong business profile supported by leading market shares, stable funding sources and good levels of liquidity. The ratings also factor in improving capitalization and increasing asset quality risk. The competitive positioning of the bank is a relative strength to the rating, benefiting from its well-established franchise and leading domestic position as a top tier financial institution.

"Ecobank Ghana is one of the leading digital banks in Ghana leveraging on Ecobank Transnational Incorporated's (ETI's) extensive digital strategy innovations. As such, we consider the bank to be adequately equipped to deal with the ramifications of COVID-19 from a business continuity level. Ecobank Ghana is adequately capitalized. We think the COVID-19 pandemic has not had as severe an impact on the bank's earnings when compared to domestic peers, and we believe the bank's forward-looking earnings capacity is still good and will support future capital generative capability".

It is instructive that over the past couple of years, the bank has taken major, deliberate steps to diversify its risks by widening the scope of its borrowing customers and fragmenting its loan book and this has resulted in much better than market average - and still improving - loan quality ratios.

By June 30 this year Ecobank's non performing loans ratio nearly halved, to just 4.98%, from 8.03% a year earlier. This means Ecobank has one of the highest quality loan portfolios in Ghana, an achievement made all the more impressive by the fact that the bank has expanded its loan portfolio aggressively over the past one year in contrast to the strategic retreat being beat by most other banks.

To be sure, Ecobank's financial solidity is a strong



Dan Sackey, Ecobank MD

as ever. Although the bank's capital adequacy ratio fell marginally to 16.05% by June 30, 2022, down from 18.45% a year earlier this is still well above the global minimum capital ratio of 10% and considerably higher than even the 13% set specifically by the Bank of Ghana which adds on 3% as capital buffers, having learnt from the recent banking sector melt down between 2017 and 2019. Ecobank's success in growing its loan portfolio faster than its (government debt) investment portfolio has enabled it expand its interest margins wider than if it had followed the current conventional wisdom in Ghana's banking industry. This facilitated a 32% increase in net interest income to GH¢859.444 million, up from GH¢652.857 million during the corresponding period of 2021.

Increases in both fees and commissions, by 24% to GH¢203.876 million and trading and other income by 27% to GH¢122.509 million also contributed to an overall 20% increase in Ecobank's total revenue to GH¢1,185.829 million, up from GH¢985.698 million during the corresponding period of 2021.

On the other hand Ecobank continues to leverage on its longer experience and industry leadership with regards to digitalization of its activities to keep

a lid on its operating costs even as the scope and size of those activities expand. The bank's cost-income ratio for the first half of 2022 was 46.0%, not that much higher than the 39.6% incurred during the first half of 2021. The increase was in part the inevitable consequence of the deliberate fragmentation of the bank's loan portfolio but even here digital savvy is containing the unavoidable increase in loan administration costs.

All this culminated in a modest 12% increase in pre tax profits which were GH¢538,891 million for the first half of 2022, the highest profit recorded by any bank in Ghana, ahead of GCB Bank's GH¢479.576 million. The tightened fiscal regime imposed over the past year meant profit after tax rose more slowly, by 8% from GH¢325.379 million last year to GH¢350.148 million this year.

GCR will announce its next rating of Ecobank Ghana at the end of September. With this financial performance under their belts, its management will be looking forward to it with as much enthusiasm as the bank's domestic institutional and high network individual depositors and investors as well as the international financial community.



Dr. Mustapha Abdul-Hamid
NPA Chief Executive





Dr. Mustapha Hamid, CEO, NPA

Ghana conference plots course for energy transition

The 5th edition of the Ghana International Petroleum Conference has sought to establish a road map for the country's energy transition. Crucially it offers a script that would work best for the country, rather than just one that mimics the one drawn up by the industrialized countries who are contributing the most to the destruction of the delicate global ecological balance. TOMA IMIRHE documents and examines the pragmatic approach now available to Ghana.

The fifth – and arguably best to date – edition of the Ghana International Petroleum Conference (GHIPCON) has been held in Accra over the last three days of September 2022. Organized by the National Petroleum Authority (NPA), in collaboration with the Ghana Chamber of Bulk Distributors (CBOD) and under the auspices of the Ministry of Energy, GHIPCON is Ghana's foremost downstream oil and gas industry conference where policy makers, industry operatives and

experts converge to deliberate on issues of policy and operations as well as share ideas and experiences.

To this end the conference is designed to actively bring to the fore the downstream petroleum industry's perspective and guidance on issues of government policy and regulatory framework. It also highlights best practices for the advancement of the industry, not only in Ghana but across the West African sub-region and beyond. Indeed previous editions had

participants from all over Africa as well as the United Kingdom, France and the United Arab Emirates.

This year's edition was held under the theme: ***“Energy transition in the African Petroleum Downstream Context; Prospects, Challenges and the Way Forward.”***

This year's conference highlighted the downstream industry's perspective and provided guidance on issues of government policy and regulatory framework with regards to

intensify our efforts'

Dr Abdul-Hamid succinctly laid bare the challenge facing Ghana's public and private sectors both: "It is not just about the pace of change. Every country, every sector and every company has announced its ambition to be a Net Zero Emissions energy company by 2050 or sooner."

He also announced specific targets, with regards to cleaner energy in Ghana, whose attainment falls directly under the purview of the NPA, and espoused the role the Authority will play on behalf of government in achieving the country's energy transition.

"We at the NPA are committed to reducing the emissions from the energy products in Ghana and this culminated in the reduction of sulphur content in transport and industrial fuels from a maximum of 5,000ppm to a maximum of 50ppm. Ghana is of the few African countries that consumes low sulphur fuels with a road map for local refineries to comply.

"Government regulations play a vital role in accelerating the energy transition. Regulations and incentives lead to greater innovation; and in turn this allows companies to commercialize more rapidly their low and zero carbon solutions.

"The demand for transportation fuels will wane over the longer term, or rapidly decline – depending on two variables: policy and technology innovation. Downstream investment and operating strategies must account for the fundamental shift in regulation and demand trends."

The panel session on the conference's theme itself was moderated by Anibor O. Kragha, the CEO of the African Refiners and Distributors Association – who before taking up his current position was the Chief Operating Officer of the Nigerian National Petroleum Corporation's Refineries Directorate, overseeing NNPC's



Dr. Mustapha Hamid, CEO, NPA (right) with Anibor O. Kragha, CEO, African Refiners and Distributors Association

four refineries.

"The oil and gas industry will continue to remain an important part of the energy mix in Africa" asserted Kragha. 'The challenge is how the industry can engage and adapt to a changing policy and investment space and evolve in ways which do not simply support but contribute to decarbonizing the energy system. The outlook for the oil and gas industry is increasingly clouded by the prospects of policies seeking to lower emissions in the fuel sector. Such policies

have caused an increasing number of investors to contemplate the growing possibility of a ceiling for future oil demand."

Despite the challenges to the oil and gas industry posed by the energy transition, Kragha is nevertheless optimistic that the industry will still have space to thrive, albeit in a reformed role.

"Such pressure does not necessarily mean that there is no future for the oil and gas industry" he points out. "With the continued expected growth in energy demand and its potential to improve faster than the deployment of alternatives (non-fossil sources of energy) presents a dual challenge for the industry. The industry must manage a range of policy, investor and societal pressures to move to a low carbon energy system while meeting the expected global oil and gas demand over the long term."

To navigate this challenge, Kragha suggests that the oil and gas industry considers three key issues.

One is the diversification of business models to emphasize downstream opportunities of energy services, particularly those that can exploit relatively low carbon emission oil and gas as a complement to renewables. Another is support for the growth of deep de-carbonization techniques for oil and gas at the company and the industry levels, including carbon capture,





utilization and storage; methane efficiency; zero-emissions production; and hydrogen. The third is the adoption of climate-focused Environmental Social Governance (ESG) principles into business markets; and enlightening oil and gas industry stakeholders, including consumers and the general public about both the energy transition and the expected need for oil and gas for decades to come, and the value of oil and gas companies in building the next generation of clean energy resources and technologies.

The panelists for that particular session were Professor Daniel K. Twerefou, and Kristine Petrosvan, both of them Associate Professors & Lecturers, Department of Economics, University of Ghana; Dr Riverson Oppong, Commercial Manager in charge of Economic Modeling and Risk Managing at Ghana Gas Company and a member of the Ghana National Energy Transition Committee; and James Nii Boye Quaye, Executive Secretary of the Ghana National Committee of the World Petroleum Council.

Another Panel addressed the potential for using natural gas as a transition fuel in achieving Ghana's energy transition. This panel was moderated by Dr Joseph Essandoh Yeddu, the Team Lead for Ghana's Nationally Determined Contributors to the Paris Agreement. The panel itself comprised Dr Ben K.D. Asante, CEO of Ghana Gas Company; Benjamin Boakye, Executive Directive, African Centre for Energy Policy; and Gary Still, CEO of CITAC Africa. The panel noted that natural gas has been widely accepted as the bridge fuel for the energy transition due to its environmental and economic advantages over other fossil fuels. Indeed, natural gas is the earth's cleanest burning fossil fuel as it produces the least carbon dioxide of all fossil fuels, due to its high heating value, low carbon content and efficient combustion. Its combustion is indeed nearly

free of harmful air pollution making it a healthy fuel choice for households, industries, transporters and power producers alike.

Crucially Ghana has so much natural gas that its processing capacity has failed to keep pace with gas generation. Because reinjection of the excess gas back into the oil wells from which it is generated threatens the structural integrity of the wells themselves, some of the gas therefore has to be flared despite the State's declared zero gas flaring policy. Most ironically, over the past decade the Jubilee partners that own both the Jubilee and the TEN Cluster oilfields have been offering Ghana the gas almost for free, an offer only partly taken up because of inadequate processing capacity. Belatedly government is now considering Ghana Gas Company's long held request to put a second gas processing plant in place; but at a time the free gas offer is due to expire imminently, thus tightening (but by no means eliminating) the economic viability of the proposed second gas processing plant.

Indeed another panel discussion at GHIPCON

2022 examined the impact on businesses and opportunities for investment in the energy transition. That panel was moderated by Dr Patrick Kwaku Ofori, CEO of the Chamber of Bulk Oil Distributors and the panel's membership comprised Kevin Dadzie, Regional Manager and Head of Country, British Petroleum (BP) Oil International in Ghana; and Prince Awuley, Retail Director, Zen Petroleum.

Then there was a panel on the financing of the energy transition.

Underpinning this panel's deliberations was the fact that even as investment into clean energy in developing economies has fallen sharply, by some 20% since 2016 – and per capita emissions are, on average just one quarter those in industrialized economies – it is projected that the bulk of emissions growth over the coming decades will come from those developing economies as they strive to industrialize rapidly.

The snag though is that clean energy investment in developing economies declined by 8% in 2020 alone to less than US\$150 billion while annual capital spending on clean energy in those same economies needs to expand by more than seven times over to above US\$1 trillion to put the world on track to reach its net zero emissions target by 2050. With developing economies government having run out of fiscal space this means a dramatic increase in private investment and enhanced spending by multilateral institutions is required; neither of which is likely under the current daunting global economic circumstances. This panel was moderated by Frank Adu Junior, immediate past CEO of CAL Bank (indeed the longest serving CEO in Ghana's banking industry). The panelists comprised Dr Joseph Kwadwo Asenso, Head of Macroeconomic Research Studies, ECOWAS Bank for Investment &



Development; Peter Adeshola Olowononi, Head of Client Relations at Afreximbank; Lionel Nuno, Head of Oil and Gas Corporate Banking at Stanbic Bank Ghana; and Kevin Dadzie, Regional Manager and Head of Country BP Oil International in Ghana.

Then there was a panel on the social, economic and technological challenges of the energy transition. It was moderated by Dr Ishmael Ackah Executive Secretary of the Public Utilities Regulatory Commission. The panelists were Dr Simon Bawakyillenuo, Senior Research Fellow at ISSER, University of Ghana and Dr Aba Obrumah Crentsil, Research Fellow at the same institution.

GHIPCON was most comprehensive. It also included an African Refineries and Distributors Workshop moderated by Emmanuel Appoh, Deputy Director, Environmental Quality Standards at the Environmental Protection Agency; with Jane Akumu of the Africa Cleaner Mobility Focal at the Sustainable Mobility Unit, UNEP; and Marietta Harjono, Coordinating Specialist, Human Environment & Transport Inspectorate, serving as panelists.

Finally there were two presentations. One was by Ubeidallah Kutia Saeed, Head of Quality Control, at NPA, ON Africa AFRI Clean Fuels Roadmap: Best Practices for Implementation of the Harmonization of the ECOWAS Gasoline & Diesel specifications. The other was by Sampson Anim, Assistant Commissioner, Petroleum Downstream of the Customs Division of Ghana Revenue Authority, on the topic: Regional Policies and Key Issues (impact of taxes, pricing, smuggling and adulteration).

But the last words belonged to Dr Mustapha Abdul-Hamid as the chief host at GHIPCON 2022. "True collaboration only comes with action. Now is the time for to work together. To act and not just talk. To deliver and not just commit. It is what society, rightfully so, expects of us.



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PRESIDENT AKUFO-ADDO CALLS ON CHIEFS, MMDCE'S TO ACTIVELY RALLY BEHIND GOVT TO CURB ILLEGAL MINING

The President of the Republic, Nana Addo Dankwa Akufo-Addo has reiterated his appeal to the Chiefs, Metropolitan, Municipal and Chief Executives (MMDCE's) in the country to rise up and take up lead roles in the fight against illegal mining (galamsey). According to the President, the Chiefs, who are custodians of lands have an obligation to protect the lands entrusted in their care and that

joining forces with government to fight illegal mining is a duty they owed their communities and the country.

Addressing the traditional authorities at the National House of Chiefs in Kumasi on Wednesday, October 5, 2022, President Akufo-Addo maintained that the battle against illegal mining can only be won if there is a closer and effective collaboration between the

government, traditional authorities and relevant stakeholders.

He said since the inception of his government, there has been strong commitment towards eradicating the galamsey menace but the efforts are being thwarted by the lack of collaboration from some chiefs, persons and key institutions.





GOVERNMENT PROMOTES RESPONSIBLE SMALL SCALE MINING; LAUNCHES 100 MERCURY-FREE GOLD KACHA MACHINES

The President Akufo-Addo led government has launched 100 Mercury-free Mining equipment, also known as the "Gold Ka cha" to encourage and enhance responsible Small Scale Mining in the country.

The machine, rolled out by Commodity Monitor Limited, a Commodity trading Logistics and research company, efficiently recovers more Gold for artisanal and small miners in Ghana without polluting River bodies.

Addressing the gathering at a colorful event held in Accra on Monday, 6th June, 2022, the President of the Republic, Nana Addo Dankwa Akufo-Addo said although small scale mining accounts for some 40% of Ghana's gold exports, and provides hundreds of jobs, It is not a secret that the sector has been unfortunately, a major vehicle of environmental pollution which includes the threat posed to life by use of mercury in the recovery of gold and its subsequent release into the ecosystem.

He said the solution to this, however, cannot be to ban small scale mining but on the contrary, it is to ensure that mining is carried out in a responsible manner, as was done by the ancestors, and in line with international best practices and conventions across all levels of operation.

The Minister for Lands and Natural Resources, Hon. Samuel A. Jinapor in his submission said the Ministry has since his assumption of

office, adopted a two-pronged approach to fight the menace which he said are law enforcement and reformation of the sector.

Under law enforcement, Hon. Jinapor outlined a number of measures the Ministry has embarked on to curb the menace saying "following the holding of the National and Regional Dialogues on Small Scale Mining, where we built a national consensus on the way forward, we have held engagements with all sixteen (16) Regional Ministers and their respective Regional Security Councils (REGSECs), to lead law enforcement in their various jurisdictions"

He added that Forest Guards of the Forestry Commission have been working with the relevant security agencies to enforce the ban on river bodies as mining destinations and adding that the Ministry is in the process of recruiting and training river guards, to protect our river bodies.

"We have also resourced the Inspectorate Division of the Minerals Commission, with logistics and personnel, to carry out their inspectorate and regulatory functions and this the officials of the Minerals Commission, indicate to me, is the biggest single retooling of the Commission since its establishment" He continued.





LANDS COMMISSION INAUGURATES OFFICES IN SIX REGIONS

The Lands Commission has opened offices in all the six newly created regions in the country to facilitate land administration.

The move is in line with Article 258 and 260 (1) of the 1992 Constitution which mandates the creation of regional offices of the commission across the country.

The Chairman of the commission, Alex Quaynor, inaugurated the last of the offices in the Savanna Region.

He said the construction of the offices was significant in facilitating land administration for national development.

"What is unique about the establishment of these offices is that they will operate in a fully digital environment to reduce the usual delays associated with processing of documents manually," the chairman added.

He said staff would also advise the government, local and traditional authorities on the policy framework in the development of the regions and the entire nation.

Mr Quaynor further urged officials of the

commission to be diligent in the delivery of services such as survey and mapping, valuation of property, rating of state land acquisition, land management and registration since such services could help propel the socio-economic growth of the country.

He, however, cautioned them against illegal land administration practices such as double sale of land and disloyalty in land transactions.

He said the new Land Act also mandated traditional authorities and families who owned lands to set up a customary land secretariat for

proper documentation and also work closely with the commission and the Office of the Administrator of Stool Lands for technical advice.

The Savannah Regional Minister, Saeed Muhazu Jibril, thanked the government for the creation of the region, saying the establishment of the office would curb long distance travels to access services.

He urged staff of the commission to rise above teething challenges in the discharge of their duties, adding "every new beginning is difficult, but someone has to sacrifice for others".





PRESIDENT LAUNCHES GREEN GHANA DAY 2022 EDITION

The President of Ghana, H. E Nana Addo Dankwa Akufo-Addo launched the 2022 Edition of Green Ghana Day, at the Accra International Conference Centre. The theme for this year's exercise is "Mobilizing for a Greener Future" and it is scheduled for June 10, 2022. The President in his keynote address said that, forests continue to be one of Ghana's most important resource but regrettably there is a substantial decline of the country's Forest cover. The President therefore, called for concerted efforts to combat this menace. The Green Ghana Initiative seeks to create a collective action towards restoration of degraded landscapes in the country, mitigate

climate change and inculcate in the youth the values of planting and nurturing trees and their associated benefits, he continued. Hon. Samuel A. Jinapor, MP, Minister for Lands and Natural Resources in his statement, thanked the President and Ghanaians for their support for the Green Ghana as the planting target of 5 million trees was exceeded by 2 million. The Minister said that efforts at restoring Ghana's forests in the past had not been effective and forceful, hence, the Green Ghana Project which was to drive efforts towards an aggressive afforestation program to restore the lost forest cover of Ghana which contributes to the global efforts to fight climate change.

The Chief Executive of Forestry Commission (FC), Mr. John Allotey, based on the experience of Green Ghana Day 2021, FC has commenced engagement with the Department of Parks and Gardens to ensure effective planning and execution of all planting in the urban centers with the view to ensure that seedlings planted in road medians and avenues are properly maintained. The strategy for 2022 according to Mr. John Allotey, is to plant 10 million seedlings, which represents 50% of the target, in degraded forest reserves, and the remaining 10million seedlings will be planted in off-reserve areas, that is, farms, schools and other spaces in urban areas.



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TotalEnergies Marketing Ghana PLC has received the award for **Petroleum Company of the Year 2021** at the **CIMG Awards**. Our Company was also elevated into **CIMG Hall of Fame - Petroleum** Category for winning this award three consecutive times.



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***Dr. Ben Asante,
CEO, Ghana Gas***

As a signatory to the Paris Accord on climate change, Ghana has committed to reducing to a bare minimum – if not totally eliminating – carbon emissions into the atmosphere, which have been identified as a clear and present danger to the world's delicate ecological balance. But this is coming at a most inconvenient time; Ghana has just begun exploiting its growing identified fossil fuel – and even bigger likely hydrocarbon reserves – comprising both crude oil and gas deposits. Those deposits, located offshore of the country's Western Region, have already spawned three oil and gas fields, the latest of which is the first to comprise primarily gas deposits with associated oil rather than the other way round. More recent discoveries have set the grounds for a fourth oil and gas field, discovered by Aker Energy, while a potential fifth field, which incidentally is the first to be uncovered by an indigenous explorer, Springfield, is now expected to be developed as part of the third field, discovered and operated by Italy's ENI.

But even all these may eventually be eclipsed by possible huge onshore deposits, being investigated by the state-owned Ghana National Petroleum Corporation in the Voltaian Basin in the eastern part of the country.

The snag though is that with a global energy transition from hydrocarbons to renewable energy sources such as solar, wind and biomass on the horizon, investment in oil and gas field development will be increasingly hard to secure going forward.

However, there is a growing school of thought across both policy makers in Ghana and the international investment community that due to Ghana's peculiar circumstances – newly discovered hydrocarbon resources, and the lack of the huge investments required to replace oil and gas as energy resources with renewable energy generation capacity – the country's interests would best be served by concentrating on replacing high carbon emissions from oil with much lower emissions emanating from the use of its plentiful gas resources.

To be sure, the conversations around transitioning from the fossil fuel-based energy system to a carbon-free energy system have been widely contested. Policymakers, oil and gas companies, financial institutions, environmentalists, investors and other stakeholder segments have advocated for differing approaches to tackle the ills of the hydrocarbons-driven



Dr. Ben Asante,
CEO, Ghana Gas

Ghana looks to gas for energy transition

As the world looks to reduce its carbon emissions to the bare minimum within the next three decades, developing economies face both technological and financial constraints. Consequently, Ghana is rethinking its options from a practical point of view, considering its recently found – and still growing – natural gas resources as the next stage in its efforts towards achieving energy transition. TOMA IMIRHE examines the rationale and potential for this proposed strategy.

energy generation system; while some are advocating for an incremental resolution to

the problem, others are advocating for a fast-paced approach.



Dr. Ben Asante, CEO, Ghana Gas

Torn between the extremes of relying solely on fossil – based systems or transitioning entirely to renewable energy systems, some consensus is emerging with regards to replacing high polluting hydrocarbons with low polluting hydrocarbons as the first step towards ultimately achieving carbon emissions-free energy generation.

Simply put this means replacing oil with gas as feedstock for energy generation in Ghana. Explains Dr Ben Asante, who as the CEO of Ghana Gas Company and universally acknowledged as the country's foremost gas expert, should know, : 'Natural gas is the earth's cleanest burning fossil fuel, as it produces the least carbon dioxide of all fossil fuels, due to its high heating value, low carbon content and efficient combustion. Its combustion is nearly free of harmful air pollution, making it a healthy fuel choice for households, industries, transport and power generation.'

For instance, in industrial boilers, natural gas provides 20 – 35% less carbon dioxide content than oil, and compared with coal, the gap is wider still.

Energy economists agree that among the three principal fossil fuels – coal, oil and natural gas – the most carbon intensive will be the most affected initially by the shift towards low carbon energy and the least carbon intensive will be the least affected. Indeed, demand for LPG and natural gas may, in many cases, actually benefit during the first half of the energy transition. Increased demand for gas would go hand in hand with increased use of LPG, which is increasingly sourced from natural gas processing; as natural gas production rises to meet increased demand, LPG supply needs to rise commensurately. Furthermore in Ghana, expanded use of LPG could pave the way for the introduction of natural gas, as users gain confidence and experience in

using gaseous fuels.

"LPG is close to natural gas as the least carbon-intensive fuel so replacing coal and heavier oil products with LPG and natural gas can generate big reductions in greenhouse gas emissions," asserts Dr Asante. "The supply of LPG will in any case grow with rising gas production as LPG is a by-product of natural gas processing. Thus LPG and natural gas can be seen as complimentary fuels."

To take advantage of the country's situation, Ghana Gas is planning to establish a second processing plant near the first one, which is located near the first one located at Atuabo in the Western Region. It is instructive that the US\$1 billion Atuabo gas processing plant and associated infrastructure – such as onshore and offshore pipelines – is arguably the country's most pivotal infrastructural project executed in decades, outside of the oil and gas fields themselves. By substituting imported, carbon-intensive heavy diesel oil with cleaner, much cheaper, locally sourced gas as the primary feedstock for thermal power generation in Ghana, it has enabled the country convert its erstwhile perennial trade deficits into continuous trade surpluses since the last quarter of 2016, while at the same time curbing the (US dollar) cost of generating electrical power generation.

The planned second processing plant aims to increase Ghana's domestic processing capacity from 150 to 240 million standard cubic feet per day (mscfd) and would thus eliminate the need to flare part of the gas currently being released by oil production from the Jubilee and TEN fields.

Currently Ghana has the capacity to produce 365 mscfd of wet gas from the two fields (the third field which is operated by ENI has its own inbuilt processing capacity). However the Atuabo gas processing plant's capacity is less than half of this at 150 mscfd. This has restricted actual wet gas throughput to 130 mscfd which is almost the full installed gas processing capacity Ghana currently has.

A new processing plant would eliminate Ghana's retained dependence on sometimes irregular gas imports from Nigeria through the West African Gas Pipeline and even more importantly would enable the country to substitute even more of the imported diesel oil still used as feedstock for power generation with a cheaper, cleaner locally sourced form of energy. But most importantly of all, it would enable Ghana to energize crucial projects and activities that it cannot yet because of inadequate as delivery.

Actually, arguments for and against aside, Ghana may not have any choice in the matter. Basic financial and investment considerations may already have made the decision to go with gas rather than renewables as its next step in its energy transition process.

Although emerging market economies account for two-thirds of the world's population, they receive only one-fifth of investment in clean energy. Annual investments across all parts of the energy sector in developing economies have fallen by around 20% since 2016, in part because of persistent challenges in mobilizing finance for renewable energy projects. More recently, the COVID 19 pandemic has weakened corporate balance sheets and consumers ability to pay and has put additional strain on public finances.

Per capita emissions from emerging market economies are among the lowest in the world – one quarter of the level in industrialized economies. However it is estimated that the bulk of the emissions growth in the coming decades will come

from emerging and developing countries unless much stronger action is taken to transform the energy system.

Therefore an unprecedented increase in clean energy spending is required to put countries – Ghana inclusive - on a pathway towards net-zero emissions. Clean energy investment in developing economies declined by 8% to less than US\$150 billion in 2020. Annual capital spending on clean energy in these economies needs to expand by more than seven times to above US\$1 trillion to put the world on track to reach its zero carbon emissions target by 2050.

Ghana's particular circumstances make this already impossible situation even worse with respect to attracting the requisite financing to replace hydrocarbons-driven with renewable energy systems. The government of Ghana will not have the fiscal space to support such a transition with public financing; and the country's poor sovereign credit rating and macroeconomic difficulties will discourage private investment in renewable energy systems for quite some time to come.

Conversely though, Ghana's identified and likely still to be uncovered gas resources, increasing processing capacity and established economic viability of investment in gas-driven energy generation make it one of the most attractive investment destinations on the continent in this regard.

"Ghana's oil and gas industry needs to consider several factors in meeting its commitments to energy transition" says Anibor Kragha, CEO of the African Refiners and Distributors Association. "But most importantly it needs to diversify business models to emphasize downstream opportunities of energy services, particularly opportunities around lower carbon –intensity oil and gas as a complement to renewables."

Again this translates to the use of gas as the lowest carbon emissions option outside of renewables which Ghana simply cannot afford to transition to significantly in the foreseeable future. The fact that Ghana has plenty of gas and has proved the viability of private investment in using it makes the decision to focus on it a no-brainer.





Quintessential Dr. Ben K. D. Asante

Dr. Ben K. D. Asante, is a renowned Oil and Gas Engineer and Chief Executive Officer (CEO) of the Ghana National Gas Company (Ghana Gas).

Dr. Asante has more than twenty-five (25) years global experience in the Oil and Gas industry. He is one of few black Oil and Gas Engineers to have testified as an expert pipeline engineer before the US Supreme Court. He has also provided expert witness testimonies on gas custody transfer disputes in South America.

Dr. Asante is a lecturer at the School of Engineering, Kwame Nkrumah University of Science and Technology (KNUST) and a former Engineering and Technical Director of Ghana's premier Gas Infrastructure Project which birthed Ghana Gas' Atuabo Gas Processing Plant and allied gas infrastructure in the Western Region.

He was the mastermind of Ghana's first Gas Master Plan in 2008.

Dr. Asante has provided Consulting, Engineering services, Project Management, and technical support for various projects throughout the world, including the World Bank and Asian Development Bank (ADB). He has a proven record in various technical and management roles for major operating companies and engineering consulting companies in Canada, including Nova/TransCanada; US and Ghana.

He was adjudged the Best Worker for the Year for Excellence at the global energy firm, Enron Corporation, in 2001. In 2019, he was declared the 2019 Energy Personality of the year by the Ghana Energy Awards Scheme while leading the company to win the coveted Energy Company of the Year award as well by the same scheme.

As CEO of Ghana Gas, Dr. Asante led a brave move to indigenize the Gas Processing Plant operations; a move that changed the operatorship of the GPP from Sinopec and empowered the local employees to operate the plant; saving the company huge sums of money.

Dr. Asante holds a BSc. in Chemical Engineering from KNUST, Ghana and an MSc. in Chemical Engineering from the University of Calgary, Canada. He also obtained a PhD in Chemical Engineering from the Imperial College, London/University of Calgary, where he later taught Gas Processing and Pipeline Engineering.

He has published fifteen (15) technical papers and made over 80 technical presentations within and outside North America on Oil/Gas Infrastructure Design and Operations.

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Mrs. Ursula Owusu-Ekuful (MP),
Minister of Communications and Digitalisation



Hon. Ursula Owusu-Ekuful, Minister of Communications and Digitalisation

Ghana's inevitable charge into digitization

There is a lot of discourse on Ghana's economic troubles going on. But there is one area in which the incumbent administration has excelled, even by pan African standards – digitization. TOMA IMIRHE examines the who's how's and whys behind what looks to be the most invaluable legacy of the President Nana Akufo-Addo administration

Despite Ghana's ongoing economic difficulties which is sending it back into the waiting arms of the International Monetary Fund, who will insist on doing many things differently regarding the management of the economy, there is one area of activity in which the country has done so well that the IMF will seek to support the current initiatives rather than change them.

This is the digitization of Ghana – business, finance and economy; societal interaction; arts entertainment and culture; and critically, the interface between regulators and the regulated, and between the public and the state institutions that provide public goods and services.

Ghana's strong focus on digitization since the second half of the previous decade, in retrospect would appear to have been

clairvoyant; just three years after the President Nana Akufo Addo administration had assumed office and vigorously pursued the digitization of as many aspects of national activity as possible, the world's first ever global pandemic, widely known as coronavirus but officially tagged COVID 19, broke out. Highly contagious and often fatal, country after country all around the world resorted to various degrees of constrictions on physical interaction and in many cases outright lock downs of urban centres.

Although the costs are still being counted Ghana emerged from 2020's COVID 19 pandemic more or less unscathed, with one of the lowest fatality rates in the world and an economy that still managed marginal growth – albeit of just 0.9% - but at a time most countries around the world, including many of Ghana's

African neighbours, were in economic recession.

Through the turmoil of 2020, Ghana's recently installed digital channels became the best – indeed at times the only – ways of getting things done and the country's capacity in this regard meant that a middle class family in urban Ghana could keep on working and living without having to leave their homes. The intense demand for the use of digital channels in that year gave the mobile telecommunications companies a totally unexpected financial windfall, but stretched their technical capacity to the limit forcing them to step up their network infrastructural roll out plans.

This is crucial; Ghana's rapid digitization is being built primarily on a platform of over 30 million mobile phone subscriptions which



translates to a 119% subscription penetration. Of course this does not mean that every one in Ghana, from toddler to elderly pensioner, has a mobile phone - many people, and businesses, use more than one line. But it does show that mobile phones are by far the easiest way to reach almost the entire adult populace. Even customers who do not have smart phones can access digital services delivered through their phones using USSD codes.

Most importantly though all this – although unavoidably accelerated through an otherwise debilitating global pandemic – is the result of a grand design by the Akufo-Addo administration to leap the digital divide and use information and communications technology, accompanied by data analytics to modernize the way Ghanaians live and work.

Asserts the most powerful force driving Ghana's digitization agenda, Vice President Dr Mahamudu Bawumia: "We have focused on pursuing digitization as part of our economic strategy because the Fourth Industrial Revolution is upon us and we must be part of the modern world."

Indeed Dr Bawumia has been the main driver of digitization of government and its services and has actively supported the integration of electronic mobile money wallets into the formal financial eco system. But at the same time Ursula Owusu-Ekuful, Ghana's oft outspoken Minister for Communications had been, during the first term of the incumbent administration, been doing the heavy lifting that had enabled Dr Bawumia's initiatives to reach the targets efficiently and effectively. As sector minister

she was the closest to Dr Bawumia's driven initiatives, both of them and their teams working in tandem to great effect.

For its second and final term in office the Akufo Addo administration has gone one better. Digitization has been added to Ursula Owusu –Ekuful's mandate. Effectively this means the digitization drive and the communications sector which provides the primary channel for it to work through, have now been brought together to be coordinated into a seamless structure.

Even during the first term Ursula Owusu-Ekuful as Minister for Communications was as willing to take on the telecommunications sector when she saw the need – particularly over revenues and consequent tax obligations - as she was to support and partner them when rolling out useful new apps. Now with an expanded mandate and the close support of Dr Bawumia himself, Ghana's digitization effort is on a much better trajectory than the economy or perhaps anything else in Ghana, is on.

To be sure Ursula Owusu – Ekuful, a member of the ruling New Patriotic Party's slim majority in Parliament has put her hard boiled politics aside – she is a lively politician as well as a well experienced, well skilled and completely competent professional in the communications industry – to focus heavily on what will eventually be acknowledged as the biggest, and by far most important legacy of the incumbent administration : bringing full inclusiveness to Ghana's economy, by bringing the vast informal sector into the formal orbit through the use of digital channels.

Ursula Owusu-Ekuful underscores the need to unlock the full potential of digital transformation towards the attainment of the Sustainable Development Goals (SDGs).

The Minister stresses on how pivotal digital tools have become in the new world that is unfolding and correctly asserts that without digital technology, none of the SDGs can be attained effectively.

Emphasizing that, "As technology continues to advance at a faster pace than policy and regulation and given that the 2030 accomplishment timeline for the SDGs is near in-sight", she warns that "it is clear that the standards development community does not have the luxury of time."

She therefore suggests that a pan African standards development roadmap specifically for the SDGs be outlined by a consortium of SDOs, and timelines clearly set in response to anticipated growth of policy and technology.

This is indicative of how quickly and effectively she has embraced her added responsibilities as Minister for digitization as a whole, rather than just the communications sector on which digitization in Ghana must ride to be most inclusive and therefore impactful. Mrs. Owusu-Ekuful, further says, given that digitalization affects all facets of the economy and society therefore digitization requires governments to reach across traditional policy silos and across different levels and industry verticals, an "all-inclusive" approach to policy making becomes indispensable to unlocking the full potential of digital transformation.

She assures that Ghana is intensifying its digital

transformation drive with the ultimate goal of improving lives pursuant to the Sustainable Development Goals and is also ensuring that the required frameworks are in place.

"The Government of Ghana through the Ministry of Communications and Digitalization, is playing a pivotal role in the development of a robust framework to support the digitalization of the economy in a manner that benefits every citizen" claims Ursula Owusu-Ekuful.

But the immediate challenge she is facing – the proverbial elephant in the room – is the ongoing, and now twice extended re-registration of SIM cards used for mobile telephony and all its value added services including mobile financial services such as quick retail loans and micro-insurance. The deadline for still ongoing registration exercise has been moved twice – the first time by an extra four months from end March to end July this year, and most lately for another two months ending in September.

The problems forcing the extensions of the deadline are not the making of Owusu-Ekuful's ministry. The challenge is that government is seeking to get everyone issued a Ghana Card – intended as all purpose identity proof for receiving both public services and for paying for them. But the ongoing roll out of Ghana cards despite, being the first successful one after several failed and quickly aborted attempts, by previous administrations, still has its challenges. By the time the last postponed deadline passed there were still some three million telecoms customers who had not yet got Ghana cards – some for lack of effort but many for sheer lack of access. With the political opposition seeking to score political points from an inconvenienced electorate, by alleging that it is unnecessary Owusu-Ekuful has real work on her hands.

Despite the problems being encountered in completing the exercise, Owusu-Ekuful's belief in the crucial importance of the re-registration of all SIM cards remains unshaken.

"SIM registration" she insists, "when undertaken correctly will reduce or eliminate fraudulent and criminal activities, help authorities ascertain the accurate number of valid and authentic SIMs on the networks, enable the operators to do better demographics of their customers and the entire market, and thus guide them to develop products and services that best suit their various market segments. The regulator, the National Communications Authority, will also be better positioned to regulate the industry more effectively."

But as genuine and important as these advantages of SIM registration are, its biggest strategic benefit will come from the sharp increase in uptake of Ghana cards. Lots of



Vice President Dr. Mahamudu Bawumia with Hon. Ursula Owusu-Ekuful

Ghanaians in the recent past simply could not be bothered to go and get their Ghana cards; the prospect of losing their mobile numbers has shaken them out of their reveries.

This is crucially important because according to the plans of the Akufo-Addo administration, the Ghana cards it is issuing will be a multi-purpose identification document linked to all the holder's interfaces with government's public goods and services providers including taxes; instructively the Ghana Card has already replaced Tax Identification Numbers and some of the digital platforms being embedded in the Ghana cards being issued were actually developed in collaboration with the Ghana Revenue Authority.

Prudently, this is the least trumpeted purpose of the Ghana Card, but arguably the most important. Barely one in ten Ghanaians pay income tax and efforts the use consumption taxes as a more effective way of reaching everyone is creating a tax weary middle class in particular.

The Akufo-Addo administration is showing far more political commitment than any other government before it to rope into the income tax net the vast informal sector. In the past, the fear of losing votes from a numerical predominant but relatively poor informal sector had stayed the hand of successive governments.

While it will prove widely unpopular when the incumbent government plays its digital tax assessment ace, the pay off is direly needed and fair to all; the inclusion of millions of well off, tax liable, but tax avoiding Ghanaians will be critical in reversing Ghana's current bumpy

trajectory. Combined with other key tax administration measures such as the curtailment of tax exemptions and the enforcement of property tax – Ghana's tax revenue to Gross Domestic Product at less than 15% is far lower than the average for its lower middle income country peers of close to 25% - Ghana could afford to resume the supply side expansionary economic policies which served it so well between 2017 and 2020, the year in which public spending and public revenue generation were both thrown askew by the COVID 19 pandemic.

"Broadening the tax net is imperative" admits Dr Bawumia. "In this regard a number of digital initiatives have been implemented to broaden the tax base and create a vehicle for enhanced domestic revenue collection."

It is instructive that the issuance of the Ghana card is the first initiative he lists claiming that the linking of the Ghana card to the erstwhile Tax Identification Numbers has increased the proportion of adults in Ghana's tax data base from 4% in 2017 to 86% currently.

Just as crucially, this administration is turning the light on itself and the rest of the political cum business class, with regards to property taxes which the ruling class in Ghana hitherto had been loath to even consider.

"Tax is paid on only 9% of properties in Ghana" Dr Bawumia points out 'generating an average of GHc38.2 million annually.' An effective property tax regime requires that government is able to: identify all properties; assess the value of all properties; identify and maintain a property owners database; send tax bills to owners; and enforce payment of the taxes as assessed.



mobile money (and some other digital payment channels as well) but its sheer convenience will bring back most of the protesting customers sooner than later.

"Every effort has to be made to bridge the standardisation gaps between the rich and poor parts of our world but it must be done in a manner that does not stifle creativity or innovation, and provides access to appropriate technologies and funding to ensure the holistic development of our world" warns Ursula Owusu-Ekuful.

"In this 4th industrial revolution (industry 4.0), marked by developments in the areas of Artificial Intelligence, Smart Cities & IoT, Digital Financial Services (DFS), Digital Identities, Machine Learning & BigData, to mention a few, a lot of collaboration is expected of digital product manufacturers, technology solution providers, telecom operators, standards development organizations, and governments to guarantee maximum protection for consumers as we encourage the use and adoption of digital technologies."

Mrs. Owusu-Ekuful, further believes that, given that digitalization affects all facets of the economy and society, and requires governments to reach across traditional policy silos and across different levels and industrverticals, an "all-inclusive" approach to policy making becomes indispensable to unlocking the full potential of digital transformation.

She assures that Ghana is intensifying her digital transformation drive with the ultimate

"Over the past few years government has been working on a solution to this problem through digitization. Thanks to the hard work of the Ministers of Local Government and Rural Development as well as Lands and National Resources with support from the Minister of Finance, we have developed a National Common Platform for Property Tax administration for Ghana which will operate across all Metropolitan Municipal and District Assemblies."

Instructively the platform will integrate with the database of the National Identification Authority, the institution which issues Ghana Cards as well as those of the Digital Address system and the Ghana.Gov Platform which is designed as a single digital gateway to all public goods and services. Importantly Ghana has learnt lessons from the experiences of other countries including some of the biggest economies. The Ghana card is designed as a central one stop identification platform, but it is nevertheless being linked with several other key public sector data bases such as those of the Social Security and National Investment Trust, the Drivers and Vehicle Licensing Authority, the National Health Insurance Authority and of course the Ghana Revenue Authority itself.

Cautions Dr Bawumia, "The key to building a data based economy is not only in generating data but it is even more important that the data is integrated. This is a problem that currently exists in many advanced economies. Ghana however has the opportunity in coming late to the game to integrate the databases that we have into the Ghana card database, thus enabling us to utilize them in unison."

As the first ever digitization minister, Ursula Owusu-Ekuful has a huge responsibility; but she also has a strong foundation on which to build. Often in close collaboration with her original communications ministry mandate, Dr Bawumia oversaw sweeping digitization reforms during the first term of the President

Akufo-Addo administration. Digitization of medical records has improved health care outcomes and medical drones have given government the capacity to reach the remotest parts of the country with direly needed medicines. The Passport Office and the Births and Deaths Registry count among many institutions of state whose internal mountains of files are being replaced with digital information made available at the touch of someone's fingers.

Perhaps the most astounding was the introduction of paperless ports in 2018. Dr Bawumia had announced its impending commencement to widespread sceptism by many stakeholders (especially those who fretted over the fact that computers cannot be bribed or negotiated with) but after a few inevitable teething problems the concept has caught on strongly, increasing government's revenues from import duties and other fees dramatically while speeding up the clearing and forwarding process which, for the first time, is being done properly.

But the most impactful initiative involved Dr Bawumia and Mrs Owusu-Ekuful working together, and in close collaboration with the Bank of Ghana, National Communications Authority, the telcos and the commercial banks. This was the two-phased interoperability initiative that first, allowed the three different mobile money platforms to work with reach other, and then connected customers mobile wallets to their bank accounts. This complicated task was executed nearly seamlessly by GHiPSS to well deserved applause. Already mobile money had overtaken cheques as the most popular form of financial payments and transfers in Ghana; interoperability and connection to the customers bank account has made mobile money the most impactful driver of financial inclusion in Ghana.

To be sure, government's current e-levy – arguably the lowest hanging, juiciest fruit left in its garden – has dampened enthusiasm for

THE OPERATIONALIZATION OF THE DLREV

- SOFTWARE FOR IMPROVED REVENUE
- MOBILIZATION AT LOCAL GOVERNMENT
- LEVEL: A COST-BENEFIT ANALYSIS

GOVERNANCE FOR INCLUSIVE DEVELOPMENT / SUPPORT FOR DECENTRALISATION REFORMS (GIDR)

DEUTSCHE GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ) GHN

NATIONAL DEVELOPMENT PLANNING COMMISSION

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GHANA PRIORITIES

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goal of improving lives pursuant to the Sustainable Development Goals and also ensuring that the required framework are in place.

"The Government of Ghana through the Ministry of Communications and Digitalisation, is playing a pivotal role in the development of a robust framework to support the digitalisation of the economy in a manner that benefits every citizen, she assures.

"But we are mindful of the fact that we cannot do it alone and have to build systems that are capable of being linked up to those developed by our neighbors. We are building fibre to our borders and are active in continental initiatives such as the Smart Africa Alliance. We are also determined to make the African Continental Free Trade Area (AfCFTA) work, clear in our minds that digital technology holds the key to uniting our fragmented and uncoordinated trade infrastructure and systems on the continent."

This kind of thinking confirms the goal of the President Nana Akufo-Addo administration to be an African regional ICT hub. With obvious intra-African freight and passenger transport shortcomings having predictably been a huge challenge for exploiting the opportunities churned up by Af CFTA, Ghana has cleverly won the hosting rights for the AfCFTA secretariat and is now positioning to handle the bulk of digital trading documentation. Indeed the recent decision by Twitter to adopt Accra as its African regional headquarters is a clear warning that Accra is now being seen as competent as Johannesburg, the erstwhile overwhelmingly favourite regional location for technology multinationals. Ghana's proximity to Nigeria, Africa's biggest and most populous merchandise market - and a country with which Ghana has very close financial services ties - should work in Ghana's favour with regards to its continent-wide ambitions. Importantly Ghana has the digitization skill base. Ghana has become a popular destination for American and western European ICT firms looking to buy into a huge regional market using Accra as a hub. Several innovative and commercially successful ICT firms founded and run by young Ghanaian technology talents have sold majority equity stakes to such foreign firms who have been confident enough to throw more capital into their acquisitions, while leaving the founding indigenous Ghanaian entrepreneurs and managers to keep on racking up commercial success.

There are already about 70 financial technology firms (known simply as fintechs) licensed and regulated by the BoG and who may be allowed touse 'sand box' product/service piloting over limited areas to



Hon. Ursula Owusu-Ekuful, Minister of Communications and Digitalisation

ascertain the usefulness, security and economics of proposed new technology driven payment platforms and financial intermediation channels , before the regulator takes a decision as to whether or not to open it up to the general public. Depending on the product itself a fintech may try to market it independently or collaborate a bank or group of banks to facilitate wide penetration of the banking public.

Most lately Ghana's insurance industry has come up with its own version aptly dubbed insure-techs. Ghana's insurance industry has lagged well behind its financial intermediation industry cousin - the National Insurance Commission is only now assessing the first batch of applicants but it has the experiences of the BoG to guide it and thus accelerate the process of getting specialist insure-techs to design and offer innovative, but prudent insurance products.

What all the fintechs, insure-techs and the growing army of competing software companies all agree on is that the President Akufo-Addo administration and its regulatory and business facilitation institutions of state have done much more to support them than any other political administration before it, providing an operating environment which, while still far from perfect, nevertheless is encouraging for digital service providers and users alike.

There is a lot more to come and not much time before it will happen. Government, in acute financial difficulty has little choice but to now bring all its digitization projects together - from the digital addressing it started with in 2017 to the concerted pressure on the citizenry to

obtain a Ghana card - to expand its tax base even as the IMF hovers around it, standing ready to insist on a faster, more politically unsettling timetable for dragging the huge, election-decisive informal sector into the income tax net.

But lots of small businesses and enlightened households are about to find out that the increased productivity, transparency and sheer convenience, coupled with the relatively low fees applicable (compare the charges and taxes on a mobile money transaction with the cost of going half way across Accra with cash) mean better digital business than cash - or even cheques.

Digitization alone cannot pull Ghana's economy out of its ongoing slump, but it offers a pivotal tool to improve its fortunes in sustainable manner.

With Ursula Owusu-Ekuful now fully in charge of Ghana's fierce digitization drive - with big gun support from the Vice President himself - expect the country to be right among the leading pack of African countries looking to leap across the digital divide. Indeed she has earned the right to quote the globally adored Marvel Cinematic Universe's biggest super villain to date. Thanos, the MCU villain infamously said "I an inevitable" just before he made half of all life in the universe disappear from existence.

Ursula Owusu-Ekuful can now claim 'I an inevitable' as she oversees the connection of virtually every adult Ghanaian to one big multi-faceted digital platform, equipped to enable everyone do just about everything.



NATIONAL COMMUNICATIONS AUTHORITY

1. REVIEW OF AFRIWAVE LICENCE

The Authority, having recognized the significant loss of revenue based on the previously agreed terms successfully re-negotiated the above licence leading to revenue saving for the State Section 14(1)(b) of the Electronic Communications Act, 2008, Act 775 provides for the amendments of a licence by a written agreement between the licensee and the Authority where "the Authority, on account of the public interest, that the amendment is necessary to achieve the objects of the Authority." In accordance with Section 14(3), Afriwave Telecom was given a written notice of the Authority's intention to amend the licence with a statement of the reasons on grounds for same. That the licence was amended and of the Outstanding Payments due Afriwave as at 1st June 2017, the NCA paid Afriwave an amount of GHC15,000,000.00 excluding outstanding With-Holding Taxes. Furthermore, the only recurrent cost were that of the following: Routing of national interconnect voice traffic, Routing of notional interconnect SMS traffic, Routing of International Voice Traffic and Routing of International SMS Traffic.

It should be stressed that these recurrent costs were provided for in Regulation 19 (4) of the Electronic Communications (Interconnect

Clearinghouse Services) Regulations, 2016, L.I.2234 which indicate where the sources of funds for payments of the above will come from. In addition, these recurrent costs ceased on 31st December 2017, when the new Interconnect Regime took care of and absorbed the cost described above.

2. AIRTEL TIGO MERGER

Bharti (Airtel) and Millicom (Tigo) networks were given approval to merge in 2017. This approval required various activities such as phased integration of the networks to ensure that customers of the two networks are duly protected and to avoid any disruption of telecommunications services (voice, data, text, mobile money etc.). this was done on geographical basis and over a period of 18 months in a bid to have a phased and controlled integration process. The NCA subsequently merged the licences of MILLICOM AND AIRTEL to be held by the combined entity.

3. UMTS-900

The National Communications Authority (NCA) took a regulatory decision to permit Mobile Network Operation (MNOs) with existing 2G

Licence to deploy Universal Mobile Telecommunication Systems (UMTS), which is a 3G technology, in unserved and underserved communities across the country. The decision has result in increased data access to areas which hitherto were not covered by MNOs with 3G services. The decision indicates the Authority's Support of government initiatives to bring development to rural areas, Promote digital inclusion in Ghana; in unserved and underserved areas and to Maximize spectrum use from a regulatory point of view.

4. REGULATORY AUDITS OF FM AUTHORISATION HOLDERS

The Authority undertook an Audit of FM Broadcasting Authorization Holders in 2017. Consequently, over one hundred and forty-four (144) defaulting radio stations faced various sanctions with some filling their objections at the Electronic Communication Tribunal.

5. NATIONAL ICT SURVEY

A Nationwide ICT Survey was conducted successfully in 2019. The survey provided up-to-date Empirical data required to enhance the regulatory oversight of NCA, determine ICT indicators nationally and globally, improve

Ghana's ranking on ICT Development Index (IDI) of the ITU, give data for Annual Progress Report for Government's Development Plan by the NDPC, Contribute towards attainment of Sustainable Development Goals (SDG).

6. SPECTRUM MANAGEMENT (BROADCASTING MONITORING SYSTEM)

The Authority has since 2018 acquired the Broadcasting Monitoring System (BMS) to facilitate the comprehensive monitoring of broadcasting services. The BMS has been set up to serve as a complementing tool to the SMS by monitoring the technical requirements of FM and TV Authorisation holders and SMS.

The system comprises:

- Receiving system: 4DVB-T2 AND 10 FM Tuners
- Monitoring Work Station
- Broadcast server and storage (96TB)

For TV Broadcasting, the system has the ability to monitor EPG information, Logical Channel Numbering, Encryption, Signal Strength, Signal Quality and Error Loggings (Frozen screen, Black screen, Silent audio), Sound/ Video format, loudness and other Technical parameters such as SI / PSI table information (EIT, NIT, PID, Transmission data rate etc.). Key monitoring parameters for FM Broadcasting entails MXP Deviation (bandwidth use), Signal strength, RDS information and Audio levels.

This newly acquired tool enables the NCA to see at first-hand the technical operations of Broadcast Authorisation holders and to respond promptly to infractions. It also enables the authority to obtain real-time measurements of FM Radio and television signal and service quality.

7. MOBILE BROADCAST MONITORING SYSTEM

The Authority procured and started using the Mobile FM Monitoring System, Audemat C5. This helps in coverage measurement, FM Analysis on the field, Mobile TV Monitoring System and Coverage Mapping and Measurement.

8. REVIEW OF GUIDELINES FOR DEVELOPMENT OF MASTS AND TOWERS (2010)

The current guidelines for Deployment of Masts and Towers was gazette I 2010. The review was necessary to address current implementation challenges. It is also intended to address multiple permitting challenges, non-adherence etc. the review will also facilitate future development of the industry, address current requirements and demands for effective Tower/ Mast deployment, plan for 5G and new

technologies and enhance Quality of Service and Experience to consumers. The draft guidelines is currently pending the Ministry of Communications and Digitalisation.

9. TYPE APPROVAL AND CONFORMANCE LABORATORIES- (WITH GAEC/NCA MOU)

The NCA has strengthened its Standardisation (Type Approval) regime. The following have been implemented in this regard;

- The NCA has a Type Approval Guideline that clearly outline the requirements for the Type Approval application process including the lead time for reviewing the applications
- The Authority in collaboration with the Ghana Standards Authority has adopted and adapted identified international Standards for the Type Approval regime. The work was achieved through the National Standardisation Committee on ICT, known as the TC24, which was set up by the National Communications Authority, Ministry of Communications, academia, industry the Ghana Institution of Engineers and the Ghana Standards Authority.

• Type Approval Regulations are being developed to help make provisions and requirement enforceable by law. The regulations have been drafted; public consultation and media sensitization workshops have been held across the county. Further meeting and consultations will go on with industry before it is submitted to Parliament.

- A Type Approval Management System has been developed to enable applicants to submit their applications online.

The Type Approval Management system also has a database of all electronic communications equipment Type Approved by the NCA. The database is accessible to the public including officials of Ghana Customs.

- The Type Approval Management System also has a database of all the entities that have been issued Dealership Licence by the NCA.
- The NCA will ensure that all Type Approved electronic communication equipment have been marked as per the provision in the regulations.
- The NCA has established Type Approval Testing Laboratories to enable it to test and verify electronic communications equipment that are going through the Type Approval process, where necessary. The laboratories will also aid the market surveillance efforts of the NCA.
- There are four Type Approval Testing Laboratories. There are Specific Absorption Rate (SAR) testing laboratory, Electromagnetic Field (EMF) measurements, Digital Terrestrial Television (DTT) receiver testing laboratory and Radio Frequency and Signaling (RF&Sig) testing laboratory.
- There is now a link between the type of approval process, port inspections and GCNet system making it difficult to clear equipment which is not Type approved.

10. DRAFT REGULATIONS

The authority has initiated various regulations to augment its mandate. The following are the draft regulations at various stages of development: A- Type Approval Regulations



This is to set rules/directives to guide manufacturing, importation, sale and testing of Electronic Communication Equipment in Ghana.

B – Quality of Service (QoS) Regulations

To facilitate a QoS regulatory framework on best practice service quality monitoring approach and enforcement. The Regulations will also address obsolescence of QoS parameters and include parameters for new Communications Services.

11. BASE STATION AUDIT

The Authority undertook a National audit on base station infrastructure to assess conformance to Masts and Towers Guidelines, determine emission compliance with International Commission on Non-Ionizing Radiation Protection (ICNIRP) standards, establish an electronic database platform to manage operator conformance with Masts and Tower Guidelines.

12. REVENUE ASSURANCE AUDIT

A Revenue assurance Audit has also been conducted. The objectives of the audit was to understand and ensure standardization of the information provided by the telecommunications network operating companies, reconfirm that Regulatory fee of 1% of Net Revenue reflects the actual operational information Network Operators, ensure compliance with the reporting requirements as stated in Act 775, Section 4(b).

13. INSTALLATION OF NETWORK MONITORING SYSTEMS (NMS)

A Network Monitoring System has been set up and operationalized since 2018. The NMS was operationalized and live performance monitoring for all MNOs started. The system enforces consistent compliance among Service Providers with the minimum communication standards as stipulated in the Licence. It also enables the NCA to identify and collaborate with relevant stakeholders to address poor service quality deliveries in niche communities. Monitoring in all sixteen (16) regions conducted since 2019. Live monitoring for Surpline started in June 2019.

14. CONSTRUCTION PROJECTS

A number of construction projects have been completed since 2017. The rationale for the constructions includes the need to develop and utilize real estate in the provision of regulatory activities, and to reduce operational expenditure with regard to provision of office space for NCA employees. Since 2017, the Ho Koforidua, and Bolgatanga, for which construction commenced in 2016 have been completed and in use.



Mr. Isaac E. Osei-Bonsu Jnr., Chairman

The Sunyani project is expected to be completed by end of 2013. The following works have also been done since 2017: Head Office – Refurbishment of some floors to accommodate new initiatives including NCA-CERT, Common Platform, Expansion of old Divisions, refurbishment of Head Office Conference Room and Lounge, Fifth Floor Meeting Rooms, development of Staff Gym, Refurbishment of Cantonment Office and Greater Accra Regional Office, Type Approval and Conformance Labs and Training Rooms.

15. ESTABLISHMENT OF NCA CERT:

The NCA has established an in-house Computer Emergency Response Team (CERT) within the Cyber Security Division to handle computer and network security issues and attacks. The NCA CERT is particularly responsible for the protection of the NCA and its stakeholders, including licensees or entities and infrastructure within the Telecommunications Sector from computer and cyber related incidences. The NCA-CERT works with National CERT (Ghana CERT) under the Ministry of Communications, to secure Ghana's Communication Cyberspace. The NCA-CERT will also work to support CERT related activities under the National Cyber Security Strategy and Policy.

16. QUALITY OF SERVICE (VIOCE AND DATA)

The existing approach presented the need for additional solutions and augmentation of existing solutions, which can best address the challenges that affect the present monitoring regime. The under listed are the interventions/new approaches adopted by the authority to improve QoS monitoring and compliance.

Improved Field Drive Test Systems

- Hitherto, field test monitoring in the regions were performed with equipment allocated to the Accra, Kumasi, Takoradi and Tamale offices. irrespective of the above, there was the need to decentralize monitoring to unmonitored areas and also upgrade the existing Drive Test system with better functionalities to test 4G services.

- The authority therefore acquired seven (7) NEMO Drive Test equipment as an upgrade and also to cater for other regions with the objective of effectively decentralizing monitoring. Seven (7) NEMO Drive Test equipment are effectively deployed in Accra (2), Kumasi (1), Takoradi (1), Tamale (1), Sunyani (1), Bolgatanga (1).

- Unlike the existing Drive Test systems, NEMO offers the Authority a single interface for full CDMA testing, the capability to test technologies (i.e., 2G, 3G, & 4G) across all spectrum, support testing for up to 21 devices simultaneously, as well as a user-defined



Mr. Joe Anokye, Director General, NCA

customized reporting template functionality. There are plans to resource all NCA zonal offices with adequate testing equipment and trained officers for scheduled and emergent field testing. The existing equipment can also be upgraded to test Over-the-Top (OTT) service.

Network Monitoring System (NMS)

- The NCA has acquired the Regulators Performance Management (RPM) system as the QoS Network Monitoring Solutions. RPM is the novel NMS solution that handles the task of interfacing all the Operation or Service Providers Operations Support System (OSS), irrespective of the equipment vendor, collect performance data records and create KPI reports that renders a given network performance against License obligations.

- The NMS uses counters from the OSS to provide a realistic vision of the Operator's performance from network perspective on near real time basis from all MNOs and also Surpline Communications Limited. It complements the consumer perspective measurements from the Drive Test monitoring system. It gives a continuous monitoring (24x7) oversight with cost savings advantage to the Authority. So now the NCA has the capacity of measuring the KPI of any service provider. The Authority is also able to generate reports on network performance within minutes as compared with the previous regime.

Billing Verification System (BVS)

- The Billing Verification System (BVS) involves a process where test runs are done against the tariffs published by the MNOs. These tests are done to verify that tariffs on all services are within specific targets and every billable mobile activity a consumer engages in is accurate.

- NCA staff additionally undertake these tests on various plans and package from all MNOs. The tests cover various attributes including duration of call, cost of call and credit balance after each call. The BVS is also used for quality-of-service testing of mobile money transactions.

Quality of Service (QoS) Regulations

- The Authority has facilitated the drafting of new Quality of Service (QoS) Regulations to reflect technological advancements that have sprung up over time. The NCA was limited, to a large extent by the current outdated QoS KPIs in the Mobile Licenses.

- The draft Regulations considers international standards, current industry average performance and obsolescence of the existing QoS parameters. The Regulations if approved would improve the operation and performance of interconnected networks and

enable the Authority to implement a QoS framework which could be amended through Parliament when necessary.

17. ITU NCA TRAINING PROGRAM

- ITU-NCA Quality of Service Training Program – the Quality-of-Service Training Program (QoSTP) is a training program developed under the auspices of the International Telecommunications Union (ITU) Human Capacity Unit and reviewed by ITU-T Study Group 12, the lead study group on performance, Quality of service (QoS) and Quality of Experience (QoE).

The QoSTP provides a set of modules for training in the theory and practice of Quality of Service (QoS) and Quality of Experience (QoE) planning, monitoring, analysis, and in their regulatory aspects in various areas of telecommunications. The NCA has been selected by the ITU as a training partner for the delivery of the QoSTP. This provides an opportunity for ITU Member States and Sector Members to learn and share knowledge of practices in Quality of Experience (QoE) in Ghana and across the world.

- Conformance and Interoperability Testing Training Programme – the National Communications Authority (NCA) has organized the first ever training programme on Conformance and Interoperability Testing for members of the International Telecommunications Union (ITU) within the African Region. The training programme is designed to build capacity for Regulators on regulatory framework and practical Specific Absorption Rate (SAR), Radio Frequency (RF), and Electromagnetic Fields (EMF) tests, as well as facilitate the creation of basic lab facilities.

- Conformance testing is to determine whether an electronic communications equipment meets specific standards, while Interoperability testing measures if two or more equipment can work with each other. The training programme, which is being co-sponsored by the ITU, drew participants from over ten (10) English Speaking countries including Somalia, Tanzania, Uganda, Malawi, and South Sudan.

18. RETENTION OF MEMBERSHIP ON THE ITU COUNCIL

Ghana retained its membership on the International Communication Union (ITU) Council during the organization's plenipotentiary conference in Dubai in 2018 for a further four years. Ghana will seek a further re-election on the council at the ITU Plenipotentiary conference to be held in Bucharest, Romania in 2022.



Nana Kofi Asafu-Aidoo, Executive Director, GDNR

KEY ACHIEVEMENTS OF GHANA DOMAIN NAME REGISTRY



GDNR Key Achievements spanning 2017 to date and outlook up to 2024

- Over the years, GDNR has been consistent in its stakeholder engagement meetings throughout the years. These meetings have fostered and built up relationships with our stakeholders, created

awareness on the adoption of .gov.gh domain names for government operations with the MDAs and MMDAs.

- The number of .gov.gh registered domain names as at 2020 was 735 and this increased to 883 in 2021.
- There has also been an uptake of registrations of .gh domain names by business owners currently. These businesses and companies have registered domain names .com.gh or .org.gh.
- The GDNR has successfully organised the Ghana School of Internet Governance, Youth Internet Governance Forum as well as the Ghana Internet Governance Forum for the past three years. As a result of our efforts at organising the

Ghana Internet Governance Forum within the sub region, Ghana has been nominated to host the 2022 West Africa Internet Governance Forum.

- The Minister of Communications and Digitalisation in 2021 inaugurated a 9 member of directors for the GDNR. This is in regard of the Electronic Transactions Act 772, the board would carefully navigate the redelegation process to ensure its successful completion.
- The GDNR will continue with its stakeholder engagement by organising more interesting and educative programs for individuals and is committed to ensuring that the redelegation process is completed eventually.

Outlook for 2024

- Procure and install server for .GH Registry management
- Organize Ghana Internet Summit annually
- Organize Internet Governance Forum annually
- Procure and install 1 copy of DNS root servers
- organize stakeholder engagement meetings on .GH activities
- Awareness campaign on .GH Billboard, TV and Tour advert. Participate in most Internet related events in year to advertise the .GH brand.
- Procure and install at least 1 copy of DNS root servers
- Organize stakeholder engagement meetings on .GH activities
- .GH domain policy discussion and consultation
- Staff capacity development and training
- Registrar Training and accreditation
- Server maintenance and upgrade
- .GH domain policy adoption
- Development of Domain Registry Software and other supporting systems

The Ghana Meteorological Agency (GMet) is a state institution governed by the Ghana Meteorological Agency Act (2004), ACT 682 with the responsibility to provide meteorological services and to ensure the operation and maintenance of international standards and best practices in meteorology in the country.

The Ghana Meteorological Agency plays a critical role in the development architecture of the country. From the provision of early warning signals for the protection of lives and property to the provision of useful weather information to farmers, and the aviation and aeronautical industry.

The Agency has seen much progress in their operations in the last few years which has resulted in positive reflections on its corporate image and improved relationship with its stakeholders.

Installation of Automatic Weather Stations

The Ghana Meteorological Agency (GMet) has successfully procured and installed Ten (10) Automatic Weather Stations (AWS) under the Government of Ghana's e-transform project in the Tema, Akuse, Axim, Sefwi Bekwai, Abetifi, Tarkwa, Enchi, Akosombo and Akim-Oda. The installation has helped improve its data gathering and weather predictability, as well as improved the measuring and accuracy of meteorological parameters within the country.

Additional AWS under the Ghana Agricultural Sector Investment Program (GASIP) Project have been installed at Twelve (12) selected districts of the Northern part of the country. The aim of the (GASIP) is to train farmers in the Twelve (12) selected districts to understand and appreciate the daily, weekly and seasonal forecast that GMet is mandated to provide.

Installation of Message Switching System (MESSIR-COM)

The Ghana Meteorological Agency has installed a Message Switching System at the head office for the transmission of data from all meteorological stations across the country to the headquarters and from other international feed. The device produces satellite images and exclusive model charts that enhances forecast and improves the accuracy rate of meteorological reporting.

1. Amendment of GMet Act, ACT 682 and Passage of Act 1002 of 2019

The Parliament of the Republic of Ghana in 2019 amended the Ghana Meteorological Act, 2014 (Act 682) to specify the percentage of charges in the aviation sector to form part of the sources of funding for the National Meteorological Fund and to provide for related matters. Section 12 of Act 682 was amended on the back of a long period of discussion between GMet on one side and GACL and GCAA on another side over the payment for aeronautical services to the Agency renders. The amended GMet Act 1002 of 2019 was passed on 2nd August 2019 and assented by the President of the Republic of Ghana on 24th September 2019.

- To provide a secure and sustainable funding for the operations of the Agency.
- To give government the opportunity to



Eric Asuman, Director-General

GHANA METEOROLOGICAL AGENCY [GMet]

select from among the public universities, personnel to serve on the governing board of the Gmet.

- To properly position the agency in the provision of weather and climate forecast for socio-economic development.

(SAGABI Project) Developing Risk Management Approaches for Climate and Health Risk

The SAGABI Project is an initiative by GIZ, with GMet as lead Agency, to address development challenges posed by climate and disaster risk. The project seeks to improve the resilience of societies and promote sustainable development through a cycle of risk analysis, prevention and mitigation. The project was expected to understand and quantify the flood risks in participating assemblies and to reduce its associated risk to all stakeholders. The project was also expected to develop insurance solutions that allows assemblies to transfer their residual risk to the insurance sector. The "My Flood Risk Accra App" which was developed in 2021 under this initiative was launched and handed over to the Agency to disseminate information on matters related to flooding.

Setting up of a Public Weather Studio

The Ghana Meteorological Agency with support from the United Kingdom met office has successfully established a weather forecast

production studio at the headquarters. Before the implementation of this initiative, the Agency relied on coverage by external institutions to generate and present its weather information to the public. The studio has been the prime area for the recording of daily weather videos to the media houses across the country. The Agency's studio is fitted with modern equipment.

ISO 9001:2015 Quality Management System Certification (QMS)

The Agency has successfully completed the process towards Quality Management System (QMS) certification for ISO 9001:2015 and has been duly certified. The QMS is an International Civil Aviation Organisation (ICAO) and World Meteorological Organisation (WMO) standard that defines the scope and nature of operations of National Meteorological Agency to ensure it conforms to internationally accepted standards of operation. The process of certification is rigorous since it involves internal and external auditing. The certification of GMet has boosted the confidence of the public and the international community in the operation of the Agency.

- To attract many airlines operation to the country as they are assured of the safety of Ghana's airspace.
- To boost the Agency's public recognition to its operation both locally and internationally.



Bice Osei Kuffour, MD, Ghana Post Company Limited

Ghana Post on course to become a formidable state owned enterprise

Ghana Post commenced operations as a Postal Operator under the P&T Department during the Colonial era. The Telecom Division was decoupled and incorporated into a limited liability company as

Ghana Telecom Company Limited in 1993. In 1995, the Postal Division was converted into a statutory corporation, the Ghana Postal Services Corporation (GPSC) with Act 505 of 1995 as the enabling Act.

The GPSC was later converted into a limited liability company and came to be known as the Ghana Post Company Limited.

Between 1999 and 2016, Ghana Post Company experienced a lot of challenges which included very low investment in operational activities, non rehabilitation and maintenance of post offices, lack of investment in technology, poor response to modern customer needs, accumulated debt leading to cash flow and balance sheet challenges as well as no investment in people and poor corporate governance.

Faced with dwindling fortunes of the company, the new management appointed by the Government of Nana Addo Danquah Akufo Addo decided to embark on a turn around strategy in 2017 to create what was dubbed 'the New Ghana Post'. This was anchored on improved services, improved image and improved industrial harmony.

The vision of the New Ghana Post was to make the company a commercially focused and compliant driven organisation. Management aimed at ensuring that Ghana Post offered prompt, efficient, reliable and secure communications and financial services to their domestic and foreign customers for profit.

Through this new initiative, teamwork, integrity, drive and excellence became the core values of the company and staff were energised to go the extra mile in achieving the vision of management and the Board.

Indeed, the strategy adopted between 2017 and 2021 yielded huge results and Ghana Post can boast of some concrete achievements.

Within this period, Ghana Post launched an e-Commerce platform dubbed Postshop.com. The Postshop platform served as a marketplace for a number of vendors in Ghana. The platform currently has more than 400 vendors offering over 500 unique products made in Ghana. Ghana Post has been able to sell philatelic products to some of their foreign customers on the e-commerce platform, thereby helping to bring in more revenue.

In order to compete well with the private mail operators, Ghana Post also reviewed its delivery processes and introduced the 24hr service delivery for domestic mails. With this innovation, items posted in the regions are delivered within 24hrs to all parts of the country, a service which was well received by customers, especially the corporate clients. Again to enhance International mail delivery, Ghana Post entered into mail Conveyance Agreement with Airlines like KLM, Turkish Airline, Brussels Airline, Kenya Airways and Ethiopian Airlines. As a result of these arrangements, Ghana Post has been able to accept mails going to all the five continents in

the World and has also ensured that mails are delivered between five (5) and ten (10) working days.

The mail delivery was further enhanced with the procurement of thirty seven (37) mail delivery vans and about one hundred and thirty eight (138) motor bikes to replace all the over aged vehicles. With this move, all the regions had adequate number of vehicles to support their intra and inter regional mail delivery processes. Furthermore, Ghana Post revised the organisational structure and for the first time in the company's history, a Commercial Division was created. A Customer Service Department was also created to render prompt services to their clients. Following the efforts of the Commercial Division, Ghana Post was able to sign new business Contract Agreements with some blue chip companies like Standchart, GT Bank, Vodafone, GCB Bank, Jumia and many more. Ghana Post also partnered Fidelity Bank and Ecobank to start Agency Banking Services at various Post offices. Insurance Services were also introduced at the Post Offices through collaboration with Allianz Insurance as well as Enterprise Insurance.

As part of the service modernisation process, Ghana Post introduced USSD and Mobile Payment services. These platforms enable customers to make electronic payments for services like letter box rentals, vehicle towing policies, buying University Admission forms, checking WAEC results for BECE and SHS and many more. All these have gone a long way to enhance the customer's experience with Ghana Post.

With the help of the Minister of Communications and Digitalisation, Mrs. Ursula Owusu-Ekuful (MP) Ghana Post secured a grant from the World Bank to rehabilitate fifty (50) key Post Offices across the country. These offices were also equipped with state of the art technology to enable them offer a range of e-Services to customers. Most of the postal services were digitised and staff received training to enable them cope with new technology.

The digitalisation of postal services now enables customers to track their domestic and international items on their own. Inquiries also receive prompt resolution with the establishment of a modern customer Service Unit using enhanced technology. In fact, Ghana Post has won a number of Customer Service Awards from the Universal Postal Union (UPU) since this initiative.

As part of the new strategy, new corporate branding and concepts were implemented across the nation at various post offices. Signages were improved, new vehicle branding were done to reflect the new image. The whole ambience of most post offices was changed to give the customers the confidence that they

were dealing with a revitalised organisation.

Since 2017, Ghana Post has endeavoured to be at par with other well established Postal Administrations. With the help of the Universal Postal Union (UPU), Ghana Post implemented the newly introduced Customs Declaration System (CDS). This system, has been a requirement by the European Union and the United States of America for sending parcels to them. The CDS allows Ghana Post to send and receive electronic data on all inbound and outbound parcels for expeditious customs clearance. In fact, without this system, Ghana Post would not have been able to send parcels to any country within EU, China and the United States of America.

Another major achievement of Ghana Post between 2017 and 2021 has been the implementation of the National Digital Property Addressing System dubbed NDPAS. Government, through the Ministry of Communications and Digitalisation assisted Ghana Post to implement NDPAS which has ushered in a great revolution in the delivery of items in the country. Dispatch riders from Ghana Post and even Private courier Operators now find it easier to locate and deliver items to customers at their doorsteps. Following the sterling achievement of Ghana Post, the company is now poised to achieve even more from now to 2024.

The company plans to grow its revenue to over GH131 million by 2024 through various revenue growth strategies like diversification of revenue streams and growing existing traditional business. Furthermore, Ghana Post will develop and grow e-Services in line with Postal Vision 2030 as outlined by the African Union and the UPU. Again Ghana Post will play its role in helping the government to bring Financial Services closer to the citizenry through partnerships with financial and non-financial institutions. Most especially, remittance services will be intensified at all Post Offices across the nation through the Agency Banking Services. Ghana Post will also enter into other



Bice Osei Kuffour,
MD, Ghana Post Company Limited

collaborations with various organisations as a way of widening postal services beyond the post office. Through this initiative, Ghana Post hopes to bring all government services closer to the people and this will include passport acquisitions, birth and death registration, company registration, land tilled registration and many more.

Finally, the rehabilitation of Post Offices to give them a phase lift for doing business will be pursued with the help of donors. This will include the automation of the major mail offices to ensure speedy processing of e-Commerce and other mails items.

Indeed, Ghana Post is now on course to become a formidable state owned enterprise that will play its role in the national transformation agenda of the government of Ghana.



Ursula Owusu-Ekufu, Minister of Communications and Digitalisation

GHANA DIGITAL CENTRES LIMITED — KEY ACHIEVEMENTS AND OUTLOOK

Occupancy Rate and Number of Technology Companies Hosted at Centre

The Accra Digital Centre has allocated 100% of its space and achieved a 100% occupancy rate. Forty (40) Technology Companies, including Information Technology Enabled Services or Business Process Outsourcing Companies (ITES-BPOs) have been on-boarded and given subsidized rent rates and other forms of support.

These companies include international Tech/BPO companies such as MTN Ayo, World Vision, Premium Passport (VFS), DocuPro and Local Tech SMEs and Start-ups.

Number of Digital and ancillary Jobs created by ICT/BPO firms operating at the Centre

A total of Five thousand (5,000) jobs have been created for the youth and vulnerable persons from low income communities since the Centre was operationalized in 2017. This includes three thousand (3,000) digital and one thousand (2,000) ancillary jobs.

Number of Start Ups Incubated and Supported

Through the mlab and ihub, a total of 1,300 Start

Ups have been supported in various incubation and acceleration programs at the Centre. Forty five percent (45%) of the Start Ups are female led.

Digital Skills Training & Incubation

The Ministry of Communications, through funding from the World Bank, has set up an Innovation Centre at the Accra Digital Centre, made up of an Innovation Hub and a mobile Applications Lab under the Innovation module of the eTransform Ghana Project.

The Innovation project has been implemented to support rapid prototyping of ideas, seeding digital innovations, targeted business incubation and acceleration programmes in the digital industries, and to help mitigate some of the challenges identified within the tech ecosystem in Ghana.

The GDCL through the mLab and iHub have trained ten thousand (10,000) youth in different digital training programs. Female inclusion is a priority so about 45% of trainees are females. In addition, about Five thousand (5000) were trained at the Centre via partnerships with Rockefeller foundation the National Youth Authority (NYA) and other stakeholders bringing the total number of trained youth to 15,000.

The Business Support Clinic (BSC)

The GDCL has operationalized the BSC to provide corporate secretarial and compliance services to Start Ups and SMEs in the innovation ecosystem with a special focus on technology companies located at the Accra Digital Centre

The BSC is being implemented in partnership with the Corporate Secretarial and Training Services (CSTS) and offers the following services: business registration, accounting & logistics copyright, trademarks & patent registration and corporate advisory support

State of the Art Event Centre

The Accra Digital Centre has set up an event centre at the Accra Digital Centre which provides accessible and affordable facilities for technology related events. Since 2017, the Centre has hosted many technology and corporate events including the Tech In Ghana Conference to support the technology ecosystem in Ghana.

PARTNERSHIPS AND COLLABORATIONS

To drive rapid growth of the technology sector in Ghana, the GDCL is collaborating with the



following strategic partners:

International Telecommunications Union (ITU)

Collaboration Arrangements Between The International Telecommunication Union And Ghana Digital Centres Limited To Establish A High-Level Framework Of Cooperation In The Area Of The Smart Incubator Program, For The Purpose Of Facilitating The Implementation Of The Smart Africa Manifesto And Assisting With The Implementation Of ITU-T Standards.

The Ghana Digital Centres Limited has signed a Collaboration Arrangement with the International Telecommunication Union (ITU) to serve as the regional Hub for ITU's Smart Incubator Program. The ITU Smart Incubator Programme, including ITU-T SMART ABC assists and supports technology-oriented entrepreneurs and startups in the early development stages, with the aim to provide hands-on support and assistance on the application of testing and validation techniques in bettering the standards-making process. The focus will be supporting the growth and expansion of start-ups with focus on Technical know-how, business development and outreach and networking.

GDCL is expected to provide startups with an ecosystem of infrastructure and support services. This shall include the provision of co-working spaces, virtual offices, business development trainings, seed funding to enable startups grow and regular investor pitch events.

It is expected that this collaboration will help standardize solutions and products of Ghanaian startups, give them access to global markets, assist Ghana in establishing and certifying Laboratories for emerging Technologies among others.

Digital Transformation Centres (DTC)

The ITU through the Ghana Investment Fund for Electronic Communications (GIFEC) has agreed to partner GDCL on the Digital Transformation Centres (DTC) project aimed at developing digital skills mainly at basic and intermediate level for citizens

Ghana-Oracle Digital Enterprise Program

(GODEP)

The Government of Ghana (represented by the Ministry of Communications) in collaboration with Oracle Launched the Ghana-Oracle Digital Enterprise Program (GODEP), to support an initial number of 500 tech start-ups. The program is meant to promote digital entrepreneurship and create digital jobs for the youth through cloud workshops, expert talks and product development training.

Under the GODEP initiative, Oracle is extending its Global Start-up Ecosystem, a unique acceleration program for start-ups that puts the technology and business resources of Oracle behind emerging businesses to succeed. This is the first time this flagship Oracle program is being organized on the African continent. The program is enabling next-generation growth, business development, and cloud-based ingenuity for start-ups, creating a virtuous cycle of innovation.

Launch and Pitch events have taken place in Accra and Kumasi, Tamale, Ho, Takoradi and some startups are on board the Program. 7 Regional Locations will be covered in all. The next stops for launch and selection of Startups will be Tamale, Sunyani, Takoradi, Ho and Koforidua.

The 500 beneficiaries could be expanded to 1500 depending on the success of the program.

German Society for International Cooperation (GIZ)

The Ghana Digital Centres Limited has applied for a grant from the GIZ to support the pilot phase of the TDIP.

The Tertiary Digital Innovation Programme (TDIP) is developed by the Accra Digital Centre to foster innovation and entrepreneurship by providing support for students/graduates and growing technology driven project/research works into businesses that provide extensive highly productive employment for Ghanaian youth whilst stimulating a multiplication of innovative solutions to address national developmental challenges.

In partnership with tertiary institutions, TDIP will discover and develop innovative research/project works of final year students in the field of digital innovation.

As part of the programme, the Accra Digital Centre will engage participants for National Service in order to further develop their products and directly profit from the Centre's network to create investment-ready businesses and put them on the path of growth.

Japan International Cooperation Agency

Accra Digital Centre held initial discussions with officials of JICA on the Next Innovation with Japan (NINJA) Program.

The NINJA is a Business Plan Competition for Ghanaian start up founders to be able to grow and scale their businesses. The Next Innovation is designed to help start-ups gain market

traction, build a strong network, and partner with Japanese investment and consulting firms.

Rockefeller Foundation

About one thousand (1000) disadvantaged youth in the Greater Accra Region have been trained in Call Centre skills, basic IT training, Microsoft office suite, Business Process Outsourcing (BPO) skills and Digital marketing through the Centre's Impact Sourcing Program.

This programme has afforded vulnerable people with potential from low income communities some opportunity in the basic digital and ancillary jobs available at the Accra Digital Centre and the wider Tech Ecosystem.

Ghana Export Promotion Authority (GEPA)

The Information and Technology (IT) fair was organized by the [Ghana Export Promotion Authority](#) (GEPA) in collaboration with the Accra Digital Centre,

The event was aimed at boosting the position of Ghana in the African market by promoting local IT solutions for African businesses

Currently, the ADC and GEPA are working together to provide an ideal platform for networking and partnerships to prepare Ghana's Tech Start Ups and IT professionals for services export opportunities in the African Continental Free Trade Area (AFCFTA).

Ghana National Petroleum Corporation (GNPC)

The GDCL has collaborated with the Ghana National Petroleum Corporation (GNPC) on the GNPC Digital Innovation Project, a technology education and innovation project which is in line with GNPC's Science, Technology, Engineering & Mathematics (STEM) support for needy but brilliant students and in line with GNPC's general Sustainability agenda, which among others; seeks to build the capacity of Ghanaians under its three focal areas, namely: Education and Training, Economic Empowerment, and Environment and Social Amenities,"

As a result, one hundred (100) have been trained in basic digital skills at the Accra Digital Centre under the Young Innovators Academy component which includes structured training and innovation programs for young people between the ages of 9 and 16 years, introducing them to concepts of digital innovation and creativity.

OUTLOOK UP TO 2024

Renovation of Regional Innovation Centres:

Government through the Ministry of Communications and Digitalization (MOCD) intends replicating the ADC model in Kumasi, Takoradi, Sunyani and Tamale

This project will involve the renovation of Regional Innovation Centres (RICs) as well as installation and management of cutting-edge

technology equipment and the provision of knowledge resources that will facilitate training and innovation.

Construction of Digital Centres:

Government intends replicating the ADC model in Kumasi, Takoradi and Tamale in the next few years. We will also explore the option of engaging local and international partners in PPPs to develop the infrastructure in other regions to promote digital innovation in Ghana.

Digital Skills Training Program:

We are engaging local partners and international organizations to deploy programs in both basic and advanced Digital skills aimed at building capabilities of the youth for research and development

Digital Innovation Fund:

To unlock more investment capital for Technology based SMEs in Ghana, there is the need for a catalytic fund which will do initial investments ranging from Proof of Concept grants to seed investment in convertible debts and other instruments. This fund will serve that purpose so that Tech Entrepreneurs wouldn't have to compete with other businesses for funds.

Soft Skills Development:

The Ghana Digital Centers Limited identifies that tech talents from Ghana could be in high demand across the West African subregion and Africa if they could overcome the language barrier in Francophone countries. This will thus be a key focus for the soft skills development.

GDCL seeks to set up language labs in the various Tech Parks, starting with the Accra Digital Center to promote and facilitate the learning of the French language by IT professionals and entrepreneurs. The language labs will offer best in class facilities to make the learning of the language fun and efficient, equipping these professionals with the language competence and fluency required to serve the Francophone market. The centers will host audio-visual resources, digital libraries, individual training plans, group discussion sessions, exchange and immersion programs with Tech Parks in French speaking countries. We will also identify incubator programs in French speaking countries for Ghanaian tech startups to pick up key industry concepts in French. The lab will launch initiatives like #FrenchFriday among the young tech community to drive interest in the language.

Key partners for this will be the French Embassy in Ghana, Alliance Française and French Tech Parks/Incubators.

BPO Service Development:

The Ghana Digital Centers Limited will adopt a comprehensive approach towards growing a thriving BPO economy in Ghana. The Centre will like to refresh the old Ghana BPO action plan by the Ministry of Communications to ensure the



Hon. Ursula Owusu-Ekuful with President Nana Addo

objective of making Ghana the preferred outsourcing destination is achieved. GDCL is proposing a BPO support desk to be set up at the Centre to drive this. Core action steps will include the following:

- Building the requisite skill sets in young people to ensure that BPOs that relocate operations to the country will have adequate skilled labour. GDCL will play an active role through skills matching and recruitment support by such PBOs.
- Provide operationally friendly infrastructure with access to super fast internet, reliable power basis and other components that make for an excellent BPO location.
- Launch a global roadshow to sell Ghana as an ideal BPO location.
- Provide market-entry support to facilitate the setting up of such entities in Ghana

Tertiary Digital Innovation Program:

The Tertiary Digital Innovation Program has been developed by the Centre to foster innovation and entrepreneurship by providing support for tertiary students/recent graduates to grow technology driven project/research works into businesses that provide employment opportunities for Ghanaian youth whilst stimulating a multiplication of innovative solutions to address national developmental challenges

This pilot phase will involve 10 teams of up to 50 persons from four (4) Universities namely the University of Ghana, Kwame Nkrumah University of Science and Technology, Ghana Technology University College and Academic City University College.

The program will target at least a 30% female participants, with a preference for all-females and female-led teams.

ADC Redevelopment:

The GDCL seeks to expand its existing facility (Accra Digital Centre) by constructing a high rise office space with other facilities to address the increased demand for office space by Tech Start Ups and BPO companies.

We will explore the option of engaging local and international partners in PPPs to develop this infrastructure to promote digital innovation in Ghana.

Virtual Jobs and Training Program:

The GDCL through the above program will seek to address youth unemployment by providing access to online job and training opportunities through its partners.

The above program will connect online job seekers to over five hundred thousand (500,000) available freelance online jobs and over one hundred thousand (100,000) medical coding and billing jobs.

ADC 5th year Anniversary (ADC@5):

The Accra Digital Centre will commemorate five years of its operations by organizing a programme to highlight its role and achievements in Ghana's technology ecosystem since 2017.

Ghana Digital Skills for Employability Project (GDSEP):

The Ghana Digital Skills for Employability Project is an initiative of the Ghana Digital Centres Limited and National Service Secretariat

The project has two broad distinct but interrelated components, all geared towards the agenda of boosting job creation for young graduates.

The first component of GDSEP is a virtual digital skills training program to be deployed for all NSS personnel as a requirement to getting their NSS certificates.

Beyond the mandatory basic digital skills offering, participants will have the opportunity to sign up for advanced level courses based on their areas of interest.

The second component is a digital jobs program, which entails the setting up of BPOs in Ghana to service both local and international companies with such needs. Beneficiaries of the respective training programs will be engaged to work in these entities.

It will also include talent export programs as well as freelancing platforms for the beneficiaries.

Established in 2003, the Ghana-India Kofi Annan Centre of Excellence in ICT (GI-KACE) is Ghana's first Advanced Information Technology Institute with a world-class research facility.

The Centre is one of the agencies under the Ministry of Communications and Digitalisation (MoCD), with its core mandates as human and institutional capacity development agency.

By providing consultancy and advisory services, undertaking research into eGovernment solutions, ICT, Electronics, Artificial Intelligence, Robotics and training individuals including non-IT professionals, the Centre stimulates the IT community in Ghana and beyond.

Over the years, the Centre chalked some key noteworthy achievements.

GI-KACE before 2017, had only one operating location –the Accra office- next to the MoCD building. The Centre, between 2017-2021; has been able to add two additional operating offices in Sunyani and Bolgatanga.

The Sunyani Centre is a Smart Technologies Research Centre that researches into the application of Artificial Intelligence (AI) and Internet of Things (IoT) and has developed a number of solutions like the Cocoa Bean Quality Detector, which is a machine learning model designed, developed, and trained to determine the quality of cocoa beans harvested by our cocoa farmers.

The Bolgatanga Centre is known as the Ghana Centre for Free and Opensource Resource and Research (GCFOSS). The Bolgatanga Centre handles research in open-source technology. It has developed Ghana's first open-source Operating System called Nyansapo Operating System Solution (NOSS) and the EDUNOSS, the education variant of the Nyansapo Operating System which, the UN has accepted as a Digital Public Good (DPG).

GI-KACE has also commenced research into the use of TV-White Space Technology in providing internet access to hard-to-reach communities. When successful, the research results will be applied in support of Government's effort at making internet available to rural communities in Ghana.

To help expand the functional focus and ensure greater efficiency at the Centre, the Centre between 2017-2021 established three functional departments in addition to increase the number from two to five functional departments. These five departments are the Finance and Administration Department, Consultancy Department, Research and Innovation Department, Corporate Affairs and Media Relations Department and Academics Department.

The major drivers of ICT innovation are the youth and therefore between 2017 and 2021, the Centre embarked on Youth Empowerment through Capacity Building. This has realised the training of over 40,000 youth in different IT skills.



Dr. Collins Yeboah-Afari, Director-General

GHANA-INDIA KOFI ANNAN CENTRE OF EXCELLENCE IN ICT (GI-KACE)

It is worthy of mentioning that the Centre collaborated with the NABCO Secretariat and used both in-person and online methods to train 10,000 NABCO personnel in a variety of skill areas to enhance their employability after they have served through the NABCO scheme.

Outlook Up To 2024

GI-KACE is looking forward to working with the Ministry of Education (MoE) to deploy the EDUNOSS in Pre-tertiary educational institutions in Ghana. In this regard, the Centre has submitted an MoU to the Ministry of Education for review and signing eventually.

The Centre has also applied for licenses from the National Communications Authority to enable it to continue the TV-White Space research. It is also seeking collaborations and partnerships with other sister agencies to enable it mobilise resources to carry through this research activity.

Led by the Director-General, the Centre has commenced discussions with the CCOBOD to pool resources together in furtherance of the AI research into the quality of cocoa imaging. Given the quality of the engagement with CCOBOD, the Centre is encouraged to advance the studies in this area to serve as a major support to the

Cocoa Industry.

As part of its outlook up to 2024, GI-KACE is engaged on looking for funding to expedite work on researching into and developing Solar-Powered Irrigation System to support all-year-round farming in Ghana.

In the services arena, the Centre has positioned itself to continue to offer consultancy and advisory services in IT, Management and Risk Assessment. It is also prepared to put its IT Quality Assurance laboratory to the service of the public and government. By so doing the Centre is looking forward to becoming the go-to-place for IT services including IT Audit, quality assurance and research and innovation.

Information Technologies emerge quite rapidly. It is for this reason that the Centre is embarking on a programme to strengthen its faculty to be able to build capacity in what has become known as DIRSRUPTIVE Technologies. The purpose is to provide professionals and non-professionals alike a training facility that prepares them to imbibe and use these technologies. In this regard, the training programmes and content are being reviewed to meet the needs of industry and position our students for the world of work.



Prince Sefah, CEO, GIFEC

KEY ACHIEVEMENTS OF GIFEC FROM 2017 TO 2022

Introduction

GIFEC is mandated under the Electronic Communications Act 775, 2008, to bridge the digital divide between the served and underserved communities across the country. From 2017 to 2022, the following projects have been completed:

1. Rural Telephony Programme

In partnership with MTN and Huawei, GIFEC deployed a total of four hundred and thirteen

(413) sites between 2017 and 2019. 100, 200, 113 sites were completed in 2017, 2018 and 2019 respectively. From 2020, under a new arrangement, Ghana Rural Telephony and Digital Inclusion Project has successfully deployed 1002 sites; 532 have been fully integrated and 470 On-Air as at December, 2022.

2. Cyberlab Programme

The Cyberlab was initiated to provide access to

ICT in public basic schools and needy communities. So far, Cyberlabs have been established in seven hundred and two (702) public schools and eighty-one (81) communities from 2017 to 2022. The breakdown is as follows: 57 schools and 22 Community ICT Centers, 199 schools and schools and 22 Community ICT Centers, 268 schools and 22 Community ICT Centers, 378 schools and 15 Community ICT Centers were deployed and built in 2017, 2018, 2019 and



2022, respectively.

SPECIAL PROJECTS

1. Digital 4 Inclusion

The Digital 4 Inclusion (D4I) project was to facilitate cashless transactions among communities, especially in the cocoa growing areas. This was a digital financial inclusion project and was done in partnership with Blue Town, from Denmark. Special devices were deployed to run like mobile money transaction services, where farmers and other business women were discouraged from carrying huge physical cash during transactions. There were 40 communities that benefited from this deployment in December, 2019.

2. Aerial fibre

This project is a partnership with the electricity Company of Ghana, MTN, Vodafone and Airtel Tigo. It seeks to leverage on Aerial Fibre as a backhaul to difficult terrains. In total, 40 Kilometers of cable was completed in 2022, in the Western and Western North Regions.

3. Smart Community Project

This project was a partnership between GIFEC and Bluetown Limited to transform rural communities into smart communities. The first phase of the project was completed in 2019 on pilot basis in Berekum, Goaso, Asankragua and Asumura.

4. Info 311: Government-to-Citizen and Citizen-to-Government

GIFEC established a toll-free line, 311 in

2019, to facilitate limitless communication between the government and the citizenry and vice versa. Citizens call the number to provide feedback on government policies and services, while government uses the medium to send information across to the citizenry. The facility was used as the main information center during the peak period of Covid-19.

DIGITAL SKILLS DEVELOPMENT PROGRAMME;

1. ITU Digital Transformation Center

GIFEC in partnership with the ITU, the Norwegian government and CISCO, is implementing a digital skills programme aimed at providing basic and intermediate ICT skills to people of various backgrounds. It started in 2020 and has so far trained 10,190 beneficiaries. The first cohort of 4,178 was done in April, 2021, and a total of 6,012 received training in 2022.

2. ISEWE (Unesco Partnership)

Under the ISEWE programme, which is in collaboration with UNESCO, 740 women entrepreneurs have been trained in four selected Regions. 400 were trained 2019 and 340 in 2022.

3. Digital Training Centers (GIZ partnership)

About 2,490 beneficiaries have trained in

digital skills with the support of the German company, in 8 Regions across the country, in 2022.

4. Girls in ICT Programme

One of the flagship interventions of GIFEC, with support from the Ministry of Communications and Digitalisation, trained 7,804 girls in the public basic schools in the last 5 years across the country. Additionally, 800 ICT teachers have been trained within the period.

5. Coding for kids

This project aimed at equipping school children in basic coding skills. In 2018, 86 school children received training as part of the initial pilot programme.

6. ICT Teachers Training

This project equipped teachers with IT skills in a Train-a-Trainer programme in 2018. 150 ICT teachers were trained in various modules of ICT.

7. CIC Training

The Community ICT Center serves as a platform in the community, where people within the catchment area go to learn ICT skills to enhance their personal development as well as equip themselves with the right tools to boost their businesses. In 2018, eight thousand four hundred and ninety-five (8,495) people successfully went through an intensive ICT skills programme, to enhance their digital skills.



POSTAL & COURIER SERVICES REGULATORY COMMISSION

1.0 INTRODUCTION

The Postal and Courier Services Regulatory Commission (PCSRC) is the Regulator for the postal and courier sector in Ghana. The Commission's designation is a statutory body which is created by an Act of Parliament- the Postal and Courier Services Regulatory Commission Act 2003 (Act 649) – to license and regulate the operation of postal and courier services, designate a national postal service provider and to provide for related matters.

VISION

A vibrant postal and courier sector where value for money and expanded customer choice is driven by innovative and customer-focused providers.

MISSION

To ensure adequate universal and competitive postal/courier services through the setting and enforcement of service standards and promotion of policies that will enhance innovation, efficiency and accountability in service delivery.

FUNCTIONS

The Commission is required by law to:

1. Promote and encourage the expansion of postal services for the social and economic development of the country
2. Promote an efficient system for the delivery of mails nationwide in a manner responsive to the needs of mail users
3. Promote fair competition amongst persons engaged in the provision of postal services
4. Protect licensees and consumers from unfair conduct of other licensees with regard to the quality of postal services and
5. Promote generally the interest of consumers; and

POSTAL & COURIER SERVICES REGULATORY COMMISSION (PCSRC)

The Postal and Courier Services Regulatory Commission's key function is to promote and encourage the expansion of postal and courier services for the social and economic development of the country, making sure there is an efficient delivery of postal services to the satisfaction of consumers. Hence, the enactment of the Postal and Courier Services Regulatory Act 649 in 2003, which has liberalised the sector providing opportunities to the private sector to expand their businesses through technological advancements.

In fulfilling of its functions OF promoting and encouraging the expansion of postal services for the social and economic development of the country, the Commission has, licensed **two hundred (200)** new operators and renewed the license of three-hundred and fifty-two (352) existing courier operators between the year 2017 and 2022. This has resulted in the creation of over four thousand and seventy-one (4,071) jobs.

The Commission has also not relented on the clamping down of unauthorized operators from the sector as well as bringing sanity into the space. The Commission continuous to hold series of joint clampdown exercises with the Ghana Police-Motto Traffic and Transport Department (MTTD) which has helped to create awareness as well as educate the public on the functions of the Postal and Courier Services Regulatory Commission (PCSRC).



Hamdaratu Zakaria, Executive Secretary

5. Transparent and Credible Regulatory System

The Commission has created a credible and authentic regulatory system in an enabling environment for the provision of postal and courier services. Thus, as at February this year based on the above table two (2), the Commission has already recorded 22% (representing 35) of 160 letters issued for renewal of licensing.

6. Clampdown Exercises

The Commission organized series of joint clampdown exercise with the Ghana Police-Motto Traffic and Transport Department (MTTD) to arrest illegal operators, create awareness and educate the general public on

the functions of the Postal and Courier Services Regulatory Commission (PCSRC). As part of widening the scope of its popularity, the Commission also engaged the media during the field exercise to educate the public on consumer rights and protection.

8. Approval of Rates and Rental Charges for Letter Boxes

The PCSRC successfully approved the new postage rates and rental charges for letter boxes for Ghana Post Company Limited (GPCL). The postage rate for domestic increased by 75%, while international rates and rental charges were increased by 101%. This is to protect consumers, securitized the

operational space, ensure value for money and make GhanaPost financially viable. The new postage rate took effect from 1st February, 2021 while the rental charges took effect from 1st January, 2022.

9. Approval of Ghana Post GPS

The Commission dutifully approved the request of the GhanaPost GPS digital address systems, which has enhanced economic activities in Ghana. This system also contributes to the recent exponential increase of E-commerce and courier industry in the country through the elimination of identification challenges easing risk of investment and enhancing business transactions.



Hon. Ursula Owusu-Ekuful, Minister of Communications and Digitalisation

10. Approval for Printing of Two Stamps to Commemorate 150th Birth Anniversary of Mahatma Gandhi

Following the submission of the proposals and designs for the printing of the above – mentioned stamps, approval was granted by the Commission to enable Ghana Post print two philately stamps (souvenir and sheetlets) to commemorate the 150th Birth Anniversary of Mahatma Gandhi, a former leader of India.

The cost of printing the stamps was borne by the Indian High Commission and the stamps issued on 2nd October 2019. The stamps were handed to Ghana Post for sale at the Philately Counter of collectors. The stamps were intended to foster the long bilateral relationship between India and Ghana.

11. Awareness Creation and Publicity

The Commission engaged in numerous media

encounters within the period under review. This included print, radio and TV. The key messages during the encounters were on the COVID-19 pandemic, the activities of illegal operators and the need for their operations to be brought under the preview of the Commission and the education of the general public on the functions and activities of the Commission. The Commission is not relenting on its media engagements and intends to continue its activities with the media.

1.0 OUTLOOK UP TO 2024

The Commission intends to achieve its goals despite the current COVID-19 pandemic that the whole world is engulfed in. Interestingly, with the threat of the Corona Virus in 2019 (COVID19) pandemic, demand for postal and courier services significantly increased in Ghana. Online services and E-shopping are

changing consumer behaviour on online demand services leading to the increase of courier services operators. Thus, the Postal and Courier Service Regulatory Commission (PCSRC) intends to position itself at the heart of development in Ghana to create enabling environment in the industry for job creation to reduce youth unemployment. Thus, the Commission intends to play its part in the achievements of the President's goals for his second term in office to create an enabling environment and equal opportunity for all Ghanaians.

In line with the president's agenda of job creation, improving the standard of living of Ghanaians and the promotion of the social and economic development of Ghana, the Commission firstly intends to expand its operations nationwide by having a physical and digital presence in all the sixteen (16) regions in the country. It further intends to averagely open and operate three (3) regional offices yearly for the next four (4) years. The Commission will start this process in 2022 with regional offices in Tamale, Takoradi and Kumasi. These offices will provide direct and indirect jobs, better services for the people of Ghana, promote and encourage the expansion of postal and courier services and generate additional revenue for national development. The expansion will also provide Ghanaian consumers across the 16 administrative regions the opportunity to access the Commissions' offices at the regional level and improve the Commission's – operator's relationship in the industry.

Secondly, the Commission in its bid to sanitize the postal and courier sector intends to license a minimum of eighty (80) new operators yearly for the next four years and renew the operating licenses of all its operators. It will also engage in aggressive campaign and clampdown exercises to curb and bring to the barest minimum the activities of illegal operators.

The Commission is positioning itself to be a visible regulator in the country. As part of the efforts adopted, lots of media and stakeholder engagements will be intensified in 2022 and beyond. This is to promote our goal of becoming a household name- an essential part of economic growth and a key source of revenue generation in Ghana.

Finally, the Commission will seek to invest in the cyberspace and encourage integration of digital technology through research and mobilization of domestic and international funding in the provision of transparent and credible postal and courier services in Ghana. These measures will lead to better service in flow of information and accountability, ease in mobility and also reduce the operational cost of the Commission and its operators.



Richard Okyere-Fosu, Director General

NATIONAL INFORMATION TECHNOLOGY AGENCY

Key Achievements from 2017 to 2021

ICT all over the world has been seen as the fulcrum for development. Therefore, to ensure the provision of quality Information Communication Technology, promote standards of efficiency and ensure high quality of service Ghana established the National Information Technology Agency (NITA) empowered by the National Information Technology Agency Act (Act 771) to regulate

the provision of Information Communication Technology (ICT).

Over the past six years NITA has become one of the essential arms of the Digital Ghana agenda driving digitalization and the regulation of the ICT space in the country. This has been done through the provision of the needed ICT infrastructure.

Eastern Corridor Fiber Optic Infrastructure
NITA, between 2017 to 2022 has extended the Eastern Corridor Fiber Optic Infrastructure from Ho to Accra, from Bawku to Kulungugu to Burkina Faso. This has helped Telecommunications and Internet Service providers to sell their services to neighboring countries.

The Strategic direction of NITA has now

shifted from the paradigm of the Agency operating the e-Government infrastructure towards Regulation. NITA engaged the services of an expert to assist in the development of the regulatory framework. This has led to the development of a portal to register IT professionals and companies, Six (6) standard documents for IT management and a review of the NITA Act, 771, the Electronic Transactions Act, 772 and the NITA Regulations.

Further to the shift in focus, NITA has ceded the operations of the e-Government Infrastructure (two data centers, LTE network, Fiber network) to a private firm (Smart Infracore Ltd) as technical partner on behalf of NITA in a commercial arrangement. The complete handover took place on May 1, 2021. This agreement will see Smart Infracore partner with NITA to manage and commercialise the infrastructure over a ten-year period. As at end of 2021, NITA completed a performance stage arrangement where Quality of Service (QoS) and Service Level Agreement (SLA) will be monitored to ensure that SmartInfracore delivers as per the contract.

Smart Workplace Platform

At the heights of the COVID 19 pandemic the Ministry through NITA scaled up the deployment of the Smart Workplace platform to enable government workers work remotely to ensure that there was no break in government services. The Smart workplace platform comprises e-mail, intranet portal, document management system and correspondence management system. The system was also deployed to create paperless administration and improve productivity in the public sector. Currently a total of 379 government institutions and agencies have been enrolled on the platform.

National Government Cloud Infrastructure (G-CLOUD)

The MOCD through NITA developed a Policy and Strategy document to design a Government Cloud Infrastructure with the aim



to support the public sector with cloud services i.e. Compute and Storage services.

In 2021, procurement process was completed, and contract signed with selected vendor. The project has started and equipment installation and integration are currently ongoing. The G-Cloud infrastructure is currently being upgraded with functionalities and features to cater for the financial sector. The e-Transform project has made available additional funding to scale-up the platform. The Agency is as a result working to finalize the scope of the scale-up.

Ghana.Gov Platform

In collaboration with the Ministry of Finance (MoF), NITA has deployed a new single digital payment platform, Ghana.GOV, to provide a single point of access to apply and pay for all services of Ministries, Departments and Agencies of Government. The benefits of this system include growth in government revenue collections, deepening expenditure savings, and helping our fight against corruption by reducing human interface in the administration of public services. In 2021, enrollment unto Ghana.Gov platform was 52 Government Institutions consisting of 24 MDAs and 28 MMDAs. Revenues accrued on the platform was 34 billion Ghana Cedis.

To further improve citizen to government engagement in governance, a citizens' portal and mobile app is being integrated unto the platform.

Traffic Management System

NITA led stakeholders in the transport sector to deploy an Integrated Traffic Management System on a pilot basis before the end of the year. The system is expected to automate most of our traffic rules and its monitoring and

violations thereof.

An integrated and automated ticketing system will send tickets to offenders by emails and text messages. This system will integrate with NIA and DVLA database to ensure offenders can be traced and made to face the law with little human interferences. A blueprint was designed in 2021 and has been approved by Cabinet for implementation

Public Key Infrastructure (PKI)

NITA has completed the deployment of the Public Key Infrastructure (PKI). This infrastructure is expected to leverage another layer of security to citizens and businesses as far as their digital identity is concerned. It is also to ensure the secure transfer of data from source to another without any compromise. This will allow for the use of digital signature in doing businesses in our pursuit of digital economy.

The Agency has completed enrolling Ghana, as a member of International Civil Aviation Organisation (ICAO) Public Key Directory (PKD) platform as of November 2021. PKI services will be fully rolled out in the coming year with the registration and certification of Certificate Authorities (CAs) and Registration Authorities (RAs) who will serve as authorized dealers. NITA will also rollout services such as Digital Signatures, Authentication Services and Secured Socket Layer (SSL) for online Web Services Authentication.

Security Operation Centre (SOC)

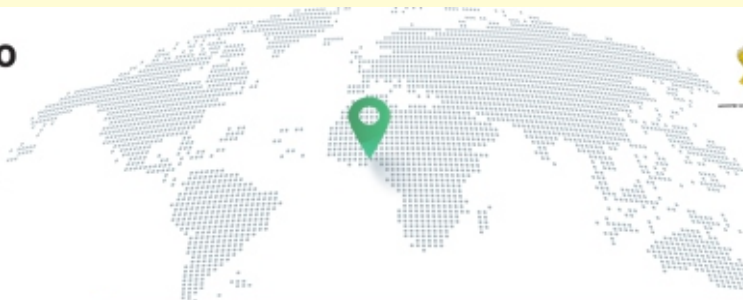
As government continues in the deployment of key ICT infrastructure there is the need to provide the necessary security for this infrastructure. It is in this vein, that NITA has built a Security Operation Centre (SOC) to provide continuous monitoring and improve the government security capability by preventing, analysing and responding to Cyber Security incidents through the aid of technology and well-defined processes and procedures.

Nana Yaw Nyarko

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Hon. Ursula Owusu-Ekuful, Minister of Communications and Digitalisation

Ghana attends 2022 ITU Conference

... re-elected to ITU Council

By Naa Korkoi Essah, Head PR, Ministry of Communications and Digitalisation

Ghana has been re-elected to the Council of the International Telecommunication Union (ITU) for the 2023 to 2026 term.

Ghana secured 145 votes thus ranking as the 2nd highest receiver of votes among the 13 countries elected to the Council from Africa. This is the highest number of votes that Ghana has ever secured at an ITU Council election.

In total, 48 ITU member states were elected to the Council.

The elections were held on October 3, at the ITU Plenipotentiary Conference 2022 in Bucharest, Romania which was held from September 26 to October 14 2022.

The Minister for Communications and Digitalisation, Mrs. Ursula Owusu-Ekuful (MP), led the Ghanaian delegation to the Conference, campaigning for votes for Ghana based on the country's contributions towards the collective growth of Member States.

The ITU Council acts as the Union's governing body. Its role is to consider broad

telecommunication policy issues to ensure that the Union's activities, policies, and strategies fully respond to today's dynamic, rapidly changing telecommunications environment.

The Council is also responsible for ensuring the smooth day-to-day running of the Union, coordinating work programmes, approving budgets, controlling finances and expenditure.

Ghana has been serving as a member of the Executive Council since 2002 and has also played various leadership roles in Study





Groups.

Hon. Ursula Owusu-Ekuful assured delegations from all the member states that Ghana will continue its sterling contributions to the ITU Council while providing service to the telecommunication world in a resourceful, transparent and forward-looking manner. She also reiterated Government's commitment to ensuring that all its citizens across the country are connected to telecoms infrastructure.

ITU Radio Regulations Board (RRB)

Furthermore, Rev. Ing. Edmund Yirenkyi Fianko, the Acting Director of Engineering at the National Communications Authority (NCA) was elected to ITU's Radio Regulations Board (RRB) for the 2023-2026 term.

Rev. Ing. Fianko is one of the three RRB members representing Africa on the 12-member Board with the responsibility to approve the Rules of Procedure for the application of the Radio and Regulations and to adjudicate on matters brought before the Board.

Rev. Ing. Fianko is an electronic communications engineer with in-depth experience in radio frequency spectrum management, telecom and broadcasting regulation as well as policy formulation at the national, regional and international levels. Several events were held during this year's conference with Ghana deeply involved in them

***ROUND TABLE DISCUSSION**

A Round Table meeting was organised at the Ministerial Roundtable Sessions on the topic: "Building a Better Digital Future for All" as part of preparations for the conference itself.

Ghana's Minister who participated in the panel discussion said Ghana has started preparations to facilitate the expansion of digital infrastructure aimed at opening up broadband access to accelerate the provision of meaningful content and smart services that would benefit all citizens in the country.

"The Government of Ghana is determined to provide the necessary digital infrastructure, a conducive legal and regulatory environment,

build digital capabilities to enhance the adoption and use of ICT and digital innovation, and close all digital gaps to propel our digital transformation" she assured.

As the Chair Person of the sixth World Telecommunication/ICT Policy Forum (WTPF-21), she presented a Report on the Forum to participants at the Plenipotentiary Conference

The report summarised the preparatory process, roll-out and outcome of the WTPF-21 towards advancing sustainable development.

The report covers five thematic areas:

Enabling environment for the development and deployment of new and emerging telecommunication/ICT services and technologies.

Affordable and secure connectivity in mobilising new and emerging telecommunications/ICT

Digital literacy and skills for inclusive access

New and emerging technologies and services to facilitate the use of telecommunications/ICT.

Use of telecommunications/ICT in COVID-19 and future pandemic and epidemic preparedness and response.

The 2022 Session of Council, the World Telecommunication Standardisation Assembly as well as the World Telecommunication Development Conference have all applauded the outcomes of WTPF-21.

ITU ELECTS NEW SECRETARY-GENERAL AND DEPUTY SECRETARY-GENERAL



FOR THE NEXT 4-YEAR TERM

Member states elected Ms. Doreen Bogdan-Martin and Mr. Tomas Lamanauskas as Secretary-General and Deputy Secretary-General of the ITU respectively.

In a congratulatory message to the newly elected top executives the Minister Hon. Ursula Owusu-Ekuful assured the incoming Secretary-General of Ghana's utmost collaboration and support at all times.

HIGH-LEVEL PANEL AND NETWORKING BREAKFAST MEETING

While in Bucharest, Mrs. Ursula Owusu-Ekuful (MP), also participated in a high-level panel and networking breakfast discussion on the topic: **'Strengthening Women's Empowerment and Leadership in the ITU'** which formed part of the agenda for the Conference.

The event was aimed at advancing gender equality by upholding actions on agenda-setting, participation, governance, working environment, and decision-making.

It brought together women ministers from ITU member states worldwide and delegates who have been committed to bridging the gender digital divide.

The event also aimed at fostering global Women's networks, and inspiring current and future generations of women leaders in telecommunications/ICT.

Speaking on the panel, Mrs Owusu-Ekuful indicated that in Ghana she empowers girls through the Girls-in-ICT initiative.

She explained that her Ministry established the initiative to help bridge the gender digital



divide and mentor girls to take up leadership positions by imparting them with requisite soft skills.

She called on the membership of ITU to invest in, support and involve women in ITU matters to build their capacities.

Importantly, the ITU implemented a deliberate policy of ensuring that its 2022 conference was a gender sensitive event fully aimed to advance gender equality.

Naa Korkoi Essah, is Head Public Relations, Ministry of Communications and Digitalisation



This is Ursula Owusu-Ekuful (MP)

Hon. Ursula Owusu-Ekuful was born on 20 October 1964 and hails from Akim Oda in the Eastern Region of Ghana. She is a lawyer, women's rights activist and a third term parliamentarian representing the Ablekuma West. She is currently the Minister for Communications and Digitalisation.

She attended Labone Senior High School and proceeded to Mfatisman Girls Secondary School for her sixth form education. She continued to the University of Ghana and then the Ghana Law School where she obtained an LLB. She was called to the bar in 1990. Since then she has also obtained a master's degree in Conflict, Peace and Security from the Kofi Annan International Peace Keeping Centre. She worked for ten years as a lawyer at Akufo-Addo, Prempeh & Co. law firm before moving into the telecommunication industry to lead a telecom, technology company.

Ursula, in her professional career has served on different boards and in different capacities.

- Managing Consultant with N. U. Consult Legal, Governance and Gender Consultants,
- Executive Member of the International Federation of Women Lawyers, (FIDA), Ghana,
- Former President of FIDA Ghana
- Former Vice President of the Africa Regional FIDA International.
- Member of the Ghana Bar Association.
- Member of the African Women Lawyers

Association (AWLA)

- Acting Managing Director of Western Telesystems (Westel) from September 2005 to May 2008) and;
- Corporate and External Affairs Director, ZAIN Ghana - now Airtel Tigo – from April 2008 to January 2009.

In 2012, she was elected, on the ticket of the then in opposition, New Patriotic Party to be the Member of Parliament for the new constituency, the Ablekuma West Constituency as their first member of parliament.

She retained her parliamentary seat during the 2016 general elections, retaining her seat with a comfortable margin of victory at the polls. She and other female MPs were subject to personal attacks after there was a dispute over places reserved for female members of parliament. At the time, a justifiably Ursula was reported as saying that she was considering her future in politics, but the following year she became the Minister of Communications where she has used her outstanding professional performance and accomplishments to shame gender bigots and raise the positive perception of feminists and supporters of affirmative action with regards to bridging Ghana's gender gap.

After an exemplary performance as Minister of Communications during the first term of the President Nana Akufo-Addo administration she has been rewarded with a much larger portfolio of responsibility for her second term. She is currently the Minister for Communications and Digitalization, the latter aspect of her portfolio putting her in charge of one of the administration's most pivotal efforts at socio-economic transformation, where she has the support of digitalization's

champion during the administration's first term, Vice President Dr Muhamudu Bawumia. She has also retained her position as a member of parliament again winning the seat at the 2020 general elections as the parliamentary candidate for the NPP by another comfortable margin.

She is currently serving on several Parliamentary committees: Constitutional, Legal and Parliamentary Affairs Committees as well as the Appointments Committee.

She has been installed as the Nkosuohemaa (Development Queen) by the traditional leaders and the people of Akem Asuom in the Eastern Region of Ghana.

In February 2019 she was honoured by the International Federation of Women Lawyers (FIDA) in recognition of her work in the protection of the rights of women and children at the 2019 FIDA Africa Regional Congress held in Abuja, Nigeria.

She is married with one child to a United Kingdom based Ghanaian optometrist, Dr Sam Ekuful



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National President

CIMG
WORKING FOR GHANA

CIMG unveils 2021 marketing gurus

CIMG has held this year's version of its coveted annual marketing performance awards, honouring the institutions and individuals adjudged as the most exemplary in 2021. The Corporate Guardian's Editor-in-Chief TOMA IMIRHE documents the latest roster of those assessed as the best in marketing across Ghana.

The annual national marketing performance awards organized by the Chartered Institute of Marketing Ghana (CIMG) are the most prestigious, and therefore most sought after awards available in the country to corporate institutions and their management executives alike. Indeed, these annual awards are the flag bearer which has made CIMG one of the most respected private sector professional groupings in the country. Now, under the guidance of its incumbent President, the affable and untiring Dr Daniel Kasser Tee, the institute is leveraging on the

shinning public reputation the awards confer on it to expand the scope of its activities dramatically, adding on customer satisfaction surveys and professional training programmes and certifications in marketing. However it is its awards that keep CIMG in the most intensive public glare and this year's edition have raised the flag even higher. However, while the credibility of the awards remain incontrovertible – indeed this is why they are so enthusiastically sought after. CIMG has been able to do this in part by the categorizations of its awards – which are partly

done by sector and partly by type of marketing activity – and in part by its Hall of Fame awards, an exclusive club of corporations whose members are conferred with awards as well each year. Importantly however, even if this award categorization system is indeed deliberately leveraged towards enhancing inclusivity with regards to award winners, it takes absolutely nothing away from the sheer quality of those award winners credibility and the degree to which they actually deserve the awards they have been conferred with. Instructively nearly every award conferred was

justified by quantitative performance measurements as well as subjective qualitative assessments.

Thus, the biggest corporate winners on the night were all undisputed leaders of corporate Ghana. For instance MTN Ghana won three awards.

One was for being adjudged Marketing Oriented Company of the Year, for reason, according to its citation, of its remaining “one of Ghana's most visible brands that commands a presence on multiple national channels (both online and traditional)” chalking up a Top of Mind Brand Awareness score of 86%. Another award went specifically to MTN Business for “Product of the Year. Here, MTN was awarded for its clear understanding of the ICT terrain which enabled the product to break into its targeted markets which primarily comprise SMEs, large privately owned institutions, government institutions, IT managers and other customers looking for global solutions locally. The third award won by MTN was Telecommunications Company of the Year in CIMG's Hall of Fame, the result of the company's ability to identify and design solutions for subscribers challenges, use robust marketing insights derived from online surveys and focus groups, as well as the expansion of distribution networks.

However the two other major telecoms companies also won awards. Vodafone was adjudged Telecommunications Company of the Year for its “customer-centrism and perfect understanding of its market” which “greatly improved on its brand consideration, culminating into increased value addition to services offered clientele.” Airtel Tigo won the Above the Line Campaign award for its TUGU ME SO campaign which generated GHc8 million over a three month period during which the company gave out GHc1 million in cash prizes and GHc300,000 worth of data and air time.

Another big winner on the night was the Enterprise Group, through its subsidiaries in both life and non-life insurance as well as pension scheme trustee services. Enterprise Life was adjudged life insurance company of the year, propelled by its usage of customer insight derived from brand health tracker research, customer satisfaction surveys, NPS surveys and usage attitude surveys. CIMG identified the company's Family Income Security Plan, Funeral Finance and Bloom products in particular as drivers of total income of GHc596.263 million for 2021 and its industry leading 24.2% market share. Enterprise Insurance was also conferred as non-life insurance company of the year in CIMG's Hall of Fame, being the most preferred general insurer, as evidenced by its GHc335 million in



Kwabena Agyekum, CEO/Registrar, CIMG

total income and 14.2% market share for 2021. The Enterprise Group's third award went to Enterprise Trustees which used industry intelligence and other forms of market driven data to unravel the dynamics of a relatively new industry which is rife with competition and aggression among participants.

But several other insurers won awards too, indeed making that industry the biggest winner of all categorized by sector. Star Assurance was adjudged Insurance Company of the Year for its perfect understanding of the market facilitating total income of GHc194 million in 2021 with a market share of 8.1%. Vanguard Assurance was Insurance Company of the Year (non-life) in CIMG's Hall of Fame (Elite Category), with its Homeprehensive product, launched last year, receiving specific mention having sold 46,209 policies since then generating over GHc10 million in income. SIC Life was conferred with an award as Hall of Fame Life Insurance Company of the Year, having posted premium income of nearly GHc477.172million, giving a market share of GHc18.9%.

Hollard Insurance got into the awards too, through its Group Head, Marketing and Corporate Affairs, Cynthia Ofori-Dwumfour who was adjudged Marketing Practitioner of the Year.

Oil Marketing Companies (OMCs) put up a strong showing too, with the two largest winning awards in the Hall of Fame category. GOIL was adjudged Petroleum Company of the Year in the Hall of Fame, for making the industry leader be an indigenous company; while Total Energies became a new entrant into the Hall, having earned GHc3.219 billion in gross revenues last year, giving it a market share of 8.8%.

The Financial Intermediation industry's showing was even stronger. Tremendous progress in promoting WF was declared Microfinance company of the year while Atwima Kwanwoma won Rural Bank of the Year. Best Point Savings and Loans was adjudged savings and loans company of the year.

Interestingly, the four awards that went to the commercial banking industry were won among



Daniel Wilson Addo, CEO, Consolidated Bank Ghana



Mrs Abena Osei-Poku, CEO, ABSA

the three different ownership genres.

Ecobank, the Ghanaian subsidiary of the leading African indigenous multinational bank (and the largest bank in the country measured by total assets) was adjudged Hall of Fame Bank of the Year, primarily because of the superior convenience it offers customers through its industry leading digital banking and product innovation, both aspects backed by concerted marketing campaigns.

Consolidated Bank Ghana, the country's largest indigenous bank got on the awards score sheet through its CEO, Daniel Wilson Addo, winning the headline individual award as Marketing Man of the Year for turning a bank that, at its establishment had widely been expected to fail, into a genuine industry leader, providing unparalleled financial and technical capacity building support for SMEs and generating GHc1.1 billion in digital transaction values in 2021 alone.

But ABSA Bank, Ghanaian subsidiary of the pan African offshoot of the global multinational Barclays Bank shone brightest. It won the Bank of the Year award, propelled in this by key initiatives such as the Young Africa Works Programme and its mortgage financing activities. Its commitment to using global best practice to support local businesses is evidenced by its training 3,140 SMEs and financially supporting 1,277 SMEs and small holder farmers to the tune of GHc138 million. Alongside this ABSA's CEO, Mrs Abena Osei-Poku also was adjudged Marketing Woman of

the Year. CIMG explained that under her leadership the bank had seen " tremendous progress in promoting inter-generational sustainability," and in 'driving thought leadership through the provision of insights to help with the solutions o societal challenges."

The other company that picked up three awards was Multimedia Group. It won the Media Organization of the Year award for attracting 'arguably the largest captive audience" and for continuing to be on route towards 'becoming a world class African media and entertainment group.' My Joy Online won the News Portal of the Year award with a 41% market share and Joy FM's Drive Time was awarded Radio Programme of the Year. In addition Multimedia Group's Erastus Asare Donkor also won the CIMG President's Special Award for 2021 for his critically acclaimed documentary on illegal small scale mining: Destruction for Gold.

Some other household brand names unsurprisingly won awards too – after all these are marketing awards so brand visibility and market acceptance counts highly although CIMG correctly insists on commitment too corporate social responsibility as a crucial consideration as well, especially when it is impactful enough to generate enough goodwill from among the general pubic to significantly raise sales.

For instance Melcom, which has enough brand visibility to justify its claim that it is "where Ghana shops" won an award as a member of

the CIMG Hall of Fame's elite category. Labadi Beach Hotel, Ghana's oldest and still most widely known five star hotel was awarded Hospitality Facility of the Year. Lakeside Estate, which came to fame by offering the cost competitive residential housing estate houses was adjudged Real Estate Company of the Year. DHL Ghana was awarded Postal and Courier Services (International) of the year.

TV 3's hugely popular – and critically acclaimed Ghana's Most Beautiful., hybrid, beauty and cultural contest won TV programme of the year. Japan Motors was declared Motor Firm of the Year. These are corporations that are recognized as industry leaders in their respective sectors.

Consequently, the CIMG Awards for 2021 retain its credibility as an award scheme that recognizes the most successfully marketed brands and the most exemplary corporate executives with regards to marketing; there are no real surprises because there is no way to get a CIMG Award except by having a widely visible and accepted brand or product.

In Ghana's socio-economic environment where the conferment of awards has become a huge industry of its own, meeting the inordinate demand from just about every enterprise, institution and individual to be an "award winner" the annual CIMG awards are like a breath of fresh air, striving to retain some degree of sanity in a social economy that has gone crazy from the craving for awards.

When back in 2018 the decision was made to merge seven different financially troubled commercial banks into one big one, the idea was met with widespread scepticism. Although the initiative was hailed for its bold objective of creating one of the biggest indigenous banks in the country (all seven component banks having been Ghanaian owned), the practicalities of aligning seven different staff components, operating systems and procedures as well as customer bases, was generally seen as posing challenges that would be insurmountable, especially since all seven component banks had seen their operating licenses revoked for reason of irreversible illiquidity, largely brought about by poor corporate governance and management practices. Even though government had recapitalized the new bank, aptly named Consolidated Bank Ghana (CBG) and its regulator, the Bank of Ghana had drafted a raft of new corporate governance and risk management directives to prevent it falling into the bad old ways of its component banks, its wholly state ownership was another cause for doubt as to its fortunes going forward.

However the first sign of promise came with the appointment of Daniel Wilson Addo as its Managing Director and Chief Executive Officer. Simply put he assumed his most challenging responsibilities with a sterling performance of accomplishment which few, if any other Ghanaian bankers have matched during their own respective careers. Thus his appointment as CEO of the newly created - and hugely challenged - CBG was seen as an excellent move and one that showed that government might get the process of nurturing a successful bank right. Barely a decade on, the optimists have been proved right. Daniel Addo was recently conferred with the most prestigious award available to individuals in corporate Ghana when he was adjudged Marketing Man of the Year at this year's edition of the Chartered Institute of Marketing Ghana Annual Marketing Performance Awards, for his achievements in 2021.

Indeed the award is well deserved; under his guidance CBG has risen like a phoenix out of the ashes of its component banks to become the second biggest indigenous bank in Ghana (after GCB Bank) adjudged by both balance sheet size and market penetration. Perhaps even more importantly, he has strategically positioned the bank as the leading provider of capacity expansion - both in financial and technical/managerial ability terms - for SMEs in the country.

Crucially, Daniel Addo has quietly but surely created a bank steeped in the use of digital channels to reach customers nationwide. This has been key as the bank engaged in a complex process of brick and mortar branch consolidation, combining the elimination of some branches in locations where several of CBG's component banks had each established branches, with the opening of completely new branches in some places where hitherto there were none at all. Today CBG has 114 branches situated nationwide, but digital channels have become a crucial means of delivering services to customers everywhere. Indeed CIMG itself documents the fact that he has chalked up a 151,333 usage rate in 2021, culminating into a transactions worth over GH¢1.1 billion.

But perhaps most importantly for Ghana's economy is his emphasis on supporting SMEs, using innovative customer care initiatives. These have included SME seminars to help build networks for them; provision of advisory services on their



Daniel Addo is adjudged Ghana's Best Marketer

business and financial management; Adesua training series aimed at enhancing financial and business knowledge skills; and wealth creation sensitization schemes to enlighten customers on personal financial management. These initiatives have enabled the bank's SME customers to optimize the huge financial support it has given such customers.

Daniel Addo is a chartered accountant with over two decades of post qualification experience. His extensive banking knowledge, acquired from having worked in several roles in Ghana and other African countries - including a stint as the first and

only Ghanaian CEO of high flying Zenith Bank Ghana - was strong enough to enable him navigate the unprecedented challenges thrown up by the integration of seven failed banks into one hugely successful one.

Daniel Wilson Addo holds an MBA in Finance from the Manchester Business School in the United Kingdom and is a Fellow of the Chartered Institute of Bankers Ghana. Prior to his being named CIMG Marketing Man of the Year for 2021, he was voted as the Most Respected CEO of state owned banks at the 2020 Ghana Industry Awards.

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Star Assurance Limited, one of Ghana's leading insurance providers was named the 2021 Insurance Company of The Year (General), by the Chartered Institute of Marketing Ghana (CIMG) at the 33rd Marketing Performance Awards held in Accra on Saturday, October 29, 2022. The CIMG, through its Selection Committee and Governing Council considered several key criteria such as Marketing Innovation, Customer Care Schemes, Technological innovation, Market Place Success, Market Share and Market Growth to settle on award winners. Other criteria include Contribution to National Development, Enhanced Services, Social Impact and Public Image, among others. Led by the CEO Mrs. Boatemaa Barfour-Awuah, Star Assurance has invested lots of effort to automate and digitize all the Company's processes as part of technology-focused strategy. The robustness, speed and secure nature of the new processes has further reduced the turnaround time in serving customers and has also facilitated the ability of staff to work remotely. This focus on technology coincided with the development and rolling out of a new core application software for the Company - SibaGen. The flexibility of this new software enables all of the Company's processes to be automated. This means that, all processes are accessible to all staff from anywhere in the world as long as there is a secure internet connection. Through constant engagement and dialogue with all sections of the entity, the Company is rapidly deploying new technologies and business automation tools to exceed customer expectation whilst enhancing the efficient use of resources to ensure continuous growth well into the future. Quite recently Star Assurance launched 'Pokuaa', an innovative and best-in-class Whatsapp-enabled insurance distribution platform to create a smooth and seamless customer experience for both existing and new clients. Star Assurance as part of its strategy in deepening its penetration into the retail market, collaborated with Total Energies to form the Star-Total partnership. This is a nationwide initiative that has made all Total Service Stations across the Country veritable sales points for Star Assurance products, especially the Star Motor Insurance Policy, thereby further enhancing its financial inclusion agenda. Indeed, the partnership which was birthed in August 2020 has provided Star Assurance the opportunity to extend its contact hours and in effect make its services more accessible and convenient to



Led by the CEO, Mrs. Boatemaa Barfour-Awuah

Insurance Company of the year

its cherished Customers. There have been several engagements with various Driver Unions and motorists through direct market activations; deployment of sales and product literature as well as branding materials to ensure sustained visibility and eventual on-

boarding of potential policy holders. Star Assurance dedicates this prestigious award to its cherished clients and remains committed to improving of processes and services in order to continue to meet and exceed the expectations of our clients and the general insuring public.



ATWIMA **KWANWOMA** RURAL BANK PLC.

HEAD OFFICE:

P. O. Box 6921, Kumasi - Ashanti, Ghana.
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For several years and among several of the most reputed institutions with regards to assessing and ranking the capabilities of companies in corporate Ghana, Atwima Kwanwoma Rural Bank has been regarded as the best rural bank in the country. If any further confirmation of this was still needed, then it came from the Chartered Institute of Marketing Ghana, whose Annual Marketing Performance Awards are the most coveted awards available to corporations and corporate executives in the country. CIMG at its most recent edition of the awards adjudged it Rural Bank of the Year for 2021, claiming that it is "poised to be the leading and preferred rural bank in Ghana with an aim to transform and improve the lives and businesses of your stakeholders" the Institute's assessors asserting that the bank has achieved this positioning "through the dedicated efforts of your highly motivated and competent human resource base customer- driven products and use of appropriate technology."

This latest award is the icing on a very large corporate cake that the bank has baked since 1983 when it was established. AKRB is a member of Ghana Club 100 and has created a palpable positive impact in the Ashanti Region which led to the Bank being awarded as the "Best Regional Rural Bank of the year (Ashanti Region) -2015." The bank was again ranked as the second most Corporate Socially Responsible company in the 2015 rankings of the Ghana Club 100. Its philanthropic drive, through education, health and community development initiatives has been widely recognized and thus, for example, the bank received six prestigious awards in 2016 alone.

The bank has also been well known over the past decade as a winner of prestigious CIMG Awards. In both 2013 and 2015, it was ranked the Rural Bank of the year and it won the award again in both 2018 and 2019; the award for 2021 is thus its fifth award as CIMG Rural Bank of the Year and none of its competitors even comes close to its dominance over time with regard to this award. Similarly the bank was ranked as the Rural Bank of the year by the Ghana Chamber of Commerce and Industry in their 2019 rankings.

Atwima Kwanwoma Rural Bank Limited (AKRB) was established on 6th September, 1983 as the 68th Rural Bank to be licensed by the Bank of Ghana to offer banking services to the rural and sub-urban Communities at Pakyi No. 2 in the Amansie-West District of the Ashanti Region.

The bank started with initial ordinary shares capital of GHc1.0million and GHc125,000 in preference shares, contributed by the



Atwima Kwanwoma At The Top Of Ghana's Rural Banking Industry

indigenous people in the locality and the Bank of Ghana respectively.

The bank has since gone on to become a household name in the rural banking industry because of its outstanding performance.

It's vision is "To be the leading and preferred rural bank in Ghana" and its corporate mission is "To be the leading and preferred rural bank in Ghana poised to transform and improve the lives and business of our stakeholders through motivated and competent human resource, customer driven products, communication and the use of appropriate technology"

The bank now has 10 branches, enabling it to offer financial intermediation to a wide geographical area of communities spreading out from its core host community from where it

started. Importantly, in 2021 the bank launched its AKRB Mobile App, which allows a much wider customer base to enjoy its suite of products and services which include: Current Account Overdraft Facility; Fixed Deposit Salary Loan; Susu Savings Church Development Loan; Savings Account Susu Loan; SME Loans; Church Development Clearance Loan; and Foreign Funds Transfer; Its latest product is bankassurance, and its latest service is dedicated customer appreciation with a touch of culture, both of these having been introduced in 2021.

Having climbed to the top of Ghana's rural banking industry, AKRB is showing no signs of being toppled from its throne. Rather the gap between it and its competitors is more likely to grow even wider.



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CIMG MARKETING MAN OF THE YEAR, 2021 MR. DANIEL WILSON ADDO, CHIEF EXECUTIVE OFFICER, CONSOLIDATED BANK GHANA



An astute banker, an achiever and a corporate executive par excellence are attributes one can readily ascribed to you.

In the year under review, you showed exceptional strategic insights and leadership with which you were able to lead your team to deliver outstanding values.

As part of your quest to understand your customers better and to be customer-centric, you championed the development of some bold, new digital experiences which saw them accessing and transacting basic banking services from

any mobile device by just dialling a short code.

Your ability to chalk a 151,333-usage rate culminating into a transaction of GHS1,100,133,686.00, speaks to how remarkable your tenure has been.

Consolidated Bank Ghana, being conglomerate of defunct banks put together, no one gave you the slightest chance to turn the fortunes of the banks around, but you succeeded in pulling the chestnuts out of the blazing fire. The numerous patrons of your products have notably lauded you for the introduction of innovative customer care programmes like

- SME Seminars to help build networks for them
- Provision of advisory services for SMEs on their business and financial management
- Adesua training series, aimed at enhancing financial and business knowledge skills
- Wealth creation sensitisation schemes to enlighten customers on personal financial management

Your internal stakeholder engagement schemes have also been stellar, and your staff are full of praise for the transformational programmes introduced to improve turnaround time and schemes to improve their knowledge and skill bases.

The year under review also saw your bank grow from 6.70% in 2019 to 7.70% in 2021. Your exceptional desire in giving back to society through your educational, health, sanitation and youth development initiatives remain matchless and peerless. Your beneficiaries forever laud these philanthropic moves which continue to transform lives.

Your evaluators are wowed by what you have been able to achieve in the year under review per the indelible footprints you are leaving for your successors.

The CIMG recognizes these achievements and duly confers on you, **MR DANIEL WILSON ADDO, CHIEF EXECUTIVE OFFICER, CONSOLIDATED BANK GHANA, THE CIMG MARKETING MAN OF THE YEAR, 2021**

CIMG MARKETING WOMAN OF THE YEAR, 2021 MRS ABENA OSEI-POKU, MANAGING DIRECTOR, ABSA BANK



You remain a passionate believer in excellence and integrity, by which you led your team through a successful re-branding exercise that has seen you being recognised at this decisive moment,

Under your leadership, your organization saw tremendous progress in the area of promoting inter-generational sustainability and driving thought leadership through the provision of insights to help with the solutions to societal challenges.

You focused on bringing possibilities to life and creating opportunities for customers by supporting them every step of the way,

and you have been marked highly for executing these with aplomb and precision.

You also successfully oversaw the development of some excellent schemes that trained over 3,140 SMEs, financially supporting 1,277 SMEs with an amount of GHS138 million and the creation of 9,144 jobs.

You and your team also chalked a first with your Young Africa Works entrepreneurship development program, which is geared towards offering training to MSMEs, supporting them with loans ranging between GHS500,000.00 and GHS1,000,000.00.

You exhibited a clear understanding of consumer and profiling insights with a profound segmentation, targeting and positioning policy that is highly lauded for its customercentricism and ability to tailor-make products to benefit specific customer needs.

You currently have a 6.9% share of your market that has culminated into a total income of GHS1,641,211,00 in the year under review.

Your CSR remains one of the key initiatives you have particularly taken interest in per the massive entrepreneurial, education, health and community development projects that you have invested in, which continues to bring smiles and joy to your numerous patrons.

Your evaluators placed you ahead of your peers in all the attributes assessed, thus giving the CIMG no option but to duly confer on you, **MRS ABENA OSEI-POKU, MANAGING DIRECTOR, ABSA BANK, THE CIMG MARKETING WOMAN OF THE YEAR, 2021**

CIMG MARKETING PRACTITIONER OF THE YEAR, 2021 CYNTHIA OFORI- DWUMFUOR, GROUP HEAD, MARKETING AND CORPORATE AFFAIRS, HOLLARD GHANA GROUP



You have leveraged what your company purposed to achieve per its vision, that is, being the country's favourite life insurer to becoming the CIMG Marketing Practitioner of the Year.

In your capacity as the Group Head, Marketing and Corporate Affairs, you have led the team to put out some key products that resonate with customer trends and preferences, particularly:

- Retail and E-commerce conventional insurance initiative and
- Mebanbo Life Insurance

Notably, the team of assessors were amazed at how well your understanding of

customer insights and profiling insights have been used to shape offers designed to customers, thus making them highly patronized.

Research and Development was one of the areas where you scored highly and this has become synonymous with your brands which continue to meet the very preferences of your markets, hence giving them their deserved value.

Leading a team that saw you chalk a 9% share of life insurance market and total income of GHS234,025,603.00, are all attributable to a network of internal marketing initiatives that you drive.

Your Corporate Social Responsibility schemes continue to touch and transform lives and remain one of your strongest points. The mega strides you have led your team, in particular, and the company in general to make in the year under review, has caught the attention of your evaluators, who duly confer on you, **MS. CYNTHIA OFORI-DWUMFUOR, GROUP HEAD, MARKETING AND CORPORATE AFFAIRS, HOLLARD GHANA GROUP, THE CIMG MARKETING PRACTITIONER OF THE YEAR, 2021**

CIMG MARKETING STUDENT OF THE YEAR, 2021 MR. MARK MENSA-ABBAN

From all indications, you have shown a strong urge to become a chartered and practicing marketer, hence your participation in the maiden CIMG Professional Marketing Qualification (PMQ) Examinations.

You showed a true spirit of excellence and determination and of a finisher, an act that has won you the heart of our team of evaluators.

You are thus being recognised and celebrated for the excellence and competency attained in the cause of your study even as you managed to obtain what you dreamed of.

By this feat, you have been set aside for commendation, and the CIMG duly confers on you,

MARK MENSA-ABBAN, the CIMG MARKETING STUDENT OF THE YEAR, 2021



CIMG RADIO PROGRAMME OF THE YEAR, 2021 JOY FM – DRIVE TIME



Lexis Bill

A late afternoon show meant to:

- Entertain through music, fun and humorous content to relax people who have had a long working day and need to unwind
- Inform people on general happenings in the country and beyond
- Educate folks, mostly on some key regulatory issues
- Provide a platform for advertisers and sponsors
- Provide a platform for listeners to air their thoughts and concerns on issues under discussion

You have used the programme over the years, to keep your audience captivated, which leaves them with no options but to vouch for you ahead of your peers.

The way and manner by which your team blends recreation, showbiz, and knowledge to serve your audience, remains an act that places you in a league of your own.

For you to be able to profile your listeners and give them a definition of service in one programme has left your evaluators spell-bound, leaving them with no choice but to vouch for you, **MULTIMEDIA GROUP - DRIVE TIME ON JOY, as the CIMG RADIO PROGRAMME OF THE YEAR, 2021**

CIMG INSURANCE COMPANY (GENERAL) OF THE YEAR, 2021 STAR ASSURANCE COMPANY LIMITED



Boatemaa Barfour-Awuah, CEO

You were founded on a vision of partnering with patrons to be the definition of insurance and the creator of delightful experiences, and per our judges' estimation, you are on course per your purposeful drive at giving clients increased satisfaction and maximum value to your shareholders.

You have also made services, that hitherto, were stressful to access, easily accessible in real time to the customer, thus bringing convenience home to roost.

Notably, your perfect understanding of the marketing concept and its careful deployment has set you apart in an industry rife with competition and aggression.

You posted an 8.10% share of the general insurance market in the year under review, culminating in a total income of GHS194,025,890.00

Your CSR and philanthropic initiatives in the area of sports, health, education and community development are noteworthy and commended by our team of assessors.

These feats chalked among many other outstanding exploits caused our evaluators to single you out and to confer on **STAR ASSURANCE COMPANY, THE CIMG INSURANCE COMPANY (GENERAL) OF THE YEAR, 2021**

CIMG INSURANCE COMPANY (LIFE) OF THE YEAR, 2021 ENTERPRISE LIFE



Keli Gadzekpo, CEO

By your DNA, you have been programmed to provide all who encounter you their desired advantage; and by the estimation of our judges and your patrons, you have executed this with aplomb as you remain the best at what you do.

Your pedigree has so far been recognised, your strength highly respected, your expertise valued, and your solutions sought after by entities and individuals who wish to break out.

Patrons cannot cease mentioning the advantages you brought and continue to bring their way with the introduction of the Family Income Security Plan and Bloom products. These products have both seen growth i.e. performance of your Funeral Finance Plus Unlimited topping GHS7,914,235.51

and GHS 1,660,634,.83 for the Family Income Security Plan respectively.

Particularly, the assessors were enthralled by your usage of consumer insights, namely:

- Brand Health Tracker research
- Customer Satisfaction Surveys
- NPS Surveys

- Usage Attitude Surveys to inform products churned out and to make decisions about customer programmes.

Also of note was the hard work and dedication of your staff, and the efforts of the management team at managing marketing effectiveness, staff development initiatives, and brand equity management, for which you were scored highly.

With a share of market of 24.2%, which culminated in a total income of GHS596,263,000, you won the unreserved commendation of our panel of evaluators, who unanimously confer on **ENTERPRISE LIFE, for the second time running, the CIMG INSURANCE COMPANY (LIFE) FOR THE YEAR, 2021**

CIMG HOSPITALITY FACILITY (HOTELS) OF THE YEAR, 2021 LABADI BEACH HOTEL



Mr. David Eduaful, GM

To be the first-choice hotel to stay, work for, invest in and partner with, were the tenets you set yourself to achieve in the year under review. You also set uncompromising standards of service and product excellence, with the backing of a well-trained and highly motivated workforce, with whom you embarked on this journey to make these feats attainable. You managed to launch two new products that went a long way to shore up your fortunes: notably, the newly furnished beach bar and the newly constructed pool

bar, (thus witnessing 12,000 regular guest visitations annually and a 20% growth increase over the previous year).

Your serene environment, strategic location, availability of recreational facilities for all ages, network opportunities with captains of industries, entrepreneurs, CEOs, and many patrons, have gradually made your facility a haven for pleasure and business rolled into one. You are thus not only seen as a hotel but a complete package with endless possibilities.

You are also lauded for your philanthropic role in helping alleviate the pains of the needy as you are on record to have taken the initiative to feed pupils from the Street Academy every Friday and sponsor cost of surgery for a hole-in-heart patient every year.

In recognition of these facts, the CIMG confers on **LABADI BEACH HOTEL, THE CIMG HOSPITALITY FACILITY (HOTELS) OF THE YEAR, 2021**

CIMG REAL ESTATE COMPANY OF THE YEAR, 2021 LAKESIDE ESTATE



Dr Prince-Joseph Ayiku, MD

You set yourself the goal of becoming one the best customer-focused real estate companies in Ghana and by our evaluators estimated, you are on course to surpassing what you set yourself to attain with the building of a unique variety of quality housing units that are environmentally friendly, affordable to many and conforming to the nation's building code.

Notably, your projects namely:

- Lakeside Hills Phase 2
- 4-bedroom Orca houses and
- 2-bedroom detached standard,

remain the house hunters and buyers preferred choice in accommodation.

These resulted in a boost on website visits and enquiries, with a sales turnover of GHS31.6million.

Also lauded by our team of assessors is your understanding and usage of profiling and consumer insights, with which you have classified the needs of your numerous patrons.

You also did exceptionally well with schemes set up to get your staff ready for the task ahead as you ensured the

- Setting up of a maintenance team to resolve customer complaints within 48 hours
- Harmonisation of your construction team with sales team to deliver business goals
- Institution of special performance bonuses and allowances.

No wonder, the year under review saw you posting a 40% share of market and a total income of GHS36,801,829.00

Your Corporate Social Responsibility CSR initiatives continue to wow your patrons, in particular, Mother Ghana in general.

Your evaluators marvel as to how you chalked these exploits, hence unanimously conferring on you, **LAKESIDE ESTATE, THE CIMG REAL ESTATE COMPANY OF THE YEAR, 2021 CIMG PRIVATE HEALTH FACILITY OF THE YEAR, 2021**

CIMG PRIVATE HEALTH FACILITY OF THE YEAR, 2021 LAPAZ COMMUNITY HOSPITAL



Notably, your mission to provide high quality medical services to your valued customers at the least possible cost, without compromising on quality was no fluke as you have, over the years strived to be one of the leading private

health facilities in the Greater Accra Region.

Uniquely, you have also become a one-stop shop for all health services needed, including imaging and provision of oxygen generated plant, coupled with your timely response to all emergencies, a well-equipped theatre and well-stocked 24/7 pharmacy outlet to complement it.

No wonder, your facility is able to see close to 300 patients on a daily basis. Patrons are particularly enthralled by the creation of a platform that enables your Customer Care Manager to dialogue with them for prompt solutions to their pain-points, coupled with the installation of a device that picks customer feedback for prompt actions.

You have, as a matter of priority, created a sense of belonging among your numerous patrons, who now give you all the deserved attention, hence your growing patronage.

What you do internally to make your staff more responsive and available, coupled with your CSR drives are not lost on your evaluators who duly confer on you, **LAPAZ COMMUNITY HOSPITAL, the CIMG PRIVATE HEALTH FACILITY OF THE YEAR, 2021.**

CIMG POSTAL AND COURIER SERVICES (DOMESTIC) OF THE YEAR, 2021 SHAQ EXPRESS



You set yourself the mission to provide a connected digital experience between businesses and consumers, and per the estimation of our assessors, you are on course to meeting, and even exceeding expectations of your patrons with the provision of cutting-edge delivery solutions.

You are barely two years old in your industry, but you amazed your evaluators with the giant strides you are already making, notably, your courier mobile app and ShaQ Food Feature, which are taking the market by storm.

Within the space of two years, you have been able to build a close-knit relationship with your client base to the extent of collecting constant feedback to measure levels of customer satisfaction.

Your strong market presence, built around making varieties of services available to every Ghanaian with a service need, touched base with your patrons who rated you highly.

These exploits and more have endeared you to the hearts of our panel of evaluators, who duly confer on you, **SHAQEXPRESS, the CIMG POSTAL AND COURIER SERVICES (DOMESTIC) OF THE YEAR, 2021**

CIMG POSTAL AND COURIER SERVICES (INTERNATIONAL) OF THE YEAR, 2021 DHL GHANA



Connecting People, Improving Lives and gunning to be the logistics company for the world. Careful research around these corporate directional policies and placing it vis-à-vis what you have done in the year under review, the conclusion arrived at was that you were on course to reaching the apogee in your industry.

You were also assessed based on your express usage of market analytics to establish needs and preferences of clients

and the safe delivery of parcels to clients' destinations of choice, which were all executed with finesse.

Your presence and dominance in the Postal and Courier space is quite remarkable, considering how innovative you have been over the years to remain relevant to your times generation.

You posted an impressive 66% share of market and a total income of GHS107,976,226.00 in the year under review.

Your contributions towards giving back to society per your CSR initiative has ceaselessly put smiles on the faces of your beneficiaries who highly laud you.

Our panel of assessors are also enthralled by your exploits and thus confer on you, **DHL GHANA LIMITED, the CIMG POSTAL AND COURIER SERVICES (INTERNATIONAL) OF THE YEAR, 2021.**

CIMG CORPORATE PENSIONS COMPANY OF THE YEAR, 2021 ENTERPRISE TRUSTEES



You were established in 2010, but you are already taking giant steps in an industry that is rife with competition and aggression.

As part of your DNA, you have become synonymous with giving all who engage you their desired advantage. All these have been made possible as your patrons, over the years, have sought for your solutions, respected your pedigree and also valued the expertise that you possess as a whole.

You have remained resolute and focused at being the best at what you do, even as you strive to be the go-to corporate trustee and brand of choice in the nation.

Your reliance on industry intelligence and other forms of market-driven data to unravel the dynamics of the industry, all in a bid to reduce the customers pain-point have won you more plaudits.

You are also noted for your CSR schemes over the years, particularly in education, where you are on record to have constructed a three-storey classroom facility for a community.

Our team of assessors are enthralled by how well grounded you have become in just a little over a decade, and the feats you have chalked and thus confer on **ENTERPRISE TRUSTEES, THE CIMG CORPORATE PENSIONS TRUST OF THE YEAR, 2021.**

CIMG MEDIA ORGANISATION OF THE YEAR, 2021 MULTIMEDIA GROUP LIMITED

The creation of authentic and compelling information, education and entertainment that attract arguably the largest captive audience to create maximum value, has continued to put you on the route to becoming a world class African media and entertainment group.

Your plaudits laud you for your exceptional drive at producing the most compelling and relevant content, which you deliver with aplomb.

Your usage of market insights to improve customer engagements has made your podcast services for all Multimedia Group Limited's major platform, a massive weapon of attraction, drawing patrons to your fold.

Notably, total number of downloads rose from 156,653 in 2020 to 413,220 in 2021, an increase of 163.8%

Team camaraderie, cohesion and collaboration witnessed amongst your team is aweinspiring as it has seen you brave many grey areas in media, thus making you the premier in this regard.

The CIMG and its team of evaluators are overawed by these exploits that you continue to churn and duly confer on **MULTIMEDIA GROUP LIMITED (MGL), THE CIMG MEDIA ORGANISATION OF THE YEAR, 2021**



CIMG BANK OF THE YEAR, 2021 ABSA BANK

You took a bold decision to rebrand in 2020 to what you are currently known as. Today, you can proudly blow your own trumpets to say kudos for a well thought out strategic move.

By, definition, you set out to earn trust, shape societies, promote the inter- generational sustainability and drive thoughts leaderships; a feat you attained in the year under review by remaining a future-focused organization, driven by



progress and the desire to thrive in this digital age.

Your patrons are particularly passionate about key initiatives you rolled out, notable amongst them being the Young Africa Works Programme, Ready To Work and your Mortgage programme, which continue to make waves.

By using consumer and profiling insights, you were able to tailor-make offers based on need assessment of various beneficiaries to their admiration.

Your internal customers are not left out of your numerous packages as you have intricately crafted offers that ensure you keeping a result-driven and customer-centric workforce.

You have not disappointed with your CSR drives that continue to put smiles on the faces of many patrons notably, the training of 3,140 SMEs, financially supporting 1,277 SMEs and small holder farmers to the tune of GHS138 million.

You have been exceptional in the year under review, thus catching the eye of our team of assessor, who duly confer on **ABSABANK, THE CIMG BANK OF THE YEAR, 2021**

CIMG RURAL BANK OF THE YEAR, 2021 ATWIMA KWANWOMA RURAL BANK



You are poised to be the leading and preferred rural bank in Ghana with an aim to transform and improve the lives and business of your stakeholders.

By the estimation of your assessors, you achieved this feat through the dedicated efforts of your highly motivated and competent human resource base customer-driven products and use of appropriate technology.

These are further evidenced in the introduction of three amazing products in the year under review, notably:

- Bank assurance
- AKRB Mobile App
- Customer Appreciation with a touch of culture

which your patrons still talk about and hold in high regards, culminating into market share of 9.14% (in terms of deposit for 144 RCBs and total income of GHS50,104,389.00

You CSR schemes, in the areas of community development, education and health, remain plausible as your patrons continue to applaud you for that.

The panel of evaluators note with passion your exploits in the year under review and duly confer on you, **ATWIMA KWANWOMA RURAL BANK, THE CIMG RURAL BANK OF THE YEAR, 2021**

CIMG SAVINGS & LOANS COMPANY OF THE YEAR, 2021 BEST POINT SAVINGS AND LOANS



Osei Kwame Despote

Your tenet and resolve to be the most cost effective and unique savings and loans company has yielded results today at this crowning moment, per the cutting-edge financial solutions that you serve to your numerous patrons.

By so doing, you have succeeded in providing solutions to enterprises and households, even as you maximize value to your stakeholders.

Unwaveringly, you adhered to every minute standard and practice in your industry to become a facility of choice when the customer thinks savings and loans

With your blend of excellent market knowledge, teamwork, a well mapped out distribution network and robust marketing insights, you

have taken the saving and loans business to another pedestal, which is evident in the high-end low-end market that you currently serve

You grew your market share from 12.95% in 2020 to 14.25% in 2021, culminating in a total income of GHS62,973,501.00

In recognition of the tremendous marketing achievements, the CIMG confers on **BEST POINT SAVINGS AND LOANS, THE CIMG SAVINGS AND LOANS COMPANY OF THE YEAR, 2021**

CIMG TELECOMMUNICATIONS COMPANY OF THE YEAR, 2021 VODAFONE GHANA

For your hard work and dedication, coupled with continuous innovations and bespoke services, managing marketing efficiencies, staff development and CSR programs, you have once again been singled out for praise and recognition.

You aimed to build a sustainable digital society that is inclusive for all, where technology and connectivity are enhancing the future and improving people's lives, a fact you



executed with finesse and aplomb.

As a result of your customer-centrism and perfect understanding of your industry, you greatly improved on your brand consideration, culminating into increased value addition to services offered to your clientele.

These qualities have made you to gain recognition from our team of assessors who singled you out for commendation.

The CIMG consequently confers on you, **VODAFONE GHANA the TELECOMMUNICATIONS COMPANY OF THE YEAR, 2021**

CIMG MARKETING-ORIENTED COMPANY OF THE YEAR, 2021 MTN GHANA



Selorm Adadiyoh, MTN Ghana Boss

You remain one of Ghana's most visible brands that commands a presence on multiple national channels (both online and traditional).

No wonder, in the year under review, you chalked a Top-of-Mind Brand Awareness (TOMBA) of 86% (2ppt increase Y.o.Y) and a Top-of-Mind Advert Awareness of 71% (4ppt increase Y.o.Y). Source: BHT consumers repost; Q4 2021, HSOS.

Your exceptional deployment consumer surveys to measure your brand visibility remains a novelty in your field of business as you used

- Media Monitoring Surveys
- Brand Health Tracker
- General Telecom Surveys (usage and attitude)
- Data Service Evaluation (Data and digital service experience measurement)
- Geo-marketing (network coverage planning based on demographic distribution) and
- Segmentation (customer clustering based on usage, behaviour and lifestyle) to gain a competitive and comparative edge.

In the year under review, you exceeded 1,000,000 active users (+120% Y.o.Y) with over 50% of them regularly buying bundles. Your patrons also laud you for your usage of product enhancement and innovations around customer value management, which supports growth in voice revenue by 4.9% to GHS 2.6billion. Source: 2021 MTN Annual Report.

Your assessors also noticed with admiration your usage of STP, with which you had a better understanding of behavioural patterns, demographics and psychographics of your market.

Your CSR schemes, as usual, remain matchless as they continue to change and impact lives.

Your evaluators did not lose sight of all these facts as they duly confer on you, **MTN, THE CIMG MARKETING-ORIENTED COMPANY OF THE YEAR, 2021**

CIMG (DOMESTIC) AIRLINE COMPANY OF THE YEAR, 2021 PASSION AIR



Your target, in the year under review, was to be the most competitive aviation service provider in West Africa with a focus on safety and customer satisfaction.

By the estimation of our evaluators, you are on course as you consciously and seamlessly provide the best quality service to bring to memory in-air and on-ground experience through leadership, excellence and accountability.

Significantly, the introduction of your charter services, courier services and

flights to Wa added impetus to your total delivery to your clientele.

You have also been scored on your continuous exhibition of knowledge and control over the Ghanaian aviation terrain through robust insights, which have helped you in identifying challenges and satisfying customer needs to your advantage.

With a hardworking and dedicated staff backing your efforts, coupled with a bespoke

service delivery to clientele, Managing Marketing Effectiveness, Staff Development and CSR programmes, you have been singled out for commendation, thus this crowning moment.

The CIMG recognizes these sterling achievements and duly confer on **PASSION AIR, the CIMG (DOMESTIC) AIRLINE OF THE YEAR, 2021**

CIMG MANUFACTURING COMPANY OF THE YEAR, 2021 UNIVERSAL PLASTIC PRODUCTS AND RECYCLING (UPPR) LIMITED

Your mission was to make people's lives and environments much more improved; an assignment you aimed to attain by being the leading environmental sanitation group in Ghana. Driven by this, you launched a campaign that was geared towards the production of one million bins, to achieve the clean Ghana initiative.

Your products have now become synonymous with cleanliness, health, and a move towards a society conscious of hazards of environmental degradation. Your deployment of profiling insights to segment your market per benefits sought is a truism of your STP practices

Your CSR initiatives, that have seen you distribute bins to schools and other equally important social interventions continue to make positive impacts on your beneficiaries, who continue to laud you for your kind gestures.

For these and more, the CIMG confers on **UNIVERSAL PLASTIC PRODUCTS & RECYCLING COMPANY (UPPR) the MANUFACTURING COMPANY OF THE YEAR, 2021**



CIMG AGRO-BASED COMPANY OF THE YEAR, 2021 WILMAR AFRICA LIMITED



Winning this prestigious award at the last check was no fluke as you have, for the second time, picked this gong ahead of your competitors.

Your reliance on best practice to understand and satisfy the everyday household needs of consumers, remains outstanding, thus making you the leading consumer products company in Ghana.

This knowledge has been best utilised in ensuring the provision of superior quality products that enrich lives as well as ensuring the social good of all.

Notably, you are on record to have

recorded zero complaints on stearin deposits as previously witnessed, and also coming up with products devoid of issues that could raise customer concerns.

Your Emo Pa (Good Rice) and Frytol brands remain topmost on many a menu list due to their versatility and suitability for all occasions.

Your usage of clear marketing insights and profiling structures to vividly define and classify your target market continues to amaze your evaluators. No wonder you hold a 74.4% vol share of edible oils market (source: Maverick Research), which has culminated into a total income of GHS2,232,457,804.00 in 2021, a massive improvement on GHS1,707,538,308.00 recorded in 2020.

Your CSR schemes in health and community development continue to impact and change lives in many communities.

You continue to excel in your areas of operation and attract the admiration of our team of assessors who duly confer on **WILMAR AFRICA, the CIMG AGRO-BASED COMPANY OF THE YEAR, 2021.**

CIMG ONLINE NEWS PORTAL OF THE YEAR, 2021 MYJOYONLINE

In the year under review, you set yourself an agenda to create compelling exciting, and enthralling content to attract the largest audiences wherever they are, through multiple platforms; and per the estimation of our evaluators, you are on course per your delivery of exceptional value to advertisers and all other stakeholders.

With an aim to reach out to audiences on the go and those overseas, by keeping them tuned in to their favourite programmes, you developed podcast that enabled patrons to have downloadable versions of diets served by your media house.

No wonder you have attained tremendous Top of Mind Awareness (TOMA) and brand visibility with a 41% share of market, making you rule the airwaves.

Your patrons also laud you for CSR initiatives in sanitation where you have been in the forefront of the Joy Clean Ghana Campaign, which is yielding positive outcomes.

Your exploits in the year under review overawed your evaluators, who unanimously confers on you, **MYJOYONLINE, THE CIMG ONLINE NEWS PORTAL OF THE YEAR, 2021**



CIMG MICRO FINANCE COMPANY OF THE YEAR ,2021 FWF MICRO FINANCE



Since your inception in 2011, you have not rested on your oars as you have endeavoured to become the preferred institution of choice in the financial sector.

Your evaluators judged you based on this goal, and they were amazed at the tremendous efforts your team is putting into empowering households and small to medium indigenous enterprises by providing cost effective micro-finance services in a suitable manner to accelerate growth.

Your patrons were particularly enthralled by your customer-centric offers namely:

- Susu Loan product
- We Dey 4 U campaign and
- Junior Savers Plus Products with which you are making their lives a lot better.

No wonder, you were able to grow your loan portfolio to GHS1,304,193.26, with the Susu Loan Products having GHS901,696.41 of total portfolio due to high patronage from customers.

In all of this, your staff welfare was paramount to you as you did all it took to keep them highly motivated.

You continued to dazzle with your CSR initiatives that have left many lives positively impacted.

The team of assessors duly recognize your exploits and confer on **FWF MICRO FINANCE LIMITED, for the second time running, THE CIMG MICRO FINANCE COMPANY OF THE YEAR, 2021.**

CIMG NOT-FOR-PROFIT MAKING ORGANISATION OF THE YEAR, 2021 PLANNED PARENTHOOD ASSOCIATION OF GHANA (PPAG)

Driven by a commitment to provide comprehensive Sexual and Reproductive Health and Rights (SRHR) information and services to all people in Ghana, especially the young and vulnerable, you have left no stone unturned as you have done all it takes to improve community awareness and alertness of what you do.

IT is heart-warming to note that since the inception of your initiatives, there has been a massive reduction in the number of recorded cases of child marriage and in many communities, no recorded cases at all.

Your patrons are quite appreciative of the various client satisfaction surveys, tailored counselling, strong referral partnerships and quality of care standardisation that you use through the customer experience journey; hence increasing visibility and patronage of your services, culminating in a total income of GHS16,676,048.70 and gives you a 35% share of market in the year under review.

Your CSR projects in the area of health and community development remains a valid identity that has become synonymous with you, for which your numerous patrons laud you.

Notice has been taken of these exploits by our team of assessors, who duly confer on **PLANNED PARENTHOOD ASSOCIATION OF GHANA (PPAG) THE CIMG NOT-FORPROFIT MAKING ORGANISATION OF THE YEAR, 2021**



CIMG PRODUCT OF THE YEAR, (MANUFACTURING) 2021 FRYTOL – YOU DESERVE A LIFE OF GOODNESS



As a manufacturing company, you have not let your consumers down with your efforts at producing quality, unadulterated products for your various stakeholders.

Notably, your Frytol products remain a testament of what your definition of manufacturing is per its

- High quality
- Originality in taste in cooked foods and
- Ability to improve vision and membrane growth of users. -

Your product remains, arguably, the nation's only vitamin fortified oil that has gained popularity in every home, and the fact that every cooking oil is "Frytol", is evidence of how visible and established a brand you have become.

Your assessors were greatly enthralled by your exploits with your product which is lauded for making every meal a memorable one and also makes cooking easy, thus adjudging **FRYTOL –YOU DESERVE A LIFE OF GOODNESS, THE CIMG PRODUCT OF THE YEAR, (MANUFACTURING) 2021**

CIMG PRODUCT OF THE YEAR, (SERVICES) 2021 MTN BUSINESS



Patrons of this service are all over you with tuneful and melodious praise for a well thought out service which has come to lift businesses to a whole new level.

The success of the service, to a large extent, is dependent on your clear understanding of the ICT terrain, which

aided you in breaking your markets into:

1. SME's looking for world class solution locally
2. Large institution looking for reliable fast world class ICT solutions in Ghana
3. Government institutions looking for innovative solutions for local challenges
4. IT Managers looking for fast reliable internet solutions for their businesses
5. Customers looking for global IoT solutions locally.

You remain arguably the fastest growing business service provider due to your expert and extensive knowledge and understanding of your ecosystem, which is evidenced with your strong investment in infrastructure (fibre).

You are hereby being applauded for your unique and convenient way of keeping the customer sold, based on which our team of evaluators scored you. They, thus confer on **MTN BUSINESS, the CIMG PRODUCT OF THE YEAR, (SERVICES) 2021.**

CIMG EMERGING BRAND OF THE YEAR, 2021 WILMAR- ALIFE

With a product born out of the need to provide consumers with good-quality soaps, made right here in Ghana to promote good personal hygiene, you have taken consumers to a whole new level where you aimed to:

- Introduce and make available to consumers high quality and yet affordable personal care products
- ensure good personal hygiene is practice by consumers
- help grow the manufacturing base of Ghana and invest in the development of Ghanaian professionals in the industrial sector
- help the business become a leader in the FMCG industry in Ghana

Your patrons can attest to the benefits derived from your offer as it gives the skin a moisturizing finish and protects against germs.

Expending a whopping GHS1,629,693 as your marketing spend among others speaks volumes about how dedicated you were at rolling out such a brand.

The evaluators cannot help but applaud you for such a market-driven and solution-based offer that is taking the market by storm.

They unanimously confer on you, **WILMAR- ALIFE, THE CIMG EMERGING BRAND OF THE YEAR, 2021**



CIMG HALL OF FAME – ELITE CATEGORY- 2021 MELCOM



You still remain relevant in the retail space as one can see your outlets springing up in every notable community in Ghana, thus placing emphasis on your resolve to bring shopping closer to the doorsteps of consumers.

In the year under review, it is worthy to note that your shopping outlets increased significantly from 42 to 49 retail outlets, 8 cash 'n' carry depots, and an online facility as well.

These have not made you complacent, but rather spurred you on to adapt to meet the needs of your customers across the

country.

Being touted as the preferred destination for shoppers by bringing the largest collection of goods under one roof is no fluke as you scored highly per our assessors' evaluation of you.

The CSR you are noted for are still impacting the communities and individuals that you touch base with as they tout you ceaselessly for bringing relief to them.

For the sixth consecutive year, your relevance as a brand has once again been made evident as the CIMG retains you, **MELCOM GROUP OF COMPANIES, in the CIMG HALL OF FAME – (RETAIL) – ELITE CATEGORY, 2021**

CITATION HALL OF FAME ELITE CATEGORY INSURANCE COMPANY OF THE YEAR (NON-LIFE) CATEGORY- 2021 VANGUARD



Your relevance in the insurance space in Ghana is once more made manifest, and for the eleventh consecutive year, you have gained recognition to remain a CIMG Hall of Famer. Your patrons continue to attest to your efforts at ensuring their needs and aspirations are fulfilled, even as you deploy robust marketing insights to bring financial solutions to them.

"Homeprehensive", launched in May 2021, is a clear testament, which is becoming a mustgo-for amongst the insured, as it has become a flagship product.

You are on record to have sold 46,209

policies after the launch of "homeprehensive", culminating in a sales turnover of GHS10, 076,529.88.

You currently command 8.5% market share of the industry which has helped you derive a total income of GHS165,692,246.00.

Your philanthropic initiatives remain matchless even as they positively impact the education and health sectors.

Our panel vetted and scored your submissions and found it expedient to retain you, **VANGUARD ASSURANCE, in the CIMG HALL OF FAME FOR THE ELEVENTH YEAR RUNNING, thus elevating you to the CIMG HALL OF FAME ELITE CATEGORY. (INSURANCE-NON-LIFE)-2021.**

CIMG HALL OF FAME- MOTOR FIRM OF THE YEAR, 2021 JAPAN MOTORS



Being committed to customer satisfaction is a tenet you hold dear to in your organisation as you have come to make it a statement of fact that your company name, statutes and articles of incorporation do not determine your business, but rather a satisfied customer does.

With this concept in mind, you have ensured that the customer journey does not end with delivery of a vehicle, but you endeavour to take it all the way to the ultimate, i.e. value acquisition. No wonder, you went to the extent of investing in a USD500,000 software Autoline, which aids with the streamlining of your services to make the customer

experience a great one.

You continue to display explicit knowledge and drive in your deployment of robust insights, managing channels and marketing effectiveness, for which you are being commended and celebrated.

Your CSR initiatives remain top-notch as they continually impact the sanitation, health and sports sectors.

You continue to touch the soft spot of our evaluators with your exceptional exploits, thus making the CIMG retain you, **JAPAN MOTORS, for the FIFTH YEAR in the CIMG HALL OF FAME (MOTOR FIRM) CATEGORY, FOR THE YEAR, 2021.**

CIMG HALL OF FAME- PETROLEUM COMPANY OF THE YEAR, 2021 GOIL GHANA LIMITED

You never relented in your efforts at marketing quality energy products and services to the consuming public, and your assessors scored you highly on that.

Your collaborative effort in meeting needs of customers was once again at display in the year under review as these were done in a friendly and socially responsible manner.

You still remain a truly indigenous concern as you continue to sound the clarion call for Ghanaians to consume what has been made for Ghanaians by Ghanaians.

You currently occupy the number one spot in your sector, and you have become a yardstick by which standards are measured in the petroleum industry.

Your CSR initiatives remain matchless and continues to impact lives.

Your evaluators have, by these feats, retain you, **GOIL GHANA LIMITED, as a CIMG HALL OF FAME WINNER – PETROLEUM COMPANY, 2021 for the fourth consecutive year.**



CIMG HALL OF FAME- INSURANCE (LIFE) OF THE YEAR, 2021 SIC LIFE

You remain on course to be recognised as the leading and most trusted brand in the insurance space as you ensure you are working within the tenets of ethics and standards to deliver value.

The panel of evaluators continue to marvel at how good you have become over the years at using robust marketing insight to deduce real time customer needs and designing solutions to satisfy same.

It comes as no surprise even as you posted a market share of 18.9%, culminating into a premium of GHS477,171,571.65.

The strategic spread of your outlets in the various regional capitals remains a strong tough point, which your stakeholders highly applaud.

Your philanthropic initiative to alleviate challenges of communities in your catchment area are noticeable and commendable.

With these exploits and more, the panel of evaluators deem it appropriate to retain you, SIC LIFE, for the fifth consecutive year, in the **CIMG HALL OF FAME, 2021 – INSURANCE LIFE CATEGORY**



CIMG HALL OF FAME- TELECOMMUNICATIONS COMPANY OF THE YEAR, 2021 MTN

You once again put your total knowledge and understanding of the telecommunications industry on the front burner as you wowed your evaluators with yet another stellar year.

The ease with which you have come to align with subscribers' challenges and design solutions to them remains a mystery.

Your declaration to lead in the delivery of a bold, new digital for your customers has been more evident than ever as you continue to make customers' lives a whole lot

brighter.

Your use of robust marketing insights in informing customer propositions was at full glare as you relied on online surveys and focus groups to tease out pain-points and resolve same.

Your distribution networks have also witnessed a lot more activity with its expansion to include field sales agents, service centres, connect stores, dealers, call centres, digital and online channels, website, mobile apps, etc.

With these feats, you have proven your case to be retained as a CIMG Hall of Famer, thus compelling the institute to retain you, **MTN GHANA, as a HALL OF FAME WINNER (TELECOMMUNICATIONS), 2021 for the third time running.**



everywhere you go

CIMG HALL OF FAME- AIRLINE COMPANY (DOMESTIC) OF THE YEAR, 2021 AFRICA WORLD AIRLINES

Your existence in the Ghanaian space has been seen as a huge intervention in solving the ageold issues with undue delays in getting to places as you have used robust and peer reviewed marketing insights to design propositions for your markets via the pain-points that you seek to address.

In that regard, you created apps by which you could have 24/7 interface with patrons so as to attend to their needs in real time.

No wonder, you currently occupy 68% share of market, which could be attributed to management's resolve to bring all staff up to speed with what it takes to keep customers sold.

Your evaluators are still mindful of your exploits in philanthropism where you have been magnanimous in giving back to society.

These exploits have resulted in you, **AFRICA WORLD AIRLINES, being retained for the fourth year running, in the CIMG HALL OF FAME, 2021 – AIRLINE (DOMESTIC) CATEGORY**



CIMG HALL OF FAME- INSURANCE COMPANY (NON-LIFE) OF THE YEAR, 2021 ENTERPRISE INSURANCE

You remain part of a family that has in their DNA a zero tolerance for failure as you ensure all who encounter you receive their desired advantage.

Our panel of assessors have, as always, recognised your pedigree, respected your strength, valued your expertise and also recognised the fact that the insured seek your solutions at all times.

You posted a 14.2% share of market and also a total income of GHS335million in the year under review.

You continue to excel at what you do, and leveraging your values of Trust, Excellence, Reliability, Professionalism, and Friendliness, you have taken insurance to a whole new level.

Your philanthropic endeavours in the areas of education ceaselessly put smiles on the faces of your beneficiaries and brings comfort to them.

You leave our evaluators speechless by how best you do what you do thus, retaining you, **ENTERPRISE INSURANCE COMPANY, in the CIMG HALL OF FAME – NON-LIFE INSURANCE COMPANY FOR THE SIXTH CONSECUTIVE YEAR.**



CIMG HALL OF FAME- BANK OF THE YEAR, 2021 ECOBANK

Convenience and reliability in product and service delivery remains your hall mark as a bank.

You have relied on these attributes and your commanding knowledge of the banking terrain in Ghana to remain relevant to the banking public.

Your introduction of some ground-breaking products like the Ecobank Mobile 4.2.4 and Ellevate, that witnessed massive campaigns on almost all media platforms, is a clear testament of what you offer for adoption.

Notably, from January to December 2021, the product recorded 1,753,629 downloads, culminating into a transaction



value of USD1,172,605,329.62.

Your patrons attest to how fast, convenient and secured doing business with you is and how accessible your services are irrespective of time, location and domicile bank.

You also remain relevant per your CSR activities that focused on education, health and community support with a whopping amount of GHS2,227,445.09 and this has left a lasting impression on your beneficiaries.

Our team of evaluators, after consenting to how stellar these feats were, found it expedient to retain you, **ECOBANK GHANA**, for the fifth year running, in the **CIMG HALL OF FAME-BANK CATEGORY, 2021**

HALL OF FAME – PETROLEUM COMPANY OF THE YEAR- 2021 NEW ENTRANT – TOTALENERGIES GHANA



At the last count, you were a three-time winner of this award category. However, today, you have taken a great step towards stardom by launching into the CIMG Hall of Fame category; an act you achieved by dint of hard work, a dedicated staff effort, continuous innovations and bespoke service delivery, managing marketing effectiveness and attention to staff development programmes.

To remain a responsive energy company and to remind customers of same, you sited some ground-breaking electric vehicle charging units at some key strategic points,

all in a bid to reduce the reliance on carbon footprints to meet SDG goals.

It also came as little surprise to our team of evaluators per your usage of credible market research and insights to:

- Provide credible information on your products and services, and to
- Ascertain level of customer satisfaction.

Remarkably, your internal staff were not left out your as your put schemes in place to ensure a healthy co-existence.

You posted an 8.8% share of market culminating into a total income of GHS3,218,179,000 in the year under review.

Your philanthropic endeavours were also not lost on your assessors, who scored you highly.

This award has been won for the fourth time consecutively and thus the CIMG inducts you, **TOTALENERGIES GHANA**, into the **CIMG HALL OF FAME (NEW ENTRANT) – PETROLEUM CATEGORY, FOR THE YEAR 2021**.

CIMG NATIONAL PRESIDENT'S SPECIAL AWARD, 2021 ERASTUS ASARE-DONKOR- DESTRUCTION FOR GOLD- MULTIMEDIA GROUP

A clear and present danger stares the nation in the face, but no one seems to be ready to take up the challenge to get it exposed the way it should.

You and your team took up the gauntlet, to prick the conscience of the Ghanaian society on the impunity of illegal mining activities and the harm caused to the environment, notably water bodies with a documentary that shocked and rocked the nation.

In developing this piece, the CIMG can align with the moral courage, tough choices, determination to see evil exposed and care of duty that you espoused to ensure that what had been touted as non-existent (hushed), was rather a disaster that had swallowed the nation neck high.

How true it is when it was said of you that you:

- had the courage to venture the dreaded
- had the zeal to question authority
- had the consistency to fight the ills of society
- were passionate about protecting the environment and was
- were concerned with issues of sustainable

development,

and in selecting you for this recognition, the team could attest to how aligned these descriptors were to your person.

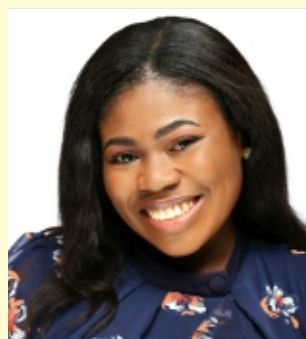
Yours is a true definition of Patriotism, National Spirit and altruism.

Honours exist specifically to recognise superlative achievements so long as they can be supported with hard evidence; **DESTRUCTION FOR GOLD**, if for nothing at all, is beyond evidence.

The CIMG is proud to be associated with a Patriot, a never-incongruous and provident personality like you, **ERASTUS ASARE-DONKOR, MULTIMEDIA GROUP LIMITED**, and thus join hands with all well-meaning Ghanaians to celebrate you for your expose.

To this end, you and your documentary, **DESTRUCTION FOR GOLD**, are duly conferred with the **CIMG NATIONAL PRESIDENT'S SPECIAL AWARD, 2021**.

CIMG NATIONAL PRESIDENT'S SPECIAL AWARD, 2021 ALBERTA AFRIYIE-MENSAH – WITAMA AGRIBUSINESS, WALEWALE



WITAMA, by definition, represents Power, Practicality, Ambition, Success, Inspiration, and Discipline. How synonymous these descriptors are to your person as those who are close to you see you as having a very practical personality that makes you clearly set goals that are ambitious yet realistic at the same time.

Critical note is taken of your commitment to impactful agribusiness as you continue to support individual farmers and communities within your catchment area through your outgrower scheme programmes, by providing these farmers with mechanisation service, certified seeds, foliar fertilisers and crop protection

products for the cultivation purposes.

You own a nucleus farm where you farm 700 acres of soya, and for the Out-grower scheme at Walewale, West Mamprusi District, you worked on 200 acres of soya, 50 acres of maize and 450 acres of rice while working with 420 farmers in 6 communities.

The farming community and those that benefit from your exploits are amazed at the great wisdom hidden within you, and how accessing it has made it possible for them to make decisions of priceless value.

Professionally, you occupy a position of authority and responsibility because you can be trusted as a selfless person as you chose not to work for your own benefit but for the benefit of others. By doing so, you have fully developed your talents in the agribusiness sector, where you offer unflinching support to local farmers, especially women, thus becoming the spirit of the community.

The National President of the CIMG and the Governing Council duly acknowledge your noble achievements and deem it appropriate and fitting to confer on the **WITAMA AGRIBUSINESS, THE CIMG NATIONAL PRESIDENT'S SPECIAL AWARD, 2021**.

CIMG ABOVE-THE-LINE CAMPAIGN AIRTELIGO-TO GU ME SO

With a vision set to deliver a better life for your customers by relieving them of their financial stress, you were able to use a gap noticed in your markets to create a product that offers simplicity, relevance and transparency to customers.

Your ability to identify with hidden needs of subscribers with the usage of simple message, which seamlessly connects them to you, and calls them to act, is quite amazing.

The panel of evaluators also recognised you for the exceptional use of music and creatives, which to a large extent, supported the brand equity, its execution and productive development of effective communication that resonates with the listening public.

You raked in a revenue of GHS8 million over a three-month period, which also saw you giving out GHS1 million in cash prizes and

300,000 worth of data and airtime.

You are duly being celebrated for a creative ingenuity and proven application of Marcomms that sends the right signals for a required action.

What your message depicts undoubtedly won the admiration of our evaluators, who as a result, confer on **AIRTELIGO -TO GU ME SO, THE CIMG ABOVE-THE-LINE CAMPAIGN OF THE YEAR, 2021**

CIMG BELOW-THE-LINE CAMPAIGN GB FOODS GHANA-GINO TWA W'ANUM NAKO SPAIN

You aimed to take advantage of the increase in household and penetration of tomato mix category into the Ghanaian home to find new users and uses for your product.

Your evaluators were particularly thrilled by your use of creatives and research to churn out a communique that resonates perfectly with patrons.

You have especially deployed the Segmentation Targeting and Positioning (STP) mechanism to tailor your products to real time needs, and this remains one of the points on which your evaluators scored you.

With a 7% planned uplift in sale, you rather chalked 10% with an improved visibility from



24% to 32%, GHS32million turnover, and with 1.8 million consumers participating in the promo.

With this campaign you have succeeded in achieving a key milestone per the level of awareness it has chalked; a move that caught the attention of our panel of evaluators, who duly confer on **GB FOODS GHANA-GINO TWA W'ANUM NAKO SPAIN, the CIMG BELOW-THE-LINE CAMPAIGN OF THE YEAR, 2021**

CIMG NEW MEDIA CAMPAING NUTRI FOODS GHANA LTD – TASTY TOM ENRICHED TOMATO MIX TASTY TWIST



This campaign was aimed at:

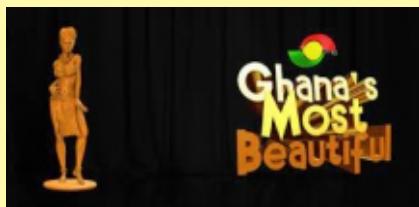
- Building awareness
- Growing volumes
- Elicit trials and usage

• Customer retention/recruit and you were able to achieve these and more with creatives that resonated so well with your patrons, thus culminating in a net sales value of \$2,056,231.97

With articulate communication, you managed to draw a following of 5,656,828 on Facebook and 50,477,659 on Instagram during the year under review.

With this campaign, you managed to touch base with your target markets in the most efficient and reverberating manner, and by so doing, winning the admiration of our team of evaluators who duly confer on **NUTRIFOODS GHANA LTD – TASTY TOM ENRICHED TOMATO MIX, TASTY TWIST CAMPAIGN, THE CIMG NEW MEDIA CAMPAIGN OF THE YEAR, 2021**

CIMG TV PROGRAMME OF THE YEAR, 2021 TV3 – GHANA'S MOST BEAUTIFUL



After the inception of the programme some years back, it has gradually climbed to become arguably, Ghana's most viewed programme.

You continue to showcase the rich Ghanaian culture and

heritage which you have used to inspire young, talented Ghanaian women to exhibit their God-given talents.

With the programme, you have managed to

- influence cultural change
- reinforce cultural values
- change the face of beauty pageant in Ghana and
- educate the diaspora on the Ghanaian heritage which in effect, records an average monthly viewership of 1,578,750.

Your ability to attract some top-notch sponsors on this programme is evidence of how Ghanaians, both Corporate Ghana and individuals, have come to resonate with the programme. It comes as little wonder that you are winning this gong for the second time on a trot.

Patrons of your programme as well as our evaluators say ayekoo to **TV3-GHANA'S MOST BEAUTIFUL** as the programme, for the second time running, get recognised as the **CIMG TV PROGRAMME OF THE YEAR, 2021**.

33rd CIMG Awards





Madam Pamela Djamson-Tetteh, MD, Ghana Airports Company Limited

How Madam Djamson-Tetteh is turning the fortunes of Ghana Airports Company around

When, in mid February this year Madam Pamela Djamson-Tetteh was appointed the new Chief Executive of Ghana Airports Company Limited, the timing could not have been better, a situation evidenced by the sheer

enthusiasm with which the company's staff welcomed their new boss. GACL had barely recovered from a bout of bad press, resulting from its handling of COVID 19 amelioration measures following the reopening of the Kotoka International Airport to international

travellers when its then CEO had a very public run in with McDan Aviation, who he wanted to prevent from operating a special terminal for the private jet it had acquired for charter flights, and which culminated in his being fired.

Thus Madam Djamson Tetteh, effective from February 18, took over a company that was mired in controversy. But much less than a year later, under her able guidance, GACL is like a company reborn, its reputation at a new high in line with significantly improved operational efficiency and focus on customer friendliness.

To be sure, she is perfectly fitted for this task. She is a specialist in customer, diplomatic and government relations; a member of the Institute of Public Relations Ghana; and a proven top management executive across several sectors in a number of multinational corporations.

She has a sterling professional track record spanning some 25 years in senior management including nine years in the mining industry, nine years in the manufacturing sector and five years in the power sector. She has held key positions such as Executive Director for Corporate Relations at Guinness Ghana Breweries and more recently, an executive management position in corporate communications at the Millennium Challenge Corporation, the American government funded initiative that

has been closely involved in reforming Ghana's power generation and distribution architecture.

Strategically astute, confident and full of integrity, Madam Djamson Tetteh possesses extraordinary capabilities with regards to building sustainable relationships with excellent analytical, communications and language skills. Importantly she has a strong bias for political science, government relations, community relations, the environment, international relationships and diplomatic protocols. Underpinning these skills are an outstanding education comprising a bachelors degree in international relations from the United States International University, Herts in the United Kingdom and San Diego, California, obtained between 1982 and 1985; a post graduate diploma in politics and diplomacy from the University of Kent at Canterbury in the UK between 1985 and 1986; and a masters degree in international relations from the University of Kent at Canterbury.

All these skills and capacities she has wedded together to turn around both the image and the actual performance of GACL

since February this year, thus restoring its image that had peaked when it was able to fund the construction of its world class terminal three at the Kotoka International Airport in Accra by leveraging on the strength of its own balance sheet to secure loan financing.

Instructively, GACL's latest COVID 19 protection measures at Ghana's international airport, effective from September 1, this year have been introduced to universal acclamation in direct contrast to the controversies generated by the measures announced a year earlier

GACL was established in 2007 as a result of the decoupling of the existing Ghana Civil Aviation Authority in line with modern trends in the aviation industry. The company has specific responsibility for planning, developing, managing and monitoring all airports and aerodromes in Ghana. They include KIA itself as well as the airports at Kumasi, Tamale, Sunyani and Ho, along with the Wa airstrip.

GACL is an implementing agency of the Ministry of Aviation.





AHAFO MINE - PROCESS PLANT

Newmont prepares to resume development of Ghana's next gold mine

By Toma Imirhe

The stage has now been set for the resumption of the development of Ghana's next gold mine after a delay of more than one year forced by the antics of illegal land speculators. This is the Ahafo North mine to be developed by Newmont Mining, the Denver, United States headquartered, gold mining titan.

Already Newmont is the largest gold mining firm in Ghana, operating two mines in the country – its flagship Ahafo South mine in the Ahafo Region and its Akyem mine in the Eastern Region, which between them produce close to a million ounces of gold annually.

Its planned third mine – known as the Ahafo North mine – will be built at a cost of US\$750-850 million, and is expected to produce some 300,000 ounces of gold a year for at least 13 years. This will be absolutely crucial to the wider effort to pull the Ghanaian economy back from the abyss over which it is currently tottering, by generating considerable extra foreign exchange inflows to meet both its import bills and its forex debt servicing obligations. Here it is instructive that through the first three quarters of 2022 Newmont supported the Bank of Ghana's efforts to rebuild the country's dwindling gross international reserves by selling it a significant

part of its forex earnings from gold exports in exchange for cedis used by the mining company to meet its local expenditure need Samuel Osei, Manager for Communications and External Communications at Newmont Ahafo says that construction of the new mine will create 1,800 jobs and when it starts producing it will provide some 550 direct jobs and much more than that locally through the value/supply chain.

Indeed, to impact as many indigenes as possible Newmont has already begun capacity building in its host communities; among other things training people how to sew uniforms for the employees to be taken on and sending indigenes to Tema to learn fabrication and welding. Here it is instructive that the CEO of the Ghana Chamber of Mines, Suleiman Koney, claims that studies have shown that on average, one direct job at a mine is accompanied by 15 indirect jobs in support services and Newmont is deliberately seeking to ensure that locals get as many of these as possible.

Indeed Koney suggests that Ahafo, with one huge mine operational for the past 16 years and another in the offing, is positioned to become a regional mining hub with several mining support services locating there. The Ahafo

Regional Minister, George Boakye, who laments that Newmont is the only major foreign company operating in the region, hopes that the company will serve to attract more of them. But even those in the five delineated host communities that do not benefit directly in the form of jobs or business opportunities will stand to gain from Newmont Ahafo's widely acclaimed corporate social responsibility interventions. These are mostly executed through the Newmont Ahafo Development Foundation which is funded through an annual contribution from the mining company of US\$ 1 per ounce produced and 1% of annual net pre tax profit.

The Foundation's funding by the Ahafo South mine had enabled it spend (or at least commit) GHc72 million to projects and programmes across the 10 host communities out of GHc108.1 million that had accrued to it as the 4th quarter of 2021. Add to this GHc108.6 million accumulated in an endowment fund to be used by the host communities when the mine eventually closes down. The Ahafo North host communities can expect similar benefits.

It is therefore so ironic that the development of the Ahafo North mine has been delayed for over a year by the antics of land speculators in

the area. Newmont was forced to suspend the construction of its third gold mine in Ghana as a picture was being painted of the world's largest gold mining company trying to cheat over 1,000 poor rural land and property owners living in the area it declared a Mining Area in 2018, triggering a legal requirement that it fairly compensates everyone living in the area for them to relocate to create room for the new mine.

Unsurprisingly, their cries were amplified by groups with grudges against big business, foreign companies, the effect of mining on the environment and liberal groups ever willing to take on the small man against the big man, whatever the actual circumstances.

However, over the past few months though their noise has faded away as the truth emerged and Newmont itself - prodded by the Ahafo Regional Government - benevolently agreed to a GHc45 million pay out to the protesters who are now seen by everyone concerned for what they really are: land speculators who hurriedly erected makeshift structures on the lands announced as a Mining Area in the hope of receiving a share of the generous land and property compensation that Newmont is known for, particularly during the development of its flagship Ahafo South mine next door.

Unfortunately for them though Newmont, having learnt very expensive lessons from its two previous experiences in developing new mines in Ghana, was ready this time around. A comprehensive property mapping initiative, distinguishing which properties were permanently in place at the time the Mining Area was announced and which were makeshift ones hurriedly put up since then, was done. The results have been corroborated by a subsequent survey done by the Environmental Protection Agency.

While the protests were enough to persuade Newmont to put the development of its Ahafo mine on hold, the company realized that it needed to go forward with a potentially very rewarding project located in a region where it has been operating for nearly two decades and where it has developed a close and warm relationship with its host communities.

Consequently, it agreed to the Ahafo regional government's proposal that it give some relatively small pay outs (compared with proper compensation paid to genuine land and property owners) to the land speculators who had been caught out and were consequently making nuisances of themselves. Instructively, both Newmont and the Ahafo Regional Government stress the fact that what has been paid to some 1,200 identified land speculators across some 9,000 validated illegal properties is not compensation. Indeed it has been dubbed a relief package to recognize the fact that the



Samuel Osei, Manager for Communications and External Communications at Newmont Ahafo

beneficiaries are simply being supported financially rather than compensated for land and property they are genuinely losing.

However this process has already delayed the three year Ahafo North mine development by more than a year, this delaying the benefits to genuine local community hosts as well as the desperately needy national economy as a whole.

Genuine property owners slated to receive proper compensation have had to wait until the undeserving land speculators have been paid before they get their own bigger and thoroughly deserved monies. People from the five host communities - hundreds of whom are being trained by Newmont to take up jobs or business opportunities at the impending mine or elsewhere along its value chain - have had to wait much longer than necessary to benefit from their enhanced capacities. The wider host communities have seen the inevitable corporate social responsibility interventions they would enjoy through the Newmont Ahafo Foundation delayed too, because of the ruckus generated by those land speculators. Even Ghanaians who have not heard of the impending Ahafo North mine are losing out too. It is estimated that the mine, when it comes on line could put some US\$270 million on the local forex market annually, thus curbing cedi depreciation due to inadequate availability of forex; and would contribute significantly to reducing the debilitating fiscal deficit through taxes, royalties and levies too.

The arrival of these benefits, which Ghana currently needs desperately, has been delayed by the antics of the land speculators too.

To be sure such land speculation is not new; rather it has been a regular occurrence whenever a foreign company is securing the land on which to mine; the latest imbroglio in the Ahafo region was only bigger and noisier than previous ones because there were more land speculators than ever before, attracted by the generosity of Newmont's compensation in Ahafo South, and because this time Newmont resisted, armed with hard evidence, having learnt expensive lessons from its two previous mine developments in Ghana.

But this resistance looks to be the attitude of the mining industry going forward, the Ghana Chamber of Mines has warned.

This is a warning that should not be ignored. It is instructive that Ghana has, over the past decade, fallen from being the West African country that attracts the most exploration spending by the global gold mining industry, to being 4th in the sub region in that regard. While this is largely because in Ghana VAT is ill-advisedly charged on exploration activities, the problem of land speculators plays a part too.

Ultimately there is a growing consensus among various stakeholder segments that the good of the law abiding many should take priority over the good of the law-bending few; which in this case means the fortunes of land speculators cannot take precedence over the fortunes of everyone else.



Kwame Osei-Prempeh, Managing Director of GOIL

GOIL- LEADER IN THE OIL AND GAS MARKETING INDUSTRY

Expansion into other energy sectors

GOIL remains the number one indigenous Oil and Gas Marketing Company in Ghana even in the face of the COVID-19

pandemic. The Company has remained resilient to be able to maintain its status as the number one Oil Marketing Company (OMC) in Ghana.

Primarily, GOIL PLC has operated as an Oil and Gas Marketing Company and driven by the vision to be a world-class provider of goods and services in the petroleum and other areas of

the energy sector. As the business leader in the Oil and Gas industry in Ghana, GOIL PLC now has about 438 retail outlets nationwide and has gradually spread its wings into other equally innovative fields such as a bitumen plant, Upstream and a Liquefied Petroleum Gas (LPG) recirculation plant. Slowly but promisingly, GOIL is diversifying from selling fuel products to other sectors.

Upstream / Offshore

The Managing Director and Group CEO of GOIL, Mr Kwame Osei Prempeh, said the company plans to strengthen its involvement in the upstream sector, which involves the exploration and production of oil and gas.

"We are trying to find and engage partners to explore this field. My vision is that within the next few years, GOIL will be identified as the offshore business upstream that will establish some positive outcome," he stated.

Bitumen

GOIL started as an oil company in the downstream, basically providing oil and gas to customers. The Company has ventured into the production of quality Bitumen in large quantities.

The construction of the Bitumen plant located in Tema in the Greater Accra Region is GOIL's commitment to helping to build a resilient economy with free flow of goods and services.

The project is estimated to cost of \$14 million. Its operation will ensure a reliable and steady supply of bitumen especially the quality and durable Polymer Modifier Bitumen for the expansion of Ghana's road network.



GOIL's objective is to be the major supplier of bitumen and producer of the best quality Polymer Modified Bitumen (PMB) for the country.

GOIL is also taking advantage of the Government Policy of Decade of Roads to construct the PMB Plant, Bitumen Emulsions Plant and Viscosity Grade Bitumen AC 10 and AC 20. The completion of these projects will position GOIL as a leader in the supply of bitumen in Ghana.

GOIL is constructing the plant in partnership

with SMB of La Cote D' Ivoire. GOIL will have a majority stake in the project. SMB will provide the raw bitumen materials.

The Plant will have three facilities- a three in one project stocking raw bitumen, production of Polymer Modified Bitumen (PMB) and Emulsions. The plant is expected to stock a capacity of 6,000 Metric Tonnes of raw bitumen and produce 200 metric tonnes per day of PMB and 200 Metric Tonnes of Emulsions daily. The internationally acclaimed and highly recommended PMB product, which is





Delese Mimi Darko (Mrs.), CEO, FDA

FDA -Driving food and drugs regulation and industrialization

Ghana's Food and Drugs Authority is mostly known in the country for its regulatory role in determining which foods and drugs, whether imported or locally-made, are wholesome and thus can be consumed or exported. Much less is widely

known about the FDA's equally pivotal role in promoting, supporting, and facilitating the activities of Ghana's food and drugs industries; but this is beginning to change as the ongoing surge in consumer price inflation was triggered by food price inflation resulting

out of the food supply chain disruptions that the COVID-19 pandemic instigated. Wholesome food availability, both locally produced and imported is now the biggest single issue facing households all across the country.

Actually, the public's more intense awareness of the FDA's regulatory role is not just because this was the primary role contained in the Authority's charter, but rather, because that role is so impactful on consumption patterns and socio-economic activities of households, private enterprise and the public sector alike; and the Authority has done it so well that the public has had no chance to doubt its competency in this regard.

As a matter of fact, section 81 of the Public Health Act, 2012 states that **the object of the Authority is to provide and enforce standards for the sale of food, herbal medicinal products, cosmetics, drugs, medical devices and household chemical substances.**

The FDA thus regulates the manufacture, importation, and exportation, distribution, use and advertisements of foods, drugs, food supplements, herbal and homeopathic medicines, household chemical substances, tobacco and tobacco products, etc. Thus, all food products imported, advertised, sold or distributed in the country must first be registered with the FDA under section 118 PHA. A certificate with a registration number is then issued with respect to the product. In addition, only companies duly registered by the Registrar General's Department are permitted to manufacture or import food and drugs.

The FDA Ghana's legal mandate is found in part 6 (Tobacco Control Measures), part 7 (Food and Drugs), and part 8 (Clinical trials) of the Act, which mandates the Food and Drugs Authority (FDA) to protect and promote public health by ensuring that food and drugs consumed in Ghana are wholesome and safe.

As an Agency under the Ministry of Health, the FDA has an eleven-member Governing Board inclusive of the Chief Executive Officer who is responsible for the day-to-day administration of the FDA.

The specific functions of the FDA are as follows:

- a) *Ensure adequate and effective standards for food, drugs, cosmetics, household chemicals and medical devices;*
- b) *Monitor through the District Assemblies and any other agency of State compliance with the provisions of Part 6, 7 and 8 of the Public Health Act, 2012 (ACT 851);*

- c) Advise the Minister on measures for the protection of the health of consumers;
- d) Advise the Minister on the preparation of effective Regulations for the implementation of Part 6, 7 and 8 of the Public Health Act, 2012 (ACT 851);
- e) Approve the initiation and conduct of clinical trials in the country; and
- f) Perform any other functions that are ancillary to attaining the objects of the Authority;

Since its inception, one of the ways the FDA has enforced laws is through the process of registration of products. In an effort to ensure quality and safety of food, the Authority undertakes inspection of food processing facilities in Ghana and other countries, destination inspection of imported products, verification of exports and market surveillance.

However, one of the most visible aspect of the Authority's activities is its vetting and approval of all adverts relating to foods and drugs offered for sale in Ghana, through every type of media.

Much less visible, although not less important, are FDA's initiatives aimed at supporting local production of foods and drugs for both domestic consumption and for export. In this direction, the Authority is making significant efforts to develop internationally competitive food and drugs industries in Ghana.

This is perhaps most clearly illustrated by the FDA's "Buy Ghana, Love Ghana initiative" which aims at partnering big supermarket chains to give locally made products prominence by dedicating prominently positioned special shelves for locally manufactured food products, cosmetics, household chemical substances such as detergents, hand washing, and dishwashing liquids as well as medical products such as sanitary towels. To facilitate easy admission into local and international retail supply chains, FDA has set up special units purposely to support and expedite the registration of locally manufactured products to meet international standards.

Another initiative along these lines, designed and being implemented by the FDA in collaboration with the Food and Agricultural Organization and the Korley Klotey Municipal Assembly is the Street Food Vending Permit, to promote Ghanaian indigenous foods and good hygienic practices among vendors.

On a wider level, FDA is supporting government's industrialization efforts through its new department called the Strategy, Partnerships and International Collaborations (SPIC) which collaborates with other agencies



Delese Mimi Darko (Mrs.), CEO, FDA

and organizations to provide support, particularly to Micro, Small and Medium sized Enterprises (MSMEs).

For instance, the FDA is presently working closely with the Ghana Enterprise Agency to provide registration support to MSMEs through a Progressive Licensing Scheme developed to support their growth in the food, cosmetics, household chemicals, herbal medicines, and small-scale pharmaceutical industries. The scheme provides testing support to move companies along the three-tier license scheme, reducing the cost of regulation and increasing market access for local manufacturing companies. Since the launch of the initiative in June 2020, licensed facilities increased from 105 to over 1,000 facilities; and products registered increased from 404 to almost 2000 food and cosmetic products.

In a similar fashion, in support of the National Entrepreneurship & Innovation Programme (NEIP), FDA has strengthened its industrial support activities to provide technical support for young businesses to enable them grow and become successful.

It is instructive that 63% of operational One District One Factory businesses are FDA regulated entities, this evidencing both the sheer importance of Ghana's food and drugs industries to its economic fortunes and the impact of the Authority's activities on the performance of those industries.

A key strategy being deployed by the FDA is its increasing use of digital technology both to

strengthen its internal institutional efficiency and its penetration into the industries it regulates, supports, and facilitates.

A product registration software for processing food product applications has been deployed online to allow out-of-office use. This has increased operational efficiency for the Food Evaluation and Registration Department and enables staff to work remotely. This, in turn, has reduced the lead time for the Authority to deliver its advertising and registration services.

Through digital technology, a Medicine Safety Application (Med Safety App) was launched in June 2019 which enables patients and healthcare professionals to report adverse effects arising from the use of medical products and provides medical safety information to users of the app.

The FDA's unprecedented levels of professional intensity is derived from the leadership provided by its CEO, Delese Mimi Darko (Mrs.) a pharmacist who also has a Master's in Business Administration. She has over 28 years' experience in regulation of food and health products, assuring quality and safety. She rose through the ranks of the Food and Drugs Authority (FDA) to become its first female Chief Executive Officer in 2017.

The increased vibrancy she has brought to FDA is being duly recognized and recently adjudged the Best Public Sector CEO for 2022 at the Africa Public Sector Conference and Awards held at the Kempinski Hotel in Accra.



Ghana's transport sector as the trigger for accelerated economic growth

For decades, successive governments have seen Ghana's transport sector as a means for societal satisfaction. However, the incumbent Ministry of Transport is overseeing its transformation into a pivot for faster economic growth to the benefit of all Ghanaians. TOMA IMIRHE examines how this is being achieved.

For the average Ghanaian, the country's transport sector is all about roads and the commercial vehicles that ply them, carrying passengers and goods alike. This conventional wisdom is understandable – road transport accounts for the movement of over 95% of the people and goods within the country.

For successive political administrations in Ghana, these statistics justify the populist policy stance they have taken, in that pandering to this conventional wisdom is the best way to win over the electorate needed to win and retain political power every four years.

Therefore, the brave and prudent policy priorities chosen by the incumbent President Nana Akufo-Addo administration since 2017, and implemented masterfully by the Ministry of Transport under the guidance of Transport Minister Kwaku Ofori Asiamah – in close collaboration with the Ministry of Railways – is a refreshing and potentially pivotal change from the old ways of doing things in Ghana's transport sector.

The focus of the Transport Ministry under Kwaku Asiamah, in line with the holistic strategy of the

incumbent administration as a whole, is one that seeks to maximize the sector's contributions to Ghana's economic growth and development, rather than just the comfort and convenience of passengers whose votes are needed every four years. Indeed this is why there is a separate Ministry handling the development of a functional national railways network, but working hand in hand with the Ministry of Transport itself.

For the MoT itself, its primary focus is on creating a transport sector that makes Ghana a most cost competitive environment for productive economic activity, whether using road transport, maritime transport, aviation, fisheries and even the hitherto grossly under-exploited inland waterways for moving goods in the cheapest possible way. Here, the overriding objective is to enhance Ghana's international trade competitiveness with regards to both transport cost and service quality, particularly the opportunities being thrown up by the African Continental Free Trade Agreement, of which Ghana's commitment is illustrated clearly by its successful bid to host the AfCFTA Secretariat in Accra.

Crucially, MoT's novel focus is being captured in

the new National Transport Master Plan which is being designed as the fulcrum for the ongoing transformation and modernization of Ghana's transport sector through a combination of new infrastructure development, service improvement and regulatory reforms.

The new transport policy aims to provide guidance for a holistic development of the sector thus paving way for the implementation of programmes and projects through collaborations with other Ministries, Departments, Agencies, Metropolitan, Municipal and District Assemblies (MMDAs) and other stakeholders. The new policy takes into consideration new and emerging alternative transportation modes, changes in Ghana's circumstances and industry best practices. It also creates the enabling environment to explore opportunities that abound with AfCFTA.

The vision of the transport sector is to create an integrated, morally complimentary, cost effective, safe, secure, sustainable and seamless transportation system responsive to the needs of society, supporting economic growth, wealth creation and poverty reduction, and capable of establishing Ghana as a transportation hub in an

increasingly integrated pan continental single market.

A key component of efforts to become a transport hub for propelling economic growth is the expansion of the country's two sea ports.

"We are aggressively pursuing a programme to modernize our sea ports and to position Ghana as the leading container hub and beacon of trade and industry in the West African sub region" enthuses Kwaku Asiamah.

At the Tema Port a new Container Terminal with a draft of 16 metres, the deepest along the West African coast line has been constructed in partnership with Meridian Port Services, thus allowing the port to accommodate bigger ships. At Ghana's second biggest port at Takoradi, a 25 year concession agreement has been executed with a wholly Ghanaian owned company, Ibistek, to develop a state of the art container and multi-purpose terminal to service the growing business at the port. The terminal will have a draft of 16 metres, matching that of the Tema Port as the best capacity sea ports on West Africa's coast.

All this is coming on the back of the paperless ports system introduced in 2017 which has led to a significant increase in revenues generated at the ports, reduced the cost and time of doing business and more recently the introduction the Ghana Integrated Customs Management Systems (ICUMS) at the ports.

Furthermore Ghana is now closer than ever to the commencement of the first Inland Port in West Africa, located at Fumesua, near Kumasi, a project initiated over two decades ago, but with little actual infrastructural development until MoT came under its current executive leadership.

Another key initiative has been the construction of 11 fish landing sites all along Ghana's coast line to help improve catch, cut down post harvest losses and reduce the inordinate foreign exchange bill for fish imports over the medium term, a potential made absolutely crucial in the face of the country's ongoing forex crunch.

The need for fish landing sites had been identified since 1985 but successive governments did little about constructing them until the Akufo Addo administration, through MoT finalized the financing of their development by the Chinese Development Bank, in the process increasing the number from 10 originally to 11, with the Government of Ghana providing 15% of the total project cost of US\$208 million. Actually, one of the sites, at Elmina in the Central Region has been upgraded to a fully-fledged fishing harbour constructed at a cost of 96.696 million Euros.

MoT is heavily committed to reducing domestic long haul transportation costs for bulk cargo too. This is key for cost competitiveness of government's efforts to decentralize Ghana's industrial production, thus utilizing the huge but yet grossly underexploited natural resource endowment while also created jobs across the rural hinterlands, through pivotal programmes such as the flagship one district one factory programme. While this will ultimately be achieved by the development of a nationwide functional railway system (which is why there is a ministry



Kwaku Ofori Asiamah, Minister for Transport

dedicated to this) MoT is successfully providing a short term solution – which will remain sustainable over the long term – in the form of inland waterway transport.

Key in this regard is the improvement of transport on the vast Volta Lake, linking southern and northern Ghana and used by some two million people, but whose crucial use for moving bulk freight has faced challenges due to the poor state of infrastructure such as landing sites.

"The development of the Volta Lake system has been pursued to draw from the synergies of road and rail infrastructure being developed to provide an efficient and effective commercial transport system for the country" explains Kwaku Asiamah. "A feasibility study funded by the World Bank is being done to realize the full potential of this inland waterway system."

Furthermore as part of measures to improve navigation and reduce accidents on the Volta Lake the removal of tree stumps along the navigational routes on the Oti River at Dambai has been completed.

MoT has taken over the responsibilities of the erstwhile Ministry of Aviation since the start of the decade as well. There has been much progress. The Kotoka International Airport was conferred with the Airport Service Quality Award recently having surpassed the five million passengers mark. Beyond the US\$275 million investment made on upgrading the country's international airport, the Kumasi, Tamale and Sunyani airports are also benefiting from major improvements with the Tamale Airport having actually been used for

international flights to and from Mecca for the annual pilgrimage by Muslims. Also both the Wa and Ho Airports have recently become operational, served by commercial domestic airlines.

Instructively aviation industry infrastructural development and promotion of commercial aviation services are linked closely to the National Tourism Development Plan which aims to achieve eight million tourists per year by 2027. Most of them will arrive and depart by air and they are expected to contribute over US\$8 billion to the economy annually.

So much of all these initiatives are happening under the radar of a Ghanaian populace that understands transport to only mean roads. Of course MoT is expending the largest chunk of its resources on road transport because this directly affects the most Ghanaians directly.

But it is those strategic investments on other modes and transport activities that stand to accelerate Ghana's economic growth and development the most; and that will provide the most pivotal legacy from eight years of MoT under the leadership of its minister Kwaku Asiamah and within the holistic guidance of the Akufo-Addo administration as the transport sector transcends socio-political populism and becomes a key trigger for Ghana to become an African economic tiger at the very centre of the continent's accelerated economic growth as an integrated single market.



MTN Ghana gets even bigger, even better

MTN Ghana is racing to expand its network capacity to keep pace with surging market demand. TOMAIMIRHE examines what this means for the company's growth and finances

The coronavirus outbreak, more commonly referred nowadays that it is regression, by its scientific listing name of COVID 19, will forever be remembered not only for being the first ever global pandemic, but also for the economic damage it did worldwide. But it will also be remembered much more fondly as the trigger for digitalization even in emerging market jurisdictions that were fretting over the likelihood of a digital divide adding to the technological divide that has already separated the rich economies from the poor ones.

In Ghana, the clear industry leader MTN – which has been categorized as a Significant Market Player by the telecoms industry regulator, the National Communications Authority because of its dominance – has been the primary reason why Ghana has been swept along by the digital transformation rather than left behind.

Indeed, since the first half of 2020, expanding capacity in some aspects of its network's activity has been a more pressing challenge than winning the customers required to make capacity expansion financially rewarding. Several measures have been put in place

though with significantly increased capacity expected to be available to enthusiastic customers by the turn of the year.

To be sure, MTN Ghana has not only become arguably the most widely known and patronized brand in the country, with at least one MTN customer in most households across the country; it has been appreciated as a hugely successful commercial venture too. Indeed since doing by far the biggest Initial Public Offer ever on the Ghana Stock Exchange in 2018, selling over 20% of its shares primarily to domestic retail investors, MTN Ghana's stock is now one of the bluest chips on the stockmarket and one driving growth in both trading volumes/values and the market's price index.

MTN Ghana has risen to the top of not just the country's telecommunications industry but corporate Ghana as a whole by investing more than its competitors in network infrastructure and capacity, as well as coming up with the most, value adding, relevant products and services.

But the surge in demand for digital products and services since COVID 19 struck in 2020

has stretched even MTN's capacity, which the company has had to expand faster than it had originally anticipated. This year the company's capital expenditure plans have been presented with another challenge – the cedi's sharp depreciation (by 35% during the first eight months of the year) has meant less dollar spend.

It is instructive that by mid 2022 MTN had spent GHc1.1 million, out of a full year capital expenditure budget of GHc1.5 million in order to protect its budget in dollar terms. "We have accelerated our capex plans as a result of the fast depreciating exchange rate" admits Selorm Adedevoh, MTN Ghana's CEO. "This is to help us maximize the envelope of capex (measured in cedis) that we are committed to since our capex is cedi denominated but derived from a US dollar budget."

It is instructive that during the first half of this year, data revenue increased by 49.3% year on year to GHc1.8 billion driven by growth in the company's active data subscribers, higher data traffic, and an increase in the megabytes consumed by active customers. This well outpaces even the formidable overall growth

which MTN enjoyed in the first six months of 2022 whereby total service revenue increased by 28.9% year on year driven by growth in voice and mobile money as well as data.

Voice revenue increased by 21.3% year on year to GHc1.6 billion. This was supported by an 11.6% year on year growth in the company's subscriber base underpinned by its CVM and other customer experience initiatives.

Mobile money revenue grew by 9% year on year to GHc899 million driven by slower growth in peer to peer (P2P) revenue and overall transactional revenue. "In May 2022 we implemented the electronic levy and reduced our P2P transaction fees by 25% to reduce the burden of the e-levy on our customers," explains Adedevoh. "These actions led to the slower growth in MoMo revenue in the period. But active MoMo users increased on a year on year basis and advanced service offerings continued to show positive growth."

The only dark spot on an otherwise unblemished performance by MTN'S network itself was with regards to digital offerings. Digital revenue declined by 15.8% year on year to GHc81.7 million owing to MTN's continued effort to rationalize its digital products portfolio. During the first half of 2022 the number of active digital subscribers decreased by 0.3% year on year to 3.4 million. However Adedevoh assures that "We will continue to enhance our digital messaging channels and add more value, choice and personalization to our music and gaming offerings."

This minor hiccup however could not take any of the shine off MTN's continued sterling financial performance. Earnings before interest, tax, depreciation and amortization, EBITDA, increased by 36.0% year on year with a gross income margin expansion of 3.0% to 57.4% year on year. Actually even this understates MTN's financial performance for the first half of 2022 - its EBITDA growth was impacted by an International Financial Reporting Standards 2 charge linked to the localization of Scancom Plc, the registered corporate name MTN operates under in Ghana. If MTN had chosen not to adhere to the new, more stringent global accounting standards only now being introduced in Ghana, EBITDA would have grown by 38.2% year on year with a corresponding margin expansion of 3.9% to 58.3%.

MTN is showing its financing and portfolio investment savvy too. Its finance costs increased by 22.3% year on year to June 30, 2022 driven by the impact of the Cedi depreciation on Dollar denominated leases. However, its finance income grew by 151.8% year on year too owing to higher yields on its financial portfolio investments during the period. Consequently, the company's net finance cost decreased by 3.1% year on year,



Selorm Adadevoh, MTN Ghana Boss

which helped to drive dramatic growth in profit after tax for the period up to mid 2022, of 54.1% year on year.

Going forward, MTN recognizes that growth in customer base is slowing as Ghana's market approaches maturity with regards to being connected to a network. Indeed this has informed its strategy – a highly successful one so far – of offering its existing customers more, faster, useful products and services, thus getting them to provide more traffic, whether voice, data or MoMo.

This requires more sophistication and value addition, even in the MoMo market where MTN's dominance is most intense. "Advanced services remain a pivot for mobile money growth as we continue to expand the portfolio of products in that category. There are products in advanced services that are currently in pilot stage, and we expect these to be mainstream by the end of the year" reveals Adadevoh.

But industry leadership means MTN has to tread carefully under the watchful eye of the National Communications Authority which, having designated the company a Significant Market Player, is insisting that it comply with a number of measures aimed at curbing its use of its competitive advantages, particularly with

regards to product and service tariff setting.

MTN is working with the NCA to comply with three measures and is in advanced stages of implementing a fourth SMP remedy on national roaming following the completion of the first pilot programme; In the second quarter of 2022, MTN Ghana signed a network roaming agreement with Vodafone Ghana and commenced a pilot in the Volta region which proved successful with Vodafone subscribers roaming on MTN's network in that region.

MTN also commenced a pilot with Ghana Investment Fund for Electronic Communications (GIFEC) on rural telephony. These partnerships form crucial pillars for a bigger plan by government to have a full national roaming regime amongst all operators in the country.

Indeed, MTN has grown into a company of such strategic importance in Ghana that its finances and its operational activities now fall under close scrutiny by all sorts of stakeholders.

The happiest lot among them though – along with its customers – should be its shareholders, whose conclusion from MTN's latest half year financials, would most likely be that big is indeed beautiful.



Dr. Kwame Owusu, CEO & Founder

Genuine Automotive Depot Ghana | GAD |

Bargain Automotive Aftermarket Parts from Original Equipment Manufacturers

Many individuals and organizations (public and private), the world over, consider transportation as an indispensable production tool. Transportation exists in various forms and varies in availability across countries, depending on the level of economic development. However, for countries in the ECOWAS region, including Ghana, transportation is synonymous with the vehicle or automobile. To the owners, they are not only tools for production; they are also investments and, to some extent, status symbols. Billions of Cedis are spent to purchase and maintain all types of vehicles annually. For our discussion, transportation is either the passenger, light industrial, or heavy industrial vehicles. The owners may be individuals, a government entity, a corporation, or other forms of organizations. With economic growth, individual ownership has become dominant in the ownership group. One thing that is of serious concern to all of them is the heavy burden of vehicle service and maintenance to keep them in good condition for continuous

productivity and other purposes for which they were acquired. In a word, vehicles must be serviced and maintained regularly for top performance and durability. In the advanced countries where most vehicles are manufactured, a service and maintenance culture can be said to be part of owners' DNA. The same however cannot be said of the majority of owners in our region. Here, the practice is to drive the vehicle once acquired, until it refuses to budge. Then you call the mechanic or take it to the garage for repairs. Furthermore, in Ghana and other countries in the subregion, a greater percentage of vehicles on the roads are imported second-hand from abroad. This is partly due to high prices for new ones at the local dealerships and partly to a poorly developed vehicle financing sector. The "brand new second-hand" vehicles as they are affectionately called, could be ten or more years older on average. Nevertheless, they often appear quite new and are usually in good working conditions when they arrive thanks to

the service and maintenance culture in the countries of import. Fast forward to two years of driving and you will see many of them appear older, broken down and needing repair, or even parked in a garage or somewhere in the community to rust due to poor service and maintenance. In the majority of the cases, the vehicles never return to the road because the required replacement parts are not available anywhere in the country, or are very expensive to worth fixing them. Rusted and rotten vehicles contribute substantially to environmental degradation in the country. Corporations and Government Agencies often auction off vehicles they consider irreparable or expensive to fix due to the dearth of affordable original quality replacement parts. However, the more serious effect of the unavailability of affordable original quality parts is the constant and often deadly accidents on all our roads that appear to have no solution. Of course, our roads may not be the best; but driving defective vehicles on them given our unique driving habits is a more deadly combination. Even vehicles purchased new from the local dealerships succumb to the poor maintenance culture for all the reasons mentioned once out of the manufacturer's warranty. It would, therefore, not be an exaggeration to say that, the average life span of a vehicle in the country is considerably short compared to any part of the world. In sum, using poor-quality replacement parts to service vehicles limits productivity in all sectors of the economy and slows down the rate of national economic growth. It also reduces the quality of life due to deadly road accidents, speeds up environmental degradation, and diminishes the value of vehicles as assets or investments. In the long term, every citizen suffers whether or not they own a vehicle. Genuine Automotive Depot has it as our mission to help tackle these national headaches by making original automotive components affordable and available on-demand throughout Ghana and the subregion. At GAD, we are very confident about the comprehensiveness of our solutions to the automotive industry because they are based on a unique technology that is available only through our parent organization, Amerigo International. For instance, our E-Reliable Catalog has data on 168 vehicle brands and 46,000 models that can be accessed in seconds. It also has 1,200,000 references crossed with vehicles, OES references, and OEM references, a total of 4.5 million crosses that are systematically checked. Therefore, for vehicle owners who do not know their part number or OEM number, we can use your vehicle's chassis number or just as little information such as the make and year of the vehicle to pull it out together with all its components and their original manufactures. This eliminates guesswork or trial and error in

the search for parts to purchase. Moreover, you do not need to remove and carry the broken part around to ensure you do not purchase the wrong part as is often the case in the country. We can even do the search for you free on the phone so that when you set out to purchase, you know exactly what you need and where to find it. This gives you peace of mind and saves you time and money for the many other good things in life such as fun. OEM companies are world-renowned component manufacturers for their reputation and quality. They meet all rigorous international manufacturing standards and are all ISO Certified. Moreover, they have top-class production facilities and huge brand name recognition in industrial countries. Often but not always, they specialize in specific areas of the automobile such as the braking or transmission systems. For these reasons, vehicle manufacturing companies such as Nissan or BMW can focus more on what they do best, assembling the components, and rely on those best in manufacturing components to supply them with what they need. It is therefore not uncommon for different vehicle makes and models to have components supplied by the same OEM. After the vehicles are sold, they continue to supply parts needed for servicing

and in some cases, even beyond the warranty period. Such parts are produced, branded, and packaged for the vehicle maker as part of the contractual agreement. A list of the names and brands of key OEM suppliers of GAD and their areas of specialization is provided at the end of the article for your reference. Here are some of the reasons GAD can provide vehicle owners with original quality replacement parts at considerably lower prices than could be had at the dealerships. First, by their sizes, core competencies, and operational efficiencies, the OEMs have what Economists call excess capacity. This means extra production capacity they don't need to use in their normal operations. After meeting the needs of vehicle manufacturers, these idle production capacities are used to produce more of the same parts at relatively no cost to them since they already own the facility and technology. Second, since OEMs operate independently of the vehicle manufacturers, they can make components for vehicles that are no longer in production. Your supply of affordable original spare parts is therefore guaranteed as long as you want to keep the vehicle. Third and most importantly there is no make or brand restriction with our parts offer. This means whether you have an

American, European, Japanese, Korean, or any other make we can find you the original replacement parts for the vehicle. However, the OEM companies cannot package and label their Aftermarket parts the way they do components for vehicle manufacturing companies due to copyright reasons. Nevertheless, it is on the matters of branding and copyright that the OEMs' already established brand names and industry recognition come in handy. The Aftermarket parts, as they are referred to in the industry, are branded and packaged for themselves. With virtually no production costs, using idle production capacity, and no brand name constraints, the OEMs can pass on the cost savings accrued to vehicle owners looking for value for their money. This means, owners, get original quality spare parts at a bargain, howbeit with their brand name and packaging. Now that GAD has opened the hitherto closed door to affordable premium quality parts in the country, owners have no reasons to use spare parts they cannot trust. The huge cost-saving opportunity is theirs for the taken only by visiting our commercial office in Accra. Genuine Automotive Depot (GAD) was established in 2020 by Dr. Kwame Owusu. The founding was motivated by a personal experience as a vehicle owner searching for an original quality replacement part. GAD is the Official Member of Amerigo International (AI) for Ghana, Togo, and Burkina Faso. AI is a global aggregator and merchandizer whose business model is designed to eliminate waste in the Aftermarket distribution chain. This ensures that the cost savings from OEMs reach vehicle owners, add value to investments in vehicles, and help save the environment. Our commercial office is on the Kwabenya-Pokuase Road, GW-0299-1527, Accra, near the Pokuase Interchange. Give us a call at +233(0)54 933 9478/+233(0)59 946 7612 or email us at support@automotivedepo.com for more information. You can also visit us at automotivedepo.com. Sample OEM/OES Supplies of Genuine Automotive Depot (GAD)

Sample OEM/OES Supplies of Genuine Automotive Depot (GAD)

FILTERS	MECAFILTER mistat MECAFILTER Lucas	sofeFI sofeFI FRAN FRAN	EXPRESS EXPRESS	Kavo AF
BRAKING	TMDFRICITION ANGELINO GROUP COMPANY TEXAR MINTEX DON NISSHINO	ICER ICER	sbs Automotive EURO BRAKE	Kavo AF
BELT TENSIONER KITS	DAYCO DAYCO	Saleri Saleri	AF AF	AF AF

SHOCKS	KYB KYB	SIA SIA	Kavo AF	IK IK	OCAP OCAP	OCAP OCAP
STEERING SUSPENSION	SIDEM SIDEM	OCAP OCAP	Saleri Saleri	AF AF	Kavo AF	AF AF
CLUTCHES	KAWA KAWA	MAPA MAPA	IK IK	AF AF	AF AF	AF AF

JOINTS SEALING GASKETS	AJUSA AJUSA	AF AF	AF AF	AF AF	AF AF	AF AF
CV AXLES DRIVESHAFTS WINDOW REG	TrakMojve TrakMojve	AF AF	AF AF	AF AF	AF AF	AF AF
RUBBER METAL	UCEL UCEL	AF AF	AF AF	AF AF	AF AF	AF AF

LUBRICANTS	ARECA ARECA	VALCO VALCO	Mobil Mobil	AF AF
TOOLING	CLAS CLAS	AF AF	AF AF	AF AF
THERMO	AVA AVA	AF AF	AF AF	AF AF
DIESEL PARTS	Lucas Lucas	AF AF	AF AF	AF AF
SENSORS IGNITION	Efi Efi	AF AF	AF AF	AF AF
BATTERIES	YUASA YUASA	AF AF	AF AF	AF AF

Meet the 4 Young and Beautiful Female Kings in Nigeria

News Hub Creator1d



In the Monarchical system of government, kingship is generally an inheritance of the male folks in Nigeria especially in the southern and south eastern part of Nigeria.

However in some geopolitical zones of Nigeria, females have been given the right to kingship. This is one fascinating improvement in culture as it also contributes to gender equality in Nigeria.

These female Kings are called Regents and they are more like a caretaker of the kingdom. That is, they become Kings after the demise of their father to rule for a short period of time until another permanent king is appointed by the gods via the Kingmakers. However, in some cases, it's not so as these regents rule for a lifetime.

During this period of reign, the regents are prohibited from getting married if they were single before their Coronation or getting pregnant if they were already married. Also, they are to dress in male attire always.



The 4 Young and beautiful female Kings in Nigeria are;

1. Her Royal Majesty, Taiwo Oyebola Agbona: HRM Taiwo Oyebola Agbona took over kingship in 2017 after the death of her father. A graduate of Medical Laboratory Sciences from Achievers University is currently the Regent of Aaye Town in Ondo State.

3. HRM Tejumade Falade Adeboye: She is the regent of Odopetu in Akure Kingdom. She's a fashion designer and got married before ascending the throne.



2. HRM Moyinoluwa Olubunmi Falowo: She became king in 2019 following the demise of her father. She's an alumnus of Ondo State University of Science and Technology where she studied Microbiology. She is currently the Regent of Ifedore Local Government Area, Ibule, Ondo State.



4. Regent Adekemi Omorinbola: A regent chosen by the Oracle at an early stage of life. She was a teenager when her father died and despite being the last born of 6 children, she was selected by the ancestors to be the Asin of Iwara-Oka Akoko, Ondo State. She's still the regent of her kingdom.



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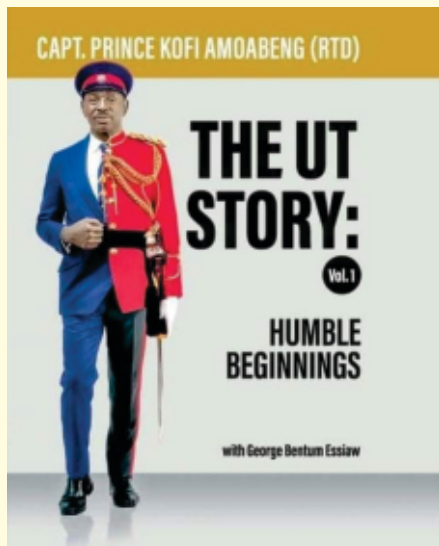


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Title: THE UT STORY:
Volume 1 – HUMBLE BEGINNINGS
Authors: Capt Prince Kofi Amoabeng (Rtd) with
George Bentum Essiaw
Publisher: Not Stated
Printers: G-Pak Ltd
Pagination: 332 pages
Reviewer: Toma Imirhe

Normally, memoirs make for a book that simply recount the life, or selected portions of the life, of a widely known person whether he or she is popular or notorious. But, for those who know him personally, like this book reviewer, the memoirs of Prince Kofi Amoabeng were always bound to be far more than that. This is a man who is straight forward; who says it like it is no matter whose ox is gored, and who never pulls his punches. Tact has never been his forte and he has no apologies for this. It is simply how he is.

But, a bit surprisingly, PK, as he is popularly known, has also produced a book that is as immensely entertaining as it is educative and enlightening. Little wonder that I started reading it in the morning and I did not put it down till I had read all over 300 pages by the same evening.

Spread over five parts this is far more than just a personal odyssey although it serves excellently as this too. But is also teaches practically, the crucial importance of self discipline, of commitment, of learning from past experiences, of loyalty, of respect for others,

The first part of the book shows how a career in the military, even though short, transformed PK, from an unruly, fun loving, personally completely undisciplined, young university graduate into the highly disciplined, well organized straight shooter we all came to know and admire some decades later as a corporate titan. It explains how he came to love and embrace the regimented nature of life in the Ghanaian army and concludes by explaining why he reluctantly decided to walk away from the military.

But importantly it also shows how he became a radical by military standards, by refusing to blindly follow orders he saw as inimical to the overall



Capt Prince Kofi Amoabeng (Rtd)

Book Review

The entertaining, enlightening memoirs of a corporate titan

objectives of the institution in which he served. He recounts how this attitude nearly got him into deep trouble - even with then Head of State, the late General Acheampong himself - but was saved by his superior officers' realization that he was right. This taught him that there are often rewards, rather than punishments, for doing the right thing.

In the 2nd part he reminisces about his entrepreneurial antics before founding UT and the lessons he learnt from them, these culminating in his realization that there was a huge business opportunity in financing small time entrepreneurs, especially traders who hitherto had been entirely at the mercy of loan sharks.

The remaining three parts are dedicated to recounting how he started Unique Trust and nurtured it from humble beginnings in two rooms in a rat infested run down building at Katamanto in Accra to much better premises in Osu an Accra suburb. He explains how the ownership structure (a 50:50 partnership between PK and Joseph

Nsonamoah, a United States domiciled Ghanaian) came about; the hassles of raising funding; the slim initial staff strength; and how his unique business model worked.

Inserted all through the book are really interesting true tales about incidents that incurred. For instance his encounter with a now highly successful pastor and church founder who flippantly explained how he "strategically" fleeces his congregation for money: "You hit them, hit them again, then you give them time to recover before you hit them yet again."

Another one was how he broke his own rules to lend money to Ken Ofori Atta (currently Finance Minister) and his partner in founding Databank, Keli Gadzekpo, but they failed woefully in keeping to the loan repayment agreement.

I cannot wait for the 2nd volume, and anyone who reads the 1st volume will not be able to either.



Profile **Dr McKorley at the pinnacle of corporate Ghana**

Dr Daniel McKorley is one of the most renowned entrepreneurs in Ghana today, the result of his sterling track record in establishing the McDan Group of Companies and nurturing its growth and expansion into a diversified conglomerate that ranks among the most successful indigenously owned corporate groups on the entire African continent.

He is a multiple award-winning entrepreneur, accomplished business leader, seasoned multi-faceted disciplinary icon, a traditional king and philanthropist, with over two decades of experience.

As the Founder and Executive Chairman of the McDan Group of Companies, Daniel McKorley has overseen the expansion of what started out as an international freight transport and logistics firm into a widely diversified conglomerate offering a broad spectrum of services in shipping and logistics, oil and gas, aviation, construction and Hydro power generation,, mining, agribusiness, agro-processing, salt mining and private security services. Instructively he is also a traditional King in Dagbon and the Ada traditional Area.

The McDan Group has grown far beyond Ghana itself under the exemplary leadership

and guidance of Dr McKorley. The Group has international offices in Sierra Leone, Liberia, Equatorial Guinea, UK and USA. Plans are currently being implemented to add offices in Ivory Coast, South Africa, Malta and China.

But even this network of offices does not tell the entire story. The shipping logistics aspect of the conglomerate's activities operate in 2400 ports worldwide through network partners. McDan Group is ISO 9001 certified with excellent team members and an extensive fleet of vehicles. The organization operates at the highest standards in the industry and has modern capacity and facilities and is compliant at the global level.

But McKorley himself is the glue that holds this complex, multi-faceted, globe-spanning organization together.

Therefore it is not at all surprising that he has been conferred with more awards, both locally and at international platforms than most other top tier Ghanaian entrepreneurs and corporate executives.

These include:

2020 Outstanding C.E.O of the Decade (2010 -2020) - Ghana Entrepreneur & Corporate Executive Awards

2019 Magnate Business Man of the year - EMYAWARDS

2019 C.E.O of the year - Procurement and Supply Chain

2018 CIMG Man of the Year-2017 - Chartered Institute of Marketing Ghana (CIMG)

2018 Chamber Businessman of the Year 2017 Ghana National Chamber of Commerce and Industry Awards

2017 Entrepreneur of the Year - Ghana Shippers Awards

2017 Exclusive Men of the Year – Third Special

Recognition Award

2017 African Patriotic Personality - League of African Development

Underpinning these formal personal recognitions are the achievements of the conglomerate he has nurtured over the years.

For instance, the McDan Group is the logistics and ports operations company used by multiple oil and gas exploration companies in the hydrocarbons-rich Cape three point exploration and production blocks.

It is the first and only freight forwarding company to obtain air carrier license, ground handling license and fixed base operation (FBO) license.

Indeed it is arguably the most trusted freight forwarding and logistics partner among the top tier multinationals, indigenously owned large corporations and government institutions in Ghana, being a network partner for over 5,000 freight forwarding organizations all around the world.

Importantly, McKorley is passionate about nurturing the next generation of entrepreneurs in Ghana, not just imparting his own exemplary skills and experience on them, but those of other extraordinary entrepreneurs and corporate managers as well. To do this he sponsors an annual entrepreneurial pitch which provides a unique opportunity for budding entrepreneurs to present their business ideas, have them honed further by some of the most accomplished business leaders in Ghana and ultimately the best business ideas receive funding facilitated by Dr McKorley himself.

He continues to be at the cutting edge of business innovation in Ghana. His latest venture involves the leasing of a private executive jet for use by private corporations, public institutions and high networth individuals, and he has even set up a special executive lounge at Kotoka International Airport for use by his clients.

This is just another among the many firsts that has propelled Dr McKorley to the pinnacle of corporate Ghana; and it is a position that he shows no signs of relinquishing any time soon.

Born into an elite family, Kristianne Reindorf Osei has grown to become a venturesome career woman carving a niche for herself in the male-dominated real estate industry.

The scion of the Reindorf family has shattered limitations and is gaining global recognition from major global industry players for her commendable strides.

Kristianne Reindorf Osei's company, Twelve Springs Investment Group, which owns the Silicon Accra Project and the Montgomery Residences, earlier this year received two awards from the International Property Awards, which celebrates the very best projects and professionals in the industry across 60 residential and commercial categories.

Kristianne Reindorf Osei: Meet the Ghanaian MD of a real estate company bagging global awards.

Montgomery Residences and Silicon Accra Project beat off stiff competition from other companies across the continent, receiving the Best Office Development and Best Residential Development in Africa respectively at this year's International Property Awards.

Reindorf Osei bagged her first degree from King's College, the University of London, graduating in 2002 with a Bachelor of Arts (Hons) Latin with English.

She later obtained her master's in Business Administration from the Stanford Graduate School of Business.

Career

Reindorf Osei has years of experience in the corporate business arena, having worked with top firms in the USA, UK, and now Ghana.

She joined UK's O2 (Telefonica) in 2005-2007 as an analyst and later moved to join the team at Taylor Woodrow (VINCI plc) in 2007 as its Proposals Manager (Business Development).

Between 2010 and 2012, Reindorf Osei was the Head of Strategy for the British Telecom Group plc in London.

She became a key player at Whitaker Group Limited in 2014 where she served as a senior vice-president for the strategic consulting and transaction advisory firm.

Kristianne Reindorf Osei became a business owner after she moved on from Whitaker and co-founded Twelve Springs Investment Group with her husband David Osei.

Twelve Springs Investment Group is a real estate and technology investment and project execution company.



Kristianne Reindorf Osei

Meet the female Ghanaian MD of a real estate company bagging global awards

- *Kristianne Reindorf Osei is the co-founder of Twelve Springs Investment Group*
- *Twelve Springs Investment Group is a real estate and technology investment and project execution company in Ghana*
- *The company owns the Silicon Accra Project and the Montgomery Residences*

As the managing director, she has been responsible for the project management and strategy as well as overall oversight responsibility for operations and administration.

Kristianne Reindorf Osei is the daughter of Charles Reindorf and the late Joyce Louisa Darko.

The mother of one is happily married to David Osei with whom she has a two-year-old son.

In other news, the chief executive officer of the

Despite Group of Companies, [Osei Kwame Despite](#), and his brother Ernest Ofori Sarpong joined other prominent personalities to mark the birthday of Dr Augustine K Badu.

Dr Augustine K Badu, who is the chief executive officer of the Badu Group of Companies, turned a new age in 2021.

The renowned agrochemist held a private party which was opened to a few prominent personalities at his residence.

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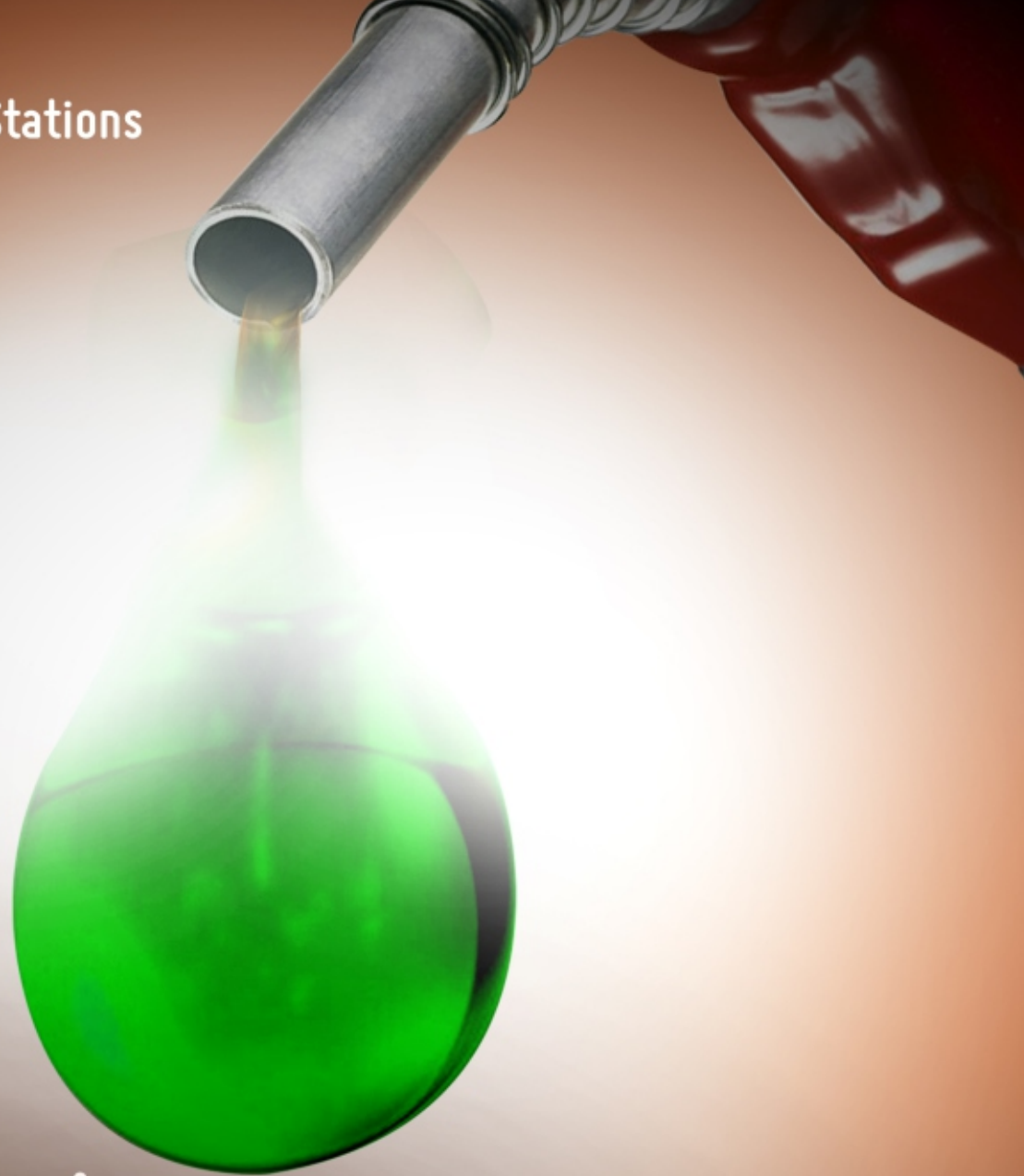


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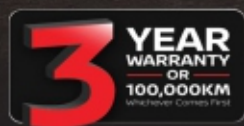
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