



# Treasury News

NEWS MAGAZINE OF THE CONTROLLER & ACCOUNTANT-GENERAL'S DEPARTMENT



2020 Annual Conference



Western region in focus



New Regional Offices inaugurated with new vehicles



CAG wins prestigious award



CAG Profile



**HON KEN OFORI-ATTA**  
MINISTER OF FINANCE

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## CAGD

### VISION

Our vision is that of the public service with positive culture, client- focused and result oriented, constantly seeking ways to improve the delivery of financial management services to the Government and the General Public.

### MISSION

We exist to provide public financial management services to the Government and General Public through efficient, skilled, well-motivated and dedicated Staff, using the most appropriate technology.

### CORE VALUES

In pursuit for excellence CAGD will be guided by the following core values and norms:

- **Putting Customers First:** Meeting the needs and aspirations of Government and the Citizenry.
- **Serving the whole Country:** We aim to serve the diverse interest of our clients.
- **Acting with Integrity:** We aspire to act with honesty, openness, transparency in the delivery of our services.
- **Valuing People:** We value people by creating a culture that celebrates excellent services.
- **Continuous Improvement and Innovations:** Through continuous improvement and innovation, we are able to improve and increase Client satisfaction.

# Editorial Sounds



It has been a long wait but hopefully it is worth it. The 13th edition of the Treasury News had been conceived for well over 18 months but delivery had been hampered by series of challenges too numerous to recount here.

The good news is that the new baby has arrived and it is perhaps interesting to refresh the memory of our cherished and esteemed readers that the 12th and immediate past edition was published not long after the assumption of office by the immediate past Controller, Mr. Eugene Asante Ofosuhene.

Philosophers keep reminding us that first occurrences are accidentals but subsequent ones are not. It is also a pleasant coincident that the 13th edition has come out right of the assumption of office of a new Controller, Mr. Kwasi Kwaning-Bosompem. It is our prayer that we live to see the publication of more editions of the Treasury News before a new Controller takes office after the current one.

A lot of water has passed under the bridge the last two years or thereabout. However, we are all witnesses to the reality that the image of the Controller and Accountant General's Department has been the best. The level of discipline and the sense of punctuality of staff of all categories have been commendable. Issues of delayed salary payments to employees on Government of Ghana Payroll and challenges of Pensioners are now things of the past. The Department continues to post staff to foreign missions who are discharging their duties creditably.

## MAJOR INTERVENTIONS

### IPSAS

The adoption, launching and Implementation of the International Public Sector Accounting Standards (IPSAS) by the country which was spearheaded by the Department and under the auspices of the Ministry of Finance has put public sector accounting practice in Ghana in a higher pedestal globally. With the implementation Secretariat located firmly at the Treasury Headquarters, the onus falls directly on the Management and Staff of the Department to remain committed to its full implementation by year 2023, "the deadline set for the country to be fully IPSAS compliant in its public sector financial reportage".

### GIFMIS

The Ghana Integrated Financial Management Information System (GIFMIS) remains the flagship intervention of the Department and indeed the nation in its bid to ensuring a prudent, transparent and digitized public financial service delivery in the country. As has been drummed home over the years, no Supplier, Consultant and or Contractor that does business with the Government, Ministry, Department and Agencies as well as Metropolitan, Municipal and District Assembly would be paid outside of the GIFMIS.

In the bosom of the GIFMIS is the Electronic Fund Transfer (EFT), another innovation in the Public Financial space where all payments to Suppliers, Contractors and Consultants who transacts business with the state are paid by electronic transfer. This is to say that the era of Accountants and Treasury Officers issuing cheque to all who do business with the Government would soon be archaic and something of the past. It was indeed planned to have come to effect in September 2018.

### TSA

The Treasury Single Account (TSA), launched in 2017 by His Excellency the Vice President has been designed to ensure that Government could know the real state of its financial balances at any given time. It provides a unified structure of Government Accounts and balances for the consolidation and optimum utilization of Government cash and financial resource. The TSA is expected to address challenges facing the country's finances including increasing debt services cost, high short term yields which distort the yield curve and inefficient cash management and budget implementation.

### PFMRP

The Public Financial Management Reform Project (PFMRP), is the mother of all public sector reforms projects taking place in the country. These projects which are funded by World Bank are being implemented by the Department under the supervision of the Ministry of Finance.

The objectives of the PFMRP is to improve budget reporting, and oversight responsibility by developing tools and processes through which Cabinet, Parliament and other stakeholders can participate in the reform process. The PFMRP provides the platform for the design, development, implementation, and coverage of the systems and controls in the Public Financial Management Act, 2016, Act 921 and Public Financial Managements Regulations 2019, LI 2378 to regulate financial management in the public sector within a macroeconomic and fiscal framework with defined responsibilities and penalties for infringement to persons charged with the managements of funds.

## WELCOME CONTROLLER

On this positive note, the Editorial Board heartily welcomes the new Controller and Accountant General Mr. Kwasi Kwaning-Bosompem who took office on April 30, 2019 and who promises an "Open Administration" with the welfare of Staff and the Department as his major concern in order to move the Department a notch higher for peak and optimal performance. We wish him success and God's guidance.

**TREASURY NEWS, HERE WE COME.**



# Editorial Team



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Debrah  
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Juliet  
Afankwah  
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# CAG Profile

**M**r. Kwasi Kwaning- Bosompem is a Chartered Management Accountant with 27 years post qualification experience in both private and the public sector. He obtained his professional qualification in May 1993. He had his first stint with Controller and Accountant- General's Department in 1998 when he was engaged as an Accountant. He rose through the ranks and in September 1999, he was promoted to the position of Director of Accounts, now Assistant Controller and Accountant-General.

Mr. Kwaning-Bosompem has an impressive employment history spanning from the United Kingdom where he worked as an Accountant with Josab & Company, Professional Accountancy Training School, Apples & Snakes and the Ghana High Commission in London between February 1991 to February 1995. He also worked with Koforidua Central Hospital as Accountant (1988-1991), Ghana Cement Works Ltd (GHACEM) and the Accra Metropolitan Assembly (AMA) as Director of Finance.

Until his appointment as the Deputy Controller and Accountant-General in charge of Treasury and subsequently Deputy in charge of Payroll in August 2017, Mr. Kwaning-Bosompem also served as the Director of Finance at the Ministry of Foreign Affairs from January 2007 to August 2017.

He is currently the Acting Controller and Accountant-General of the Republic of Ghana and has been holding this position since April 30, 2019. Mr. Kwaning-Bosompem is a man of action. He has good interpersonal relationship with staff, excellent managerial and is innovative. This enable him to take strategic decisions to turn around the fortunes

of the Department. One of his success stories with the Department is the re-introduction of the CAGD Annual Conference after a seven year break to bring the Department up to speed with new developments and reforms affecting its operations thus projecting the image of the Department.

He is analytical, reliable, enthusiastic, efficient, well organized, result-oriented and highly motivating team leader. He is a member of the Chartered Institute of Management Accountants (CIMA), Institute of Chartered Accountants Ghana (ICAG) and serves as a Council Member of the ICAG. He also holds an MBA in Strategic Management.

Mr. Kwaning- Bosompem is married with two children and is a Christian.





# Controller and Accountant General wins **Prestigious Leadership Award**

By Komedia Online - January 1, 2020



**J**asehene Dr. Nene Terkpetey Agblezey I (left), Chief of Lekpedze Yiti Kordiabe, presenting the 'Ghana Leadership Hall of Fame' award to Mr Kwasi Kwaning-Bosompem, Acting Controller and Accountant General, at the Ghana Leadership Awards.

The honour, according to the organisers, was in recognition of his outstanding and exemplary leadership in public sector governance and commitment to duty.

Additionally, Mr Bosompem has been inducted into the Ghana Leadership Awards Hall of Fame, positioning him as a model worth emulating by other leaders to drive development in all aspects of governance.



**Mr Daniel Yaw Domelevo (left), Auditor General, interacting with Mr Kwasi Kwaning-Bosompem, acting Controller and Accountant General, after the Ghana Leadership Awards, in Accra.**

The celebrated Chartered Management Accountant joins President Akufo-Addo, former President Jerry John Rawlings, Majority Leader, Osei Kyei-Mensah-Bonsu and other respected personalities who are previous recipients of the Ghana Leadership Awards.

Mr. Kwaning- Bosompem was flanked by some staff members of the Controller and Accountant General's Department (CAGD) to celebrate his accomplishment, which is a major milestone in his career after his appointment as the acting Controller and Accountant General in April 2019.

It was a night of glitz and glamour as scores of distinguished personalities, who have demonstrated servant leadership in their respective positions mounted one stage to be celebrated.

The event which was on the theme, "The Leadership Future of the Ghanaian and the African Youth", sought to celebrate and recognise most outstanding and exemplary leadership that positively impacts the development of Ghana and Africa.

Other awardees included the Auditor-General, Mr. Daniel Domelevo, who was adjudged the Public Servant of the Year, former Minister of Gender, Children and Social Protection, Ms. Otiko Afisa Djaba, and MP for Awutu Senya, Mr George Andah, who clinched the CEO of the Year and MP of the Year awards respectively.

## Motivation

Reacting to the honour done him, a visibly elated Mr Bosompem said the acknowledgment will motivate him to work harder to boost the operations of the CAGD to effectively deliver on its mandate.

"I'm humbled by this award. This gives me the motivation to do more, having in mind that whatever you do somebody somewhere is looking at you and watching your performance," he said.

Mr. Kwaning- Bosompem said the Department had put the necessary measures in place to improve its relations with the public as well as make its services flexible.

He encouraged all state agencies to use the Ghana Integrated Financial Management Information System (GIFMIS) to process all financial transactions to enable the platform to achieve its objective of harmonising and tracking all government expenditure.

He said it was unlawful for state agencies, including ministries, departments and agencies (MDAs), municipal and district assemblies (MMDAs), to process payments outside the GIFMIS, a practice, he said, would attract sanctions.

"We encourage every MDA and MMDA to use this platform so that we can get access to their data and work with it," Mr. Kwaning- Bosompem urged.

Source: Ghana/Starrfm.com.gh/103.5FM





**Mr. Kwasi Kwaning-Bosompem**  
 Ag. Controller and Accountant General  
 Addressing Participants

# 2020 Annual Conference

The Controller and Accountant General's Department held its 2020 Annual Conference at Western Regional Capital, Takoradi from February 20 to February 21, 2020.

The Conference which was a two-day event was re-introduced by the current Ag. Controller and Accountant - General, Mr. Kwasi Kwaning- Bosompem after a seven-year break.

More than 400 delegates comprising Finance Officers from various Metropolitan, Municipal and District Assemblies (MMDA's), Heads of Account of various Ministries Departments and Agencies (MDA's) as well as Regional Directors of the Department participated in the Conference.

The Annual Conference was to bring the Department up to speed with new developments and reforms affecting its operations as well as assess its performance over the period and to strategize on how to deliver on its mandate.

The theme for the Conference was 'Ghana Beyond Aid Agenda: The Role Of The Public Sector Accountant'.

Delivering the keynote address, the Ag. Controller and Accountant – General, Mr. Kwasi Kwaning-Bosompem

expressed delight that, the Department has resumed its annual assembly after a seven-year break.

The Annual Conference, he noted was to bring the Department up to speed to new developments and reforms affecting its operations as well as to assess its performance over the period and strategise for the future.

Describing the theme for the Conference as very much appropriate, Mr. Kwaning-Bosompem indicated that, the Department's mandate as the custodian and manager of all funds placed on it a crucial duty towards the realization of the Ghana Beyond Aid Agenda.

He stated that, the Department had, over the period, made tremendous improvement in its services and operations, citing the introduction of the Ghana Integrated Financial Management Information System (GIFMIS), the Electronic Salary Payment (ESPV), System and the Treasury Single Account (TSA) as among many initiatives undertaken by the Department to enhance its output as the gate keeper and protector of the Public purse.

"In spite of its initial challenges with availability of internet and other logistics, it is heartwarming to note that GIFMIS has been deployed to virtually all

Ministries, Departments and Agencies (MDAs) as well as Metropolitan, Municipal and District Assemblies (MMDAs) and other parastatals throughout the country”, Mr. Kwaning- Bosompem noted.

He charged all Principal Spending Officers to use GIFMIS to process all financial transactions and warned of sanctions if they failed to do so.

Other important initiatives, Mr. Kwaning- Bosompem further noted, was the introduction of the Electronic Salary Payment Voucher (ESPV) System in 2014 to ensure the integrity of Government Payroll for the prevention of payment of unearned salaries.

“Since its introduction in 2014, the ESVP has to a very large extent, reduced the incidence of what had become known as ‘ghost workers’ who used to resurrect at the end of each month to collect unearned salaries”, he said.

He, therefore, impressed upon Principal Spending Officers and Heads of Management units to ensure that personnel records were frequently updated and validated on the IPPD2 Payroll System, cautioning that, failure to comply could result in the non-payment of affected personnel salaries.

“It is also the responsibility of the Head of Management Unit of a covered entity to discontinue the salaries of employees as a result of retirement, resignation, vacation of post, dismissal and death,” he noted.

Mr. Kwaning-Bosompem further announced that in accordance with a directive issued by the Ministry of

Finance that all Public Sector Payrolls be migrated onto the IPPD2, the Department commenced processes to migrate eight (8) Public Universities onto the mechanized payroll system.

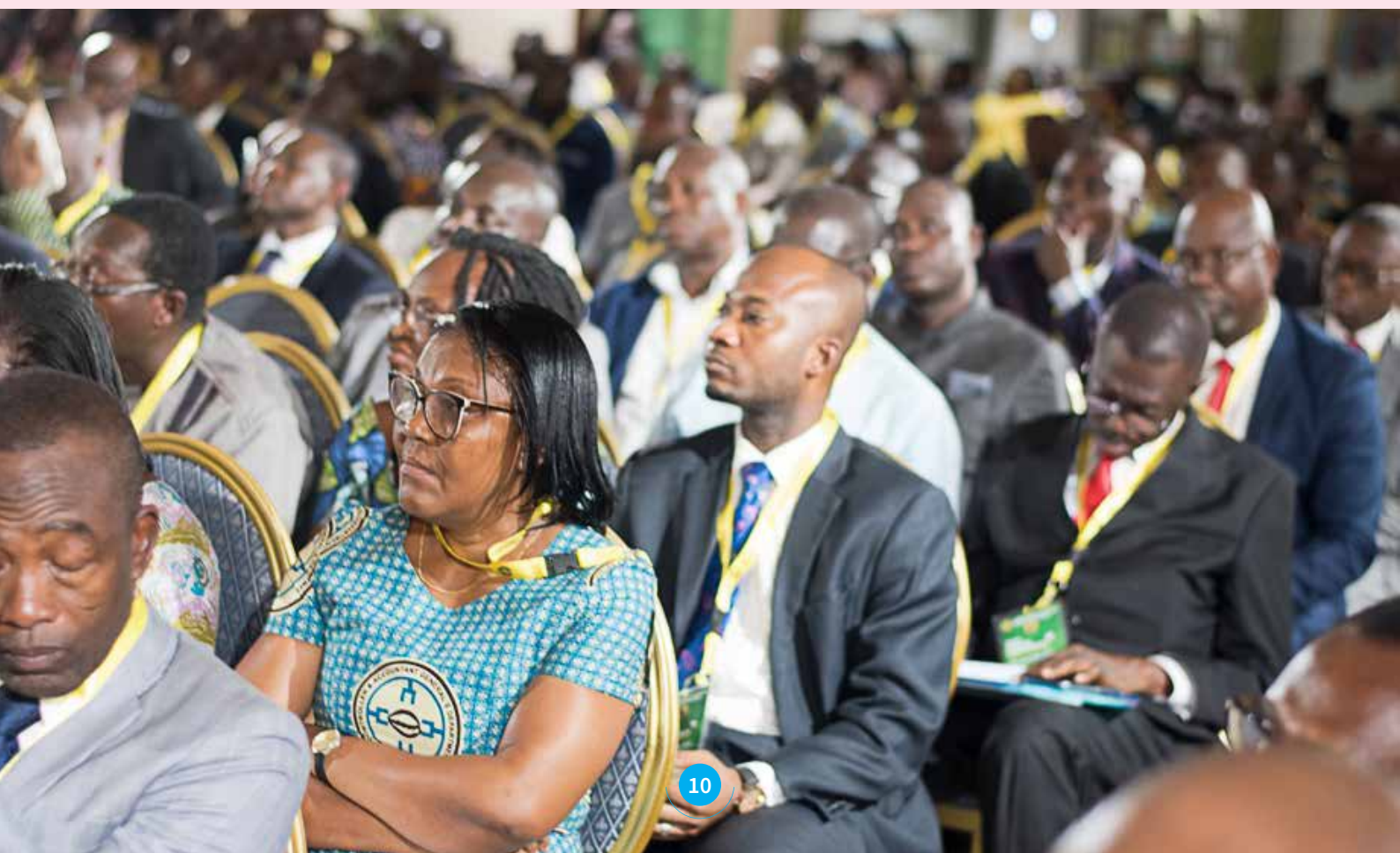
The exercise, he explained, was in line with the overall objective of the IIPD 2, which is intended to facilitate timely and prompt payments of monthly compensations and enhance visibility and transparency of the Public Sector wage bill.

Touching on the welfare of the Department’s staff, he gave an assurance that, the current management of the CAGD will not relent in its efforts to provide its personnel with the necessary tools, resources and incentives to enhance their service delivery.

He also announced that, the Department had procured new vehicles and other logistics for the six newly created regions, warning that officers who would misuse the vehicles would be surcharged with the cost.

Mr. Kwaning- Bosompem entreated staff of the Department to embrace punctuality and commit to the established working hours to enhance efficiency in the department’s service delivery.

“This year, God willing, I will embark on working visits to the Regions and touch base with you all,” he assured.





## ADDRESS BY THE WESTERN REGIONAL MINISTER MR. KWABENA OKYERE DARKO MENSAH



**MR. KWABENA OKYERE DARKO MENSAH**

In an address read on his behalf by the Municipal Chief Executive, Mr. K. Sam unfortunately passed on, expressed confidence that the Ghana Beyond Aid Agenda was achievable. He entreated CAGD to use the conference to instill in participants, the need to play their role as individuals, and also lead their respective organizations to pursue the national agenda.

“ Let no one think that this call for A Ghana Beyond Aid is for the Presidency or the politicians alone, or for the business community only. The call is on the entire Ghanaian society, and we can heed to it either by creating wealth or by reducing waste in the utilization of our natural resources,” he said.

The Minister urged public sector accountants not to only regard themselves as Managers of public funds but also guide the MMDAs and MDAs on how to make money.

‘You should not be expenditure accountants only,’ he said, and challenged public sector accounts to “lead the crusade for wealth creation and effective service delivery”.

While challenging Finance Officers to adopt innovative means to maximize revenue in their respective institutions, he also urged the CAGD to embrace Information Communication Technology to advance its operations.

## CHAIRMAN’S REMARKS - OMANHEN OF ESIKADO

The Omanhen of Esikado, Nana Kobina Nketsia V, described the role of the CAGD as custodians of the public funds as critical to the development of the nation. He lauded the CAGD for its decision to discuss the Ghana Beyond Aid Agenda, which, he added, was critical to advancing the total emancipation of the African continent.

“For me, this (CAGD) is one of the most vital institutions in our nation. We do not hear much about you but you are the ones who either make or unmake this nation because what you do; you control everything and account at the same time.” He said.

In his view The Ghana Beyond Aid Agenda, which premised on ethical values, attitudes and behavior, was psychological and required a total change of mind set on the part of Ghanaians to drive the agenda.

Nana Nketsia V made a strong case that attaining a self-sufficient Ghana was accomplishable and therefore, required the collective inputs of all Finance Officers to achieve that ambitious goal.



**NANA KOBINA NKETSIA V**  
OMANHEN OF ESIKADO



# COMMUNIQUE

**W**hereas the citizens of Ghana deserve delivery of quality services;

**W**hereas the government and citizens have the right to determine the services they deserve especially efficient and effective financial management services in the public sector, consistent with our vision to be a public sector, consistent with our vision to be a public service organization with positive culture, client- focused and result oriented, constantly seeking ways to improve the delivery of financial management services to the government and the general public;

Whereas the financial management law and other laws make the Controller & Accountant- General responsible for compilation and management of the accounts prepared in relation to the consolidated fund and other public funds;

We, the Controller & Accountant- General, the Deputies, the Assistant Controllers, the Directors, the Regional Directors, the Sectional Heads, the Metropolitan, Municipal and District Finance Officers and the Departmental Accountants, recognizing the important roles we play in the machinery of government to enhance effective financial reporting and having followed with keen interest in the on-going public sector reforms aimed at harnessing the resources of the nation for development, and having participated in the annual conference of CAGD from Wednesday February 19, 2020 to Friday February 21, 2020 at the Akroma Plaza in Takoradi, do hereby affirm our unflinching support for the Ghana Beyond Aid Agenda;

We shall consolidate the gains made in the efficient management of financial resources aimed at rapid economic and social transformation by enhancing our work attitude and imbibing the spirit of patriotism in all our dealings;

We shall uphold in high esteem, the principles underpinning the creation of a nation that would be self-sufficient and prosperous, governed according to the rule of law, respect for human rights and individual liberties as well as the principles of democratic accountability as enshrined in the Ghana beyond aid charter.



**KWAME BOADI DANSO**  
Director of Administration presenting the communique

We shall exhibit the highest level of professionalism in the discharge of our duties and shall act using the necessary knowledge, skills, expertise and competence and shall perform our work in accordance with generally accepted principles of accounting, the financial laws, international accounting standards and guidelines;

We shall improve financial management digitization initiatives aimed at increasing transparency and efficiency of payments to and from government and also aid cash management.

We shall perform our work with honesty and diligence; and shall not knowingly be a party to any illegal activities or engage in acts, that bring into disrepute the work of the accounting profession or the CAGD;

We shall provide client-focused, transparent, timely, efficient and effective financial management services to the government and the public;

We shall continue to monitor and adhere to internal control systems to ensure effective payroll administration and effective public sector financial management;

We shall sustain the organization of the annual conference on rotational basis, improve it and make it more representative;

We shall improve service delivery improving communication between the Head Office and Heads of Accounts, Metropolitan, Municipal and District Finance Officers;

The department shall continue to build staff capacity at the regional and district levels to enable them manage resources effectively and productively for the benefit of all the citizenry;

We shall abide by all financial laws and regulations as enshrined in the PFM law to ensure accountability, transparency, consistency, and reliability;

We have also committed to:

- Build and deepen partnership with key stakeholders such as the Ghana Audit Service and local government service to ensure enhanced operational activities and engender a progressive working relationship.
- Take giant steps to ensure that public officers are accountable and continue to institute measures to prevent fraud, theft, and misrepresentation. We shall achieve this through an effective collaboration with key stakeholders and use innovative forensic accounting and valuation, fraud investigation and auditing tools.
- Provide timely, accurate, and regular financial reports by ensuring that heads of accounts manage public funds appropriately, compile and submit reports in time, recognizing the importance of reports as a tool that helps measure the financial performance of government and its programmes and to determine whether the national resources have been utilized in an efficient and transparent manner to the benefit of the nation and citizenry.
- Undertake a number of initiatives and reforms aimed at enhancing the Department's output as the gate keeper and protector of the public purse.
- Effectively implement the public financial management law by promoting the use of the Ghana Integrated Financial Management Information System (GIFMIS), which is central to prudent and transparent public financial management.
- Curtail increasing debt servicing, high short-term yields by rationalizing government bank accounts with commercial banks and the Bank of Ghana and the implementation of Bank Accounts Tracking System to enable the CAGD and all MDAs/MMDAs to have real-time visibility of all government bank accounts with commercial banks.
- Use IPSAS as accounting standard to regulate and guide the preparation, presentation and disclosure of general purpose financial statements of entities in the public sector.



# REGIONAL COLUMN

# WESTERN REGION

# IN FOCUS

The Western Region has a long coast stretching from Ghana's border with the Côte d'Ivoire to the Western Region's boundary with the Central Region. From momentous forts, numerous mines and picturesque villages to charming beaches and contemporary resorts, the Western Region presents a striking contrast between ancient and modern Ghana. The Western Region has a rich heritage, as shown by the number of castles and European trading forts still open to visitors. The area is home to a remarkable cluster of colonial forts including Fort Fredericksburg at Princes Town and Fort Antonio at Axim. These castles and forts are a magnet for visitors, reflecting the diversity of building styles employed by colonial traders. Of particular interest are Fort Apollonia at Beyin and Fort Metal Cross at Dixcove. Many of these historical buildings overlook some of the best beaches in Ghana- just the right spot to relax after a tour. Other places of attraction in the region includes Nzulenzu Village on Stilts, Ankasa Nature Reserve, and Cape Three Point Forest Reserve. A visit to Ghana's southernmost location, Cape Three Points, where crude oil was discovered in 2007, is strongly advised. Here, tourists can climb the 84-year-old lighthouse for a superb view of Ghana's only coastal rainforest reserve and rolling hills.

The Western Region was formally part of the vast province covering both the present Western and Central Regions with its Capital at Cape Coast. The Western Region however, became a separate entity in July 1960 with Sekondi as

its Regional capital when the Central Region was carved out of the erstwhile province. In 2018, the Western-North Region was carved out of the Western Region as part of the six new regions created.



THE NZULEZU STILT VILLAGE



THE JUBILEE OIL FIELD AT THE CAPE THREE POINT IN THE WESTERN REGION OF GHANA



TAKORADI PORT



## THE CAGD REGIONAL DIRECTORATE IN WESTERN REGION



**MR. KWAKU AGYEI**  
CAGD REGIONAL DIRECTOR

The Regional Directorate upholds the mission and vision of the Department at the regional and local levels of governance. It seeks to provide financial management services to the government and general public in the local level through efficient, skilled, and dedicated staff, using the most appropriate technology. Total staff strength as at May, 2020 stands at 132 and proudly boasts of twelve (12) Chartered Accountants in the Directorate.

The Regional Directorates function under the Treasury Division of the Department with its duties and responsibilities among others as;

- I. Responsible for all the activities of the office and in the region as these activities affect the functions of the Controller and Accountant General
- II. Serve as a link between the Assemblies and Departments in the Region and the Controller and Accountant General's Department.
- III. Responsible for improving the human capacity of staff in the region.
- IV. Responsible for work scheduling, staff deployment within the region and monitoring of staff performance
- V. Responsible for effective and proper accounting for all public financial resources by officers in the region inclusive of monitoring payroll cost.

- VI. Responsible for carrying out internal audit and checks in all MMDAs and MDAs to ensure compliance with the Public Financial Management Act, 2016, (Act 921), Local Government Memoranda & other enactments or administrative instructions issued by CAG or by the Government.

The Regional Directorate of the Western Region until the creation of the Western-North Region had administrative responsibilities in twenty-three (23) districts (MMDAs) and over forty (40) departments (MDAs) in the region. Currently the Western Regional Directorate has administrative responsibilities in fourteen (14) districts and over forty (40) departments, the Controller and Accountant General is well represented in all these districts and offices.

The Regional Directorate is currently headed by Mr. Joseph Kwaku Agyei who has over 25 years of experience in the Civil Service, including outstanding administrative and managerial skills. Key areas of expertise include development of Revenue Mobilization Strategies at the MMDA level, general accounting reviews, and contract negotiations that support organizational objectives. A creative problem-solver, game changer with strong collaborative and communication skills. Adept at motivating and leading teams to achieve excellence.

Prior to his post as Regional Director, Mr. Kwaku Agyei was the Municipal Finance Officer at the Tarkwa-Nsuaem Municipal Assembly.

Under his able leadership, the Directorate has now acquired a suitable conference room and a library facility to support its operations. He played a pivotal role in the creation and administrative setup of the Western-North Regional Directorate.

The Directorate successfully hosted the 2020 Annual Conference that accommodated over 500 participants from all over the country on the theme "Ghana Beyond Aid Agenda: The Role of the Public Sector Accountant".

Currently, some few challenges the Directorate is grappling with includes; logistics, financial and administrative bottlenecks in the discharge of its mandate.

It is the hope of the Directorate that more Chartered Accountants are nurtured in the region and that brighter opportunities lies ahead.

It is the hope of the Directorate that more Chartered Accountants are nurtured in the region and that brighter opportunities lies ahead.

## PROFILE OF SOME ASSEMBLIES IN THE WESTERN REIGON

# ***Effia Kwesimintsim Municipal Assembly (EKMA)***

**E**ffia-Kwesimintsim Municipal Assembly was carved-out from Sekondi-Takoradi Metropolitan Assembly as one of the 38 newly created and upgraded District Assemblies in 2018. It was created by Legislative Instrument (L.I) 2322 (2017) and it was inaugurated as a fully-fledged Assembly on Thursday, 15th March, 2018. Prior to coming into existence as a Municipal Assembly, Effia-Kwesimintsim was the largest Sub - Metro among the four (4) Sub-Metros under Sekondi-Takoradi Metropolitan Assembly (S.T.M.A).

### **Vision**



To become a vibrant local democracy, that promotes effective, transparent and proactive delivery of services as well as spatial infrastructure development.

### **Mission**



The Effia-Kwesimintsim Municipal Assembly exists to mobilise all available resources and utilise them effectively and efficiently to facilitate improvement in the quality of life of the people through equitable provision of socio-economic services.

### **Core values**

- i. Provide timely services
- ii. Open and accountable to our clients
- iii. Responsive to needs of the citizenry
- iv. Promote harmonious co-existence

### **Culture and Ethnicity**

The people of Effia-Kwesimintsim municipality are indigenously Ahantas. The municipality, which shares boundaries with Sekondi-Takoradi Metro, Ahanta West Municipal and Mpohor District Assemblies, has Kwesimintsim as its capital. Majority of the people speak fante but Ahanta is the main local dialect. English is however the official language.

The main festival celebrated by the people in the Municipality is the Kundum Festival. The various traditional councils and communities celebrate it at different dates. The celebration often takes place in months of July, August and September and the dates rotate from community to community.

The Kundum festival has become a symbol of unity and development as it provides an occasion for residents to meet together for discussion on development projects. The occasion also serves as a time to settle disputes, which might have arisen among the people in the course of the year. Unfortunately, however, because of protracted chieftaincy disputes, the annual celebration of the festival had stalled for a long while in major communities such as Apremdo, Whindo, Asakae among others. This has negatively affected development in the affected communities.

### **Tourism**

The Effia-Kwesimintsim Municipality has cultural and ecotourism assets that provides significant opportunity for tourism development and quality jobs creation. The Municipality can boast of the Kundum Festival, the Whin estuary as well as very good hotels within its catchment area.

In the context of culture, the Kundum festival which is the main traditional festival celebrated annually by the various communities within the Municipality could be repackaged and promoted to attract tourists from within and outside Ghana to provide significant opportunities for jobs at all levels in the tourism value chain.

In terms of ecotourism potentials, the Municipality can boast of the Whin estuary, which is located around Apremdo and Apollo communities. It is surrounded by mangrove vegetation, which serves as nursery for fishes and home for different species of flora and fauna.

### **Key Administrative Heads**

The Assembly is headed by the **Hon. Kojo Acquah** as the Municipal Chief Executive, **Mr. Samuel Andoh-Owusu** the Municipal Coordinating Director and **Mr. Stephen K. Bessabro** as the Municipal Finance Officer.



**MR. STEPHEN K. BESSABRO**  
MUNICIPAL FINANCE OFFICER

# Tarkwa Nsuaem Municipal Assembly

The Tarkwa-Nsuaem Municipal Assembly is the highest political authority in the municipality vested with the powers to deliberate, legislate, plan and develop the entire municipality through the preparation and effective implementation of development plans and budgets. The National Development Planning System Act, Act 480 (1994) enjoins the Municipal Assembly to formulate programmes, strategies and projects and also see to their implementation, monitoring and evaluation using available resources.

Hon. Benjamin Kesieh is the Municipal Chief Executive who is championing the main vision of the Assembly to become a world-class municipality providing excellent socio-economic services for its inhabitants.

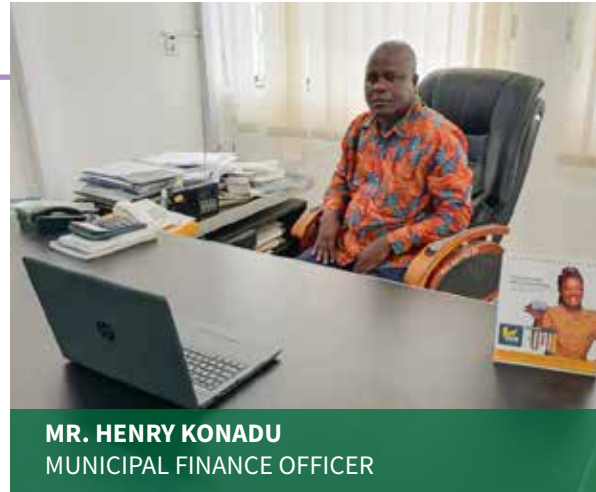
Mr. Frank Oduro is also the Municipal Coordinating Director who is the head of the administrative structure and tasked to use his technical skill and expertise to help put to productive use, the resources of the municipal assembly.

Internally generated fund is the main source of revenue to the Municipal Assembly. There have been some increase revenue collections since 2017 with an average increase of five (5) percent annually due to the tremendous efforts put in place by the Municipal Finance officer and the team of revenue collectors for the Assembly.

The finance office has six (6) staff with Mr. Henry Konadu as the Municipal Finance Officer.

Tarkwa-Nsuaem Municipal Assembly derived its core values from the Local Government Service Protocols. It has currently adopted Four (4) out of the six (6) Service Delivery Standards as its core values to serve as guiding principles to make the Vision a reality:

- Professionalism- being professional, good skill, good judgment, and polite behavior is a hallmark of staff of the Assembly trained to perform specific task.



**MR. HENRY KONADU**  
MUNICIPAL FINANCE OFFICER

- Client Focus - putting the people/client first.
- Transparency - openness, communication, and accountability.
- Accountability - accepting responsibility for our own actions.

The Municipality can boast of tourism potentials such as rich forest reserves, historic spots, rich culture, and colonial mining sites.

The forest reserves include: The Neung South, the Neung North and N dofri. These reserves possess variety of tree species, which are of great economic and medicinal values. These trees are basically reserved to serve as protection for water bodies as well as assets for the promotion of eco-tourism. The forest reserves also act as excellent grounds for medicinal research and botanical tourism.

Again, the Bonsayirika Sacred Grove which is an island of about 4.5 kilometres square on the Bansa River near Dompim, on this island sits a sacred grove of hut - like rock formation of which the chief of Dompim is the custodian. There are also rocks of various shapes and types and wild animal species such as reptiles, monkeys, antelopes etc.

To talk of investment, there has been upgrading of infrastructure. For example, the road network has been upgraded to ensure easy access and decrease congestion. The unreliable nature of electricity supply in the Municipality has been put in order. There has been massive business expansion in the Municipality as well.



# Provident Fund Gets PERMANENT OFFICE



The C.A.G.D. Provident Fund started in 2012 as an extension of the welfare scheme with the sole responsibility to aid staff save towards an enjoyable pension or retirement and also to see to the welfare of staff. It is being managed by a Board of Trustees who are elected into office for a term of two years as per the constitution of the Fund.

## BOARD OF TRUSTEES

The Board of Trustees currently managing the fund are:

Name	Positions
Osei Yaw Ntiamoah	Chairman
Cephas N. Dosoo	Vice Chairman
Patience Ndebugri	Secretary
Divine Dzifa Awotwi-Pratt	Financial Secretary
Claudia Neequaye	Co-ordinator
Mohammed-Issa Awal	Member
Kojo Adu Wusu	Member
Peter Owusu Afriyie	Independent Member

The Fund, which was previously operating from a very congested one-office space, has now acquired an office which is poised and well-furnished to meet the daily needs of serving its clients. Upon entering the section, one can be assured of being given the best customer care with smiles that melts the heart. Facilities such as a filling room where all files are kept, an operational room where data is processed and stored, a Manager's Room and a Secretariat that is well poised to meet its daily objective are part of the 16 new office. It is located at the Head Office of the Department behind Block B.

## LOAN FACILITY

The Provident fund after successfully financing rehabilitation of its new office, has also introduced a loan scheme with an interest rate of 10% to 20% within a period of 12 months to 24 months respectively. In this era of the COVID 19, there is no better time to take advantage of this facility in order to alleviate the growing financial stress on staff. The loan facility also goes a long way to reduce the pressure on the fund due to the increasing requests for partial withdrawals and sustain the growth of the Fund. In the end, members will be able to access their funds and grow their savings as well. Interest accrued from the loans would be shared among members as dividend and their seed money from member's contributions will be retained.

## REQUIREMENT FOR ACCESSING A LOAN AT C.A.G.D. PROVIDENT FUND

Staff must be a member of the fund by contributing continuously for not less than a year and must submit the following documents:

- G.O.G. Loan & Advance Forms
- Authority Note Form
- Most recent pay slip
- Affordability
- Mandate form
- Passport size picture

For all enquiries, the Provident Fund can be reached on the following contacts:

**Tel: 0302-2949-460/0302-294-9458**  
**E-mail - cagd.pf@gmail.com**



# KNOW YOUR ORGANISATION

## Public Financial Management in Ghana: A Move beyond Reforms to Consolidation and Sustainability

Public Financial Management (PFM), as a discipline, draws from several fields of academia. According to Lagarde, PFM is ‘the fine art of budgeting, spending, and managing public monies’ and this fine art, she further asserted, is rooted in an ‘interdisciplinary combination of economics, political science, public administration, and accounting’. PFM, as an amalgam of these disciplines, is primarily concerned with providing the tools or instruments for implementing fiscal policy and not the tools for making those policies. In this regard, PFM as a discipline deals with ‘how’ a government’s fiscal policies should be implemented and not with ‘what’ fiscal policies a government should pursue. In the generation of tax revenues, for example, the role of PFM is to provide the tools relating to ‘how’ those taxes are to be collected and not ‘what’ tax policies a government ought to be pursuing.



**DR. SANI ABDULAI - DIRECTOR, PFMAR**

PFM being a discipline that is concerned with ‘how’ governments are to implement their policy objectives means that as to ‘how’ the Government of Ghana raises and spends its public funds will differ from the government of another country. For this reason, PFM is not a discipline that aims for ‘best practice’ because there is no such thing as a one-size-fits-all PFM system. PFM is, instead, a subject that seeks for ‘good practice’ with which comes the possibility and opportunity for peer-to-peer learning, continues reforms and improvements. To this end, the PEFA Framework<sup>1</sup> uses a methodology that ‘draws on international standards and good practices’ but not ‘best practices’. An open and orderly PFM system provides the tools for achieving the three desirable fiscal and budgetary outcomes of

(a) aggregate fiscal discipline – that is, effective control of the total budget and management of fiscal risks; (b) strategic resource allocation – that is, planning and executing the budget in line with government priorities; (c) and efficient service delivery – that is, using budgeted revenues to achieve the best levels of public services within available resources.

### THE EVOLUTION OF GHANA’S PFM REFORMS JOURNEY

In seeking to enhance the achievement of aggregate fiscal discipline, strategic resource allocation and efficient service delivery, Ghana embarked on a PFM reforms journey some two decades ago. To this end, the current wave of Ghana’s PFM reforms began in 1997-98 with the launching of the Public Financial Management Reform Programme.

(PUFMAR). The Programme, which was Ghana’s first significant attempt at a more comprehensive approach to PFM reforms, was aimed at the development of integrated Budget and Public Expenditure Management System (BPEMS). The BPEMS was meant to integrate for the first time Ghana’s budget preparation and implementation with its financial accounting and reporting as well as cash management. In addition to BPEMS, the PUFMAR was also aimed at reforming such, other PFM activities, as revenue management, aid and debt management, auditing, procurement, fiscal decentralization, legal and regulatory framework, as well as the development of integrated personnel and payroll database. The PUFMAR, which ended in 2002-3, was noted to have been a failure because it ‘suffered from major delays and setbacks that resulted from the lack of a coherent strategy and ownership among the key stakeholders’.

The need for a coherent strategy in the implementation of its PFM reforms led Ghana into developing its ‘short and medium-term PFM Action Plan (ST/MTAP)’ following the 2006 PEFA assessment of the country’s PFM system. The short-term aspect of the action plan focused on correcting the wrongs of BPEMS’ implementation while the medium-term aspects concentrated on aligning the focal areas and key objectives of ST/MTAP with the indicators or key results of the 2006 PEFA assessment. This alignment resulted in the reformulation of the eGhana Project<sup>2</sup> to include an additional component called the GIFMIS. This GIFMIS component, which was a project in its own right, was implemented from July 1, 2010, to December 31, 2014.

Mohammed Sani Abdulai (PhD, FCCA) is the Project Director, Public Financial Management Reforms Project, Ministry of Finance/Controller and Accountant General’s Department, Ghana, Accra (e-mail: saniphd@gmail.com).

<sup>1</sup>PEFA, which stands for the Public Expenditure and Financial Accountability, is used in assessing the performance of a country’s PFM system.

The GIFMIS Project which was aimed at undertaking PFM activities deemed necessary at ‘improving the efficiency and transparency of government financial management functions using ICT based tools’. An independent post-completion performance assessment of the eGhana Project revealed that the GIFMIS component was successful in operationalizing Integrated Financial Management Information System of Ghana in all the 33 Ministries, Departments and Agencies (MDAs) located in Accra, the capital city, and 250 Spending Units (SUs) located across the country, including 10 Regional Treasuries. These MDAs and SUs are now able to process their Consolidated Fund transactions, which at the time represented almost 66% of total public expenditure, through this IT-based system. The GIFMIS component had also achieved a seamless linkage of Ghana’s budget preparation, accounting and reporting modules. These successes were triangulated using the 2009 and 2012 PEFA assessments results. In spite of these achievements, the implementation of the GIFMIS component could not cover other public funds such as ‘the Internally Generated Funds (IGFs), Statutory Funds, Extra-Budgetary Funds and the Donor Funds’. Besides, the implementation of GIFMIS was not underpinned by ‘a comprehensive PFM Reforms Strategy’. This lack of a comprehensive PFM Strategy and the inability of the GIFMIS to cover all the public funds as well as the transactions of sub-national government institutions led to rollover of GIFMIS activities into a new, but a separate, project called the Public Financial Management Reforms Project (PFMRP). The new project, which began in May 2015, was preceded by the development and launching of Ghana’s PFM Reforms Strategy in April 2015. The PFM Strategy, which set forth Ghana’s PFM Reforms agenda for the next 4-years to December 2018, had six thematic areas. The first of this has to do with achieving budget credibility. The second is that of enhancing comprehensiveness and transparency in PFM. The third is that of improving MDA and sectorial management by developing a PBB system. The fourth is about improving control, predictability, accounting and reporting of budget execution. The fifth bordered on strengthening Treasury/Cash Management by consolidating the development of the TSA. The sixth and final thematic area dealt with enhancing auditing and risk management by strengthening internal and external audit and parliamentary scrutiny. The PFMRP had a Project Development Objective (PDO) of ‘improving the budget management, financial control and reporting of the Government of Ghana’ and it seeks to do so by ‘building on [the] PFM systems and tools accomplished in the GIFMIS project’ [7]. The Project is aimed at contributing to Ghana’s effort in ‘enhancing fiscal discipline, strategic allocation of resources and service delivery efficiency’. The Project is being implemented along the four main components of enhancing budget credibility, PFM systems and control,

reinforcing financial oversight and accountability, and PFM reform coordination and change management. Ghana’s PFM reform journey could be said to have been going on for some two decades or so now as depicted in Fig. 1.

## DATA COLLECTION METHODOLOGY AND THE THEORETICAL LENS/ FRAMEWORK

In putting this paper together, the author reviewed available and accessible documents on Ghana’s PFM. The document review was guided by the budget cycle as the theoretical lens or the framework within which the data collection and analysis were undertaken. In conducting a professional related research work such as this one, Bowen argued that ‘organizational and institutional documents have been a staple in qualitative research for many years’. Document review, as a research method, is particularly advantageous with regards to

(a) efficiency – in terms of being less time consuming;  
(b) availability – in terms of document being publicly available; and

(c) cost-effectiveness – in the sense that ‘the data (contained in documents) have already been gathered’. Using document review as the research methodology of this paper, the author was of the view that these advantages outweigh the limitations that are inherent with the use of only documents as a source of data collection and analysis. These limitations include, but not limited to,

(a) insufficient details as a result of the data contained in documents having been collected for other purposes;

(b) irretrievability as result of the documents, not being made publically available; and

(c) biased selectivity as a result of the documents being ‘likely aligned with corporate policies and procedures’. On the use of budget cycle as the theoretical framework within which the documents were reviewed, it is the author’s belief that the circle around which the PFM systems of any country revolves is the budget cycle. The budget cycle encapsulates every aspect of the budget processes and procedures pertaining to the revenues that a government is expected to generate and the expenditures the government intends to spend those revenues on. To enhance this framework, the author further edged onto the five constituent parts of the budget cycle the scores of the respective performance indicators (PIs) from Ghana’s PEFA Assessments in 2006, 2009, 2012 and 2018.



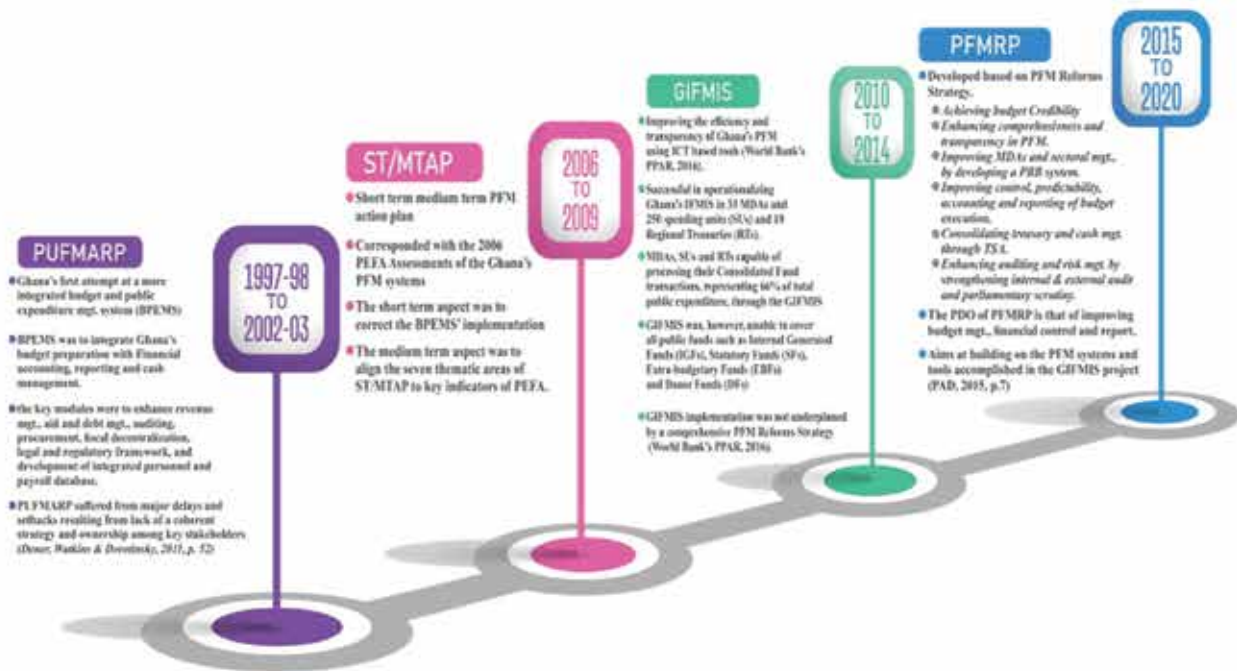


Fig. 1 Ghana's PFM reform journey: A diagrammatic representation<sup>3</sup>

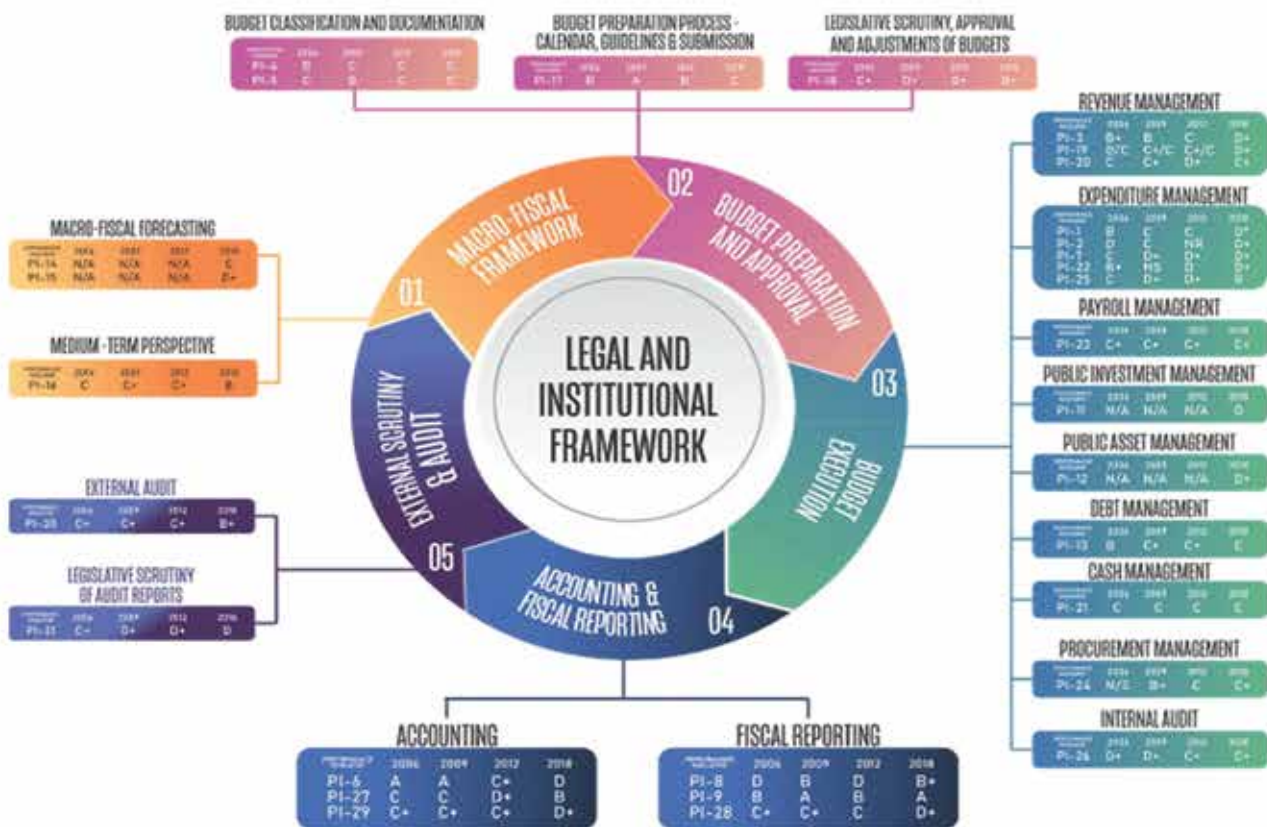


Fig. 2 The budget cycle and Ghana's PEFA assessments<sup>3</sup>

### LEGAL AND INSTITUTIONAL-RELATED REFORMS OF GHANA'S PFM SYSTEMS

A country's PFM system is about 'the laws, organizations, systems and procedures available to governments wanting to secure and use resources effectively, efficiently and transparently'. To, therefore, strengthen a country's PFM institutions will require that such a strengthening begins with the reform of the respective laws that govern the day-to-day operations of those institutions. In spite of its noted setbacks, one of the successes Ghana managed to achieve under its first wave of PFM reforms (i.e., PUFMARP, 1997/98-2003) was the promulgation of a plethora of primary and secondary PFM-related legislation whose aim were to strengthen the PFM provisions within the country's 1992 Constitution. The PFM related laws passed during this period were the Audit Service Act, 2000 (Act 584); the Bank of Ghana Act, 2002 (Act 612), the Financial Administration Act, 2003 (Act 654), the Internal Audit Agency Act, 2003 (Act 658), the Public Procurement Act, 2003 (Act 663) and the Financial Administration Regulation, 2004 (L.I. 1802).

Following the development of Ghana's PFM Reform Strategy in 2015, it was realized that the legal landscape of the country's PFM system consisted of 'a plethora of legal instruments, which together, do not establish an integrated legal framework'. Ghana's PFM laws were, therefore, out of sync with the more modern PFM laws of its contemporaries in Africa such as 'the Kenya's 2012 Public Finance Management Act, Liberia's 2009 Public Finance Management Act, Rwanda's 2006 Organic Budget Law, South Africa's 1999 Public Finance Management Act as amended, and more recently, Uganda's 2015 Public Finance Management Act'. To, therefore, modernize the Ghanaian PFM legislation, the Parliament under the sponsorship of the Ministry of Finance, passed into law the PFM Act, 2016 (Act 921) and its related regulation the PFM Regulations, 2019 (L.I. 2378). The Act, which was signed into law on August 25, 2016, repealed and replaced the Financial Administration Act, 2003 (Act 645) and its Amendment (Act 760) as well as the Loans Act of 1970. The role of the budget execution units – that is MDAs/ MMDAs – in the overall budget process cannot be overemphasized. To this end, Ghana has since 2014 enhanced the capacity of its line ministries in their budget execution processes by providing them with the four Integrated Financial Management Information Systems called GIFMIS (i.e., Ghana's IFMIS). These four systems comprise the budget preparation module (i.e., GIFMIS Hyperion), the budget execution, accounting and reporting module (i.e., GIFMIS Financials), the human resource management information system (i.e., GIFMIS HRMIS), and the payroll processing system (i.e., GIFMIS

Payroll). The MDAs/MMDAs use the GIFMIS Hyperion in preparation of their line ministries' budgets. As a result of this ICT-based system alongside the respective budget documentation such as the budget chatter, fiscal strategy document (FSD), program-based budget (PBB) manuals and the like, the quality and timeliness of budget preparation process of these line ministries has tremendously improved over the years.

Following the usage of the GIFMIS Hyperion in the formulation of their budgets, the line ministries go into the budget execution mode using the GIFMIS Financials. Having had Parliamentary approvals of their respective allocations and the issuance of their warrants on the GIFMIS Financials, the MDAs/MMDAs are able to process their expenditure on the system. The expenditure processes include, but not limited to:

- a. The purchase requisition for expenditure initiation;
- b. The preparation of purchase orders when a supplier is selected;
- c. The issuance of stores receive advice when goods/services are supplied;
- d. The preparation of payment vouchers to aid in the payment of the supplier invoice;
- e. The running of cash requirements report to establish total bills due for payment;
- f. The running of the cash pooling report to establish total cash available on the bank accounts;
- g. Effecting payments on the system through Electronic Funds Transfer (EFT) for 3rd parties transactions and the use of system cheques for moneys required for internal payments.

In addition to the GIFMIS Hyperion and the GIFMIS Financials, MDAs/MMDAs are also able to use the GIFMIS HRMIS (i.e., Human Resource Management Information System) in the management of their human resources. The rollout of the GIFMIS HRMIS has cut down the HR business processes and enabled new employees in the MDAs/MMDAs to be paid within one month after recruitment, a payment which would otherwise have been received after 3-5 months following recruitment. The operationalization of the system in the MDAs/MMDAs has also reduced the backlog of inputs of personnel data. Following the capture of their human resources data into the GIFMIS HRMIS, the MDAs/MMDAs can run their payrolls through the GIFMIS Payroll system.

## THE MACRO-FISCAL FRAMEWORK-RELATED REFORMS OF GHANA'S PFM SYSTEMS

Revenue generation and absorptions should reflect the fiscal policy objectives of the government. To this end, the budget process, and for that matter, PFM is informed first by the macro-fiscal policy framework of government. The macrofiscal framework phase of the budget cycle sets out the medium-term fiscal plans of a country. The planning process begins with the Medium-Term Fiscal Framework (MTFF) followed by

the Medium-Term Budget Framework (MTBF) and the Medium-Term Expenditure Framework (MTEF). MTFF is 'the basis for cabinet decisions on fiscal aggregates and a formal agreement on major policy initiatives'. MTBF allocates expenditure across different sectors and 'reflects cabinet decision-making on aggregate and line ministry spending ceilings over the medium term'. MTEF details out the ceilings in MBTF into the expenditure items in the annual budget. Following the two decades of Ghana's PFM reforms in this area, the 2018 PEFA assessment of the country's macro-fiscal framework revealed the following strengths and weaknesses as depicted in Fig. 3.



Fig. 3 Strengths and weaknesses of Ghana's macro-fiscal framework<sup>4</sup>

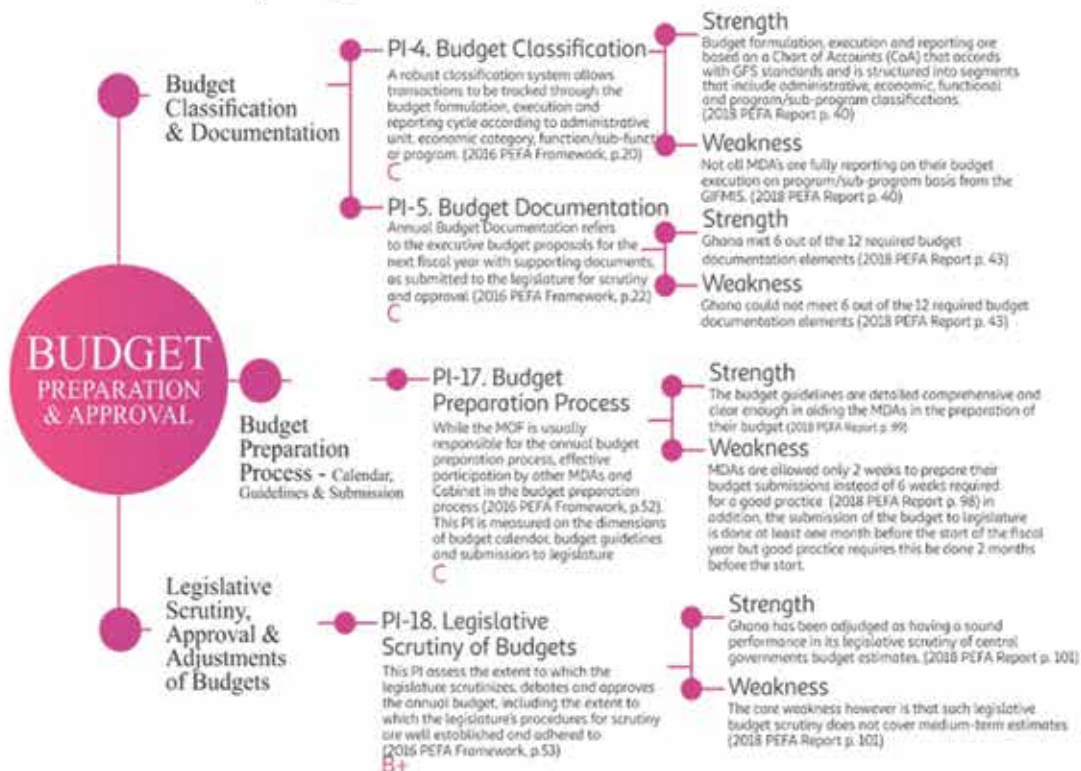


Fig. 4 Strengths and weaknesses of Ghana's budget preparation and approval processes<sup>4</sup>



## GHANA'S PFM: A MOVE TO CONSOLIDATION AND SUSTAINABILITY

From the PEFA assessment findings, it is evident that Ghana, in the two decades of its PFM reform efforts, seemed to have touched on all aspect of its budget cycle with one kind of reform or the other. To this end,

the time has come for Ghana's PFM journey to move beyond reforms to consolidation and sustainability. To do so, Ghana in developing its PFM and the accompanying GIFMIS strategies for the next 5-years (2020-2024), could benefit from according with the 7-stage process proposed by the PEFA Secretariat in transforming a PEFA assessment into a PFM Strategy as shown in Fig. 14.

Stage 1:	Stage 2:	Stage 3:	Stage 4:	Stage 5:	Stage 6:	Stage 7:
<b>IDENTIFY PFM STRENGTHS AND WEAKNESSES</b>	<b>DETERMINE UNDERLYING CAUSES OF STRENGTHS AND WEAKNESSES</b>	<b>AGREE ON DESIRED PFM REFORM/CONSOLIDATION/SUSTAINABILITY OUTCOMES</b>	<b>DEVELOP AND PRIORITIZE PFM REFORM/CONSOLIDATION/SUSTAINABILITY OPTIONS</b>	<b>IDENTIFY POTENTIAL CONSTRAINTS TO REFORM/CONSOLIDATION/SUSTAINABILITY</b>	<b>IMPLEMENT REFORMS/CONSOLIDATION/SUSTAINABILITY &amp; REFORM/CONSOLIDATION/SUSTAINABILITY ACTION PLANS</b>	<b>MONITORING, EVALUATION AND ADJUSTMENT</b>
Present a list of strengths and weaknesses identified in the PEFA report	Agree if analysis to be undertaken to identify the technical and non-technical causes or contributing factors to the strengths and weaknesses	Agree on the desired PFM outcomes to come from addressing the problems and weaknesses	Develop a set of reform initiatives that address the weaknesses identified and support the achievement of the desired PFM outcomes. Agree the order of priority of the reforms/consolidation/sustainability. Review priority based on constraints identified in stage 5.	Identify constraints to successfully implementing reform and possible actions to mitigate those constraints	Implement specific actions, identify responsibilities, timelines, and capacity development needs. This could be as individual initiatives or part of a reform/consolidation/sustainability strategy or action plan.	Monitor the implementation of reforms and individual actions. Review and modify consolidation/sustainability initiatives or plans.

Fig. 14 The proposed stages of Ghana's PFM consolidation and sustainability dialogue [14]

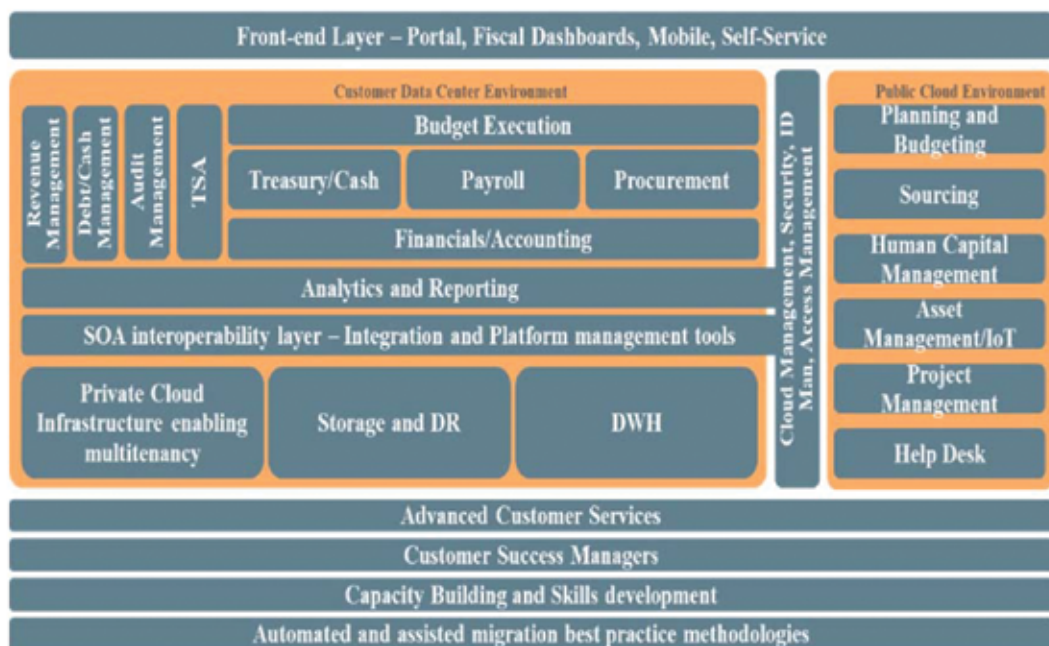
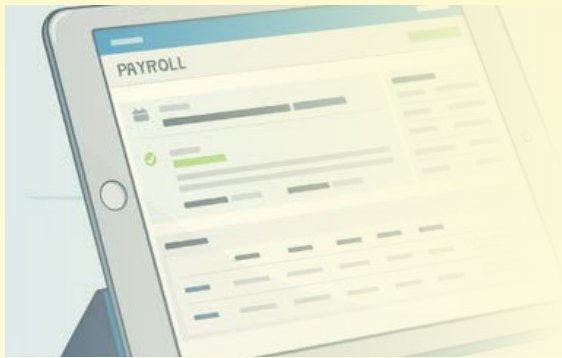


Fig. 15 The Proposed PFM Digitization Architecture for Ghana<sup>11</sup>



# PAYROLL MANAGEMENT DIVISION (PMD)

The Payroll Management Division is one of the six divisions of CAGD. It is headed by Mr. Wisdom Komla Messan, a Deputy Controller and Accountant-General.

The Division has two Directorates, The Active Payroll Directorate which has ten Sections and over 160 staff and the Pension Directorate with Two Sections and staff strength of more than 90. Its main responsibility is to process and pay compensation of active employees and retired public servants and their beneficiaries under the CAP 30 Pension Scheme as required under the Public Financial Management Act 2016 Act 921 and its Regulations and the CAP 30 Pension Act. In this regard the Division is responsible for the management of the National Salary and Pension payroll.

There are laid down procedures, responsibilities and clear timelines for the management of the national payroll. It is a shared responsibility between CAGD and employer institutions or Covered Entities. Covered Entities have Transaction Processing Centres which have been connected and given local access to the Payroll Processing System at CAGD.

It is the responsibility of the employer institutions to ensure that the bio data, job classification and other relevant human resource information of each member of staff is captured or updated on the payroll system. They are also to validate the payment vouchers before the final payroll run.

The Payroll Management Division validates the data inputted at the employer level and processes the payment by the pay day for each pay period.



In addition to the main function of running the national payroll, other activities of the Division include the:

- Determination of the means of transmitting employee compensation.
- Publishing dates for payment of salaries and pensions.
- Generation and transmission of monthly salary payment vouchers for validation by Covered entities before final payroll run.
- The preparation of payroll reports for management.
- Monitoring of expenditure on Compensation of Employees.
- Prescription of procedures and actions required for the retrieval of unearned salaries and pensions paid out.
- Processing of deductions from salaries and pensions for payment to both statutory institutions and other third parties.
- Notification and prescription of sanctions for officers who fail to validate salary payment vouchers.
- Migration of subvented organizations unto the mechanized payroll.

The Division ensures the efficiency of the payroll system through controls such as: the segregation between data inputting and processing responsibilities, the requirement for biometric registration of new entrants, the verification of financial clearance for new entrants, checks by Payroll Quality Assurance Team, the validation of salary payment voucher before final payroll run, monthly Reconciliation of Test Report and Final Report as well as Internal Audit review of payroll and Payroll conference for stakeholders for system improvement.

### PENSION

A Pension is a regular or monthly payment made by an employer (government) to an employee in consideration either for past services or an abolition of a post or office. They normally take effect from the date of retirement or when the service is over.

### BRIEF HISTORY OF CAP 30

The Pension Ordinance No 42 of the 1980 (CAP 30) now referred to as the Pension Act 1950 (CAP 30) is an Act which provides gratuities and other allowances payable to officers of the Public Services of the Government of Ghana.

The primary purpose of the Act was to provide a Comprehensive Social Protection Scheme for Government workers.

The scheme was originally non-contributory and intended to be rewarded from the government to Public Servants after an unblemished and loyal Service. With time, other Pensions Schemes similar in form and content such as the teachers' Pension ordinance 1955 was introduced by the Government, section 6 (1) of the Pensions and Social Security Amendment Act 1975 (SMCD8) made the CAP 30 Pensions Scheme contributory for some Public Servants.

In effect the above mentioned Act and the 1992 Constitution provides legal regime backing the payment of the CAP 30 Pensions Scheme.

This Scheme was originally for all Public Servants who had been employed in the Public Service before and on the 31 December 1971. It is also the conduit through which all the Article 71 holders of the 1992 Constitution and all other security agencies in Ghana ie

- Police Service,
- Ghana Armed Forces,
- Ghana Immigration Service,
- Ghana Prisons Service,
- some members of the Judicial Service etc can access their Pensions.

This function is one that is executed with seriousness by the Payroll Division of the Department through its Pensions directorate.

### TYPES OF BENEFITS

The Pensions Directorate in their quest to fulfil their mandate under CAP 30 compile, compute and pay the following benefits on behalf of the Department

- Gratuity and Pensions
- Gratuity only
- Pensions only
- Death Gratuity
- Contract Gratuity
- Commuted Pensions
- Annual allowance

### PROCESSES AND PROCEDURES

These are as follows:

- a. The Head of MDA will inform the retiring Officer in writing six (6) months before the date of retirement.
- b. The Head of MDA must forward to CAGD, personal file(s) from all MDA's served- District, Region of retiring officer three (3) months prior to retirement including the following documents:
  - i. A letter from MDA requesting for payment.
  - ii. Completed Pensions form 1 (5) copies.
  - iii. First letter of appointment/ Certificate of the client will also have to be submitted.
  - iv. Promotion letters.
  - v. Other Correspondence e.g. Break-in service if any.
  - vi. SSNIT card and numbers.
  - vii. Bank name, branch account number of the would be beneficiary.
  - viii. Birth Certificate or original record of date of birth and
  - ix. Any other relevant document that may be required for processing of same



The outfit in recent times have mechanized some of its activities relative to payroll in general. Plans are in the offing to further automate its online presence to augment its service delivery to its clients.

## CHALLENGES

In our quest to discharge our mandate as stipulated by law and do right by our clients, we encounter a few problems and challenges.

Below are some of them:

- i. Because we do not generate all the information and data on our own, we sometimes have issues with the information being delivered to us and its timeliness
- ii. The law backing the scheme appears to have some peculiarities because it's a pre-colonial law and as such has made it a subject of several disputes.

They include:

- a. The scope of the Act;
  - b. Discretionary power
  - c. Gaps in the law and definitional problems
  - d. Cut-off system
- iii. Because of the slowness of information delivery from the MDA's and other Agencies (partners) the processes is sometimes slow and thereby soliciting unwarranted critiquing of the directorate.

## SUCCESSSES

As a body cloaked by law to carry out the payment of Pensions on behalf of the Government, the Payroll Division of the Department through its Pension Directorate has

- a. Reconfigured, re-aligned & reengineered its premise, thereby making it conducive for work; which hitherto looked like a market place
  - (i) By making some of its engagement with client on appointment basis.
- b. A manual on the processes and procedures of the scheme has been developed. This serves as a guide for the Heads of MDA's and other various agencies in their dealings with the Directorate. Thus aiding and shortening the processes involved in the delivering of our service.
- c. The Payroll division of the Department through its Pensions Directorate has streamlined its operations, employed more hands, trained and provided it staff with the needed accoutrements to deliver its core mandate to the best of its abilities.
- d. The above move by the Pensions Directorate has also reduced legal issue between the Department and clients.
- e. Hitherto, the beneficiary of the scheme was enjoined by law to pay 3% of their entitlement as charges to the Judicial Service for the letters of Administration, this was because most of our clients were not able to pay. The Department thereby instituted measures to ensure the above upon payment of our client's entitlement.

# SOCIAL BOX

## CAG Messages

### May Day



As we celebrate workers' day, I want to take this opportunity to pay glowing tribute to the gallant and hardworking staff of the Controller and Accountant-General's Department:

You have been tireless in your efforts.

You have been relentless in your sacrifices.

You have been committed towards the cause of our Department and Ghana as a whole.

I ask for God's blessings and protection for us all.

Thank you, stay safe and observe all the safety protocols to prevent the spread of COVID-19.



As we celebrate Mothers' today, I wish to seize this opportunity to celebrate all women of the Department.

Women are a critical part of the workforce of the Department and despite your overwhelming workload at home as mothers and wives, you are inexorable, diligent and steadfast towards the cause of the Department and the Nation as a whole.

I, on this day ask for God's peace, joy and blessings for you and your family.

I say **AYEEKOO** and **HAPPY MOTHER'S DAY** to you all.

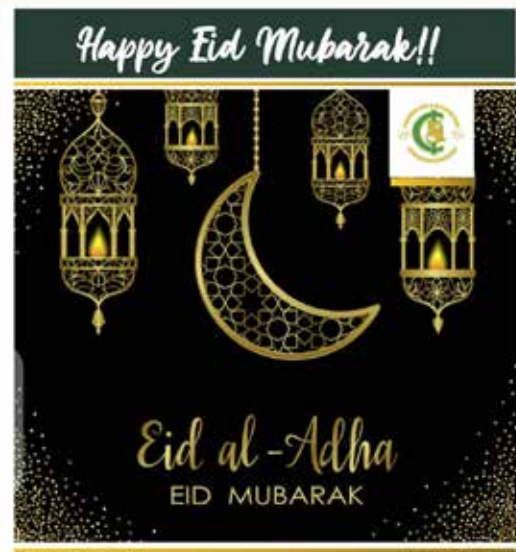
### Tribute in Memory of

**Anthony K.K. Sam**  
Mayor of Sekondi-Takoradi  
Metropolitan Assembly



It is with great pain we at the Controller and Accountant General's Department (CAGD), learnt of the sudden demise of the Sekondi-Takoradi Metropolitan Chief Executive, Mr. Anthony K. K. Sam. In February, 2020, Mr. Sam graced the CAGD's

Annual Conference in Takoradi when he represented the Regional Minister. The speech he read on behalf of the Regional Minister, continue to resonate in our minds. Albert Sam, you have carved your name on our hearts. Your legacy will be etched on our minds.



May this Eid bring you and your loved ones peace and happiness.

**YOUR FAMILY NEEDS YOU,  
CAGD NEEDS YOU, GHANA NEEDS YOU  
SO PLEASE STAY SAFE**

and observe all the COVID - 19 safety protocols even as you celebrate this memorable occasion.



**C** **COVID-19** is a large family of viruses that are known to cause illness ranging from the common cold to more severe diseases such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS).

The novel COVID-19 is a new strain of virus that has not been previously identified in humans. Detailed investigations found that SARS-CoV was transmitted from civet cats to humans in China in 2002 and MERS-CoV from dromedary camels to humans in Saudi Arabia in 2012. Several known COVID-19 is circulating in animals that have not yet infected humans. As surveillance improves around the world, more COVID-19 is likely to be identified. It depends on the virus, but common signs include respiratory symptoms, fever, cough, shortness of breath, and breathing difficulties. In more severe cases, infection can cause pneumonia, severe acute respiratory syndrome, kidney failure and even death.

COVID-19 can be transmitted from person to person usually after close contact with an infected patient, for example, in a household workplace, or health care Centre. There is no specific treatment for COVID-19. However, many of the symptoms can be treated and therefore treatment is based on the patient's clinical condition. Moreover, supportive care for infected persons can be highly effective. Standard recommendations to reduce exposure to and transmission of a range of illnesses include maintaining basic hand and respiratory hygiene, and safe food practices and avoiding close contact, when possible, with anyone showing symptoms of respiratory illness such as coughing and sneezing. On January 30, 2020, the WHO declared the COVID-19 outbreak a global health emergency and on March 11, 2020, the WHO declared COVID-19 a global pandemic, the first of such designation since declaring H1N1 influenza a pandemic in 2009.

Ghana recorded its first two case of the virus on the 12th of March, 2020 when two infected people returned from Norway and Turkey. There are currently 35,142 confirmed cases with 31,285 recoveries and 175 deaths

as at the time of writing this report. Government as part of efforts to prevent the spread of the virus in the country after recording its first case intensified surveillance for suspected cases which were picked and tested for confirmation at the country's point of entry. A mandatory 14-day quarantine was imposed on all persons arriving in the country through the various ports. Public Health preparedness plans were put in place and activated in the event of the breakout of this pandemic in Ghana in line with the International Health Regulations (2005). Risk communication activities were planned and aspects of it started through the granting of radio and TV interviews and port education on the virus. Government also issued directives to all MDA's to ensure adherence to the safety protocols and flexible working hours to curtail the spread of the virus at the workplace.

Management of Controller and Accountant-General's Department as part of its contribution to augment Government's efforts to curtail the spread and create a healthy working environment has put in place interventions at its various offices. Some of these interventions are:

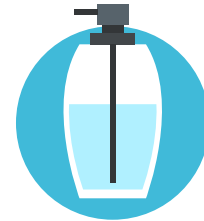
- Provision of Veronica Buckets, Tissue and Soaps for handwashing.
- Wall sanitizers have been mounted at vantage points for staff and visitors.
- All letters are no more sent to the Registry but left at the Security Point.
- Letter can also be delivered to the Department via **Email (registry@cagd.gov.gh)**
- Management has also introduced Enterprise Content Management Intranet(ECMI) to ensure efficiency in document management procedures as part of safety precautions to achieve ultimate social distancing
- Weekly Digest publications that inform and educate Staff on ways to keep safe and prevent the spread of the virus.



## COVID-19 SAFETY PROTOCOLS



WASH HANDS



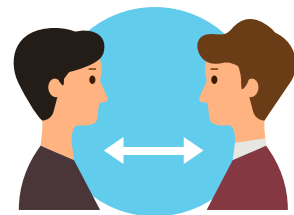
USE SOAP



USE DISINFECTANT



DON'T SHAKE



KEEP DISTANCE



WEAR NOSE MASK

# ENSIGN AND TWO OTHER PARTNERS DONATE TO CAGD



The Ensign College of Public Health and its partners, Engage Now Africa and Health 2 GO have donated some items to the Department to help in the fight against Covid- 19 pandemic in Ghana.

Dr. Reuben Kofi Esena, a faculty member of Ensign College and a member of the committee on Covid-19 (Team Archimedes) presented the items on behalf of the Team. He said the donation is part of their Corporate Social Responsibility and also efforts to help take education on Covid- 19 to the grassroots.

The items they donated included a branded Barrel mounted on a stand with sinks, sanitizers and automated liquid soap dispenser. Receiving the items on behalf of the Department, Mr. Cephas Narh Dosoo, the Head of Public Relations Directorate thanked the Ensign Team for their kind gesture.

He noted that their donation to the Department will go a long way to augment the department efforts in fighting against the pandemic and prevent the spread of the disease at the workplace.

Mr. Dosoo also noted the gesture will strengthen the relationship between the department and Ensign and its partners.

Present at the presentation were Dr. Edward Kofi Sutherland, Medical Director and Faculty Member, Dr. Stephen Manortey, Head of Academic Programs and Richmond Adu Gyamfi from Engage Now Africa, Head of General Services (CAGD), Mr. Emmanuel Osei Boahen and Staff of the Public Relations Directorate.







# GHANA ADOPTS THE INTERNATIONAL PUBLIC SECTOR ACCOUNTING STANDARDS (IPSAS) +

**GHANA GOES GLOBAL IN PUBLIC ACCOUNTANCY** - Adopts International Public Sector Accounting Standards

**INTERNATIONAL STANDARDS FOR PUBLIC ACCOUNTING IN GHANA** - Adopts International Public Sector Accounting Standards (IPSAS)

**GLOBAL STANDARDS FOR PUBLIC ACCOUNTING IN GHANA** - Adopts International Public Sector Accounting Standards

Ghana is on record to have become one of the earliest African countries to join the United Nations Organization (UN) in 1945 as a member state. It is also a founding member of the Commonwealth of Nations and currently belongs to numerous international organizations and bodies including the World Trade Organization, (WTO) the African Union (AU), International Federation of Journalists (IFO), and the International Labor Organization (ILO) etc.

In year 2014, Ghana as country, decided to be a full member of the emerging global Accountancy system when it announced the adoption of the International Public Sector Accounting Standard (IPSAS) Accrual and went ahead to establish the IPSAS Secretariat at the Controller and Accountant General's Department (CAGD), the entity mandated to see to the successful implementation of the IPSAS in Ghana. Currently over 100 countries across the globe have adopted IPSAS, cash and accruals with well over 15 countries of Africa at various stages and levels of implementation. International Unions including the UN, the African Union and the organization of American States have adopted the IPSAS

In November 2018, Ghana formally launched its adoption and implementation of the IPSAS spearheaded by the Controller and Accountant General's Department under the auspices of the Ministry of Finance and in collaboration with the Institute of Chartered Accountant Ghana (ICAG) which is the regulating body in charge of monitoring and training for the IPSAS implementation.

The IPSAS is a set of Standards issued by the IPSAS Board of International Federation of Accountants (IFAC) to regulate and guide the preparation, presentation and disclosure (including recognition and measurement) of general purpose financial statements in the Public Sector across the world.





The standards apply to all Public sector entities other than Government business enterprises set up for commercial purposes.

The CAGD, in its efforts to ensure a smooth and seamless implementation of the IPSAS in the country has embarked on a series of sensitization and educational seminar for key stakeholders including Chief Directors of Ministries, Finance Officers and Accountants of Ministries, Departments and Agencies (MDA's) and Budget/Economic Officers of the Ministry of Finance.

Mr. Kwasi Kwaning-Bosompem, the Ag. Controller and Accountant General recently told Chief Directors of the Ministries to brace up for the full implementation the new International Accounting standards by the year 2023, to meet with the country's deadline when all Accounts reporting and preparation would have to be IPSAS compliant.

Opening a sensitization forum on IPSAS for Chief Directors of Ministries in Accra, Mr. Kwaning-Bosompem explained that though Ghana had earlier set 2019 as the year for the full implementation and adoption of IPSAS, the country defaulted and has now set up the new deadline of 2023.

He said the overall objective of IPSAS is to ensure that MDA's prepare complete and concise financial reports and statements to ensure the efficient use of Public finances, to improve transparency by providing complete view of Government business and performance.



Other benefits, according to Mr. Kwaning- Bosompem, include the provision of greater credibility as Governments use same accounting standards globally and guides equitable matching of cost to revenue by depreciation of fixed assets and that it also leads to effective monitoring of the existence and value of assets and liabilities.

Dr. Williams Atuilik, Vice President of the Institute of Chartered Accountants Ghana (ICAG) regulators of the IPSAS implementation disclosed that the new standards ensure better decision making for Governments by using quality information as well as harmonizing accounting reports and statements across nations.

Other institutions playing major roles in the IPSAS implementation include the Parliament of Ghana (oversight responsibility), the Ministry of Finance (supervision), the Ghana Audit Service (Assurance and Auditing), the Ghana Revenue Authority (tax revenue) and the Internal Audit Agency (verification and validation). The IPSAS implementation collaborators include the Media, Civil Society Organizations, the World Bank and the Swiss Embassy (SECO), Accra.



# THE TREASURY SINGLE ACCOUNT (TSA)



## BACKGROUND

The Controller and Accountant General's Department (CAGD) identified an inventory of 12,891 bank accounts of Ministries, Departments and Agencies (MDAs)/Metropolitan, Municipal and District Assemblies (MMDAs). 5,500 of these accounts were held at Bank of Ghana whilst the remaining 7,391 are with Commercial Banks. In response to this, a need arose for the implementation of the Treasury Single Account (TSA) to assist in consolidation and effective management Government cash resources.

The Treasury Single Account (TSA) was formally launched in August 2017 which was aimed at the rationalization of Government Bank Accounts with Commercial Banks and the Bank of Ghana and the implementation of Bank Accounts tracking system to give the CAGD and all MDA's/MMDA's the opportunity of having real-time visibility of all Government Bank Accounts with Commercial Banks. It rationalizes the investment of Government cash balances with the Bank of Ghana and Commercial Banks.

The Treasury Single Account (TSA) is managed by the Revenue and Cash Management Section of the Controller and Accountant General's Department under the direct supervision of the Controller and Accountant General Mr. Kwasi Kwaning-Bosompem.

## GOALS & OBJECTIVES

- To curtail increasing debt servicing, high short-term yields which distort the yield curve and inefficient cash management and budget implementation with the ultimate aim of lowering actual borrowing and reduce pressure on short-term yields. It also ensures that MDA's funding needs are met in a timely manner.
- Ensuring effective aggregate control over government cash balances. The consolidation of cash resources through a TSA aggregate control of cash is also a key element in monetary and budget management.
- To provide enhanced controls over the disbursement and management of cash holdings by establishing payment/investment rules that govern the disbursements from TSA bank accounts.
- To provide policies, rules, and mechanisms with which government may reduce its short-term borrowing by mopping up all idle cash.

- To ensure that all cash holdings of the Government of Ghana, regardless of budgetary fund (Consolidated Fund, Internally Generated Fund, Statutory Fund, Donor Fund, etc.) is used to establish the cash position at the Bank of Ghana.

## SCOPE OF INSTITUTIONS ON TSA

The Government of Ghana shall implement a Distributed Treasury Single Account for both central and sub-national government entities. Under the Distributed architecture, line agencies down to the lowest level in the hierarchy are allowed to retain separate transaction accounts in the banking system. However, balances in all transaction accounts should provide information on Government cash position at the end of each day.

All MDAs, MMDAs, Public Institutions and Public Corporations shall participate in the Treasury Single Account.

State Owned Enterprises and Public Universities have been exempted from the coverage of the TSA.

## SUCCESSES OF THE TSA

- A reduction in the interest costs borne by the government due to short-term borrowing to cover cash shortfalls in the single bank account (T-Main).
- An increase in interest income derived from the short-term investment of temporary cash balances.
- A reduction in overdraft costs borne by the government due to insufficient funds in a single bank account (T-Main), used to establish Government cash position.
- Has made it easy for Government to know its cash positions especially the GoG bank accounts and that of the commercial banks due to the consolidation of those accounts.

## STATUS OF IMPLEMENTATION

To ensure the effective utilization of the policy, instructions have been issued to Commercial Banks to transfer Central Government bank accounts of MDAs to the Bank of Ghana and to that effect, Two Hundred and Four (204) bank accounts have been transferred to Bank of Ghana.



# CAGD

## 2020 Annual Conference (Photo Gallery)













# Presentation of Awards

A dinner and awards ceremony was to climax the two-day conference, during which 25 staff members of CAGD were rewarded for their hard work and commitment to duty.

Three staff members received special awards from the Controller and Accountant General, 16 others emerged best workers from across the 16 regions while the remaining 6 were drawn from various divisions under the CAGD.

Dr Gilbert Nyaledzigbor, who is the Chief Cashier; Mrs. Mary Aryee, Head of Ashanti Salaries Payroll Division, and Mr. Ransford Owusu, District Finance Officer for the South Tongu District Assembly, emerged winners of the Controller's special award.

The others were Husni Murtala (ICTM); Joanna Abena Twum (Treasury Division), Emmanuel Allotey (Payroll Management); Abdul-Mumin (Audit and Investigation); Adwoa A. Ainoo Ansah (Finance and Administration) and Solomon Osei Manu (FMS Division).

Those from the regions were Vapour Dramani (Bono); Mary Nkebi (Western); Emmanuel Mawuli Kofi Buatsi (Oti); Bright Ametepée (Greater Accra); Josephine Abwine Aburiya (North East); William Ohene Boafo (Volta); Sualihu Abdul Baaki (Northern), and James Kwadwo Mbame (Upper West).

The rest were Alhaji Adam Sharrif (Upper East); Edward Ohene Amankwah (Ahafo); Rebecca Akalari (Eastern); Eva Fremponmaa Anneh (Central); Karim Osman (Bono East); Kofi Poku Barnie (Western North); Alhassan Mohammed (Savannah) and O'Byrne Amoako-Boateng (Ashanti).





# Award photo Report











## *Presentation of Vehicles to **Six New Regions***

The Controller and Accountant General, Mr. Kwasi Kwaning-Bosompem also used the occasion to present six new Nissan pick-up vehicles to the six newly created regions to beef up their operations.

The regions were; Bono East, North East, Ahafo, Western North, Savannah and Oti.

Presenting the vehicles to the Regional Directors of the new regions, Mr. Kwaning Bosompem charged them to use the vehicles solely for the purpose for which they were given and also adopt proper maintenance culture to enhance their durability.

He further pledged his commitment to resourcing staff of the CAGD from across the country to enable them to effectively deliver on their mandate.

**To this end, all the newly created regions have been resourced with office space and logistics to enable them work effectively.**







# CONTROLLER AND ACCOUNTANT-GENERAL'S DEPARTMENT




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Web: [www.cagd.gov.gh](http://www.cagd.gov.gh) | Email: [Info@cagd.gov.gh](mailto:Info@cagd.gov.gh)

HEAD OFFICE

 0302-983507 | 0302-983499

ASHANTI REGION (03220-22903)

BRONG AHAFO (0330-27269)

NORTHERN REGION (03720-22604)

UPPER WEST (03920-22030)

UPPER EAST (03420-22213)

OTI REGION (0243383801)

SAVANNAH (0208162503)

WESTERN NORTH (0551496550)

EASTERN REGION (03420-22571)

WESTERN REGION (03120-46007)

VOLTA REGION (03620-26271)

CENTRAL REGION (03321-32551)

GREATER ACCRA (0302-220721 EXT. 2217)

BONO EAST (0244887364)

AHAFO (050236004)

NORTH EAST (0243331585)

