



REPUBLIC OF GHANA



MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF)

FOR 2018 - 2021

PROGRAMME BASED BUDGET ESTIMATES

FOR 2018

MINISTRY OF AVIATION



For copies of the MoA MTEF PBB Estimates, please contact the Public Relations Office of the Ministry:

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The MoA MTEF PBB Estimates for 2018 is also available on the internet at: www.mofep.gov.

TABLE OF CONTENTS

| | |
|--|----|
| PART A: STRATEGIC OVERVIEW OF THE MINISTRY OF AVIATION | |
| | 1 |
| 1. NATIONAL POLICY OBJECTIVES | 1 |
| 2. GOAL..... | 1 |
| 3. CORE FUNCTIONS..... | 1 |
| 4. POLICY OUTCOME INDICATORS AND TARGETS | 3 |
| 5. EXPENDITURE TRENDS: 2015 - 2017 | 3 |
| 6. BUDGET PERFORMANCE FOR 2017 | 4 |
| PART B: BUDGET PROGRAMME SUMMARY | 5 |
| PROGRAMME 1: MANAGEMENT AND ADMINISTRATION | 5 |
| PROGRAMME 2: AVIATION INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT | 14 |

PART A: STRATEGIC OVERVIEW OF THE MINISTRY OF AVIATION

1. NATIONAL POLICY OBJECTIVES

The National Medium Term Development Framework contains Seven (7) Policy Objectives that are relevant to the Ministry of Aviation.

These are as follows:

- Establish Ghana as a Transportation Hub for the West African Sub-Region
- Create and sustain an efficient transport system that meets user needs
- Integrate Land use, transport planning, development planning and service provision.
- Create appropriate environment for Private Sector Participation in the delivery of Transport Infrastructure.
- Develop and implement comprehensive and integrated Policy, Governance and Institutional Frameworks
- Ensure Sustainable Development in the Transport Sector
- Develop adequate Human Resources capacity and apply New Technology

2. GOAL

The overriding goal of the Ministry is to develop policy guidelines and set out priorities for investment, development and operations that aim at establishing Ghana as an Aviation Hub within the sub-region and position Ghana as the preferred destination of choice for travellers and open up the country for investment, business and tourism.

3. CORE FUNCTIONS

The core functions of the Ministry and its Agencies are:

Headquarters (Ministry)

- Formulating and coordinating aviation policies as well integration of sector plans and strategies with other sector ministry
- Ensure sector performance management, monitoring, evaluating and reporting;
- Promote innovation research and development as well as information management
- Develop human resource capacity and new technology for the sector
- Grant approval for licensing of Air Transport operations
- Negotiate Bilateral Air Service Agreement with handling partners

Ghana Civil Aviation Authority (GCAA)

- Regulate safety and security
- Provide Air Navigation Services
- Regulate air transport
- Advice Government on aviation matters

Ghana Airports Company Limited (GACL)

- Plan, develop, manage and maintain all public airports and aircrafts in the country
- Facilitate aircraft, passenger, and cargo movements
- Provide safety and security for aircraft, passengers and cargo in accordance with the best international practices

4. POLICY OUTCOME INDICATORS AND TARGETS

| Outcome Indicator Description | Unit of Measurement | Baseline | | Latest Status | | Target | |
|------------------------------------|---------------------|----------|-----------|---------------|-----------|--------|-----------|
| | | Year | Value | Year | Value | Year | Value |
| Total Air Freight | Tonnes | 2016 | 47,678 | 2017 | 37,476 | 2021 | 58,407 |
| International Aircraft Movement | Points | | 24,247 | | 19,621 | | 30,892 |
| International Passenger Throughput | Numbers | | 1,746,699 | | 1,340,073 | | 2,282,477 |
| Domestic Aircraft Movement | Points | | 12,102 | | 9,796 | | 19,607 |
| Domestic Passenger Throughput | Numbers | | 421,986 | | 373,429 | | 1,270,047 |

5. EXPENDITURE TRENDS

The Table below depicts the annual budget estimates as well as expenditure (releases) on projects and programmes for the Ministry and its Agencies. The Ministry was allocated a total amount of GH¢59,392,362.00 in 2017. As at the end of August 2017, the total amount released in respect of GoG stood at GH¢ 2,672,703.90 representing 4.50%.

| Expenditure Item | 2015 (Approved Budget) | 2015 (Released) | 2016 (Approved Budget) | 2016 (Released) | 2017 (Approved Budget) | 2017 Released (Jan-Aug) |
|---------------------------|------------------------|-----------------|------------------------|-----------------|------------------------|-------------------------|
| Compensation of Employees | - | - | - | - | 816,102.00 | 497,905.90 |
| Goods and Services | - | - | - | - | 15,515,252.00 | 1,846,763.00 |
| Assets | - | - | - | - | 43,061,008.00 | 328,035.00 |
| Total | - | - | - | - | 59,392,362.00 | 2,672,703.90 |

6. BUDGET PERFORMANCE FOR 2017

Management and Administration

- Collaborated with the Ministry of Finance for the removal of the 17.5% VAT on domestic airfares
- Submitted Cabinet Memorandum to seek Policy approval for the establishment of a Home Based/National Carrier.
- Submitted Cabinet Memorandum for the signing of initialed Bilateral Air Services Agreements (BASAs) with contracting States.

Aviation Infrastructure Development and Management

- Design and Construction of a new terminal (3) is on-going and 57% complete.
- Construction of a southern apron at KIA for eight (8) wide body aircraft is 99% complete.
- Design and Construction of the Ho airport is 87.36% complete
- Rehabilitation of 6km inner perimeter at Kumasi airport is 100% complete

Aviation Regulation, Certification, Security and Safety Management

- Construction of a modern Air Navigation Services (ANS) Center at KIA is 20% complete
- In-House Committee set up for the decoupling of the Regulator from the service provider
- Supply & Installation of an Instrument Landing System (ILS) at Tamale airport is 95% complete
- Supply & Installation of ATM at KIA is 85% complete
- Supply/Installation of a Wide Area Multilateration/Air Traffic Management Systems at KIA (Phase I) is 75% complete
- Supply & Installation of New VSAT Systems at KIA is 60% complete
- Surveillance system / data link communications for Oceanic Traffic has been completed
- ATC Communications Upgrade at Regional Airports have been completed.

PART B: BUDGET PROGRAMME SUMMARY

PROGRAMME 1: MANAGEMENT AND ADMINISTRATION

1. Budget Programme Objectives

- Establish Ghana as a Transportation Hub for the West African Sub-Region
- Create and sustain an efficient transport system that meets user needs
- Integrate Land use, transport planning, development planning and service provision.
- Create appropriate environment for Private Sector Participation in the delivery of Transport Infrastructure.
- Develop and implement comprehensive and integrated Policy, Governance and Institutional Frameworks
- Ensure Sustainable Development in the Transport Sector
- Develop adequate Human Resources capacity and apply New Technology

2. Budget Programme Description

The Ministry of Aviation is responsible for policy formulation, sector coordination and has oversight responsibility as well as sector performance monitoring & evaluation of the aviation sector.

BUDGET SUB-PROGRAMME SUMMARY

PROGRAMME 1: MANAGEMENT AND ADMINISTRATION

SUB-PROGRAMME 1.1: General Administration and Finance

1. Budget Sub-Programme Objectives

- To ensure the provision of logistics and other administrative support for efficient management of the Ministry and its Agencies
- Improve resource utilization, financial management, internal controls and reporting.

2. Budget Sub-Programme Description

This sub-programme ensures that services (transport, security, stores, records and procurement management) and facilities necessary to support the Ministry are available. It also ensures the provision of an effective and efficient system for internal checks.

It also considers the financial management practices of the Ministry. It also leads the administration of Treasury management and accounts preparation. It also ensures the documentation and controlling of cash flows as well as actual handling of cash. Some of the activities undertaken include:

- Maintaining proper accounting records
- Adherence to established accounting procedures
- Provide inputs and assist in the preparation of annual budget estimates
- Ensuring budgetary control and management of assets, liabilities, revenue and expenditures in line with the Financial Administration Act and Financial Administration Regulations
- Ensure timely reporting of all financial transactions

The Ministry depends on the Government consolidated fund as well as donor support in the implementation of its projects and programmes. The beneficiaries of this sub-programme are the agencies under the Ministry.

This sub-programme is delivered by twenty-one (21) members of staff.

3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Ministry measures the performance of this sub-programme. The data below indicates the projections for the Ministry and estimate of future performance.

| Main Outputs | Output Indicator | Past Years | | Projections | | | |
|---|---|------------|------|--|--|--|--|
| | | 2016 | 2017 | Budget Year 2018 | Indicative Year 2019 | Indicative Year 2020 | Indicative Year 2021 |
| Logistical capacity of the Ministry and its Agencies increased and maintained | Number of Vehicles Purchased | - | - | 5 | 3 | 3 | 3 |
| | Number of Vehicles serviced & road worthy | - | 3 | 9 | 3 | 3 | 3 |
| | Number of Officers with computers | - | 26 | 6 | 1 | 1 | 1 |
| Audit monitoring visits to agencies undertaken | Number of monitoring reports | - | - | 4 | 4 | 4 | 4 |
| Management /Directors Meetings organised | Number of minutes | - | 1 | 12 | 12 | 12 | 12 |
| Audit Meetings Held | Number of minutes | - | 2 | 4 | 4 | 4 | 4 |
| Entity Tender Committee meetings held | Number of minutes | | 1 | 4 | 4 | 4 | 4 |
| Ministerial Advisory Board meetings held | Number of minutes | | 1 | 4 | 4 | 4 | 4 |
| Procurement Plan Prepared | Copy of Procurement plan | | 1 | 1 | 1 | 1 | 1 |
| Financial Report Prepared | Copy of financial report | - | 1 | 1 | 1 | 1 | 1 |
| Audit Reports responded to | Timeliness of response | - | - | Thirty (30) days after receipt of report | Thirty (30) days after receipt of report | Thirty (30) days after receipt of report | Thirty (30) days after receipt of report |
| Audit report Issued | Number of reports | | 2 | 4 | 4 | 4 | 4 |

4. Budget Sub-Programme Operations and Projects

The table lists the main Operations and projects to be undertaken by the sub-programme

| Operations | Projects |
|--|---|
| Internal management of the organization | Acquisition of Immovable and movable Assets |
| Procurement of office supplies and consumables | |
| Procurement Plan Preparation | |
| Tendering activities | |
| Internal Audit Operation | |
| External Audit Operations | |
| Treasury and Accounting activities | |
| Preparation of Financial Reports | |
| Protocol Services | |
| Media Relations | |
| Cleaning and General Services | |

BUDGET SUB-PROGRAMME SUMMARY

PROGRAMME 1: MANAGEMENT AND ADMINISTRATION

SUB-PROGRAMME 1.2: Human Resource Management

1. Budget Sub-Programme Objective

Facilitate the recruitment, placement, training and improvement in the human resource capacity of the transport sector.

2. Budget Sub-Programme Description

This sub programme covers the human resource needs of the Ministry. It develops sector-wide policy on Human Resource Planning, Succession Planning, Training and Development and Performance Management. It also ensures that there is in place an effective and stable management framework consistent with the overall manpower needs of the sector.

This sub-programme is delivered by three (3) numbers of staff.

3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Ministry measures the performance of this sub-programme. The data below indicates the projections for the Ministry and estimate of future performance.

| Main Outputs | Output Indicator | Past Years | | Projections | | | |
|--------------------------------|---------------------------|------------|------|------------------|----------------------|----------------------|----------------------|
| | | 2016 | 2017 | Budget Year 2018 | Indicative Year 2019 | Indicative Year 2020 | Indicative Year 2021 |
| Staff trained | Number of Staff trained | - | 4 | 27 | 30 | 33 | 35 |
| Promotion interviews held | Number of interviews held | - | 5 | 3 | 2 | 2 | 3 |
| | Number of staff promoted | - | 5 | 3 | 2 | 2 | 3 |
| Performance Appraisal of staff | Number of staff appraised | - | 27 | 27 | 30 | 33 | 35 |

4. Budget Sub-Programme Operations and Projects

The table lists the main Operations and projects to be undertaken by the sub-programme

| Operations | Projects |
|--------------------------------------|-----------------|
| Scheme of service | |
| Recruitment, Placement and Promotion | |
| Manpower skills development | |
| Personnel and staff Management | |

BUDGET SUB-PROGRAMME SUMMARY

PROGRAMME 1: MANAGEMENT AND ADMINISTRATION

SUB-PROGRAMME 1.3: Policy, Planning, Monitoring and Evaluation

1. Budget Sub-Programme Objective

To improve Policy, Planning, Budgeting, Monitoring and Evaluation in the transport sector

2. Budget Sub-Programme Description

The sub-programme facilitates the technical processes for the development of policies, plans, programmes and budgets of all activities of the Ministry. It also caters for the design and application of monitoring and evaluation systems for the purposes of assessing the operational effectiveness of the Ministry's strategies and interventions.

This sub-programme is delivered by three (3) members of staff.

3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Ministry measures the performance of this sub-programme. The data below indicates the projections for the Ministry and estimate of future performance.

| Main Outputs | Output Indicator | Past Years | | Projections | | | |
|--------------------------------------|---|------------|------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| | | 2016 | 2017 | Budget Year 2018 | Indicative Year 2019 | Indicative Year 2020 | Indicative Year 2021 |
| Sector plans developed/updated | Number of Plans developed/updated | - | 1 | 1 | 1 | 1 | 1 |
| Sector Projects monitored | Number of Monitoring visits undertaken | - | 2 | 4 | 4 | 4 | 4 |
| Quarterly Reports prepared | Number of quarterly reports prepared | - | 2 | 4 | 4 | 4 | 4 |
| Annual Report prepared | Timeliness of response (31 st January) | - | Date not yet due | By 31 st January 2019 | By 31 st January 2020 | By 31 st January 2021 | By 31 st January 2022 |
| Annual budget estimates prepared | Date prepared | - | 31 st March, 2017 | 1 st October 2018 | 1 st October 2018 | 1 st October 2019 | 1 st October 2020 |
| Mid-Year Review Conference organised | Date organized | - | By September 2017 | By September 2018 | By September 2019 | By September 2020 | By September 2021 |

4. Budget Sub-Programme Operations and Projects

The table lists the main Operations and projects to be undertaken by the sub-programme

| Operations | Projects |
|---|----------|
| Planning and Policy formulation | |
| Management and monitoring policies, programmes and projects | |
| Evaluation and impact assessment activities | |
| Publication and dissemination of Policies and Programmes | |
| Policies and Programme Review Activities | |
| Budget Preparation | |
| Budget Performance Reporting | |

BUDGET PROGRAMME SUMMARY

PROGRAMME 2: AVIATION INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT

1. Budget Programme Objective

To plan, develop, manage and maintain airports and aerodromes in Ghana

2. Budget Programme Description

This Programme is delivered by the following agencies; the Ghana Airports Company Limited (GACL), and the Ghana Civil Aviation Authority (GCAA). The operations to be pursued under this programme are;

- Develop, manage and maintain all public airports and airstrips in the country
- Provide safety and security for aircraft, passengers, and cargo
- Provide rescue and fire fighting equipment and services at airports.
- Construct, maintain and manage Navigation Sites.
- Facilitate aircrafts, passenger, cargo and mail movement

GACL was established as a result of the decoupling of the existing Ghana Civil Aviation Authority (GCAA) in line with modern trends in the aviation industry. The Company exists with specific responsibility for planning, developing, managing and maintaining all airports and aerodromes in Ghana It also generates IGF such as the Airport Passenger Service Charge (APSC).

The Ghana Civil Aviation Authority exists to regulate the air transport industry in Ghana and provide air navigation services within the Accra Flight Information Region (FIR) which comprises the airspace over the Republic of Ghana, and a large area over the Atlantic Ocean.

This Programme is delivered by one thousand one hundred and thirty-four (1,134) staff.

3. Budget Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Ministry measures the performance of this programme. The data below indicates the projections for the Ministry and estimate of future performance.

| Main Outputs | Output Indicator | Past Years | | Projections | | | |
|-------------------------------------|--------------------------|------------|---------------------------------------|------------------------|----------------------------|----------------------------|----------------------------|
| | | 2016 | 2017 Jan-Jun | Budget Year 2018 | Indicative Year 2019 | Indicative Year 2020 | Indicative Year 2021 |
| Tamale Phase 2 Airport Constructed; | Percentage of completion | - | Commercial agreement yet to be signed | 10% | 70% | 100% | - |
| Kumasi Phase 2 Airport Constructed | Percentage of completion | - | Commercial agreement signed | 40% | 80% | 100% | - |
| Terminal 3 building Constructed | Percentage of completion | - | 57% | 100% | - | - | - |
| Ho Airport Constructed | Percentage of completion | - | 87.36% | 100% | - | - | - |

4. Budget Programme Operations and Projects

The table lists the main Operations and projects to be undertaken by the programme

| Operations |
|--|
| Maintenance and Rehabilitation of Airports |
| |
| |

| Projects |
|-----------------------------------|
| Construction of Tamale Phase II |
| Construction of Kumasi Phase II |
| Construction of Terminal 3 at KIA |

BUDGET PROGRAMME SUMMARY

PROGRAMME 3: AVIATION REGULATION, CERTIFICATION, SECURITY AND SAFETY MANAGEMENT

1. Budget Programme Objective

To regulate the air transport industry in Ghana and provide air navigation services within the Accra Flight Information Region (FIR).

2. Budget Programme Description

This Programme is delivered by the Ghana Civil Aviation Authority (GCAA). The operations to be pursued under this programme are;

- Regulate safety and security
- Provide Air Navigation Services
- Regulate air transport
- Licensing of Airports and Aerodromes.
- Licensing and Certification of Air Transport Operators
- Negotiate Bilateral Air Services Agreement with trading partners

Ghana Civil Aviation Authority (GCAA) is the Regulatory Agency of Government on civil air transportation and the provider of Air Navigation Services - Ghana Civil Aviation Act, 2004 (Act 678); Ghana Civil Aviation (Amendment) Act, 2016 (Act 906).

This Programme is delivered by three hundred and eighty-five (385) staff.

3. Budget Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Ministry measures the performance of this programme. The data below indicates the projections for the Ministry and estimate of future performance.

| Main Outputs | Output Indicator | Past Years | | Projections | | | |
|-------------------------------------|--|------------|------|----------------------|----------------------|----------------------|----------------------|
| | | 2016 | 2017 | Budget Year 2018 | Indicative Year 2019 | Indicative Year 2020 | Indicative Year 2021 |
| Air Transport Carriers Certified | Number of operators licensed and certified | - | 9 | 11 | 14 | 16 | 18 |
| Airports and Aerodromes Licensed | Number of Airports and Aerodromes Licensed | - | 1 | 1 | 1 | 1 | 1 |
| FAA Category 1 Certificate attained | FAA Certificate | - | - | Certification issued | - | - | - |
| Construction of ANS Building | ANS building constructed | - | 20% | 90% | 100% | - | - |

4. Budget Programme Operations and Projects

The table lists the main Operations and projects to be undertaken by the programme

| Operation | Projects |
|--|-------------------------------------|
| Aviation Regulation, Safety and Security | Construction of ANS building at KIA |
| | Supply and installation of VSAT |
| | |