

# ANNUAL PERFORMANCE REPORT – 2013 (NFED)

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## EXECUTIVE SUMMARY

In 2013, the Non-Formal Education Division of the Ministry of Education (NFED-MOE) continued to implement development interventions and initiatives to reduce poverty, improve the life of the non-literate particularly in rural communities nationwide irrespective of insufficient funds released to the Division.

The Vision of the Division is “Empowered people through non-formal education and training”. This vision propelled in the NFLP’s performance for the year under review. Some results were achieved in programme implementation in a number of communities across the country in spite of the financial constraints the Division faced.

Even though the Division could not implement all of its planned activities, some were successfully undertaken. Notable among these are:

- NFED – ILO T/CBE Project currently in progress in selected cocoa growing communities
- Mentoring and Literacy Project for Vulnerable Youth under the sponsorship of the Ghana Women’s Voices/NFED currently underway.
- One thousand, Two Hundred and Forty Five Programme Assistants and Assistant Programme Officers were taken through basic facilitation rudiments throughout the country.
- In- House Orientation Workshop held for newly recruited Staff.
- Successful hosting of an Organizational Development Consultant (Dr. Jacqueline Murray) from WUSC for a period of one month, to assist in the development of an Organisational Strategic Plan.

Engagement with the media to create awareness of literacy activities during the 2013 Literacy Day on 8th September, 2013 (the day could not be celebrated due to financial constraint).

### 1.0 INTRODUCTION

The Non-Formal Education Division (NFED) was established at the Ministry of Education (MOE) in 1987 as a national response to the crucial need for a dynamic intervention to develop and tap the human resources of the large numbers of the non-literate population; 5.6 million non-literates out of a total population of fifteen (15) million in Ghana at the time. The NFED was thus tasked to coordinate non-formal education activities and also implement a national adult literacy as a key component of the Governments’ Programmes of Action to Mitigate the Social Costs of Adjustment programme (PAMSCAD).

In national development, education, a rights based issue (non-formal education including Life-Long Learning and adult literacy) is recognized as the key to human capital development of the non-literate and vulnerable groups in urban poor, rural settlements.

Using the modified Freirean Approach, the National Functional Literacy Programme (NFLP) allows marginalized groups to actively discuss issues pertaining to their lives, communities and the nation, simply identified as life skills, occupational skills and civic awareness and good citizenship. Basic reading, writing and numeracy skills are also acquired.

## 1.1 Constitutional Mandate

The NFED derives its mandate from **Articles 25 and 38 Sub-Sections 3b and 3c** of the 1992 Constitution of the Republic of Ghana to coordinate all non-formal education activities including lifelong learning. It also implements the National Functional Literacy Programme (NFLP) which was launched in 1991.

## 1.2 Vision and Mission

**Vision:** Empowered people through non-formal education and training.

**Mission:** NFED coordinates non-formal education and training activities and offers quality and equitable lifelong learning opportunities, functional literacy and skills development programmes for youths and adults outside formal education across Ghana.

## 1.3 Strategic Goal

Provide opportunities for those outside the formal education system to have free access to meaningful high-quality, user-friendly education and training, whether through inclusive or complementary provision, approved or informal apprenticeships, distance education or technical and vocational skills development initiatives.

## 2.0 RESPONSIBILITIES AND FUNCTIONS

The NFED ensures adequate and sustainable national capacity for the provision of Non-Formal Education, Basic Functional Literacy (English and Local languages) by providing leadership among Non-Formal Education and Literacy Providers to prescribe, implement, promote and enforce standards on:

- Quality functional literacy services in 15 Ghanaian languages and English
- Quality non-formal education and life skills services
- Recruitment of learners and training of Assistant Programme Officers, Programme Assistants and other selected staff as facilitators
- Curriculum and materials development
- Assessment of learners
- Partnership with other non-formal education and Lifelong Learning providers
- Planning, Budgeting, Monitoring and Evaluation

With the above general operational guidelines, NFED's functions also include the following:

- a. Undertaking nationwide programmes for the educationally disadvantaged aged 15-45 years old with lifelong learning to enhance functional literacy.
- b. Ensuring that the literacy levels needed for socio-economic development are achieved.
- c. Managing resources to achieve NFED's objectives in consonance with the policies of the Non-Formal Education and Lifelong Learning.
- d. Collaborating and Coordinating all functional literacy programmes in the country.
- e. Improving the quality of life of the poor and marginalized Ghanaians especially women, children, persons with disabilities (PWDs) and those in rural and urban poor settlements.

## 2.1 National Policy Objective for the Development of human capacity

- a. Increase Inclusive and Equitable Access to and participation in Education at all Levels

**Strategy:** Provide functional literacy and numeracy to non-literate youth and adults.

b. Create awareness on Management of Environment and Climate change

**Strategy:** Collaborate to inform, educate and train communities on environmental sanitation, degradation and climate change.

## **2.2 Coordination and Partnership**

In line with its mandate, the NFED works in partnership with civil society organizations (CSOs), and non-governmental organizations (NGOs) such as West Africa Reflect Practitioners, Ghana Institute of Linguistics Literacy and Bible Translation (GILLBT), Hunger Project, World Vision International (WVI), and the other sector ministries such as Health, Agriculture; Manpower, Youth and Employment, Local Government and Rural Development, Ghanaian Women's Voices etc to create opportunities outside formal schools for learning.

## **2.3 Specific Objectives**

The Specific Objectives of the Division are as follows:

- Provide quality basic literacy services to new groups in reading, writing and numeracy in the adopted fifteen (15) Ghanaian Languages and in English.
- Increase the number of learners in classes especially youth and women.
- Identify neglected communities in the Regions/Districts and recruit learners and facilitators for basic literacy.
- Upgrading the occupational skills of learners, e.g. IGA groups.
- Promote the application of acquired functional skills of learners to create wealth and reduce poverty.
- Sustain the learning interest and literacy skills of neo-literates through the creation of literate environment in the local language and English. E.g. Provision of book boxes.
- Use print and radio to inform and educate.

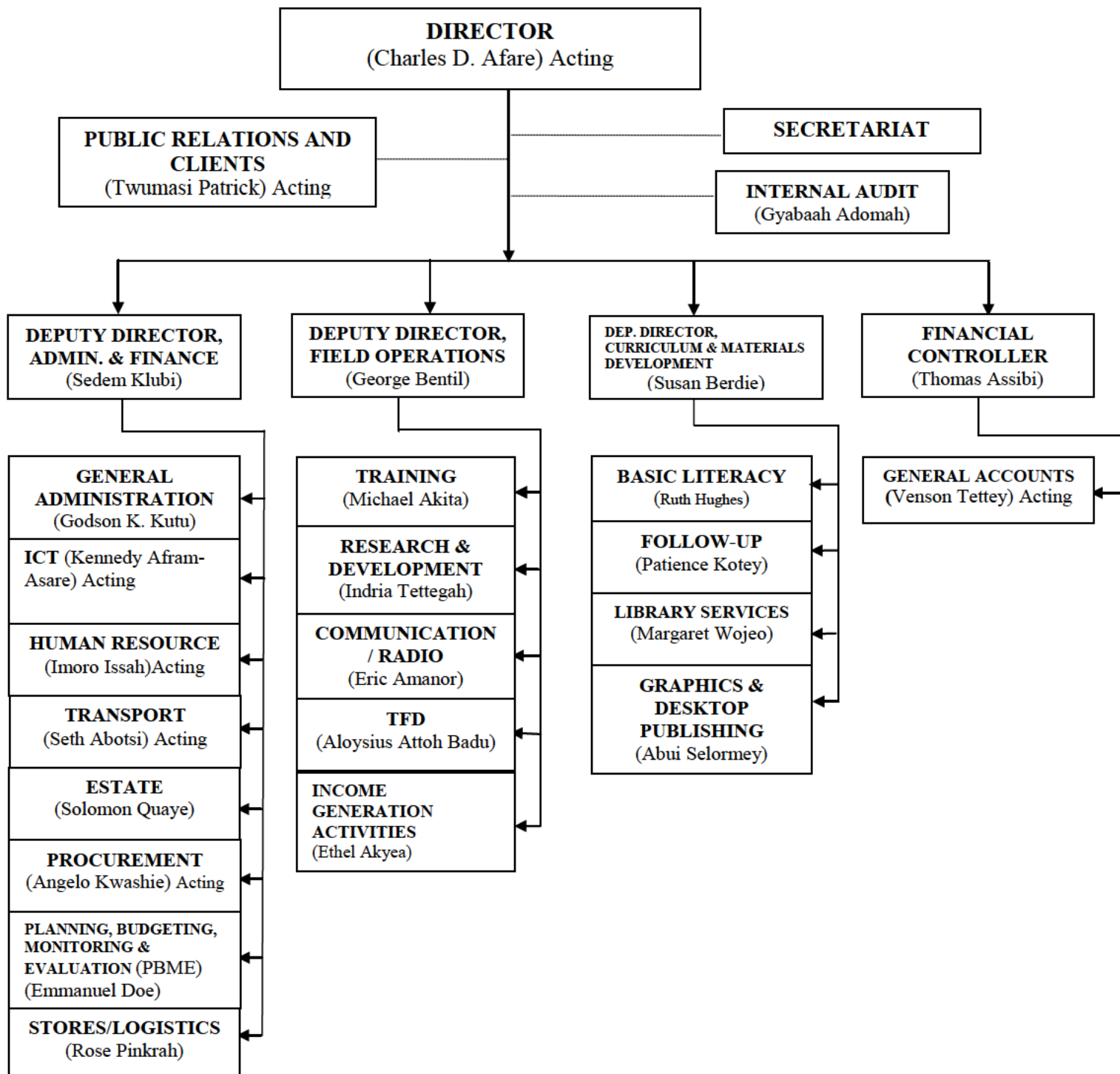
## **2.4 Office Location**

NFED headquarters is located at the Ghana Literacy House, House Number 2, Independence Close, Independence Avenue, Accra, near the National Insurance Commission. Ten (10) regional and Two hundred and Sixteen (216) district offices are located in all Regional and District capitals of Ghana and can be reached through the Regional and District Coordinating Councils. The Division is waiting for Ministry of Education's approval to open offices in the newly created districts when accommodations are secured.

## 2.5 Organizational Structure (Headquarters, Regions/Districts)

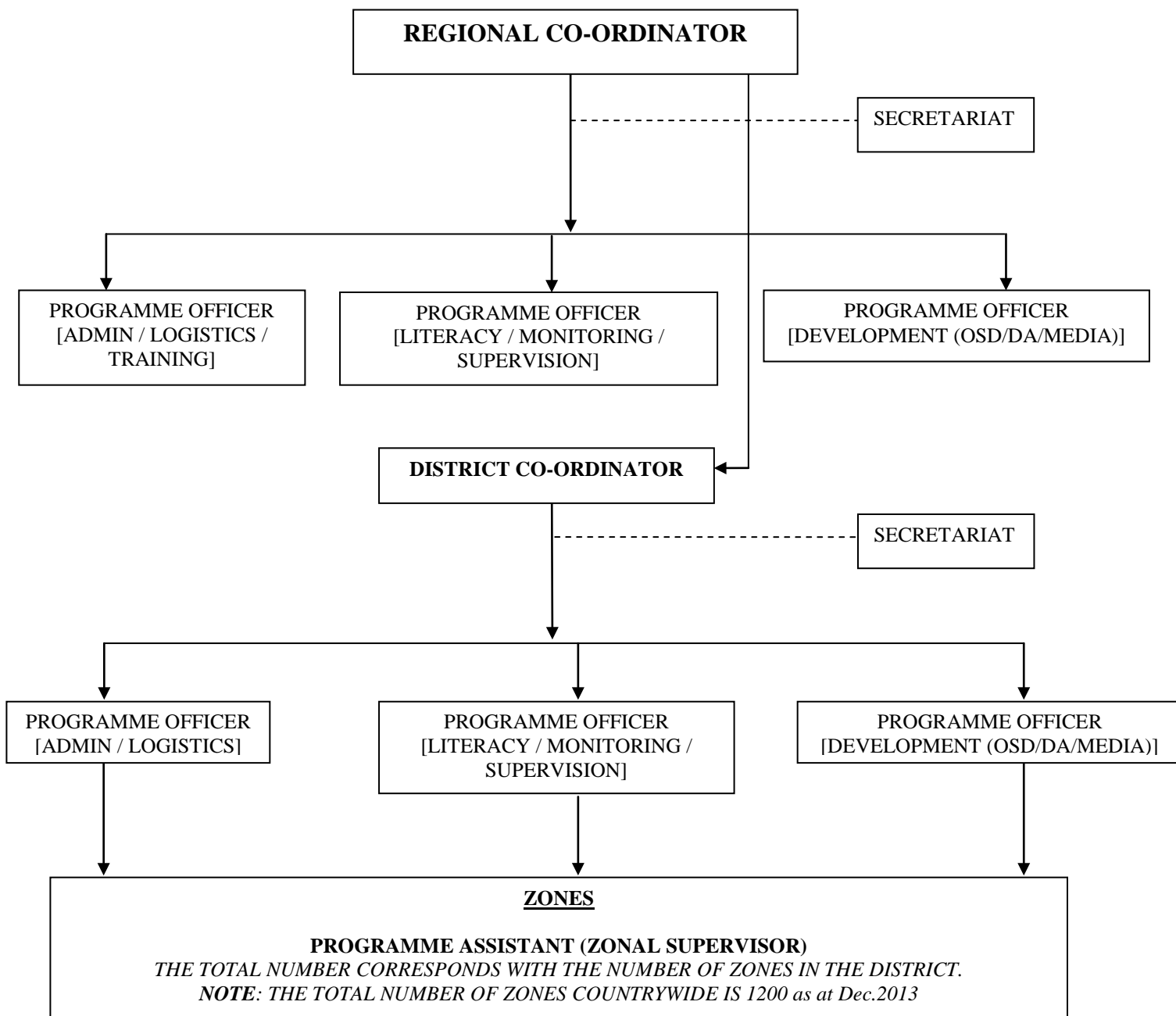
The NFED as a specialized arm of Ministry of Education has a National Director who is responsible for the day to day management of all facets of the organization. Below the Director, three (3) major Sections operate under the supervision and control of Deputy Directors with specialized Units that are manned by Unit Heads. The Accounts Unit operates under the management of the Principal Accountant (See Fig. 1 below).

Figure 1-NFED ORGANISATIONAL STRUCTURE, HEAD OFFICE



At the sub-national level, the Division operates in the ten regions and has 216 District offices. Regional and District Coordinators man NFED offices at these levels and are basically responsible for the coordination of all NFED and other NGO literacy provider's activities at the Regional and District levels to ensure quality standards in the implementation of the Non-Formal Education Activities (see Fig.2 below).

**Figure 2-NFED ORGANIZATIONAL STRUCTURE, REGIONS & DISTRICTS**



### 3.0 SECTIONS OF THE DIVISION

NFED has three main sections which carry out various activities.

1. Administration
2. Curriculum and Materials Development
3. Field Operations

All financial support activities are managed by the Controller and Accountant General's Department's staff, posted to the Division under the supervision of the Principal Accountant by name Thomas Assibi.

The Sections are handled by the respective Deputy Directors. The Units under the various Sections are managed by Unit Heads. Details are shown in the table below:

**Table 1 – SECTIONS WITH THEIR VARIOUS UNITS AT HEADQUARTERS**

<b>ADMINISTRATION &amp; FINANCE</b>	<b>CURRICULUM AND MATERIALS DEVELOPMENT</b>	<b>FIELD OPERATIONS</b>
General Administration Unit	Basic Literacy Unit	Communications/Radio Unit
PBME Unit	Follow-Up/Post Literacy Unit	Research & Development Unit
Human Resource Unit	Library Services Unit	Training Unit
Fleet Management Unit	Graphics & Desktop Publishing Unit	Theatre for Development Unit
Estate Unit		Income Generating Activities Unit
Procurement Unit		
Accounts Unit		
Internal Audit Unit		
Public Relations Unit		
ICT Unit		
Stores/Logistics Unit		

### 3.1.1 Staff Strength

Staffing is the pivot upon which every institutional arrangement revolves around in NFED. The staff strength of the organization currently stands at about 2,859 nationwide with the Head Office having 236. Table 2 below shows the ten (10) regions and staff strength.

**Table 2 -THE REGIONS AND STAFF STRENGTH**

<b>NAME OF REGION</b>	<b>STAFF STRENGTH</b>
Greater Accra	219
Eastern	266
Ashanti	302
Brong-Ahafo	422
Western	258
Central	286
Upper West	194
Upper East	264
Northern	372
Volta	277
<b>Total</b>	<b>2,859</b>

The tables below show the breakdown of staff in terms of male, female and grades both at the Head office and the Regions for administrative decision making to be arrived at in a most efficient manner.

**Table 3-STAFF BREAKDOWN: GRADES AND NUMBER OF STAFF - HEAD OFFICE**

<b>NO</b>	<b>GRADE</b>	<b>NO.</b>
1.	Director	1
2.	Deputy Director	3
3	Chief Programme Officer	10
5.	Principal Programme Officers	11
6.	Senior Programme Officer	8
7.	Programme Officers	71



8.	Assistant Programme Officers	3
9.	Programme Assistants	30
10.	Secretaries	28
11.	Cleaner	12
12.	Day Security	6
13.	Receptionist	3
14.	Senior Supply Officer	1
15.	Chief Internal Auditor	1
16.	Chief Technician Officer	1
17.	Driver	27
18.	Labourer/Headman/ Gardener	3
19.	Night watchman	5
20.	Senior Store Keeper	1
21.	Plumber	1
22.	Store Assistant	1
23.	Principal Accountant	1
24.	Driver/Technician	2
25.	Messengers	1
26.	ICT Technician	3
27.	Assistant ICT Technician	1
<b>Total</b>		<b>235</b>

**Table 3-STAFF BREAKDOWN: MALE, FEMALE-HEAD OFFICE**

<b>GRADE</b>	<b>MALE</b>	<b>FEMALE</b>	<b>TOTAL</b>
Director	1	-	1
Deputy Director	2	1	3
Principal Accountant	1	-	1
Internal Auditor	1	-	1
Chief Programme Officer	5	4	9
Principal Programme Officer	5	6	11
Chief Technician Officer	1	-	1
Principal Technician	2	-	2
Senior Programme Officer	1	5	8
Programme Officer	38	33	71
Programme Assistant	22	6	28

Secretary	-	28	28
Receptionist	-	3	3
Security	12	-	12
Artisans	1	-	1
Driver Technician	2	-	2
Drivers	27	-	27
Cleaners	1	9	10
Store Assistant	1	-	1
Messengers (Chief)	-	1	1
Gardener	1	-	1
Headman	1	-	1
Senior Store Keeper	1	-	1
Plumber	1		1
ICT Technician	3		3
Asst. ICT Technician	1		1
Asst. Programme Officer	3		3
Night Watchman	5		5
<b>Total</b>	<b>139</b>	<b>96</b>	<b>235</b>

### 3.1.2 National and Regional Heads of Non-Formal Education Division, MOE

Table 2 – NATIONAL HEADS AND REGIONAL HEADS OF NFED-MOE

NO.	NAME	STATUS	LEVEL
1.	Charles D. Afare	Acting Director	National
2.	Mike Amedior	Regional Coordinator	Ashanti
3.	Vacant pending appointment	-	Brong Ahafo
4.	Gideon Fianya	Regional Coordinator	Central
5.	Vacant pending appointment	-	Eastern
6.	George Anum Mensah	Regional Coordinator	Greater Accra
7.	Vacant pending appointment	-	Northern
8.	Essagol Lama	Regional	Upper East

		Coordinator	
9.	Festus Dakorah	Regional Coordinator	Upper West
10.	Vacant pending appointment	-	Volta
11	Vacant pending appointment	-	Western

Five Regional Coordinators have retired and plans are underway to appoint new ones. Pending the appointment, some Regional and District Coordinators have been given oversight responsibilities in the vacant regions. They are Gideon Fianya (Western Region), Mr. Mike Amedior (Brong Ahafo Region), Mr. Essagol Lama (Northern Region), Mr. Edward Ansah Bekoe (Eastern Region), Mr. Seth Anku (Volta Region). That notwithstanding, internal adverts have been hosted and shortlisting of competent and qualified candidates is currently ongoing.

### **3.1.2 Staff on Contract**

All the 16 staff on contract, ended their term by December, 2013 and efforts are being made to upgrade other experienced and efficient staff in the system to fill in the vacant positions through interviews.

## **4.0 PROGRAMME DELIVERY**

Non-Formal Education programmes were delivered under specific activities, strategic objectives, expected outputs, performance indicators, actual outcome and challenges during the year under review.

The Administration Section programmes delivered during the year under review include; General Administration, Fleet Management, Personnel/Registry, Training, Stores & Logistics and Public Relations.

Field Operation Section had programmes delivered by the various Units such as; Research, Occupational Skills Development, Theater for Development, Monitoring and Evaluation, ICT and Communications.

The Materials Development Section achieved its programmes delivery through Basic Literacy, Follow-Up/Post Literacy, Library Services and Desk Top Publishing/Graphics.

### **4.1.1 Recruitment of Learners after the World Bank support**

The Programme enrolled a total of 2,680,566 learners during the period 1992 – 2006, out of which 2,219,216 successfully graduated. The rate of recruitment of Learners has gradually dwindled since the withdrawal of the World Bank's sponsorship in 2006. Since then the Government of Ghana has sustained the programme albeit at the reduced rate. The table below shows the details of recruitment of learners from 2006.

Table 4 – BREAKDOWN OF CLASSES, BATCHES, FACILITATORS AND LEARNERS SINCE 2006

YEAR	BATCH	CLASSES	FACILITATORS	LEARNERS
2006	13	8,500	8,500	233,888
2007	14	1,600	1,600	40,000
2008	15	1,600	1,600	40,000
2009	16	1,600	1,600	40,000
2010	17	2,000	2,000	50,000
2012	18	1,963	1,963	49,075
<b>2013</b>	<b>(19) English</b>	<b>1,245</b>	<b>1,245</b>	<b>22,900</b>

#### 4.1.2 English Batch 4 (2013-2015) Estimated Targets for Regions

During the year under review, one thousand, three hundred and forty-five (**1,345**) **Assistant Programme Officers and Programme Assistants** which represent **14.8%** less the previous total of voluntary facilitators were taken through the rudiment of facilitation in order to replace voluntary facilitators. This training will enable them to recruit twenty-six thousand, nine hundred (26, 900) learners which represent **18.5%** less than the previous total as Batch 4 English experimental classes. This innovation will enable these paid staff to facilitate their own classes to avoid the problem of laziness, lackadaisical attitudes, absenteeism etc on the part of voluntary facilitators. If this new innovation is successful the Division will be able save some funds for other equally important activities.

Table 5 – ENGLISH BATCH 4 ESTIMATED TARGETS FOR REGIONS NATIONWIDE

REGION	FACILITATOR TARGET	LEARNER TARGET
ASHANTI	156	3120
BRONG- AHAFO	152	3040
CENTRAL	113	2260
EASTERN	163	3260
GREATER ACCRA	73	1460
NORTHERN	169	3380
UPPER EAST	120	2400

UPPER WEST	99	1980
VOLTA	153	3060
WESTERN	147	2940
<b>TOTAL</b>	<b>1345</b>	<b>26900</b>

\*\*\*The above breakdown gives an average of 20 learners per a facilitator (Assistant Programme Officers and Programme Assistants) per a class.

#### 4.2.0 Activities Undertaken in 2013

During the period under review, the following activities were undertaken:

1. Nationwide training of Regional staff and District Coordinators to establish and sustain New English Experimental Classes
2. In-House Orientation for Newly Recruited Staff
3. Senior Management Meeting with Regional Coordinators
4. General Management Meetings
5. Media engagement and awareness creation on the 2013 International Literacy Day
6. Budget Planning and Preparation Meetings in-house
7. Meetings with Regional Welfare Representatives
8. Distribution of 140 system units, mice and keypad to headquarters and regions from a WUSC volunteer (Prof. Jacqueline Murray) in Canada
9. Donation of a set of musical instruments to the Theatre for Development Unit by Prof. Jacqueliine Murray from WUSC
10. Partnership with ILO in establishing Literacy classes in four (4) regions(cocoa growing communities)
11. Staff durbars with HQ staff

## **Sectional activities**

Some Sections have their activities approved but no money was released for the activities to be implemented.

The approved activities were:

1. Printing of Primers 1 and 2 in 15 Ghanaian Languages.
2. Organization of regional Best Learners and Best Facilitators Competition and award of prizes.
3. Revision of Basic English Literacy Curriculum.
4. Broadcast of the National Functional Literacy Programme documentaries.

The above activities cut across all the various Sections and Units of the Division. Below are detail activities performances for the year under review:

#### 4.2.1 ADMINISTRATION AND FINANCE SECTION ACTIVITIES UNDERTAKEN

##### UNIT: GENERAL ADMINISTRATION

NO	ACTIVITY	STRATEGIC OBJECTIVES	KEY EXPECTED OUTPUTS	PERFORMANCE INDICATORS	PROGRESSIVE / ACTUAL OUTCOME	CHALLENGES
1.	Senior Management Meeting	To interact with Regional Coordinators and project the programme for the year 2014.	<p>Ensure that Community Entry involves the Supervisor District/ Regional staff.</p> <p>Ensure correct criteria are adopted for the selection of Zonal supervisors as facilitators.</p>	<p>Community Entry for new classes &amp; Facilitators (Supervisors).</p> <p>Regular visits to classes by Chief Programme Officers, District Coordinators and Regional Coordinators.</p>	<p>Regional Coordinators to work towards the achievement of the task ahead.</p> <p>Consolidate the classes on the ground.</p> <p>Trained the facilitators (supervisors) for new classes to be established.</p>	Insufficient funds for regular meetings.
2.	General Management Meetings	To interact with all Deputy Directors and Unit Heads for team work and transparency in achieving organizational goals.	<p>Ensure team building at Headquarters through to Regions/ Districts.</p> <p>Ensure involvement of all Unit members</p>	<p>Consultations are encouraged.</p> <p>Contributions to Unit programmes to be discussed.</p>	<p>Unit members take part in all Sectional and Unit programmes.</p> <p>Give constructive suggestions to each other. Programmes of</p>	Poor attendance and lateness

			in programmes.		Units are interwoven for success.	
3.	Budget Planning Meeting	To prepare a participatory budget for the Division.	Eliminate wastage and ensure workable budget allocation to units and Regions.	Providing English Literacy. Institutional strengthening Occupational Skills and Development. Monitoring and Evaluation Research and Development. Sustaining Learning skills.	Comprehensive budget. Estimates prepared for 2014. Increase in budgetary allocation to the Division.	Low budgetary constraints. Untimely release of funds/non-release of funds



## UNIT: HUMAN RESOURCE

NO.	ACTIVITY	STRATEGIC OBJECTIVES	KEY EXPECTED OUTPUT	PERFORMANCE INDICATORS	PROGRESSIVE/ACTUAL OUTCOME	CHALLENGES
1.	Keeping track of the staff strength of the Division	To ensure that the Division has the needed human resource at all times	To ensure that set objective of the organization are met	The Unit has validated records of staff both at Head Office and regions	Exercise completed and successful	Late arrival of data from some regions
2.	Upgrading and promotions	To ensure all staff deserving of promotion are promoted	To motivate staff to give out their best	Committee responsible has completed their work	Committee's report was presented	Financial constraint
3.	Staff appointment.	Ensure that people with requisite skills and qualifications are appointed	To help achieve results	Most vacancies were filled	A number of appointments done during the period	Difficulties and delays in processing the salaries of the new appointees
4.	Input for NFED Website	To get the functions of the Unit onto the website of the Division	To advertise and market the Division on the World Wide Web	Input of the Unit submitted to the Committee responsible	Official website is implemented	Inadequate space to input all the activities of the Unit.
5.	Implementation of the new Records System	Introduce a Centralized Records System for the Division	To help bring about efficiency in records management	The new system is implemented	Improvement in the records management of the Division.	Lack of material resources and apathy to the new system

6.	Batch 19 English Facilitators (Prog. Asst.), District Coordinators and Regional Coordinators Orientation Workshop	To train Programme Assistant and Assistant Programme Officers to open English Experimental Classes	Establishment of English Experimental Classes in progress	Regional and District Coordinators report on Prog. Asst. and Asst. Prog. Officers Orientation workshop. (Workshop reports from the Regions)	(85.5%) achievement.	<ul style="list-style-type: none"> <li>• Programme was not fully implemented on time due to lack of funds.</li> <li>• Prog. Asst. and Asst. Prog. Officers were taken through orientation.</li> </ul>
7.	Orientation for Newly Recruited Staff.	To expose the fresh employees to the operation and working methodology of NFED.	Orientation workshop for newly recruits is operational.	Orientation workshop reports on for appointees.	Fifty-six (56) new appointees trained.	No water or snack for participants.

## UNIT: FLEET MANAGEMENT

ACTIVITY	STRATEGIC OBJECTIVES	KEY EXPECTED OUTPUTS	PERFORMANCE INDICATOR	PROGRESSIVE / ACTUAL OUTCOME	CHALLENGES
Routine vehicle maintenance	To ensure and improve efficient management and utilization of Fleet (Transport) in NFED and the implementation of effective Planned Preventive Maintenance (PPM) procedures in line with the Road Traffic Act in Ghana.	Provide available and reliable transport for the effective functioning of the National Functional Literacy Programme (NFLP).	Periodic inspection and maintenance of fleet.	Not all fleet was maintained as scheduled.  Frequent breakdown of some vehicles.  Few vehicles are roadworthy	Failure to implement effective planned preventive maintenance (PPM) scheduled.  Lack of funds to ensure periodic maintenance at Regional and District Levels.
Secure roadworthy certificate	To adhere to the Road Traffic Regulation Act 683.	Free movement of vehicle on the road without been harassed by law enforcement agencies.	Freedom of movement at the various check points.	The road worthiness of every fleet was renewed yearly.	Delay in release of funds.
Insurance	To provide a defensive measure against future conditional loss or incident to hedge the possible risks of the future.	All vehicles would be insured.	It protects an organization from contingent risks of losses through financial means and provides a means for individual and in daily life.	All vehicles were insured.	Delay in payment of premiums

<p>Nationwide exercise to assess the state of motor vehicle fleet and to identify and assess third party garages/workshops.</p>	<p>To ascertain the status of NFED vehicle fleet and identify third party workshops or garages expected to handle all PPM activities at regional and district level.</p>	<p>Data on the current status of NFED vehicle fleet to be gathered.</p> <p>All third party workshop/garages identified.</p>	<p>Reliable and valid data collected from Regions and Districts.</p>	<p>Exercise successfully conducted.</p> <p>Data on the current status NFED vehicle fleet gathered.</p> <p>All third party workshop/garages identified</p>	<p>Lack of modern equipments, therefore they use old methods.</p>
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**UNIT: PBME (PLANNING, BUDGETING MONITORING & EVALUATION)**

<b>No.</b>	<b>ACTIVITY</b>	<b>STRATEGIC OBJECTIVES</b>	<b>KEY EXPECTED OUTPUTS</b>	<b>PERFORMANCE INDICATORS</b>	<b>PROGRESSIVE / ACTUAL OUTCOME</b>	<b>CHALLENGES</b>
1.	Preparation of 2014 Budget	Prepare a participatory budget for the Division.	2014 Budget prepared and submitted to the ministry	Completed budget estimate submitted to the ministry	2014 Budget successfully completed	Funds not provided for the preparation of 2014 budge
2.	Presentation of 2013 Budget Performance and 2014 Budget Outlook	To provide a platform for the ministry of Education to brief the ministry on outcome of 2013 planned	The Division would account for the utilisation and releases of the 2013 budget and justification of 2014 budgetary allocation	Presentation completed and copy of document submitted to the ministry	Its expected that the budget will be approved by the parliamentary select committee on education.	change of date of presentation without notification.
3.	Data cleaning and capture	To make reliable data for forecasting and planning purposes available	Reliable data for forecasting and planning available	At least 75% of required data available	80% of data available	Categorical data validation absent due to lack of funds.

## UNIT: STORES & LOGISTICS

No.	ACTIVITY	STRATEGIC OBJECTIVES	KEY EXPECTED OUTPUTS	PERFORMANCE INDICATORS	PROGRESSIVE / ACTUAL OUTCOME	CHALLENGES
1.	Warehouse Management	Safe keeping of NFED stocks and chattels.	Replacement of weak padlocks. Fumigation of premises, sterilizing , packing, Arrangement & checking of items	Easy Access to stock items. Neat arrangements of items	Safe locking & unlocking of warehouse. Premises free from rodents & insects.	untimely release of funds.
2.	Fumigation of warehouse at Tema	To prevent dangerous rodent into the warehouse and to keep the materials in good condition	Internal and external environment of the warehouse	Dangerous rodents expelled or repelled from the internal and external environment of the warehouse	Activity not implemented	Lack of funds
3.	Distribution of primers to the remaining five regions	To transport primers & readers to the distribution point of the regions. Eg. Volta, central, Upper East, Western and Northern	About 90,000 primers & readers to the five regions.	Issue of requisition, store issue voucher and approved signatures	Negative outcome not implemented	Lack of funds

**UNIT: ESTATE**

<b>No.</b>	<b>ACTIVITY</b>	<b>STRATEGIC OBJECTIVES</b>	<b>KEY EXPECTED OUTPUTS</b>	<b>PERFORMANCE INDICATORS</b>	<b>PROGRESSIVE/ ACTUAL OUTCOME</b>	<b>CHALLENGES</b>
1.	Procurement of cleaning materials.	Clean offices and warehouse	Provide healthy working environment	Available cleaning materials	Provision of healthy working environment.	Financial constraints.
2.	Repairs and servicing and servicing of office equipment. Air conditioners, Fire Extinguishers etc.	Ensure good working tools available.	Efficient uninterrupted adequacy of equipment.	Available working tools.	Increase productivity.	Financial constraints.
5.	Re-ceiling of second floor.	Prevent heat. Prevent dust. Prevent rodents.	Prevent leakages of water into offices and corridors.	Plastic ceiling materials used.	Stop leakages.	No funds to implement.
4.	Electricity/Water rehabilitation, Tema Warehouse.	Provide security, portable water and protect property.	Illumination of compound and prevention of theft.	Strengthen security.	Prevent theft.	No funds to implement.

**UNIT: PUBLIC RELATIONS**

No.	ACTIVITY	STRATEGIC OBJECTIVES	KEY EXPECTED OUTPUTS	PERFORMANCE INDICATORS	PROGRESSIVE/ ACTUAL OUTCOME	CHALLENGES
1.	<p>Liaising with some organisations and firms; i.e Rehma Estate, State Insurance Corporation (SIC), the Prostate Cancer Foundation, Holiday Travel, and Q-Link. Again Fidelity Bank Limited.</p>	<p>To serve as the liaising outfit between the Division and the external publics.</p> <p>To assist the Division monitor and manage feedback.</p> <p>To help communicate effectively the achievements of the Division to general public.</p>	<p>Staff were able to patronize the activities and some products of the firms and organizations.</p>	<p>The products and activities of the Firms and organizations were patronized.</p>	<p>Patronage and staff motivation to purchase some product of the organization and firms was high.</p>	<p>Default in renewal of the policies.</p> <p>Payment of the premium to recipient.</p>



## UNIT: PROCUREMENT

No.	ACTIVITY	STRATEGIC OBJECTIVES	KEY EXPECTED OUTPUTS	PERFORMANCE INDICATORS	PROGRESSIVE/ ACTUAL OUTCOME	CHALLENGES
1.	Purchase of office equipment(2 LCD monitors,2 UPS, laser printer, file cabinet)	To Purchase office equipment(2 LCD monitors,2 UPS, laser printer, file cabinet) for the Division.	Evaluation of Tender Documents.	Sample of the equipment were brought for assessment.	The purchase of the items are processed through the GIFMIS system	The lack of Funds and cumbersome nature of the GIFMIS System.  The suppliers become inpatient
2.	Purchase of Garden Tools	To assist the Gardener to work with ease.	To help the Estate Unit Beautify the premises of the Division.	Flowers, grasses, hedges were used to beautify the working environment	The purchase of the items are processed through the GIFMIS system	The lack of Funds and cumbersome nature of the GIFMIS System.  The suppliers become inpatient
3.	Purchase of Door Lock and Padlocks	To increase security system in the yard	To help secure items at Stores	Items can be accounted for	The purchase of the items are processed through the GIFMIS system	The lack of Funds and cumbersome nature of the GIFMIS System  The suppliers become inpatient
4.	Purchase of Acrylic Paint and Accessories	To paint walls and rooms of some selected offices	For painting of three offices	Comfortable work environment	The purchase of the items are processed through the GIFMIS system	The lack of Funds and cumbersome nature of the GIFMIS System  The suppliers become inpatient

5.	Purchase of Toners and other office consumables	To be used for secretarial activities.	For General administrative purposes e.g photocopying secretarial activities etc.	Availability of tender committee reports.	The purchase of the items are processed through the GIFMIS system	The lack of Funds and cumbersome nature of the GIFMIS System  The suppliers become inpatient
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**UNIT: ICT**

No.	ACTIVITY	STRATEGIC OBJECTIVES	KEY EXPECTED OUTPUTS	PERFORMANCE INDICATORS	PROGRESSIVE ACTUAL OUTCOME	CHALLENGES
1.	E- scan Anti-virus Management	To ensure that, no virus destroys software, documents, computers and storage devices.	Staff members would have used the e-Scan anti-virus to protect NFED documents, software and IT equipment..	Upon request, E-scan Anti-virus has been released to the ICT Unit for installation on all machines that perform official work..	Trial version has been installed on all machines. Though, most of them have been activated, a few more have not yet received product keys since there is not any internet service.	<p>Finds it very difficult/if not impossible to update the anti-virus since there is not any internet service.</p> <p>Malware and trojans are still infecting computer system.</p> <p>Virus are still corrupting documents and breaking computers down.</p>
2.	Employees' Database.	For Personnel Unit and General Administration to quickly and easily access employees record and print out reports.	Would have retrieved a reliable employees information faster	Database created and templates been sent to all Regional offices to capture staff record..	Only Headquarters, Greater Accra and Volta Regions have completed capturing their data.	Some new employees do not have staff Identification numbers. However, their records will be updated when they receive their Identification numbers

3.	Testing of WUSC donated computers and services.	To ensure that, every office based staff have access to a computer.	Offices would have been provided with enough Computers	Good components of computers were removed and fixed on others.	Eighty-one (81)functioning computers and thirty-four (34 ) non-functioning computers were submitted to the stores for distribution	Some motherboards were weak and hard drives faulty.
4.	Staff as facilitators	NFED staff are to facilitate classes.	NFED staff would have taken a full responsibility of all the classes across the country.genuine products.	Information on Regional staff were received and based on their academic qualifications and their dialects, languages were assigned to them to facilitate..	Languages were assigned to staff records and sent back to the Regions.	It was very difficult to receive information from the Regions.

**4.2.2 FIELD OPERATIONS SECTION  
ACTIVITIES UNDERTAKEN**

**UNIT: OCCUPATIONAL SKILLS AND DEVELOPMENT ACTIVITY**

<b>No.</b>	<b>ACTIVITY</b>	<b>STRATEGIC OBJECTIVES</b>	<b>KEY EXPECTED OUTPUTS</b>	<b>PERFORMANCE INDICATORS</b>	<b>PROGRESSIVE ACTUAL OUTCOME</b>	<b>CHALLENGES</b>
1.	Preparation of IGA groups for Training	To train a total of 90 IGA group leaders in the selected districts.	90 IGA group leaders trained in Basic Management Skills.	IGA group leaders acquired managerial skills to effectively and efficiently manage their businesses.	Six out of ten regional IGA group leaders acquired managerial skills.	Lack of funds to Implement the Training Programmes.
2.	Follow-up visit to supported IGA groups	To ascertain progress made in the repayment of loans by the groups.	98% of loans recovered from the groups nationwide.	Increased in the number of groups completed loan repayment.	83.63% have been recovered from the groups nationwide.	Lack of funding to undertake the follow-up exercise.
3.	Recycling of funds to Upper East IGA groups	To give financial support to selected IGA groups from Upper East region.	Improve socio-economic wellbeing of IGA group members.	Improvement in operations as well as individual ability to create wealth.	Undue delay in disbursement of funds to IGA groups. Detail report on each group yet to be submitted to headquarters.	The regions are yet to submit detail information on each group and plan to recover loans from the groups.
4.	Training of field staff and IGA group leaders.	Build capacity for field staff in IGA activities and Basic management skills for group	Field staff able to supervise IGA group and groups. Also increased productivity.	Field staff submitting reports on IGA accounting. IGA groups managing the business and	Budget and work plan submitted for release of funds unavailable of fund.	Lack of funds to undertake the activity.

		leaders.		produced quality product.		
5.	Submission of Budget to ILO office for Functional Literacy Programme.	To undertake Functional literacy in 40 communities of ILO project areas.	Provision of basic Functional Literacy Programme to non-literate adults and youth.	Target community members able to read and write in their own language.	Training of facilitators for the classes completed.	Lack of adequate funds to supervise the training from headquarters.

**UNIT: TRAINING**

<b>No.</b>	<b>ACTIVITY</b>	<b>STRATEGIC OBJECTIVES</b>	<b>KEY EXPECTED OUTPUTS</b>	<b>PERFORMANCE INDICATORS</b>	<b>PROGRESSIVE / ACTUAL OUTCOME</b>	<b>CHALLENGES</b>
1.	Batch 4 English Facilitators (Prog. Asst.), District Coordinators and Regional Coordinators Orientation Workshop	To train Programme Assistant and Assistant Programme Officers to open English Experimental Classes	Establishment of English Experimental Classes in progress	Regional and District Coordinators report on Prog. Asst. and Asst. Prog. Officers Orientation workshop. (Workshop reports from the Regions)	(85.5%) achievement.	<ul style="list-style-type: none"> <li>• Programme was not fully implemented on time due to lack of funds.</li> <li>• Prog. Asst. and Asst. Prog. Officers were taken through orientation.</li> </ul>
2.	Orientation for Newly Recruited Staff.	To expose the fresh employees to the operation and working methodology of NFED.	Orientation workshop for newly recruits is operational.	Orientation workshop reports on for appointees.	Fifty-six (56) new appointees trained.	No water or snack for participants.

## UNIT: THEATRE FOR DEVELOPMENT

No.	ACTIVITY	STRATEGIC OBJECTIVES	KEY EXPECTED OUTPUTS	PERFORMANCE INDICATORS	CHALLENGES
1.	<p>Awareness Creation</p> <p>Development Activity</p>	<p>To recruit facilitators and learners for functional literacy programmes from five districts</p> <p>To provide relevant information to learners to manage waste and improve sanitation</p> <p>To plant 100 trees as windbreaks and another 100 to protect source of water</p> <p>To plant woodlots to be used as alternative source of livelihood</p>	<p>English language facilitators and learners enrolled</p> <p>Improved environment.</p> <p>Water sources protected</p>	<p>Established english classes in five targeted district. Established classes which are operational.</p> <p>Clean and tidy environment. Class management committee established.</p> <p>100 trees planted .</p> <p>Proposal and budget submitted</p> <p>Stakeholders officially informed</p> <p>Interviews and focus group discussions conducted.</p>	<p>Funding not available</p>
2.	<p>Maintenance of Musical Instrument</p>	<p>To Replace damaged parts of musical instruments.</p> <p>To Service entire musical instrument</p>	<p>Efficiency of musical and theatrical instrument improved</p>	<p>Memo submitted to procurement</p> <p>Experts identified</p> <p>Activity outsourced to</p>	<p>Funding not available</p>



		To Procure a new set of musical instrument		selected company Specification for replacement of musical parts submitted to Procurement Unit	
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**UNIT: COMMUNICATIONS**

<b>ACTIVITY</b>	<b>STRATEGIC OBJECTIVES</b>	<b>KEY EXPECTED OUTPUTS</b>	<b>PERFORMANCE INDICATORS</b>	<b>PROGRESSIVE / ACTUAL OUTCOME</b>	<b>CHALLENGES</b>
Radio Audience Survey	Improve quality of programme and enhance sustainability	Programme quality improved	Draft Field Guides on the Survey	Prepared 6 draft field Guides for the survey	No financial resources to carry out field work
Progress Monitoring using Reports from Regions	Assess progress being made by Partner Stations	Availability of statistical updates on radio programmes broadcast by stations	Regional Reports and Overall Unit Report	A total of 612 programmes broadcast as at November 2013.	Delays in submission of reports from regions

## UNIT: RESEARCH

ACTIVITY	STRATEGIC OBJECTIVES	KEY EXPECTED OUTPUTS	PERFORMANCE INDICATORS	PROGRESSIVE ACTUAL OUTCOME	CHALLENGES
Proposal of Batch 17 Learner Assessment	To find out degree to which learners are able to read, write and compute	Conduct Assessment on number of learners who can read, write and compute	Assessment tools and checklist ready.	i. Proposal submitted ii. Activity yet to be conducted	Lack of funds.
Submission of Final Report on Examination of the Effectiveness of Model Class Supervisors and Volunteer Facilitators in the NFLP	To examine the effectiveness of the Supervisor-Facilitator and the Volunteer Facilitator in literacy delivery in the NFLP.	To conduct a comparative study on how the two categories of classes:- volunteer facilitators and supervisor-facilitators were being managed	Interview schedules, an observation schedule and assessment instrument completed.	Draft report submitted for assessment.  Finalization of draft report for submission.	Most untrained Supervisor-Facilitators had been on the job for a longer period than their counterpart. Untrained supervisors perform poorly than the volunteer-facilitators.
Proposal for Baseline/Needs Assessment for Out of School Children in Ghana's Cocoa Growing Areas	To carry out a baseline/needs assessment for out of school children in Ghana's cocoa growing areas	Acquisition of knowledge and skills for group of children under 15 years living in cocoa growing areas in the country	Tools for data collection prepared and ready for use.	Compiled literature review on the proposal in September	Not applicable due to time limit.
Assessing NFED in Ghana, the Way Forward	To assess the activities of NFED in Ghana	Stakeholders' conference to discuss the way forward for NFED	Questionnaires  Presentation of conference papers	Collating of questionnaires in progress. Preparation of conference	Slow submission of questionnaires.  Delay in writing and submission of the

				reports	reports
Assessing Activities of Other Providers of Non-Formal Education in Ghana	To identify and collaborate with other organizations to coordinate non-formal education in Ghana	NFED to coordinates other literacy providers	Questionnaires	To be determine in January 2014	None
Proposal on assessment of occupational learning needs of staff.	To find out whether educational background of staff is directly related to positions held.	Improve staff capacity to handle the Division's internal and external functions and relationships.	Questionnaires developed	Yet to be conducted	Lack of funds
Assessing NFED in Ghana, the Way Forward	Assessing the future of NFED	To capture hopes and dreams for NFED's future from stakeholders	Questionnaires	collating of questionnaires in progress	Slow submission of questionnaires
Assessing Activities of Other Providers of Non-Formal Education in Ghana	Identify and collaborate with other organizations to coordinate non-formal education in Ghana	NFED to be a central coordinating point of activities to other providers	Questionnaires	To be determine in January 2014	None

#### 4.2.3 MATERIALS DEVELOPMENT SECTION ACTIVITIES UNDERTAKEN

##### UNIT: BASIC LITERACY

NO.	UNIT/ACTIVITIES	OUTPUT	STATUS	MEANS OF VERIFICATION	REMARKS	CHALLENGES
	1. Review and upgrade Basic English Literacy Curriculum and Instructional Materials in line with proposed 9-month literacy cycle.	Upgraded Basic English Literacy Curriculum and Instructional Materials for use in 9-month literacy cycle.	1) Reviewed Curriculum and Instructional Materials. 2) Draft Curriculum and Framework for new contents.	1) Minutes of Meetings. 2) Draft Curriculum and Framework.	Document submitted to Directorate.	Lack of funds to continue with writing and upgrade of instructional materials.
	2. Review and Upgrade Pilot Occupational English Literacy Curriculum and Instructional Materials.	1) Reviewed Curriculum and Instructional Materials for the Pilot Occupational English Project. 2) Curriculum and Instructional Materials reduced to cover 9 months literacy cycle.	1) Achieved. 2) Drafted Framework produced.	1) Minutes of Meetings. 2) Draft Framework available.	Document submitted to Directorate.	Lack of funds to continue with writing, upgrade and design of instructional materials.
	3. Development of a Reader on Sexuality and Reproductive	Reader on Sexuality and Reproductive Health for Neo-literates developed.	Editing of Reader ongoing.	1) Minutes of Meetings. 2) Draft Reader available.	NFED Teams wrote the reader. Too much content developed for one	Having to edit out lots of materials for future use.

	Health for Neo-literates under sponsorship of UNESCO.				reader.	
	<p>4. Collaboration with World University Services of Canada (WUSC)</p> <p>4.1 Technical Support to develop 5-Year Strategic Plan</p> <p>4.2 Purchase of Musical equipment from funds raised in Canada by WUSC Consultant for Adehyeman Theatre Group.</p>	<p>1) Strategic Plan developed for NFED.</p> <p>2) New musical equipment for undertaking non-formal education and community entry.</p>	<p>Completed and copies circulated to stakeholders.</p> <p>New equipment purchased and delivered for the group.</p>	<p>Copy of Strategic Plan Letters of submission.</p> <p>Correspondence between Consultant and NFED Clearing documents Stores Receipt Vouchers.</p>	<p>Costing of Strategic Plan being worked on by a Committee.</p>	<p>Lack of funding to start implementing Plan.</p>

## UNIT: LIBRARY SERVICES

NO.	UNIT/ACTIVITIES	OUTPUT	STATUS	MEANS OF VERIFICATION	REMARKS	CHALLENGES
1.	Participate in Regional Policy Fair.	Exhibit NFLP materials and interact with public on policy of providing learning opportunities for those outside formal school.	Not undertake.	Nil.	Done in collaboration with the Public Relations Unit of NFED.	Lack of funds.
2.	Undertake selection of 10 Regional Best Learners and 10 Regional Best Facilitators.	Coordinate competitions at district and regional levels to select best learners and facilitators.	1) Detailed proposal and budget submitted for funding. 2) Instruments developed in 15 Ghanaian languages for testing and selecting qualified Batch 17 learners and Facilitators.	1) Proposal and budget. 2) Submission Letter 3) Instruments in 15 local languages.		Lack of funds.
3.	Soliciting sponsorship for celebration of International Literacy Day.	The Unit Head coordinated a task force to solicit sponsorship for organising	Only Barclays Bank donated 45 pieces of pens and 35 'T' Shirts.	Letters. Stores receipt Voucher		Late permission to send letters out.

		Literacy competitions to highlight the menace of Illiteracy and achievements in reducing it.	Others promised future support.			
4.	Running of Reference Library.	Lending and Borrowing of Literacy documents and reference materials to staff and researchers.	Ongoing.	Records Books.		<p>Lack of adequate stationery Lack of modern reference materials Lack of air conditioning and curtains.</p> <p>Inadequate computers and access points. Disconnection of internet services.</p>



**UNIT: GRAPHIC/DESKTOP PUBLISHING**

<b>NO.</b>	<b>UNIT/ACTIVITIES</b>	<b>OUTPUT</b>	<b>STATUS</b>	<b>MEANS OF VERIFICATION</b>	<b>REMARKS</b>	<b>CHALLENGES</b>
1.	Register Copy right of NFED Published Materials	NFED publications copyrighted with the Copy Right Office	49 Titles compiled and proposal and budget submitted for funding	Documentation on list of titles and copies available	Copies of 29 titles yet to be located	Lack of funds for registration.
2.	Redesign NFED Website	Updated NFED website through provision of technical assistant to task force working on upgrading website	Ongoing	Minutes of meetings	Ongoing	Lack of training.
3.	Printing Coordination	Design and printing of NFED Strategic Plan and Designing of NFED Staff Cloth	Designed and have printed copies of Strategic Plan. Four sample designs produced and displayed for staff input and choice	Notice Board	Nil	Outdated Software, Unserviceable and low capacity of System Unit.  Lack of training.

### 4.3.0 FINANCIAL PERFORMANCE – 2013/2014

#### 4.3.1 Non- Formal Education Division Funding 2004- 2013

The Non-Formal Education Division has operated on solely Government of Ghana (GOG) Budget for the past six years without any donor support. The hard work, commitment, dedication and sacrifice of the staff have kept the Division up to its responsibilities.

The table below gives a summary of the dwindling funding situation for NFED from 2004- 2013

Table 6 – NFED FUNDING: 2004 - 2013

YEAR	GOG GH¢	DONOR SUPPORT US\$
2004	230,353.10	7,921,227.00
2005	2,284,556.20	11,944,011.00
2006	6,180,000.00	4,279,231.00
2007	5,720,000.00	NIL
2008	4,250,000.00	NIL
2009	1,700,000.00	NIL
2010	7,813,102.92	NIL
2011	8,130,000.00	NIL
2012	840,000.00	NIL
2013	407,000.00	NIL

#### 4.3.2 Budget Performance for 2013

For overview of 2013, a total amount of (GH¢ 1,121,540.00) was approved by Parliament of Ghana. Total expenditure of GH¢ 407,000.00 was incurred. The difference of GH¢714,540.00 which represent 36.29% of GH ¢1,121,540.00 was released for Goods and Services. Funds were not released for the Asset component of the approved budget.

Table 6 below presents the budget performance of the Division for the year under review.

**Table 6 – NFED BUDGET PERFORMANCE FOR 2013**

<b>ITEM</b>	<b>BUDGETED APPROVED GH¢</b>	<b>AMOUNT RELEASED GH¢</b>	<b>ACTUAL EXPENDITURE GH¢</b>	<b>VARIANCE GH¢</b>	<b>% AMOUNT RELEASED</b>
Compensation	20,000,000.00	26,957,878.80	26,948,708.84	(6,957,878.80)	134.79
Goods and Services	1,121,540.00	407,000.00	407,000.00	714,540.00	36.29
Assets	0	0	0	-	
<b>TOTAL</b>	<b>21,121,540.00</b>	<b>27,364,878.80</b>	<b>27,355,708.84</b>	<b>(6,243,338.80)</b>	<b>129.56</b>

**NB:** “**VARIANCE**” that is the difference between the approved amount and the amount released is as a result of salaries increase.

#### **4.3.3 Outstanding Activities for 2013**

The outstanding activities for the year under review include the following:

- Revision of Basic English Literacy Curriculum and Instruction Materials.
- Provision of furniture and office equipments to sixty (60) newly created districts.
- Training of newly appointed District Staff.
- Training Needs Assessment for NFED staff.
- Training Workshop for CTT Members.
- Refresher Training for RTTs & DTTs.
- Capacity Building for Programme Officers.
- Training Workshop for Supervisors.
- Computer and Internet Training Programme for Unit Heads.
- Human Relations and Communication Skills Training for HQ’s Junior and Senior Staff.
- Office practice for Secretaries and Administrative Supporting Staff.

- Follow-up visit to Batch 18 classes.
- Awareness creation on tree planting in the Eastern Region by the Theatre for Development.
- Curriculum Development on Transitional/Complementary Basic Education for NFED/ILO Project; to establish NFED and Vocational Classes.
- Servicing of NFED Computers nationwide by the ICT Unit.

#### **4.3.4 Collaboration:**

- NFED's Adehyeman Theatre for Development Group participated in and recorded video and audio tapes on the "Music Without Borders' Concert Project with support of WUSC towards non-formal education and training on topical issues of concern; breast cancer, land dispute, drug abuse, environment, good citizenship etc.
- ILO/IPEC collaborated with NFED to establish 40 adult functional literacy classes in cocoa communities in 4 districts in Western, Central and Eastern Regions towards education and training on eradication of worst forms of child labour.
- UNESCO supporting NFED in the development of simple readers on sexuality for youth and adults.
- Data Collection in Selected Local Languages and Analysis for Basic Literacy Curriculum and Instructional Materials Review (Carried Over from 2012)..
- In- House Orientation Workshop was held for newly recruited Staff.
- Hosted a Development Consultant from WUSC for a period of one month who assisted in the development in the NFED Strategic Plan.
- Budget Planning and Preparation Meetings In-House.

#### **4.3.5 Regional Durbar in seven (7) Regions**

During the year under review, the Acting Director and a team from the Headquarters embarked on a working visit to seven (7) regions namely; Central, Greater Accra, Volta, Eastern, Brong Ahafo, Ashanti and Western Region to have a regional durbar with the staff.

Specifically, the durbar was to afford the Acting Director the opportunity to assess the performance levels of the staff as well as their specific needs and to communicate recent developments, initiatives undertaken at the national level. The remaining regions; Northern, Upper East and Upper West Regions will be visited 2014.

## **5.0 ACHIEVEMENT - 2013**

In spite of budgetary constraints and challenges faced, the following activities were accomplished:

- Draft documentation and preparatory activities for Agency status of NFED ready and awaiting Stakeholders Consultation.

- Assessed Learning Needs data for Basic English Literacy analyzed and ready for Writers' Workshop.
- Facilitators:-Supervisors i.e Assistant Programme Officers, Programme Assistants and other staff were trained as facilitators to recruit learners and open English Batch 4 classes. The English Batch 4 classes constituted 60%; Batch 19 Local Language 10% whereas the 30% allotted to the Vocational/Occupational Programme is yet to be accomplished.
- 51,357 Batch 18 Local Language learners graduated nationwide in functional literacy,
- In-house review of the Policy Document for NFED (MASSLIP) completed.
- Draft Scheme of Service completed and submitted to MOE awaiting for approval.
- Strategic Plan 2013-2018 developed to guide NFED's activities
- Implementation Guidelines for the Pilot Occupational English Literacy Project reviewed.
- Payroll 90% clean.

## 6.0 CHALLENGES- 2013

During the year under review, the NFED was confronted by some notable challenges as:

- Training of facilitators and learners – the annual budget for training facilitators could not be accessed this year.
- Encroachment and demolition of the NFED Tema Warehouse land/fence wall by TDC (refer to the details report below;)
- Very low funding for critical community and individual youth and adult learning needs.
- Deploying GIFMIS to the Regional and District Offices
- Facilitator Motivation
- High Staff Turnover
- Poor state of the fleet of transport
- Increasing target to enable us meet EFA and MDGs
- Difficulty in establishing Batch 19 classes (English Classes) throughout the country
- Inadequate furniture for staff.
- Office space for increased number of staff.
- Current book stock including research and reference materials.
- Inadequate logistics for newly created Districts.
- Replacement of broken down Motor bikes and vehicles.
- Electricity / water/ rehabilitation works at the Tema Warehouse.

- Fumigation of Headquarters and Tema Warehouse.
- Re-ceiling of the second floor of the Ghana Literacy House.
- Inability to provide incentives to Batches 11 to 17 Facilitators
- Low funding to maintain target towards attaining Millennium Development Goals /Education for All (MDGs/EFA)
- Lack of stationery

**NB: Encroachment and demolition NFED Warehouse land/fence wall**

About twenty (20) years ago, Ministry of Education acquired a stretch of land from Tema Development Corporation (TDC) for warehousing. Non-Formal Education Division (NFED) of Ministry of Education was given the authority to build the warehouse.

This was the time when NFED was mandated to plan and implement the Functional Literacy Programme under the World Bank Funding where fleet of vehicles, and other equipments, learning and teaching materials needed to be stored for protection.

The acquisition of the land was meant for the above mentioned purposes, for which it is still being used for. We have officers who work eight (8) hours a day stationed there. We also have security men at post 24hours a day to watch over these properties. The place is not at all abandoned for anybody to think that the land is not being used.

On 14<sup>th</sup> November, 2013 at about 10:30 am, information was received from the Warehouse Supervisor that a group of people suspected to be TMA Task Force were demolishing the warehouse defence wall. The Acting Director was informed and he in turn called the office of the TMA to ascertain the truth of the matter but it was revealed that no TMA Officials has any knowledge about the demolition exercise.

On 28<sup>th</sup> November, 2013 at about 10:00, a call was made from the Tema Warehouse by a Security Personnel to the Division's Headquarters, informing Management that a group of people numbering about twelve (12) in pick-up vehicle with registering number GV137V with the inscription TDC inscribed on the body of the vehicle were seen demolishing the warehouse defence wall again.

Immediately, the Acting Director of NFED mobilized the Management Team to Tema where the incidence was reported to the Tema Regional Police Commander. The Commander in turn referred the Management Team to the Regional Crime Officer who also dispatched one Police Investigator (CID) and two (2) buffalos Policemen to the Warehouse to ascertain the situation on the ground, and report back to him for further actions to be taken.

In concluding, we wish to state that the piece of land was legally acquired and it is being used for that purpose, therefore the suspects and their accomplices who have taken the law into their own hands should be brought to book.

## **7.0 THE WAY FORWARD**

- Repacking and rebranding of the National Functional Literacy Programme to undertake programmes in Entrepreneurial Skills Development, Vocational Literacy and English Literacy to make it more attractive to the learning public.
- Identification of other sources of Funding.
- English Training Workshop for Facilitators.
- Vocational/Occupational Training Workshop for Facilitators.
- Revision of Basic English Curriculum and Instructional Materials
- Furnishing of newly created District offices.
- Headcount and Staff Audit.
- Audit of Payroll, Stores and IGA Accounts.
- NFED Agency Status Rationalization.
- Public Services Commission and NFED Workshop.
- Public Services Commission interaction with two Regions.
- Review of Scheme of Service Document.

## **8.0 RECOMMENDATION - 2013**

The Division wishes to recommend the following:

- ✓ Vehicles and motor cycles are made available for all the Newly Created Districts.
- ✓ The Division's budgetary allocation by GOG should be increased.
- ✓ Supervisors' refresher training is recommended.
- ✓ Funds to purchase incentives for facilitators.
- ✓ Capacity Building for Programme Officers.

## **9.0 CONCLUSION**

The year has been challenging for the Management of the Division, regarding the repeated failure of having the Division's financial budget increased or released on regular basis in line with targets set in the Educational Strategic Plan and international.

The year 2013 saw only 36.29% of the approved budget for Goods and Services released to NFED from the National Treasury. Irrespective of this challenge, a lot of perseverance and commitment of the staff was exhibited to ensure the year ended successfully.