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16397

DP/ID/SER.A/865  
8 July 1987  
ENGLISH

INDUSTRIAL PLANNING AND PROGRAMMING

DP/GHA/82/030

GHANA

Technical report: Restructuring of the Ministry  
of Industries, Science and Technology\*

Prepared for the Government of Ghana  
by the United Nations Industrial Development Organization,  
acting as executing agency for the United Nations Development Programme

*Arnd* Based on the work of E. Taylor, CTA and  
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United Nations Industrial Development Organization  
Vienna

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Explanatory Notes

Value of the local currency = Cedi (¢)  
during the period of the mission in terms of  
United States Dollars (US\$ 1 = ¢ 156)

Abbreviations

ERP      Economic Recovery Programme  
ISAC     Industrial Sector Adjustment Credit  
ISAP     Industrial Sector Adjustment Programme  
PARDIC   Public Administration Restructuring and Decentralization  
          Implementation Committee  
PNDC     Provisional National Defence Council  
CSIR     Council for Scientific and Industrial Research  
NBSSI    National Board for Small Scale Industries  
DAPIT    Development and Application of Intermediate Technology

Abstract

The report describes the new structure of the Ministry of Industries, Science and Technology and its Divisions and related staffing requirements.

A total of 44 job descriptions, in accordance with the new structure, was developed and discussed with Government authorities.

The proposed organizational structure and job descriptions will strengthen operational capacities of the Ministry to implement prior objectives of industrial development of Ghana.

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A. MISSION AND OBJECTIVES OF THE MINISTRY OF INDUSTRIES,  
SCIENCE AND TECHNOLOGY (MIST)

1. The Ministry is responsible for the formulation of industrial policy, interpretation of Governments industrial policies, preparation of national development plans for the sector of Industry, Science and Technology, facilitate expansion of existing plants, promotion of new industrial investments, appraisal of industrial projects, licencing, regulation and control of existing industries, formulation and promotion of industrial export programmes and formulation and implementation of industrial safety, health and pollution control rules.
2. As intermediate objective the Ministry has a key role to play in the implementation of the industrial adjustment programme (ISA).
3. The Ministry is also responsible for fomulation, implementation, monitoring and evaluation of Industry, Science and Technology policy and programmes.

B. FUNCTIONS

1. The main functions of the Ministry may be summarized as:

- (a) the initiation and follow-up of all governmental activities for the promotion, regulation and review of industrial, scientific and technological development through:
  - (i) the planning, programming and budgeting of such activities and
  - (ii) monitoring and evaluating their implementation by the Ministry itself and for its other organs;
- (b) the promotion of efficient industrial development through formulating the industry sector policies as well as participation in the formulation of macro-economic and other sector plans and policies affecting industry, science and technology; in addition, monitoring of the impact of the policies and proposing adjustment to the extent necessary;
- (c) the promotion of efficient industrial development and appropriate scientific and technological development through:
  - (i) conducting or commissioning subsector studies, collecting data on enterprises performance and problems through factory inspection, surveys and analysing such data;
  - (ii) collaborating with Ghana Investment Centre in identifying investment opportunities and screening investment and technological transfer applications;
  - (iii) arranging dialogues with manufacturers on specific issues, recommending sources of technical assistance for enterprises with identified problems, and liaising with other authorities to remove impediments to efficient development of the sector;
  - (iv) ensuring optimal efficiency and equity in the allocation of investment and the administration of restrictions necessitated by current economic conditions;

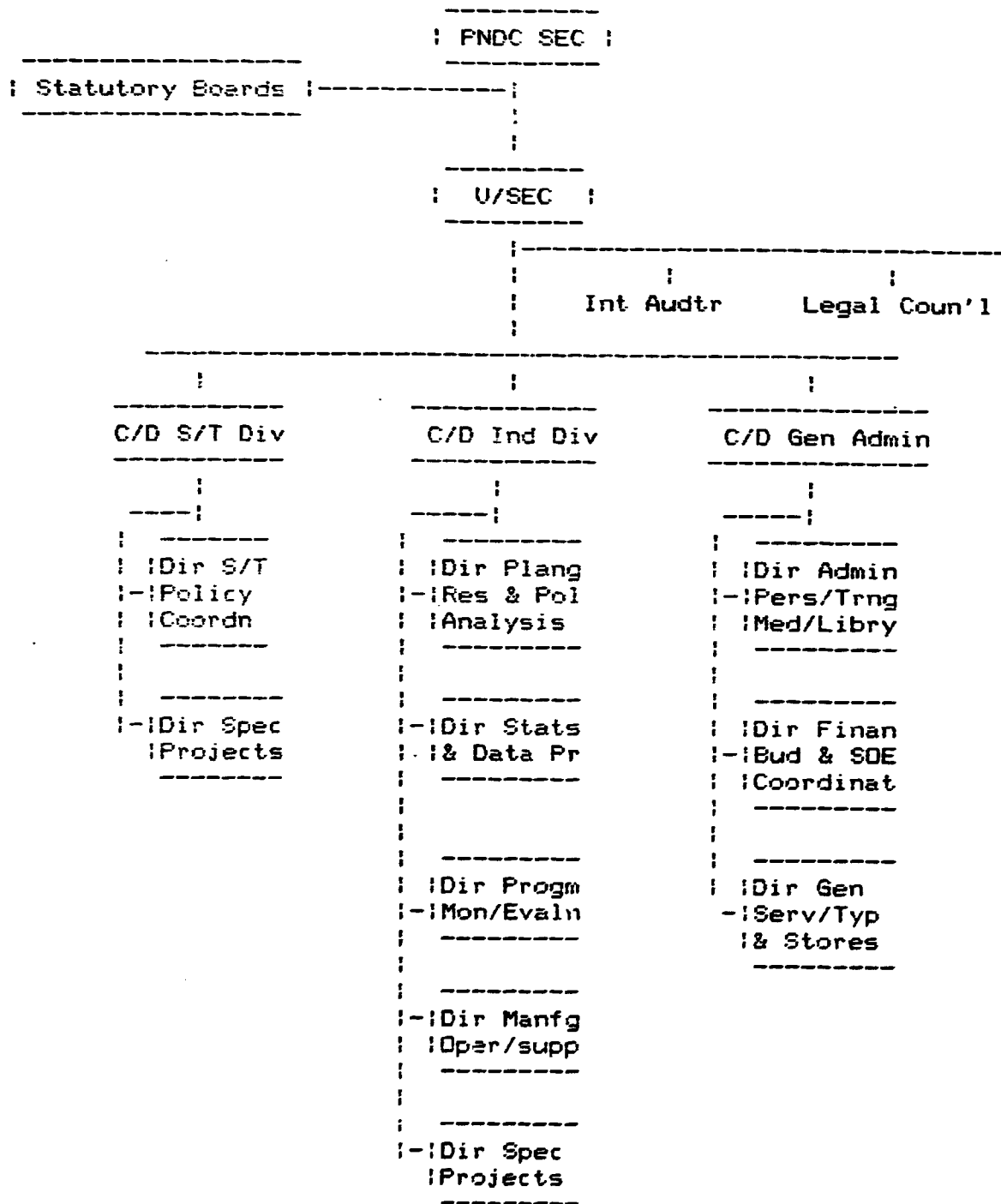
- (v) assisting the National Small Scale Industry Board in the formulation and implementation of special measures to promote industrial production;
  - (vi) initiating and supervising special projects to promote technological development and adaption, and collaborating with the Council for Scientific and Industrial Research and other authorities in coordinating the work of research and development and training institutions;
  - (vii) maintaining a sectoral information bank including a technical library and an enterprise directory, and publishing reviews of trends and issues in industry, science and technology;
- (d) the regularion of industrial operations through:
- (i) collaboration with Ghana Investment Centre in screening investment applications;
  - (ii) controlling the issue of factory licences;
  - (iii) inspecting factories to ensure compliance with licence conditions and with industrial safety, health and environmental standards.



C.

PROPOSED ORGANIZATION CHART

MINISTRY OF INDUSTRIES, SCIENCE & TECHNOLOGY



REGIONAL OFFICES

1. Western/Central
2. Ashanti/Eastern
3. North/Upper East & West
4. Brong Ahafo
5. Volta

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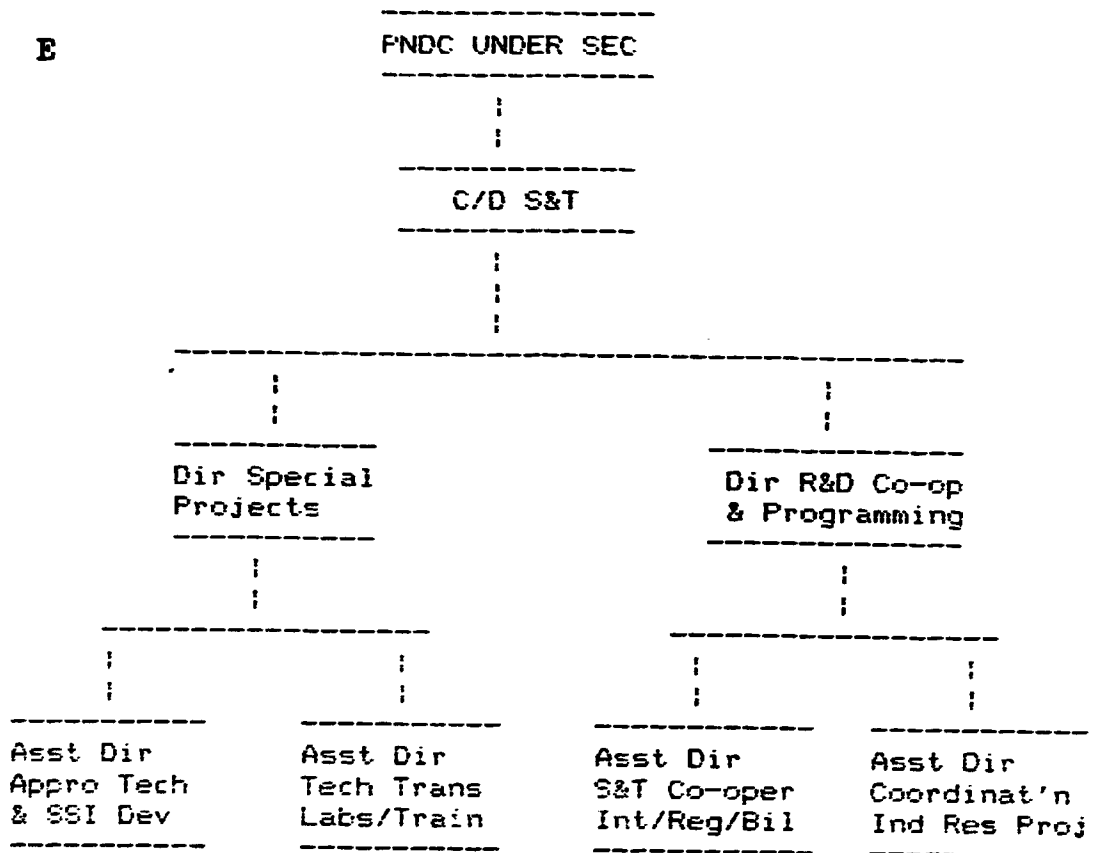
C/D Ind Div

Dir Plan Resear & Pol Anal	Dir Ind Stat & Data Proc	Dir Prog Monitg & Evaluatn	Dir Manf Oper & Sup Serv	Dir Special Project
Asst Dir   Sector   Planning	Asst Dir   Studies   & Public	Asst Dir   Sector   Progrm	Asst Dir   Tex/Garm   Ftwr/Let	Asst Dir   Indust'l   Eng'ring
Asst Dir   Macro Plan   & Systems	Asst Dir   Survey &   Data Col	Asst Dir   Macro Prog   & Aid Cood	Asst Dir   Food &   Agro Ind	Asst Dir   Industr'l   Economist
Asst Dir   Pol/Proj   Analysis	Asst Dir   Data   Process	Asst Dir   Monitor   & Eval	Asst Dir   Wood/Pap   & Print	Asst Dir   S/S Ind   Coordin
			Asst Dir   Chem/Plas   Non Met   Min/Rubbr	
			Asst Dir   Eng Assem   Elect/Met   Fab/Servs	

- 1/ A Deputy Director will be selected from among Assistant Directors.
- 2/ Assistant Directors may be strengthened by one or more Associate Officers.
- 3/ Regional Planning Offices will be coordinated directly by The Chief Director (Ind) for all technical matters and by The Chief Director (Admin) for all Administrative matters The Chief Director (S&T) for R & D matters

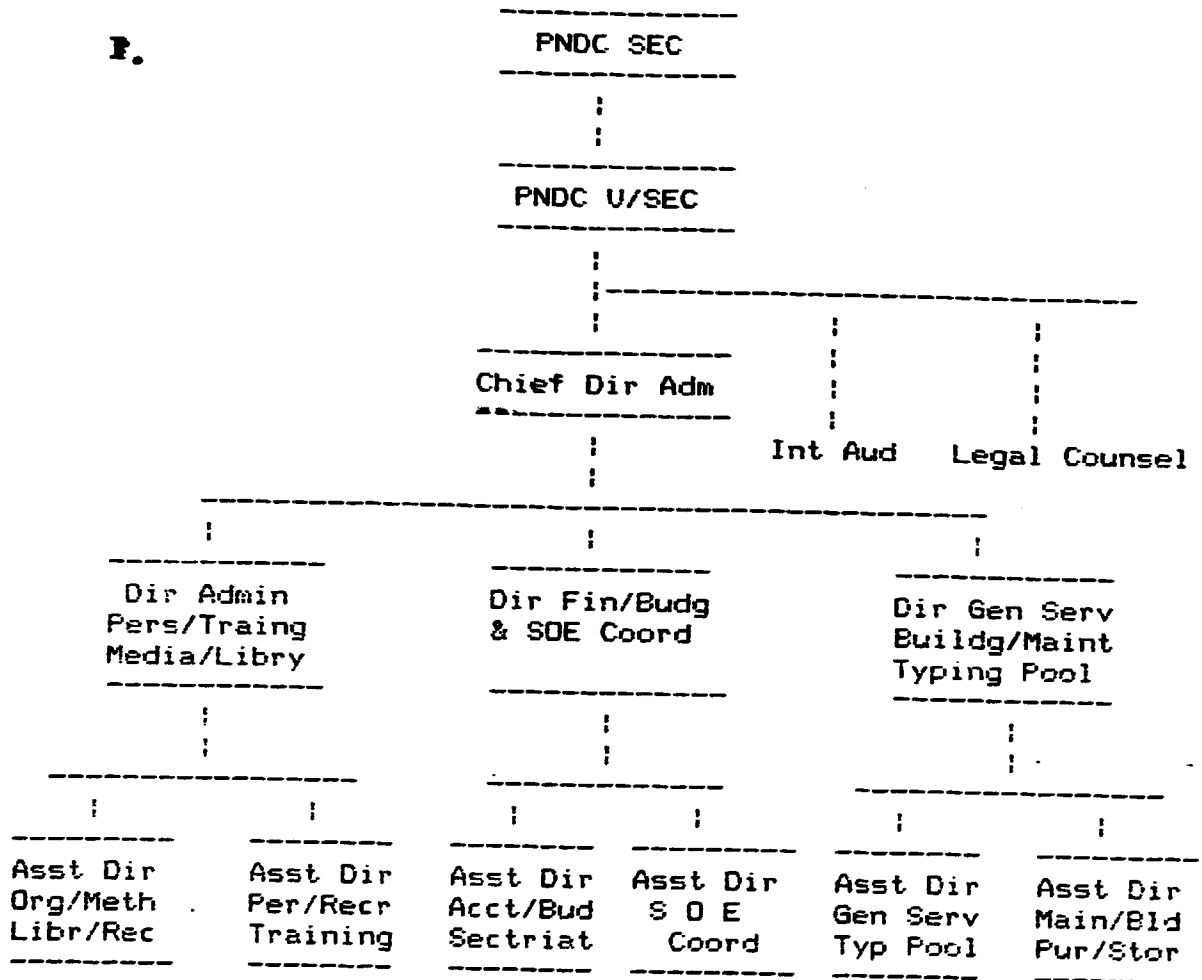
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G.

JOB DESCRIPTIONS.

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Code No.	Position Title
1.	PNDC - Secretary
2.	PNDC - UnderSecretary
3.	Internal Auditor
4.	Legal Counsel
5.	Chief Director, Industry
5.1	Director, Planning, Research and Policy Analysis
5.1.1	Assistant Director, Sector Planning
5.1.2	Assistant Director, Macro Planning and Systems
5.1.3	Assistant Director, Policy, Project Analysis
5.2	Director, Statistics and Data Processing
5.2.1	Assistant Director, Studies and Publications
5.2.2	Assistant Director, Survey and Data Collection
5.2.3	Assistant Director, Data Processing
5.3	Director, Programming, Monitoring and Evaluation
5.3.1	Assistant Director, Sector Programming
5.3.2	Assistant Director, Macro Programming, Aid Coordination and UNIDO
5.3.3	Assistant Director, Monitoring and Evaluation
5.4	Director, Manufacturing Operations and Support Services
5.4.1	Assistant Director, Textiles, Garment, Leather and Footwear
5.4.2	Assistant Director, Food and Agro Industries
5.4.3	Assistant Director, Wood, Paper and Printing Industries
5.4.4	Assistant Director, Chemicals, Plastics, Non-Metallics, Minerals and Rubber
5.4.5	Assistant Director, Engineering Assembling, Metal, Electrical and Industrial Services
5.5	Director, Special Projects
5.5.1	Assistant Director, Industrial Engineering
5.5.2	Assistant Director, Industrial Economics

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Code No.	Position Title
5-5.3	Assistant Director, Small Scale Industries Coordination
6.	Chief Director, Science and Technology
6.1	Director, Special Projects
6.1.1	Assistant Director, Appropriate Technology Development
6.1.2	Assistant Director, Technology Transfer, Laboratories and Training
6.2	Director, Research and Development, Cooperation and Programming
6.2.1	Assistant Director, Science and Technology Cooperation; International, Regional and Bi-lateral Cooperation
6.2.2	Assistant Director, Coordination of Industrial Research Projects
7.	Chief Director, Administration and Information
7.1	Director, Personnel, Training, Media and Library
7.1.1	Assistant Director, Organization and Management, Library and Records
7.1.2	Assistant Director, Personnel, Recruitment Training
7.2	Director, Budget, Finance and State Owned Enterprises Coordination
7.2.1	Assistant Director, Budget, Accounting and Secretariat
7.2.2	Assistant Director, State Owned Enterprises Coordinator
7.3	Director, General Services, Building Management, Maintenance, Typing Pools and Transport
7.3.1	Assistant Director, General Services and Typing Pools
7.3.2	Assistant Director, Building Management, Maintenance, Purchasing, Storage, and Transport

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H.

JOB DESCRIPTIONS

No. 1

1. STRUCTURE

1.1 Position Title: PNDC Secretary

1.2 Immediate Superior: PNDC/Chairman of Committee of Secretaries

1.3 Immediate Subordinate:

i. PNDC Under-Secretary

1.4 Coordination

i. Chairman, Advisory Board

ii. Chairman, Statutory Bodies

1.5 Associates: All PNDC Secretaries.

2. OBJECTIVE OF POSITION

2.1 The principal objective is to give political direction and leadership for the efficient and effective co-ordination and implementation of all policies relating to Industry, Science and Technology.

2.2 He is thereby the sole, official link between Government and his Ministry.

3. RESPONSIBILITIES

3.1 To ensure that policy proposals reaching him for his approval or that of the PNDC are of certain minimum standards and critically meet the requirement of the national interest.

3.2 To supervise through the PNDC Under-Secretary and the Chief Directors for the purposes of ensuring that the plans, programmes of the sector are carefully co-ordinated, their implementation well monitored/evaluated and further that adequate research, statistical surveys, analyses and records are undertaken as bases for the development of the Industrial Sector.

3.3 To ensure that adequate plans are made for improving the quality of personnel in the Ministry and their availability as critical resource for the manufacturing sector, Science and Technology.

- 3.4 To ensure through the Under-Secretary that work required as support services such as those of information management and general administration are provided in such manner as not to hamper the work of the Ministry as a whole.

4. ACTIVITIES

- 4.1 Attends meetings of PNDC Committee of Secretaries and of PNDC meetings when invited.
- 4.2 Participates in sub-committee activities of Committee of Secretaries.
- 4.3 Organises regular meetings with top management personnel in the Ministry to discuss received reports on tasks accomplishments and assigns new tasks.
- 4.4 Represents Government on negotiations for promotion, expansion, rehabilitation and upgrading of the Sector as head of the Ministry or when Government designates him to do so.
- 4.5 Organizes to receive calls and courtesy visits made on him in his official capacity as head of the Industry, Science and Technology sector.
- 4.6 Directs the preparation of, and reviews reports by the Chairmen of Boards and Corporations under the Ministry to ensure their proper management.
- 4.7 Organizes and undertakes supervisory visits to various organisations, industries, scientific and technological institutions.
- 4.8 Organizes regular Ministerial Advisory Board meetings and chairs them.
- 4.9 Organizes meetings of the Boards/Committees of other statutory bodies.

5. AUTHORITY

- 5.1 As established by PNDC Establishment Proclamation Law of 1981 and PNDC Law 42 and any other consequential legislation.



JOB DESCRIPTION

No. 2

1. STRUCTURE

- 1.1 Position of Title - PNDC Under-Secretary
- 1.2 Immediate Superior - PNDC Secretary for Industries, Science and Technology
- 1.3 Immediate Subordinates - Chief Directors, Ministry of Industries, Science and Technology
- 1.4 Coordination - Boards and Statutory Corporations
- 1.5 Associates- PNDC-Secretaries of all Ministries

2. OBJECTIVES OF POSITION

- 2.1 To co-ordinate the professional work of the Chief Directors.
- 2.2 Always at base and in consultation with the PNDC Secretary, to give political direction for the day to day activities of the Ministry.
- 2.3 To act for PNDC Secretary on regular basis and when designated by the PNDC-Secretary.
- 2.4 To undertake any other assignment given by the PNDC Secretary.

3. RESPONSIBILITIES

- 3.1 Ensures the provision of comprehensive plans to cover all activities of the Ministry.
- 3.2 Collates plans emanating from the policies and objectives of the Ministry and assists in the development of strategies and the determination of priority areas.
- 3.3 Supervises the collection, compilation and dissemination of information concerning trends in industry, science and technology development, production, transformation and utilization and the provision of statistical data on activities.
- 3.4 Ensures that financial policies and procedures for planning and controlling the administration of the Ministry are consistent with policies, objectives, rules and regulations of the Controller and Accountant General's Department.
- 3.5 Ensures the timely preparation and consolidation of budgets for the activities

of the Ministry.

- 3.6 Ensures press publicity and public opinion concerning the activities of the Ministry, assesses their impact on policies and programmes and evolves strategies and machinery for explanation, promotion and maintenance public understanding and goodwill.
- 3.7 To be in-charge of publication of an Annual Report on the activities of the Ministry and achievements.

JOB DESCRIPTION

No. 3

1. STRUCTURE

1.1 Position Title: Internal Auditor

1.2 Administrative Supervisor:

1.3 Immediate Subordinates: Nil

1.4 Associates:

- i. Auditor-General's Department
- ii. Accountant General's Department
- iii. All Internal Auditors other Ministries

2. OBJECTIVE OF POSITION

2.1 Appraisal of the Internal Control system.

2.2 Ascertainment of Legitimacy of financial commitments.

2.3 Maintenance of proper records.

3. RESPONSIBILITIES

3.1 Conducts pre-auditing of all account books of the Ministry.

3.2 Pre-audits all payment vouchers of DAPIT.

3.3 Pre-audits all payment Vouchers of NBSSI.

4. QUALIFICATIONS

Diploma/Certificate of intermediate level of Accountancy. A minimum of five years in governmental financial operations.

JOB DESCRIPTION

No. 4

1. STRUCTURE

- 1.1 Position Title: Legal Counsel
- 1.2 Immediate Supervisor: Attorney General
- 1.3 Administrative Supervisor: PNDC Under-Secretary
- 1.4 Immediate Subordinates: Nil
- 1.5 Associates: Legal Counsels in other Ministries and Departments

2. OBJECTIVE OF POSITION

- 2.1 To advise on all legal matters of constitutional, administrative, civil law and criminal law.
- 2.2 To be involved in all matters having legal consequences for the Ministry.
- 2.3 To conduct or advise on disciplinary investigation and measures.

3. RESPONSIBILITIES

- 3.1 Will advise, assist on eventually draft, any legislation, rules and regulations.
- 3.2 Will clear contributions of the Ministry to Development Plans.
- 3.3 Will advise on and clear all contracts, obliging the Government, except normal employment contracts.
- 3.4 If required will advise and clear contracts regarding the Industrial Sector Adjustment Credit Programme.
- 3.5 Will advise on disputes between staff and the Ministry.
- 3.6 Investigates on misconduct of personnel and eventual disciplinary action
- 3.7 Represents the Ministry in legal affairs, if requested.

4. QUALIFICATION

Bar examination, five years legal practical.

JOB DESCRIPTIONS

No. 5

1. STRUCTURE

1.1 Position Title: Chief Director, Industry

1.2 Immediate Supervisor: PNDC Under-Secretary

1.3 Immediate Subordinates:

- i. Director - Planning Research and Policy Analysis
- ii. Director, Statistics and Data Processing
- iii. Director, Manufacturing Operations and Support
- iv. Director, Programming, Monitoring and Evaluations.
- v. Director, Special Projects.

1.4 Cooperation:

- i. National Board for Small Scale Industries
- ii. Ghana Standard Board

1.5 Associates: All Chief Director of the Ministry and other related Ministries

2. OBJECTIVES OF POSITION

2.1 To guide and ensure proper and thorough problem and impact analysis through the conduct of subsector, policy and other studies.

2.2 To initiate formulation of proposals for macroeconomic and other policy reform, especially those relating to protection and subsector development programmes, intersectoral linkages and infrastructural requirements.

2.3 To initiate special development programmes and structural changes in state ownership of industrial enterprises.

2.4 To initiate preparation of reviews and other material on trends and developments in the industrial sector.

2.5 To guide and prepare policy directives on Industry for inclusion in the Economic Recovery Programme.

2.6 To ensure in-flow of monthly information from industry to Statistics and Data Processing, dissemination and proper use by the relevant Directors of the Division.

2.7 To guide preparation, monitoring and evaluation of subsectors of industry.

- 2.8 To screen industrial rehabilitation programmes of state owned enterprises and private industries.
- 2.9 To guide and lead technical assistance programmes to industry.
- 2.10 To initiate technical advice to the National Board for Small Scale Industries.

### 3. RESPONSIBILITIES

- 3.1 The Chief Director, Industries will initiate and follow-up on industrial policy analysis and policy formulation, regulation and review, planning and evaluation.
- 3.2 Will guide and secure formulation of macroeconomic and other sector and subsector policies and plans.
- 3.3 Will initiate proper introduction of macroeconomic plans for industrialization in the Economic Recovery Programme.
- 3.4 Will initiate supervision of monthly data collection from industry in order to feed properly the other Director's offices of his Division.
- 3.5 To advise his staff to control data originating from industry through Regional Offices and factory visits.
- 3.6 To plan and evaluate future industrial projects.
- 3.7 To expedite decisions of requests for licences for expansion or establishment of new industries.
- 3.8 To guide planning, elaboration and implementation of industrial studies.
- 3.9 To participate in evaluation of industrial projects.
- 3.10 To guide programming and implementation of rehabilitation activities within the industrial set-up.
- 3.11 To correlate and coordinate the participation of the Ministry with bilateral and international agencies in their investment and technical assistance programmes.
- 3.12 To ensure active cooperation with the Ghana Investment Centre for the expansion and upgrading of existing industries and the establishment of new industries.
- 3.13 To ensure active cooperation with the Ministry of Trade for export marketing.

3.14 To secure the observance of industrial safety, health and pollution standards.

3.15 Initiate preparation of budgetary estimates for his programme.

4. ACTIVITIES

4.1 Acts as a link between Government and industry.

4.2 Initiates within his responsibility all necessary action to improve, upgrade and to promote new industries.

4.3 Cooperates with the Chief Director of Science and Technology to direct that programme to the benefit of industry.

4.4 Leads in cooperation with the Chief Director, Administration and information requested assistance in the financial and technical field to State Owned Enterprises.

5. AUTHORITY

5.1 May enter at working hours any factory for inspection of equipment and industrial processes as well safety, health and pollution.

5.2 Directs and approves travel plans for his staff.

5.3 Appraises performance of his staff at least annually in accordance with established rules and regulations.

5.4 Comments on all personnel action before implementation.

6. QUALIFICATION

Postgraduate University Degree in engineering / economist or equivalent.

At least ten years of experience in Government or industry.

JOB DESCRIPTION

No. 5.1

1. STRUCTURE

1.1 Position Title: Director, Planning, Research and Policy Analysis

1.2 Immediate Supervisor: Chief Director, Industry

1.3 Immediate Subordinates:

- i. Assistant Director, Sector Planning
- ii. Assistant Director, Macro-Economic Planning and Systems
- iii. Assistant Director, Policy Project Analysis

1.4 Associates:

- i. Director, Industrial Statistics and Data Processing
- ii. Director, Industrial Programming, Monitoring and Evaluation
- iii. Director, Special Projects
- iv. All Directors other related Ministries

1.5 Coordination

- i. Bank of Ghana
- ii. National Investment Bank, National Investment Centre
- iii. National Board for Small Scale Industries.

2. OBJECTIVE OF POSITION

- 2.1 To be responsible to oversee the preparation of subsector plans and for problem and impact analysis through research and conduct of subsector, policy and other studies.
- 2.2 To formulate proposals for macro-economic and other policy reform, and broad parameters of subsector development programmes, specifically those relating to protection and other policy considerations, intersectoral linkages and infrastructural changes in state ownership of industrial enterprises.
- 2.3 To prepare reviews and other material for publication on trends and developments in industry.

3. RESPONSIBILITIES

- 3.1 Analyses and elaborates on industrial policy issues originating from the PNDC, the PNDC Secretary for Industries, Science and Technology, the Ministerial Advisory Board or any other Government level or private source.



- 3.2 Develops systems and methods suitable and applicable to Ghana to formulate subsector plans and appropriate industrial policy.
- 3.3 Applies problem and impact analysis through the conduct of subsector, policy and other studies.
- 3.4 On the basis of the aforementioned studies the Director will formulate proposals for subsector development programmes.
- 3.5 Will elaborate and formulate macro-economic and other industrial policy reform and other policy considerations, intersectoral linkages and infrastructure requirements.
- 3.6 Will identify, elaborate and propose special development policy.
- 3.7 Will study structural changes in state ownership of industries, and will recommend policy consequences to the Chief Director of the Division of Administration and Information and the Director, Special Projects respectively.
- 3.8 Prepares and reviews other material for publication on trends and development in sectors or subsectors of Industry.
- 3.9 Will prepare budgetary estimates for his programme.

4. ACTIVITIES

- 4.1 Receives and collects policy information on industry from various sources for analysis and processing.
- 4.2 Cooperates closely with academic institutions.
- 4.3 Participates to the possible extent in industrial policy meetings, workshops etc. in Ghana and abroad.
- 4.4 Assists the execution of particular subsector and other studies on an ad hoc basis and initiates and helps develop staff research skills.

5. AUTHORITY

- 5.1 Directs and supervises three Assistant Directors.
- 5.2 Requests basic and clarifying information on industrial policy from related Ministries, industry and any other source.

5.3 Appraises at least annually his immediate subordinates in accordance with laid down policies and regulations.

5.4 Comments on any personnel action of his unit.

6. QUALIFICATIONS

First University Degree in economics, with special experience in industrial analysis, policy planning, financial analysis, international trade, marketing etc. Academic degree preferred. A minimum of ten years of practical experience is required.

JOB DESCRIPTION

No. 5.1.1

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Sector Planning
- 1.2 Immediate Supervisor: Director, Planning, Research and Policy Analysis
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates:
  - i. All Assistant Directors of the Ministry
  - ii. Staff of the Central Bureau of Statistics

2. OBJECTIVE OF POSITION

- 2.1 To prepare under the supervision of the director draft indicative five-year development plans for each industry sub-sector.
- 2.2 To elaborate sub-sector plans into one-year operational plans for implementation.
- 2.3 To define and translate sector and industry production targets into production quantities.
- 2.4 To define and/or elaborate performance indicators for periodic monitoring and evaluation.

3. RESPONSIBILITIES

- 3.1 Conducts sub-sector studies.
- 3.2 Prepares and periodically up-dates the five-year development plans for each industrial sub-sector.
- 3.3 Elaborates annual and bi-annual operational plans.
- 3.4 Defines targets and performance levels for each sub-sector.
- 3.5 Coordinates with macro-economic planning the preparation of the industrial sector plan.

4. QUALIFICATION

University degree in economics or engineering with at least four years in planning or industrial management.

JOB DESCRIPTION

No. 5.1.2

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Macroeconomic Planning and Policy Analysis
- 1.2 Immediate Supervisor: Director, Planning, Research, and Policy Analysis
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates:
  - i. All Assistant Director of Divisions of Industry and Science and Technology
  - ii. Central Planning Office
  - iii. Staff of the Central Bureau of Statistics

2. OBJECTIVE OF POSITION

- 2.1 To be the main source for the elaboration and preparation of the industrial part of the Five Year Development Plan.
- 2.2 To extract from the Sector Plan facts and data for annual and bi-annual operational plans for implementation.
- 2.3 To estimate financial and technical implications for the implementation of annual, bi-annual and the Five Year Plan.
- 2.4 To produce performance indicators for monitoring and evaluation the industrial sector.
- 2.5 To coordinate in cooperation with the Central Planning Office periodic reports as in-puts for the National Economic Plan.

3. RESPONSIBILITIES

- 3.1 Prepares for the Five Year Development Plan the contribution of the manufacturing sector.
- 3.2 Elaborates and proposes for the Five Year Development Plan operational sub-plans for implementation.
- 3.3 Estimates financial and technical implications for the implementation of annual, bi-annual and the Five Year Development Plan.
- 3.4 Defines and elaborates performance indicators for monitoring and evaluation

of the industrial sector and subsectors.

3.5 Coordinates in cooperation with the Central Planning Office periodic reports required for the National Economic Plan.

4. QUALIFICATION

University degree in economics with at least four years experience in economic planning.

JOB DESCRIPTION

No. 5.1.3

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Policy and Project Analysis
- 1.2 Immediate Supervisor: Director, Planning, Research and Policy Analysis
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates:
  - i. All Assistant Directors of Divisions of Industry and Science and Technology
  - ii. Central Bureau of Statistics

2. OBJECTIVES

- 2.1 To conduct subsector studies to assess trends, intersectoral and infrastructural requirements and constraints.
- 2.2 To review sector plans, studies and draft industrial policies and policy reform.
- 2.3 To prepare drafts of legislation resulting from policy recommendations.
- 2.4 To analyse past and present policy to determine impacts and corrective actions.
- 2.5 To review industrial prospects and proposals reaching the Ministry and advise on economic impact.

3. RESPONSIBILITY

- 3.1 Prepares and conducts studies on subsectors for the assessment of trends, intersectoral and infrastructural requirements and constraints and deficiencies.
- 3.2 Studies and reviews industrial sector plans and drafts industrial policies and policy reform.
- 3.3 Drafts in cooperation with the legal counsel legislation originating from policy recommendations.
- 3.4 Analyses industrial policies to review impact on the economy of the country and recommends corrective measures.

3.5 Analyses industrial prospects and proposals reaching the Ministry with the aim to advise on economic consequences.

4. QUALIFICATION

University Degree in economics or business administration with at least two years of industrial experience.

JOB DESCRIPTION

No. 5.2

1. STRUCTURE

1.1 Position Title: Director, Industrial Statistics and Data Processing

1.2 Immediate Supervisor: Chief Director, Industry

1.3 Immediate Subordinates:

- i. Assistant Director, Studies and Publications
- ii. Assistant Director, Survey and Data Collection
- iii. Assistant Director, Data Processing and Management

1.4 Associates:

- i. Central Bureau of Statistics
- ii. All Directors of Research and Statistics of other Ministries
- iii. All Directors at the Ministry

2. OBJECTIVE OF POSITION

2.1 To be the main organ for co-ordinating and undertaking the collection, compilation and analysis of industrial and other statistics required as an information base for policies, programming, management, monitoring and promotion of efficient industrial development in Ghana.

2.2 Apart from the statistics themselves, to be the focal centre for the Ministry's data management and information system.

2.3 To service the Chief Director of Science and Technology.

3. RESPONSIBILITIES

3.1 Prepare a decree for the PNDC-Secretary under the authority of Art. 9 of the Manufacturing Industries Act of 1971, to be promulgated as soon as possible, for a monthly reporting system of Ghana Industries about:

- i. rawmaterial supply;
- ii. items under production;
- iii. quantity of production;
- iv. quantity of sales locally and exports;
- v. personnel under contract;
- vi. reasons for unused capacities, if any;
- vii. other items, still to be decided.
- viii. observe any necessary legal follow-up.

3.2 Prepares selected statistical information for periodic publication.



- 3.3 Collects and compiles and analyses the statistical data received under the monthly system and any other statistical data, obtained from other sources.
- 3.4 Be the source of information on statistical data in the field of industry, available from other countries, specifically countries where Ghana has political or market interests.
- 3.5 Be the main source for industrial data to the Central Bureau of Statistics.
- 3.6 Prepares budgetary estimates for his programme.

4. ACTIVITIES

- 4.1 Receives and analyses monthly reports from Ghana industries.
- 4.2 Receives and analyses statistical industrial data from other sources.
- 4.3 Organizes support services for various units of the Ministry.
- 4.4 Reports to the management of the Ministry about any remarkable events or trends in industry.
- 4.5 Issues control and secures correct statistics through Regional Offices, eventually factory visits.

5. AUTHORITY

- 5.1 Requests clarifying and additional information from industry.
- 5.2 Comments on all requisitions on expenditure.
- 5.3 Appraises annually his immediate subordinates in accordance with laid down policies and regulations.
- 5.4 Comments on all personnel actions regarding his area.

6. QUALIFICATIONS

First University degree in economics/engineering with post graduate training in statistics, econometrics and computer operations, or equivalent. Minimum of four years in similar positions.

JOB DESCRIPTION

No. 5.2.1

1. STRUCTURE

1.1 Position Title: Assistant Director, Studies Publications (Statistics)

1.2 Immediate Supervisor: Director, Statistics and Data Processing

1.3 Immediate Subordinates: Nil

1.4 Associates:

i. Assistant Directors, Surveys and Data Collection and Data Processing;

ii. All Assistant Directors of the Ministry.

2. OBJECTIVE OF THE POSITION

2.1 To generate industrial studies and publications resulting from statistics.

2.2 To supplement statistical information to studies and publications.

2.3 To prepare statistical publications on trends and developments in industry.

2.4 To review statistical data of studies and publications undertaken by other agencies.

3. RESPONSIBILITIES

3.1 Initiates and prepares industrial studies and publications.

3.2 On request screens and reviews other industrial studies and publications regarding statistical data.

3.3 Supplements by statistical information studies of the Ministry and the Ministry of Finance and Planning.

3.4 Supplements by industrial statistical data any study of any other agency.

3.5 On request screens and reviews statistical data of studies of any other agency.

3.6 Is the focal point of cooperation with the Central Bureau of Statistics.

3.7 Will undertake any other task assigned to him by the Director.

4. QUALIFICATION

Bachelor of Economics, Statistics, Business Administration or equivalent, with at least three years experience in statistical work.

JOB DESCRIPTION

No. 5.2.2

1. STRUCTURE

1.1 Position Title: Assistant Director, Surveys and Data Collection

1.2 Immediate Supervisor: Director, Statistics and Data Processing

1.3 Immediate Subordinates: Nil

1.4 Associates:

- i. Assistant Directors, Studies & Publications and Data Processing
- ii. All Assistant Directors of the Ministry

2. OBJECTIVE OF POSITION

2.1 To initiate and prepare surveys on statistical information originating from the Central Statistical Office and the Ministry.

2.2 To coordinate and cooperate on surveys of other agencies which have impact on industry.

2.3 To ensure the timely collection of relevant statistical information from industry for data processing.

2.4 To coordinate data processing and follow-up distribution.

3. RESPONSIBILITIES

3.1 Conducts specialized surveys on statistical information from the Central Bureau of Statistics and the Ministry as well as the Regional Offices.

3.2 To coordinate statistical data, cooperate and assist surveys prepared by other agencies in the field of industry.

3.3 Supervises the timely receipt of requested statistical data from industry for processing.

3.4 Coordinates data processing and follow-up their distribution to the agencies concerned.

3.5 Will undertake any other task assigned to him by the Director.

4. QUALIFICATION

Bachelor of Economics Statistics, Business Administration or equivalent with at least three years experience in statistical work.

JOB DESCRIPTION

No. 5.2.3

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Data Processing
- 1.2 Immediate Supervisor: Director, Industrial Statistics and Data Processing
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates:
  - i. Associate Director, Studies and Publications
  - ii. Associate Director, Survey and Data Control
  - iii. All Assistant Directors of the Division of Industry

2. OBJECTIVE OF POSITION

- 2.1 To receive data from the Industry Monthly Reporting System.
- 2.2 To receive data from the Director , Policy and Planning and the Assistant Directors, Studies & Publications and Survey and Data Control.
- 2.3 To receive any other relevant data regarding industry from other sources of the Ministry and from outside.
- 2.4 To operate the computer and process data in specific format established by the Director, Industrial Statistics and Data Processing.

3. RESPONSIBILITIES

- 3.1 Will be the focal point for all data processing activities.
- 3.2 Codes and classifies data for subsequent data processing.
- 3.3 Enters data in the computer.
- 3.4 Advises the Director and the Assistant Directors of Industrial Statistics and Data Processing on deficiencies for corrective measures.
- 3.5 Initiates and compiles monthly statistical reports for the Directors of Planning, Programming, Monitoring and Evaluation.
- 3.6 Extracts and compiles data for industrial studies.
- 3.7 Any other function assigned by the Director.

4. QUALIFICATION

Bachelor of Economics/Statistics/Business Administration on equivalent with at least of three years experience in computer operations.

JOB DESCRIPTION

No. 5.3

1. STRUCTURE

1.1 Position Title: Director, Programming, Monitoring and Evaluation

1.2 Immediate Supervisor: Chief Director, Industry

1.3 Immediate Subordinates:

- i. Assistant Director, Sector Programming
- ii. Assistant Director, Macroeconomic Programming and Aid Coordination
- iii. Assistant Director, Monitoring and Evaluation

1.4 Associates:

- i. Director, Planning, Research and Policy Analysis
- ii. Director, Industrial Statistics and Data Processing
- iii. Director, Manufacturing Operations and Support

1.5 Coordination

- i. National Board for Small Scale Industries
- ii. Ghana Standard Board
- iii. Ghana Investment Centre
- iv. Bank of Ghana

2. OBJECTIVE OF POSITION

- 2.1 To be primarily responsible for detailed preparation, as well as management support, monitoring and evaluation of subsector and other development programmes.
- 2.2 To develop, manage and monitor special programmes for policy measures whose implementation is entrusted to the Ministry.
- 2.3 To study, elaborate and recommend<sup>for</sup> subsectors and for individual industries import (in cooperation with the Bank of Ghana or other Banks investing in Industry) , rehabilitation, restructuring programmes, specifically in conjunction with the Industrial Sector Adjustment Credit (ISAC).
- 2.4 To monitor, appraise and evaluate industrial subsectors and individual industries.
- 2.5 To be the centre of coordination of external aid and liaison with UNIDO

3. RESPONSIBILITIES

- 3.1 Starting from the perceptions of Planning, Research and Policy Analysis the Director will develop short-term, medium - and long-term programmes for orderly industrialization in Ghana.
- 3.2 Monitors and recommends incentive measures so as to maintain the momentum of increased domestic production and exports.
- 3.3 Following macroeconomic goals, the Director will develop plans to shift the leading edge of policy reform from macroeconomic to sectoral concerns, and to lay the basis for renewed, vigorous and efficient growth in the industrial key sectors for processing local raw materials, product development for domestic and export markets.
- 3.4 Monitors the supply of imported raw material and equipment in co-operation with the import licencing agencies.
- 3.5 Provides Technical support for the rehabilitation of industries which would be unable otherwise to operate efficiently (local or external consultants, training etc).
- 3.6 Will be the focal instrument for the implementation of the ISAC Credit.
- 3.7 Co-ordinates external assistance and liaises with UNIDO.
- 3.8 Prepares budgetary estimates for his programme.

4. ACTIVITIES

- 4.1 Macro - and microeconomic programming
- 4.2 Receives copies of monthly reports from industry from the Director of Industrial Statistics and Data Processing Unit and monitors the development of the industrial sectors.
- 4.3 Organizes support services for the industrial sector and subsector and individual enterprises.
- 4.4 Plans and implements group and individual training on subsector of Industries and plant level.

5. AUTHORITY

- 5.1 Has direct access to industry.
- 5.2 Call on the support of all Regional Offices.
- 5.3 Comments on all requisitions on expenditure within his responsibilities.
- 5.4 Appraise at least annually his immediate subordinates in accordance with laid down policies and regulations.
- 5.5 Comments on all personnel actions regarding his area.

6. QUALIFICATIONS

First University degree in economics/engineering with postgraduate training in industrial programming and management, or equivalent. Minimum of four years in similar positions is required.

JOB DESCRIPTION

No. 5.3.1

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Sector Programming
- 1.2 Immediate Supervisor: Director, Programming, Monitoring Evaluation
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates:
  - i. All Assistant Directors of Divisions of Industry and Science and Technology
  - ii. Staff of the Central Bureau of Statistics

2. OBJECTIVE OF POSITION

- 2.1 To provide detached programme of resources and support for industrial development.
- 2.2 To establish development programmes for industrial rehabilitation of industry.
- 2.3 To propose and monitor the privatization and restructuring of State Owned Enterprises.

3. RESPONSIBILITIES

- 3.1 Studies, elaborates and provides detailed programme of resources and support services for industrial development.
- 3.2 Prepares and proposes development programmes for the rehabilitation of industry, including a time-table for implementation.
- 3.3 Studies and recommends financial resources required.
- 3.4 Programmes and monitors in cooperation with the Assistant Director of State Owned Enterprises coordination privatization, closure or restructuring of such industries.

4. QUALIFICATION

Degree in economics or business administration with at least two years of experience in industry.



JOB DESCRIPTION

No. 5.3.2

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Macroeconomic Programming, Aid Coordination and liaison with UNIDO
- 1.2 Immediate Supervisor: Director, Programming, Monitoring and Evaluation
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates:
  - i. All Assistant Directors of the Divisions of Industry and Science and Technology
  - ii. Central Bureau of Statistics

2. OBJECTIVE OF POSITION

- 2.1 To be in charge of programmes for the development of the manufacturing sector covering financial, human and technical aspects.
- 2.2 To be the link to the Director, Sector Programming in order to secure optimum utilization of financial and technical resources.
- 2.3 To be the focal point for external aid available from international, regional and bi-lateral programmes.
- 2.4 To maintain the day-to-day contacts with the United Nations Industrial Development Organization specifically.
- 2.5 To channel in cooperation with the Assistant Director for State Owned Enterprises Coordination technical assistance to this subsector.

3. RESPONSIBILITIES

- 3.1 Elaborates and prepares detailed programmes for manufacturing development, including financial, human and technical support.
- 3.2 Ensures in cooperation with the Assistant Director for Sector Programming proper distribution of financial and technical resources.
- 3.3 Cooperates with external aid agencies, specifically technical assistance organizations and coordinates and channels aid to industry.
- 3.4 Acts on all matters concerning cooperation with the United Nations Industrial Development Organization.

3.5 Informs the National Committee for the United Nations Industrial Development Organization on matters of their interest.

3.6 Programmes technical assistance support to State Owned Enterprises and proposes rehabilitation action as well.

4. QUALIFICATION

Degree in economics or business administration with at least two years of experience in similar positions in Government or industry.

JOB DESCRIPTION

No. 5.3.3

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Monitoring and Evaluation
- 1.2 Immediate Supervisor: Director, Programming, Monitoring and Evaluation
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates: All Assistant Directors of Divisions of Industry and Science and Technology

2. OBJECTIVE OF POSITION

- 2.1 To elaborate and apply systems for monitoring industrial development at macroeconomic level and at subsectors.
- 2.2 To study and elaborate programmes for evaluation of the industrial sector and its subsectors.
- 2.3 To study development progress and to report on achievements and failures.
- 2.4 To perform subsectoral industrial studies for evaluation of progress.

3. RESPONSIBILITIES

- 3.1 Develops detailed systems for monitoring of the manufacturing industry at the macroeconomic and at the subsector level.
- 3.2 Develops programmes for evaluation of the performance of each industrial subsector as well as the manufacturing sector as a whole.
- 3.3 Reports on industrial development progress, achievements and failures.
- 3.4 Performs subsectoral studies for evaluation of industrial progress.
- 3.5 Analyses in detail industrial cases where results indicate major deviations from targets.

4. QUALIFICATION

Degree in economics or business administration with at least two years experience in industry.

JOB DESCRIPTION

No. 5.4

1. STRUCTURE

1.1 Position Title: Director, Manufacturing Operations and Support Services

1.2 Immediate Supervisor: Chief Director, Industry

1.3 Immediate Subordinates:

All Assistant Directors of his Unit

2. OBJECTIVE OF POSITION

2.1 To study and appraise industrial development schemes and industrial enterprises to design and screen rehabilitation programmes from the technical and managerial view point.

2.2 To study and organize infrastructure development activities.

2.3 To manage and monitor special programmes for policy measures of privatization, closure or restructuring of state owned industrial enterprises in cooperation with the Chief Director of Administration.

2.4 To monitor sector's performance including trends in growth of value-added, manufactured products for domestic and export markets, upstream resources development, industrial manpower, training and demand.

2.5 To study, screen and direct technical assistance in cooperation with the Director for Programming, Monitoring and Evaluation.

3. RESPONSIBILITIES

3.1 Will be the managerial, technical and financial instrument of the Ministry on subsector and plant level.

3.2 The Director will deliver the technical inputs, will study problems of subsectors and industries, proposes improvement and assists in remedial measures.

3.3 Prepares and implements technical training at subsector and plant level.

3.4 Will draft job descriptions or terms of reference for technical assistance projects.

- 3.5 Will assign counterpart staff to technical assistance projects and supervise implementation.
- 3.6 Licencing of the extension of existing factories and new projects.
- 3.7 Will execute the Ministry's regulatory responsibilities with respect to industrial standards, safety, health and pollution control.
- 3.8 Will prepare the budgetary estimates for his programme.

4. ACTIVITIES

- 4.1 Will appraise the managerial and technical competence of industry on plant level by regular and ad hoc factory visits.
- 4.2 Receives copies from Statistics and Data Processing of Monthly Industry Statistics for identification of bottlenecks or other managerial or technical problems.
- 4.3 Appraises individual enterprises on regulation and instruction of the PNDC-Secretary, the Under-Secretary or the Chief Director, Industry.
- 4.4 Should organize and conduct group training courses, workshop and other support activities as needs are identified.

5. AUTHORITY

- 5.1 The Director as well as his professional staff may enter the ground of any private industry and inspect raw material, machinery, operations and quality of products.
- 5.2 Approves travel plan of professional staff.
- 5.3 Requests and receives, within his functions, information from Regional Offices.
- 5.4 Comments on all requisitions of expenditures.
- 5.5 Appraises at least annually his immediate subordinates in accordance with laid down policies and regulations.
- 5.6 Comments on all personnel actions regarding his Branch.

6. QUALIFICATION

First University degree in industrial engineering with postgraduate training in management and operation of manufacturing industries. At least ten years practical experience on plant level are essential, preferable in different enterprises.

JOB DESCRIPTION

No. 5.4.1

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Textiles, Garment, Footwear and Leather Industries
- 1.2 Immediate Supervisor: Director, Manufacturing Operations, and Support Services
- 1.3 Immediate Subordinates: One or two Officers (Technicians) working on subsectors not covered by the Assistant Director
- 1.4 Associates: All Assistant Directors of Division of Industry

2. OBJECTIVE OF POSITION

- 2.1 To assist in studying and appraisal development schemes and industrial enterprises in order to design rehabilitation programmes from the managerial and technical viewpoint.
- 2.2 To assist in studies of infrastructure development activities.
- 2.3 To give advice, monitor and manage special programmes for policy measures of privatization, closure or restructuring of State Owned Industrial Enterprises in cooperation with the Assistant Director, State Owned Enterprises Coordination.
- 2.4 To assist in studying, screening and direction technical assistance needs for industry.
- 2.5 To assist in the promotion of industrial investment for existing and new industries.
- 2.6 To assist in the appraisal, control and regulation of existing industries.
- 2.7 To assist in the formulation and implementation of industrial import programmes if requested.

3. RESPONSIBILITIES

- 3.1 Collects the factual material for studies and appraisal of development schemes and industrial enterprises for design of rehabilitation programmes from technical and managerial viewpoints.

- 3.2 Collects factual information on infrastructure development and prepares studies and recommendations.
- 3.3 Studies and advises on measures of privatization, closure or restructuring of State Owned Enterprises.
- 3.4 Studies technical assistance needs and assists industries in drafting job descriptions or terms of reference for experts or consultants services.
- 3.5 Studies possibilities for industrial investment, drafts projects profiles and requests.
- 3.6 Studies necessities for training and proposes programmes.
- 3.7 Appraises industries, controls and reports about special events.
- 3.8 Comments on requests for expansion of licences of existing industries or issuance of new licences.
- 3.9 Any other task assigned to him by the Director within his professional competence.

#### 4. QUALIFICATION

Degree in engineering or equivalent. A minimum of two years experience in industrial positions in Government or Industry.

JOB DESCRIPTION

No. 5.4.2

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Food and Agricultural Industries
- 1.2 Immediate Supervisor: Director, Manufacturing Operations, and Support Services
- 1.3 Immediate Subordinates: One or two Officers (Technicians) working on subsectors not covered by the Assistant Director
- 1.4 Associates: All Assistant Directors of Division of Industry

2. OBJECTIVE OF POSITION

- 2.1 To assist in studying and appraisal development schemes and industrial enterprises in order to design rehabilitation programmes from the managerial and technical viewpoint.
- 2.2 To assist in studies of infrastructure development activities.
- 2.3 To give advice, monitor and manage special programmes for policy measures of privatization, closure or restructuring of State Owned Industrial Enterprises in cooperation with the Assistant Director, State Owned Enterprises Coordination.
- 2.4 To assist in studying, screening and direction technical assistance needs for industry.
- 2.5 To assist in the promotion of industrial investment for existing and new industries.
- 2.6 To assist in the appraisal, control and regulation of existing industries.
- 2.7 To assist in the formulation and implementation of industrial import programmes if requested.

3. RESPONSIBILITIES

- 3.1 Collects the factual material for studies and appraisal of development schemes and industrial enterprises for design of rehabilitation programmes from technical and managerial viewpoints.



- 3.2 Collects factual information on infrastructure development and prepares studies and recommendations.
- 3.3 Studies and advises on measures of privatization, closure or restructuring of State Owned Enterprises.
- 3.4 Studies technical assistance needs and assists industries in drafting job descriptions or terms of reference for experts or consultants services.
- 3.5 Studies possibilities for industrial investment, drafts projects profiles and requests.
- 3.6 Studies necessities for training and proposes programmes.
- 3.7 Appraises industries, controls and reports about special events.
- 3.8 Comments on requests for expansion of licences of existing industries or issuance of new licences.
- 3.9 Any other task assigned to him by the Director within his professional competence.

4. QUALIFICATION

Degree in engineering or equivalent. A minimum of two years experience in industrial positions in Government or Industry.

JOB DESCRIPTION

No. 5.4.3

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Food, Paper and Printing Industries
- 1.2 Immediate Supervisor: Director, Manufacturing Operations, and Support Services
- 1.3 Immediate Subordinates: One or two Officers (Technicians) working on subsectors not covered by the Assistant Director
- 1.4 Associates: All Assistant Directors of Division of Industry

2. OBJECTIVE OF POSITION

- 2.1 To assist in studying and appraisal development schemes and industrial enterprises in order to design rehabilitation programmes from the managerial and technical viewpoint.
- 2.2 To assist in studies of infrastructure development activities.
- 2.3 To give advice, monitor and manage special programmes for policy measures of privatization, closure or restructuring of State Owned Industrial Enterprises in cooperation with the Assistant Director, State Owned Enterprises Coordination.
- 2.4 To assist in studying, screening and direction technical assistance needs for industry.
- 2.5 To assist in the promotion of industrial investment for existing and new industries.
- 2.6 To assist in the appraisal, control and regulation of existing industries.
- 2.7 To assist in the formulation and implementation of industrial import programmes if requested.

3. RESPONSIBILITIES

- 3.1 Collects the factual material for studies and appraisal of development schemes and industrial enterprises for design of rehabilitation programmes from technical and managerial viewpoints.

- 3.2 Collects factual information on infrastructure development and prepares studies and recommendations.
- 3.3 Studies and advises on measures of privatization, closure or restructuring of State Owned Enterprises.
- 3.4 Studies technical assistance needs and assists industries in drafting job descriptions or terms of reference for experts or consultants services.
- 3.5 Studies possibilities for industrial investment, drafts projects profiles and requests.
- 3.6 Studies necessities for training and proposes programmes.
- 3.7 Appraises industries, controls and reports about special events.
- 3.8 Comments on requests for expansion of licences of existing industries or issuance of new licences.
- 3.9 Any other task assigned to him by the Director within his professional competence.

#### 4. QUALIFICATION

Degree in engineering or equivalent. A minimum of two years experience in industrial positions in Government or Industry.

JOB DESCRIPTION

No. 5.4.4

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Chemicals, Plastics, Non-Metallics, Minerals and Rubber Industries
- 1.2 Immediate Supervisor: Director, Manufacturing Operations, and Support Services
- 1.3 Immediate Subordinates: One or two Officers (Technicians) working on subsectors not covered by the Assistant Director
- 1.4 Associates: All Assistant Directors of Division of Industry

2. OBJECTIVE OF POSITION

- 2.1 To assist in studying and appraisal development schemes and industrial enterprises in order to design rehabilitation programmes from the managerial and technical viewpoint.
- 2.2 To assist in studies of infrastructure development activities.
- 2.3 To give advice, monitor and manage special programmes for policy measures privatization, closure or restructuring of State Owned Industrial Enterprises in cooperation with the Assistant Director, State Owned Enterprises Coordination.
- 2.4 To assist in studying, screening and direction technical assistance needs for industry.
- 2.5 To assist in the promotion of industrial investment for existing and new industries.
- 2.6 To assist in the appraisal, control and regulation of existing industries.
- 2.7 To assist in the formulation and implementation of industrial import programmes if requested.

3. RESPONSIBILITIES

- 3.1 Collects the factual material for studies and appraisal of development schemes and industrial enterprises for design of rehabilitation programmes from technical and managerial viewpoints.

- 3.2 Collects factual information on infrastructure development and prepares studies and recommendations.
- 3.3 Studies and advises on measures of privatization, closure or restructuring of State Owned Enterprises.
- 3.4 Studies technical assistance needs and assists industries in drafting job descriptions or terms of reference for experts or consultants services.
- 3.5 Studies possibilities for industrial investment, drafts projects profiles and requests.
- 3.6 Studies necessities for training and proposes programmes.
- 3.7 Appraises industries, controls and reports about special events.
- 3.8 Comments on requests for expansion of licences of existing industries or issuance of new licences.
- 3.9 Any other task assigned to him by the Director within his professional competence.

4. QUALIFICATION:

Degree in engineering or equivalent. A minimum of two years experience in industrial positions in Government or Industry.

JOB DESCRIPTION

No. 5.4.5

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Engineering, Assembling, Metal, Electrical Industries and Industrial Services
- 1.2 Immediate Supervisor: Director, Manufacturing Operations, and Support Services
- 1.3 Immediate Subordinates: One or two Officers (Technicians) working on subsectors not covered by the Assistant Director
- 1.4 Associates: All Assistant Directors of Division of Industry

2. OBJECTIVE OF POSITION

- 2.1 To assist in studying and appraisal development schemes and industrial enterprises in order to design rehabilitation programmes from the managerial and technical viewpoint.
- 2.2 To assist in studies of infrastructure development activities.
- 2.3 To give advice, monitor and manage special programmes for policy measures privatization, closure or restructuring of State Owned Industrial Enterprises in cooperation with the Assistant Director, State Owned Enterprises Coordination.
- 2.4 To assist in studying, screening and direction technical assistance needs for industry.
- 2.5 To assist in the promotion of industrial investment for existing and new industries.
- 2.6 To assist in the appraisal, control and regulation of existing industries.
- 2.7 To assist in the formulation and implementation of industrial import programmes if requested.

3. RESPONSIBILITIES

- 3.1 Collects the factual material for studies and appraisal of development from technical and managerial viewpoints.

- 3.2 Collects factual information on infrastructure development and prepares studies and recommendations.
- 3.3 Studies and advises on measures of privatization, closure or restructuring of State Owned Enterprises.
- 3.4 Studies technical assistance needs and assists industries in drafting job descriptions or terms of reference for experts or consultants services.
- 3.5 Studies possibilities for industrial investment, drafts projects profiles and requests.
- 3.6 Studies necessities for training and proposes programmes.
- 3.7 Appraises industries, controls and reports about special events.
- 3.8 Comments on requests for expansion of licences of existing industries or issuance of new licences.
- 3.9 Any other task assigned to him by the Director within his professional competence.

4. QUALIFICATION

Degree in engineering or equivalent. A minimum of two years experience in industrial positions in Government or Industry.

JOB DESCRIPTION

No. 5.5

1. STRUCTURE

1.1 Position Title: Director, Special Projects

1.2 Immediate Supervisor: Chief Director, Industry

1.3 Immediate Subordinates:

i. Assistant Director, Industrial Engineering

ii. Assistant Director, Industrial Economist

iii. Assistant Director, Small Scale Industries Coordination

1.4 Associates:

i. All Directors of Industry Division

ii. Directors of other relevant Ministries

1.5 Coordination:

i. Science and Technology Division of Ministry

ii. Ghana Industrial Holding Corporation through Division of Administration and Information

iii. Ghana Standards Board

iv. Ghana Investment Centre

v. National Board for Small Scale Industries

2. OBJECTIVE OF POSITION

- 2.1 To act on subsector and special projects not covered by other Directors of the Industry Division.
- 2.2 To work mainly on plant level with the aim to upgrade efficiency of production by organization and management studies, market opportunities studies, economic and pre-feasibility studies, group training and training on the job.
- 2.3 To programme and initiate national maintenance and repair programmes and to identify industry constraints and assist in rehabilitation programmes for Industry in cooperation with the Director of the Manufacturing Operations and Support.
- 2.4 To foster establishment of maintenance and repair workshops in certain areas to the benefit of smaller plants not able to afford such facilities on their own.
- 2.5 To assist industries on marketing at plant level and advise on export



opportunities, in cooperation with the Ministry of Trade.

- 2.6 To conduct for private and public sector enterprises cost-benefit studies, product costing/pricing analysis and be responsive to tackle other business problems affecting industry.
- 2.7 In cooperation with other Directors of the Division of Industry, to liaise the Ministry on activities of the National Small Scale Industry Board.
- 2.8 To advise industry in conjunction with the Science and Technology Division, and the Director of Operations industrial enterprises in the orderly improvement of production , design development of new products and establishment of quality control facilities.

### 3. RESPONSIBILITIES

- 3.1 Will analyse organizational and management problems of subsectors of industry as well as at plant level.
- 3.2 Will assist industrial enterprises in assessment and selection of personnel in management and technical jobs, including locating of top management and technical personnel.
- 3.3 Will conduct group training, individual training and workshops in organization and management.
- 3.4 In cooperation with the Director of Manufacturing Operations and Support, will study and prepare and initiate industrial maintenance and repair programmes.
- 3.5 Will issue maintenance manuals for overhaul and replacement of industrial equipment, including periodic inspections and servicing.
- 3.6 Will identify key areas for the establishment of workshops for maintenance and repair of machinery of smaller industries not being able to afford such facilities.
- 3.7 In cooperation with other relevant trade organizations, will assist industries in marketing of their goods for the domestic market and exports.

- 3.8 On request, will prepare cost/benefit studies, advise on financial analysis, cost accounting and other financial matters.
- 3.9 In cooperation with other Directors of the Division will develop an effective system for coordinating activities of the National Small Scale Industry Board.
- 3.10 Will assist plants in improving quality of production, design and/or development of new products, and establishment of quality control facilities and techniques.

4. ACTIVITIES

- 4.1 Receives and analyses industrial reports and information from all sources, including reports from the Director of Industrial Statistics and Data Processing, for assistance for other industrial projects not covered by the other Directors of the Industry Division.
- 4.2 Will conduct factory visits regularly and ad hoc.
- 4.3 Will study and analyse all information on organization and management, maintenance and repair, workshop techniques and disseminate to industry.
- 4.4 Identify new markets for industrial products manufactured in Ghana and disseminate to manufacturing enterprises.
- 4.5 Advise and train industrial staff on financial matters.
- 4.6 Will elaborate budgetary estimates for his programme.

5. AUTHORITY

- 5.1 The Director as well as his professional staff may enter the ground of any private industry of his responsibility and inspect raw material, plant machinery, operations and quality of products. For state owned enterprises authorization of the Division of Administration is required.
- 5.2 Approves travel plan of professional staff.
- 5.3 Requests and receives, within his functions, information from Regional Offices.
- 5.4 Comments on all requisitions on expenditures.
- 5.5 Appraises at least annually his immediate subordinates in accordance with laid down policies and regulations.

5.6 Comments on all personnel actions regarding his unit.

6. QUALIFICATIONS

First University degree in engineering or economics with postgraduate training and experience in management of manufacturing industries. At least eight years of accumulated experience in the field are essential, preferable in different enterprises.

JOB DESCRIPTION

No. 5.5.1

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Industrial Engineering
- 1.2 Immediate Supervisor: Director, Special Projects (Industry)
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates: All Assistant Directors of the Divisions of Industry and Science and Technology, specifically Assistant Directors of the Director of Manufacturing Operations

2. OBJECTIVE OF POSITION

- 2.1 To act on subsector and special projects not covered by other Assistant Directors of the Industry Division.
- 2.2 To act on special projects assigned to him by the Director.
- 2.3 To work mainly on plant level with the aim to upgrade efficiency of production by organization and management studies, pre-feasibility studies, group training and training on the job.
- 2.4 To study, programme and initiate national maintenance and repair programmes and to identify industry constraints and assist in rehabilitation programmes for industry in cooperation with the Assistant Directors of the Director, Manufacturing Operations and Support.
- 2.5 To foster establishment of maintenance and repair workshops for certain areas to the benefit of smaller industries not able to afford such facilities on their own.

3. RESPONSIBILITIES

- 3.1 Analyses organizational and management problems of subsectors of industry as well as plant level and recommends remedial measures.
- 3.2 Assist industries in assessment and selection of management and technical key personnel.
- 3.3 Prepares group training, individual training and workshops in organization, management and technical management.

- 3.4 Studies, prepares and initiates maintenance and repair programmes.
- 3.5 Prepares maintenance and servicing manuals for overhaul and replacement of parts of industrial equipment, to be issued by the Ministry.
- 3.6 Assist industries in improving quality of production, establishment of quality control arrangements and techniques.
- 3.7 Assists in the development and design of new and more competitive products in making available literature, catalogues (Sears and Roebuck, Quelle etc) to industries.
- 3.8 Any other task within his professional competence assigned by the Director.

4. QUALIFICATION

Degree in industrial engineering with extensive experience on plant level of at least eight years.

JOB DESCRIPTION

No. 5.5.2

1. STRUCTURE

1.1 Position Title: Assistant Director, Industrial Economics

1.2 Immediate Supervisor: Director, Special Projects

1.3 Immediate Subordinates: Nil

1.4 Associates:

- i. All Assistant Directors of Divisions of Industry and Science and Technology, specifically those of the Director, Manufacturing Operations and Support

2. OBJECTIVE OF POSITION

2.1 To conduct for public and private sector industries cost/benefit studies, product costing, pricing analysis and to be responsive to tackle other business problems affecting industries.

2.2 To assist in establishment of proper accounting and book-keeping.

2.3 To prepare training in the above field.

2.4 To assist industries in marketing of their products.

3. RESPONSIBILITIES

3.1 Conducts on plant level cost/benefit studies.

3.2 Assists in product costing/pricing analysis and assists in other financial operations.

3.3 Assists in the establishment of proper accounting and book-keeping, specifically the use of modern business equipment.

3.4 Assist in marketing for domestic consumption and exports.

3.5 Prepares and initiates training, group training and individual training, in the field of economic and financial matters.

3.6 Any other task within his capacity assigned by the Director.

4. QUALIFICATION

Degree in Economics with practical experience in industry of at least five years.

Experience in use of mechanic and electronic office equipment essential.

JOB DESCRIPTION

No. 5.5.3

1. STRUCTURE

1.1 Position Title: Assistant Director, Small Scale Industries Coordination

1.2 Immediate Supervisor: Director, Special Projects

1.3 Immediate Subordinate: Nil

1.4 Associates:

- i. All Assistant Directors of Divisions of Industry and Science and Technology

2. OBJECTIVE OF POSITION

2.1 To act as the main link between the Ministry and the National Board for Small Scale Industries.

2.2 To coordinate and channel request for external aid in cooperation with the Assistant Director, Macroeconomic Programming and External Aid Coordination.

2.3 Assist on request coordination of any services from the Assistant Directors of Manufacturing Operations and Support and the Assistant Director, Appropriate Technology and Small Scale Industries Development of the Division of Science and Technology.

3. RESPONSIBILITIES

3.1 Acts as the main link between the Ministry and the National Board for Small Scale Industries.

3.2 Assists on request of the Board on drafting requests for external aid for Small Scale Industrial entrepreneurs.

3.3 Coordinates such requests and channels them to the Assistant Director, Macroeconomic Programming and External Aid for processing.

3.4 Coordinates requested assistance to be granted from the Assistant Directors of the Division of Industry, Science and Technology.

3.5 Acts in his capacity on any other task assigned by the Director.

4. QUALIFICATION

Degree in economics/engineering with at least five years experience on subsector or on plant level, specifically in the field of Small Scale Industries.



JOB DESCRIPTION

No. 6

1. STRUCTURE

1.1 Position Title: Chief Director, Science and Technology

1.2 Immediate Supervisor: F.A.D. Under-Secretary

1.3 Immediate Subordinates:

- i. Director, Research and Development
- ii. Director, Special Projects

1.4 Associates:

- i. Chief Directors in the Ministry and other Ministries
- ii. Heads of Institutes under the Council for Scientific and Industrial Research

1.5 Coordination:

- i. Policy Committees of Agriculture, Fisheries and Forestries, Industry Technology, Health, Medicine, Social Science and Pure Science.
- ii. DAPIF, ITTC, CSIR, NASSI, GSD, International foreign National Organizations, having a Programme in Ghana.

2. OBJECTIVE OF POSITION

2.1 To identify most appropriate means by which the Government may have

beneficial influence on the application and development of Science and Technology.

2.2 To coordinate programmes and activities of Science and Technology with other policies and programmes of the Government.

2.3 To foster cooperative relationships in respect of Science and Technology between Government, industry and public and private organizations.

2.4 To identify programmes of research and development to improve scientific standards in Government and the private sector.

2.5 To oversee the budgetary process for scientific activities in the country.

3. RESPONSIBILITIES

3.1 Coordinates Science and Technology Programmes in order to improve the effectiveness of this sector.

- 3.2 Promotes the utilization of local technological supply by reinforcing the technological infrastructure and improve the linkage between the technological and industrial production systems.
- 3.3 Converts abstract scientific knowledge into appropriate technologies to the benefit of industry and other users.
- 3.4 Balances the inputs of foreign and local technologies in a way that in the interest of foreign payments local technologies will predominate.
- 3.5 Prepares a register of all institutional constituents of the scientific community.
- 3.6 Promotes the coordination of programmes and activities of Science and Technology with other policies and programmes of the Government.
- 3.7 As a special project, prepares a National Plan for promotion of Science and Technology in development.
- 3.8 Monitors and evaluates industrial performance and the national economy achievements in the application of Governments Science and Technology policy.
- 3.9 In cooperation with the Ministry of Education, proposes plans and programmes in order to improve scientific and technical education of pupils.
- 3.10 Assist industry by transfer of appropriate technologies, patent search, inventions and industrial innovations.
- 3.11 Keeps close contact with transfer of technology institutions of industrialized countries.
- 3.12 Plays the role of a clearing house for the import of foreign technologies with the aim to avoid acquisition of technical processes and equipment which is available in Ghana.
- 3.13 Prepares the budgetary estimates for his programme.

#### 4. ACTIVITIES

- 4.1 Acts as the link between Science and Technology and industry.
- 4.2 Studies appropriate technologies suitable and required for industry.

4.3 Studies and prepares from the view-point of Science and Technology existing technologies in industry expertise with the aim of their improvement.

4.4 Initiates and guides in his field foreign aid expertise for industry.

4.5 Leads Science and Technology programmes to action oriented activities to the benefit of industry.

5. AUTHORITY

5.1 May enter at working hours any factory for inspection of their equipment and industrial processes from the view-point of technology.

5.2 Approves travel plans for his staff.

5.3 Appraises performance of his staff at least annually.

5.4 Comments on all personnel action before implementation.

6. QUALIFICATION

Postgraduate University Degree in Science and Technology. At least ten years of practical experience in the application of science and technology.

JOB DESCRIPTION

No. 6.1

1. STRUCTURE

1.1 Position Title: Director, Special Projects

1.2 Immediate Supervisor: Chief Director, Science and Technology

1.3 Immediate Subordinates:

Assistant Director, Appropriate Technology Development and Small Scale Industries Development

1.4 Associates: All Directors of the Ministry

1.5 Coordination:

- i. Science and Technology Institutions
- ii. Ghana Standards Board
- iii. Transfer of Technology institutions
- iv. Appropriate Technology institutions

2. OBJECTIVE OF POSITION

2.1 To compile the results of monitoring international, regional and bi-lateral assistance to Science and technology with the view to prompting Government intervention in issues relating to them.

2.2 To initiate and monitor special Science and Technology projects not routinely handled by other Science and Technology directors for purposes of filling gaps and ensuring the technological development of weak industries.

2.3 To house closely with the small scale industries sector to ensure the development and advancement of Science and Technology and Research and Development programmes for such industries, in cooperation and coordination with the National Board for Small Scale Industries.

3. RESPONSIBILITIES

3.1 Assembling and analyse data on technical and financial assistance to Research and Development Institutions by international, regional and bi-lateral organizations.

3.2 Evaluate technical and financial assistance projects and to recommend corrective actions.

3.3 Assesses needs of local institutions in respect to international,

regional and bi-lateral assistance and brings up such need for Ministerial attention.

- 3.4 Organizes and mobilizes as the need will arise Science and Technology support to industry for specific periods under special projects.
- 3.5 Identifies the Science and Technology needs of the Small Scale Industry sector and relates to other Directors of the Industry Division for coordinated technical assistance programmes.
- 3.6 Organizes for dissemination of technical information aimed at promoting technology transfer, acquisition of industrial information, popularization of science and technology through publications and other relevant medium.

4. ACTIVITIES

- 4.1 Keeps permanent and active contact with Science and Technology institutions.
- 4.2 Follows-up Science and Technology developments in industrialize countries and to extract benefit for local industries.
- 4.3 Identifies ways and means to adjust Technologies to appropriate standards for use by local industries.
- 4.4 Keeps close contact with appropriate technology institutions in industrialized countries and studies such technologies for eventual transfer to domestic industries.
- 4.5 Acts as the focal point for all technical and financial assistance activities in the field of Science and Technology.

5. AUTHORITY

- 5.1 Organizes his work programme in accordance with objectives and functions of the Science and Technology sector of the Ministry.
- 5.2 Appraises the Assistant Directors and other staff at least annually as laid down in respective rules and regulations.
- 5.3 Comments on personnel action regarding his staff before implementation.

6. QUALIFICATION

University Degree in Science and Technology. At least five years of practical experience in application of Science and Technology.

JOB DESCRIPTION

No. 6.1.1

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Appropriate Technology and Small Scale Industries Development
- 1.2 Immediate Supervisor: Director, Special Projects
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates: All Assistant Directors, Science and Technology and Division of Industry

2. OBJECTIVES

- 2.1 To monitor direction and efficiency of international, regional and bi-lateral assistance to Science and technology with the view to promote Government intervention on issues relating to them.
- 2.2 To study technologies of industry and to recommend new technologies appropriate for the improvement of capacity, product quality and lower production costs.
- 2.3 To keep close contact with institutions of appropriate technology abroad and, if suitable, initiate their transfer to local industry.
- 2.4 To keep close contact with the programme of appropriate technology of the United Nations Industrial Development Organization.
- 2.5 To give full attention to the transfer of appropriate technology to Small Scale Industry in cooperation and coordination with the National board for Small Scale Industries.

3. RESPONSIBILITIES

- 3.1 Studying and monitoring the direction and efficiency of external aid programmes to Science and Technology.
- 3.2 To promote Government action on issues relating to external aid.
- 3.3 To handle transfer of appropriate technology to local industry.
- 3.4 To keep close contact with institutions for appropriate technology of other developing countries and initiate on suitable technologies their transfer under the programme of Cooperation among Developing Countries.

3.5 Gives special attention to the technologies of Small Scale Industries.

4. QUALIFICATION

Degree in engineering with scientific background. Minimum of five years of experience in the technological field.

JOB DESCRIPTION

No. 6.1.2

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Technology Transfer, Laboratories and Training
- 1.2 Immediate Supervisor: Director, Special Projects
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates: All Assistant Directors of Science and Technology and Division of Industry

2. OBJECTIVE OF POSITION

- 2.1 To study existing technologies of more sophisticated industries and recommend improvement of production by better products, better quality and lower costs.
- 2.2 To study and recommend new technologies to up-grade production for competitive exports.
- 2.3 To keep contacts with patent and licencing institutions in order to advise industries on new technologies.
- 2.4 To advise laboratories on testing of pre-products and end-products.
- 2.5 To elaborate training programmes in the field of Science and Technology.
- 2.6 To identify training opportunities in the same field in international, regional and bi-lateral programmes.
- 2.7 Identifies training opportunities of the Programme of Cooperation among Developing Countries.

3. RESPONSIBILITIES

- 3.1 Handles the day-to-day work of transfer of technologies to industry.
- 3.2 Makes available new technologies to industry.
- 3.3 Is the source of information on patents and licences.
- 3.4 Will collect patents and licences, compile them, and will establish and maintain a scientific and technological Data Bank in cooperation with the Assistant Director, Data Processing of the Division of Industry.



3.5 Advises and assists on the utilization of laboratories for industrial testing.

3.6 Is in charge of all training in the field of Science and Technology.

4. QUALIFICATION

Degree in engineering with scientific background. Minimum of five years of experience in the technological field.

JOB DESCRIPTION

No. 6. 2

1. STRUCTURE

- 1.1 Position Title: Director, Research and Development, Cooperation and Programming
- 1.2 Immediate Supervisor: Chief Director, Science and Technology
- 1.3 Immediate Subordinates:
  - i. Assistant Director, Science and Technology Cooperation, International, Regional and Bilateral Aid
  - ii. Assistant Director, Coordination and Industrial Research
- 1.4 Associates: All Assistant Directors of the Ministry dealing with economic planning, programming, statistics, operations and special projects.

2. OBJECTIVES

- 2.1 To coordinate research and development needs of industry with appropriate Scientific Research institutions to ensure their optimum performance.
- 2.2 To relate with such institutions on matters pertaining to prompt delivery of research and development support to industry and the economy as a whole.
- 2.3 To relate to the appropriate technology and standardization institutions matters of technology and their transfer.
- 2.4 To ensure the beneficial influence of Science and Technology on the industrial sector and the economy in general.
- 2.5 To give advise and be a resource to industry on trends in technology, processes and equipment.

3. RESPONSIBILITIES

- 3.1 Analyses Government policy on Science and Technology and relate them to agency level.
- 3.2 Analyses the performance and constraints of research and development implementing agencies and to direct their needs for Government's attention.
- 3.3 Harmonises the work of Standardization with those of the research and development institutions to ensure that industry achieves optimum benefit of their services.
- 3.4 Directs the appropriate development institutions to ensure technology

and product improvement in the industrial sector.

- 3.5 Interacts with institutions charged with transfer of technologies to ensure the beneficial delivery of their knowledge to industry.
- 3.6 Initiates and receives request for technical assistance in the field of Science and Technology.
- 3.7 Advises and assist in drafting requests, job descriptions and terms of reference for further processing for financing from international, regional and bilateral programmes to be submitted to the Director of Programming, Monitoring and Evaluation and Aid Coordination.
- 3.8 Prepares budgetary estimates for his programme.
- 3.9 Acts on other matters entrusted to him by the Chief Director.

#### 4. A CTIVITIES

- 4.1 Communicates with all agencies dealing with Science and Technology on behalf of the industrial sector.
- 4.2 Coordinates his workprogramme with the Directors of the Division of Industry.
- 4.3 Prepares and assists in the implementation of technical assistance for science and technology towards industry.

#### 5. AUTHORITY

- 5.1 Organizes his workprogramme in order to implement it in accordance with the objectives and functions of the Ministry.
- 5.2 Appraises the Assistant Directors and other staff at least annually as laid down in respective rules and regulations.
- 5.3 Comments on personal action regarding his staff before implementation.

#### 6. QUALIFICATION

First University Degree in Science and Technology. At least five years of practical experience in similar positions in Government or science and technology institutions.

JOB DESCRIPTION

No. 6.2.1

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Science and Technology Cooperation, International, Regional and Bilateral Aid
- 1.2 Immediate Supervisor: Director, Research and Development Cooperation and Programming
- 1.3 Immediate Subordinates: Nil
- 1.4 All Assistant Directors of Science and Technology and of Division of Industry

2. OBJECTIVE OF POSITION

- 2.1 To cooperate with all agencies dealing with Science and Technology towards industry.
- 2.2 To assist in the ensurance of beneficial influence of Science and Technology on the industrial sector and the economy in general.
- 2.3 To study needs for technical assistance in the field of Science and Technology and propose schemes and programmes.
- 2.4 To assist industry and other agencies in drafting requests for technical assistance and drafting of job descriptions for expert services and terms of reference for subcontracting of project implementation.
- 2.5 To negotiate technical assistance requests with the Assistant Director, Macroeconomic Programming and Aid Coordination.

3. RESPONSIBILITIES

- 3.1 Generates and maintains beneficial influence of Science and Technology on the industrial sector and the economy as a whole.
- 3.2 Studies needs for technical assistance in the field of Science and Technology in industry and proposes projects.
- 3.3 Ensures proper drafting of requests for technical assistance and channels them to the Assistant Director, Macroeconomic Programming and External Aid.

3.4 Takes care of required counterpart staff for technical assistance projects.

3.5 Any other tasks within his competence entrusted to him by the Director.

4. QUALIFICATION

Bachelor Degree in Science and Technology. At least five years practical experience in positions of Science and Technology.

JOB DESCRIPTION

No. 6.2.2

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Coordination of Industrial Research Projects
- 1.2 Immediate Supervisor: Director, Research and Development, Cooperation and Programming
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates: All Assistant Directors of Science and Technology and of Industry

2. OBJECTIVE OF POSITION

- 2.1 To assist in coordination of the workprogramme and implementation of Science and Technology as well as Research and Development institutions.
- 2.2 To coordinate flow of data from the Assistant Director, Survey and Data collection to Science and Technology and Research and Development institutions.
- 2.3 To study technological problems at subsector and plant level and select the appropriate institution for tackling shortcomings.
- 2.4 To coordinate Science and Technology programmes and lead them from academic research to practical utilization in industry.

3. RESPONSIBILITIES

- 3.1 Visits subsectors of industries and individual plants in order to identify deficiencies in the technical set-up.
- 3.2 To identify possibilities to remedy such situations and to coordinate assistance.
- 3.3 To recommend coordination of workprogrammes of Science and Technology and Research and Development institutions to avoid double work.
- 3.4 To recommend coordination of the workprogramme of the four Assistant Directors of the Science and Technology Division.
- 3.5 Any other tasks within his professional capacity assigned to him by the Director.

b. QUALIFICATION

Bachelor Degree in Science and Technology. At least five years of experience in practical work of Science and Technology.

JOB DESCRIPTION

No. 7

1. STRUCTURE

1.1 Position Title: Chief Director, General Administration and Information

1.2 Immediate Supervisor: PNDC Under-Secretary

1.3 Immediate Subordinates:

- i. Director, Administration, Personnel, Training, Media and Library
- ii. Director, Budget, Finance and Coordination of State Owned Enterprises
- iii. Director, General Services, Building Management and Typing Pools

1.4 Associates:

- i. All Chief Directors of the Ministry
- ii. All Chief Directors other related Ministries

1.5 Coordination: Ghana Industrial Holding Corporation

2. OBJECTIVE OF POSITION

2.1 To ensure that personnel policies in the Ministry related to employment, personnel records, training and wages and salaries administration are translated into good management practices and effectively carried out.

2.2 To safeguard the interest of the Ministry in all financial transactions relating to revenue collection and expenditure and ensures availability of services necessary to support the administrative and operating functions of the Ministry.

2.3 To ensure that there is in operation effective and efficient system of internal checks to prevent fraud and other forms of malpractices in matters relating to financial transactions and administration.

2.4 To project the good image of the Ministry and Government both within and outside the country by disseminating information on Government policies, activities and procedures. Provides a source of feedback information on Government's actions and policies.

2.5 To monitor press publicity and public opinion concerning the activities of the Ministry, assess their impact on policies and programmes, and evolves strategies and machinery for explaining, promoting and maintaining public understanding and goodwill.



- 2.6 To introduce to the public new ideas relevant to the functions of the Ministry from all over the world to improve performance in the sector.
- 2.7 In the link between Government and State Owned Enterprises.

### 3. RESPONSIBILITIES

- 3.1 Develops financial policies and procedures for planning and controlling the administration of the Ministry consistent with the policies, rules and regulations of the Treasury.
- 3.2 Ensures the timely presentation and consolidation of budgets for the activities of the Ministry.
- 3.3 Establishes and maintains adequate records to aid the preparation and presentation of financial reports of the Ministry.
- 3.4 Establishes and maintains comprehensive system designed to ensure that monies received are supported by certified source documents; and all expenditure incurred are supported by appropriate and duly authorised documents.
- 3.5 Designs and maintains a system intended to monitor and evaluate progress of programmes and projects with the view to eliminate waste, unearth irregularities in the award of contract and generally prevents fraud and other forms of malpractices.
- 3.6 Prepares reviews schemes of service and undertakes job classification and description for the Ministry.
- 3.7 Appraises personal and sectional performance including merit award system. Makes recommendations for the award of prizes and national awards.
- 3.8 Maintains employee discipline and fosters labour/management relations (CDR-TUC affairs etc.)
- 3.9 Initiates and implements productivity improvement schemes in the Ministry.
- 3.10 Prepares at the beginning of each financial year staff lists with corresponding emoluments of all personnel of the Ministry.
- 3.11 Manages transport and other common services including procurement and stores administration.
- 3.12 Coordinates the relations of Government with State Owned Enterprises.

4. ACTIVITIES

- 4.1 Acts on behalf of the PNDC Secretary and the PNDC Under Secretary on all matters of general administration.
- 4.2 Takes action with the aim to improve the efficiency of the Ministry by studying and implementing modern management methods and equipment.
- 4.3 Arranges group and individual training for all administrative staff.
- 4.4 Appoints and dismisses staff in accordance with established authority.
- 4.5 Prepares briefing new-comers on objectives and functions of the Ministry.
- 4.6 Fosters public relations and issues press releases.
- 4.7 Coordinates relations of Government with State Owned Enterprises.

5. AUTHORITY

- 5.1 Supervises all staff of General Administration and Information
- 5.2 Is the administrative supervisor of all staff of the Ministry.
- 5.3 Appraises the Directors of General Administration at least annually.

6. QUALIFICATION

First University Degree in Public Administration eventually Law or Business Administration. Ten years of experience in senior positions of Government essential.

JOB DESCRIPTION

No. 7.1

1. STRUCTURE

- 1.1 Position Title: Director, Administration, Organization and Management, Media, Personnel, Training and Library
- 1.2 Immediate Supervisor: Chief Director, General Administration and Information
- 1.3 Immediate Subordinates:
  - i. Assistant Director, Organization and Management, Media, Information, Library and Records
  - ii. Assistant Director, Personnel, Recruitment and Training
- 1.4 Associates: All Directors of the Ministry

2. OBJECTIVE OF POSITION

- 2.1 To ensure introduction and utilization of modern organization and management methods with the aim to improve the efficiency of the daily work of the Ministry.
- 2.2 To rationalize the flow of information and action within the Ministry.
- 2.3 To study and implement automation and mechanization for repetitious work.
- 2.4 To identify bottlenecks or under or not-used human capacities.
- 2.5 To keep close contact with the media and to draft press releases and, on request, speeches, statements and addresses for the top management of the Ministry.
- 2.6 To carry responsibility for an orderly maintained library and records system.
- 2.7 To ensure that personnel policies in the Ministry related to employment, personnel records, training, wages and salaries are translated into effective management practices.
- 2.8 To ensure the interest of the Ministry in the availability of all services necessary to support the administrative and operational functions of the Ministry.

- 2.9 To develop and maintains efficient system for announcement of vacancies and selection of new employment.
- 2.10 To ensure just treatment of staff regarding promotion.

### 3. RESPONSIBILITIES

- 3.1 The Director as a permanent duty will study the flow of work within the Ministry and will recommend organizational and management adaptations as to necessities.
- 3.2 He will identify bottlenecks and recommend remedies, including transfer of staff.
- 3.3 He will update when necessary the organizational chart of the Ministry.
- 3.4 He will test automation and mechanization equipment and will comment on their usefulness.
- 3.5 Will conduct manpower studies in order to secure a just distribution of work.
- 3.6 He will screen and approve job descriptions and will publish them for recruitment.
- 3.7 The Director will screen candidates and will submit them to the supervisor concerned for comments.
- 3.8 He will handle the appointment procedure.
- 3.9 He will establish at the beginning of the year an annual leave list.
- 3.10 Will propose training for new-comers and advanced courses as well as refresher courses for existing staff.

### 4. ACTIVITIES

- 4.1 To guide and control the staff of two Assistant Directors.
- 4.2 To improve the flow of information and work within the Ministry.
- 4.3 To test new office equipment before it may be procured.
- 4.4 To secure that all written, oral or visual important information regarding the work of the Ministry or Ghanaian industry come to the knowledge of the top management.
- 4.5 To issue press releases, cleared by his Chief Director.

- 4.6 To complete the library with required literature.
- 4.7 To conduct interviews with candidates, to be laid down in interview reports.
- 4.8 To check curriculum vitae on their validity.
- 4.9 To maintain seniority list for promotion.

5. AUTHORITY

- 5.1 May request any information on staff and their workload from any office of the Ministry.
- 5.2 Has access to all correspondence of the Ministry.
- 5.3 Will appoint or dismiss all staff below Assistant Director.
- 5.4 Appraises at least annually his immediate subordinates in accordance with laid down policies and regulations.

6. QUALIFICATION

First University degree in Business administration, eventually law or social sciences, postgraduate courses in organization, Management and/or personnel administration welcome. A minimum of ten years experience in Government positions or industry necessary.

JOB DESCRIPTION

No. 7.1.1

1. STRUCTURE

1.1 Position Title: Assistant Director, Organization and Management,  
Library and Records.

1.2 Immediate Supervisor: Director, Administration Personnel Training,  
Media and Library

1.3 Immediate Subordinates: Nil

1.4 Associates:

- i. All Directors and Assistant Directors of the Ministry
- ii. Staff of the Civil Service
- iii. All officers in similar positions in other Ministries or  
Departments
- iv. Staff of Ghana Institute of Management and Public Administration

2. OBJECTIVE OF POSITION

2.1 To ensure introduction of modern organization and proper management  
methods with the aim to improve the efficiency of Ministry.

2.2 To rationalize the flow of information and action.

2.3 To be responsible for recommendations on distribution of work.

2.4 To elaborate Job Descriptions and draft them.

3. RESPONSIBILITIES

3.1 Studies and monitors the work performance of all units of the Ministry.

3.2 Identifies bottlenecks.

3.3 Identifies unused or under-utilized human resources and leads them to  
better economic use.

3.4 Studies and recommends the use of mechanized or electronic office  
equipment and appropriate management methods in the interest of balanced  
use of personnel.

3.5 Updates when necessary the organizational chart of the Ministry while  
making suggestions for better distribution of work, functions and staff.

3.6 Conducts manpower surveys in order to secure a just distribution of  
workload among the staff.

- 3.7 In cooperation with Personnel Administration and the Chief Director and the person concerned, draft job descriptions before they will be channeled to recruitment.
- 3.8 Advises on their rationality before new management methods will be implemented or new office equipment will be procured.
- 3.9 Studies, initiates and implements productivity improvement schemes in the Ministry.
- 3.10 Secures appropriate treatment of confidential correspondence and other confidential matters.
- 3.11 Contributes organizational and management advice to studies and measures of the Directors for Research, Policy, Planning Monitoring Programming, and Operations of the Division of Industry.
- 3.12 On request conducts organizational and management studies in parastatal and private industries, if supported by the Division of Industry.
- 3.13 Studies and recommends system for filing and system for the Central Registry.

4. QUALIFICATIONS

First University Degree in Business Administration, eventually Law, postgraduate training in Organization and Management. A minimum of five years experience in Government positions in similar fields or equivalent in industry.

JOB DESCRIPTION

No. 7.1.2

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Personnel Administration,  
Recruitment and Training
- 1.2 Immediate Supervisor: Director, General Administration,  
Personnel, Training, Media,  
Library, Records
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates:
  - i. Office of the Head of the Civil Service
  - ii. Assistant Director, Organization and Manager.

2. OBJECTIVE POSITION

- 2.1 To ensure that funds for vacancies are available from the budget.
- 2.2 To prepare vacancy announcements which will be made known to the public.
- 2.3 To handle incoming applications as to laid down regulations for employment.
- 2.4 To monitor annual appraisal of staff performance.
- 2.5 To prepare disciplinary and dismissal action.
- 2.6 To prepare issuance of employment contracts.

3. RESPONSIBILITIES

- 3.1 The Assistant Director will, on the basis of approved job descriptions, prepare vacancy announcements.
- 3.2 He will register all incoming applications for employment.
- 3.3 He maintains a manning table reflecting all vacancies, availability of funds, vacant announcements, candidates.
- 3.4 He prepares employment contracts to be signed by the authorized officer.



3.5 He will prepare a Staff Register.

3.6 He will establish, during the last quarter, for the following year annual leave list.

3.7 Processes, employments and appointments.

4. QUALIFICATION

Degree of the Ghana Institute of Management and Public Administration or equivalent.

JOB DESCRIPTION

No. 7.2

1. STRUCTURE

- 1.1 Position Title: Director, Budget, Finance and State Owned Enterprises Coordination
- 1.2 Immediate Supervisor: Chief Director of General Administration and Information
- 1.3 Immediate Subordinates:
  - i. Assistant Director, Budget and Finance of the Ministry of Finance
  - ii. and Economic Planning
  - iii. All Directors of the Ministry

2. OBJECTIVE OF POSITION

- 2.1 To initiate, receive and compile estimates of the budget for the following fiscal year.
- 2.2 To coordinate and consolidate budgetary proposals as to guidelines and established priorities.
- 2.3 To initiate submission of the proposed budget to the Ministry of Finance and Economic Planning.
- 2.4 To participate in the negotiations of the proposed budget with the Ministry of Finance and Economic Planning.
- 2.5 To implement the new budget.
- 2.6 To ensure the observance of financial policies and procedures for correct and economic utilization of approved funds.
- 2.7 To maintain adequate records to aid the preparation and submission of financial reports of the Ministry.
- 2.8 To ensure that revenues received are supported by certified source documents.
- 2.9 To ensure the elimination of waste, unearth irregularities and other mal-practices on award of contracts.

3. RESPONSIBILITIES

- 3.1 Receives from the Ministry of Finance and Economic Planning guidelines and priorities for the preparation of budget estimates for the coming fiscal year.
- 3.2 Invites from all units of the Ministry proposals for the new budget and sets deadlines.

- 3.3 Coordinates and negotiates proposals with the Directors concerned as to guidelines and priorities.
- 3.4 Consolidates the proposed budget for further processing by the Chief Director, General Administration and Information.
- 3.5 Participates in negotiations with the Ministry of Finance and Economic Planning.
- 3.6 Allocates approved funds of the budget to the Directors concerned.
- 3.7 Ensures proper disbursements in accordance with established financial rules and regulations.
- 3.8 Ensures application of tenders in accordance with regulations.
- 3.9 Maintains system designed to ensure that funds received are accompanied by certified source documents; and all expenditures incurred are supported by appropriate and duly authorized documents.
- 3.10 Avoids any possibility for fraud or other malpractices.
- 3.11 Will be available for any other task within his competence entrusted to him by the Chief Director, General Administration and Information.

#### 4. ACTIVITIES

- 4.1 Will be apart from his supervisors the sole Person for budgetary and financial operations.
- 4.2 Leads the financial resources of the Ministry to most economic and efficient utilization.
- 4.3 Will secure the channeling of all financial resources to the right person.
- 4.4 Prepares and submits financial reports to the Chief Director, General Administration and Information for further processing.

#### 5. AUTHORITY

- 5.1 Is authorized to receive revenues for activities of the Ministry.
- 5.2 Is authorized to approve expenditures.
- 5.3 Appraises at least annually his immediate subordinates in accordance with laid down policies and regulations.
- 5.4 Comment on all action concerning his staff before implementation.
- 5.5 If authorized by the Chief Director, he may delegate certain functions of

financial management to the Assistant Director of Budget and Finance.

6. QUALIFICATION

First University degree in Public Administration, Business Administration or equivalent. At least ten years of experience in similar Government service.

JOB DESCRIPTION

No. 7.2.1

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Budget, Finance and Accounts
- 1.2 Immediate Supervisor: Director, Budget, Finance and State Owned Enterprises
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates: All Assistant Directors of the Ministry

2. OBJECTIVES

- 2.1 To assist the Director in preparation of Budgets.
- 2.2 To screen and compile proposed estimates for the Budget proposal.
- 2.3 As far as authorized by the Director, to act on his behalf on all financial matters.
- 2.4 To keep accounts in accordance with established procedures.

3. RESPONSIBILITIES

- 3.1 Drafts instruction for submission of budgetary estimates addresses to all Chief Directors of Industry, Science and Technology and the Chief Director of General Administration and Information.
- 3.2 Screens received proposals on their conformity with guidelines and priorities received from the Ministry of Finance and Planning as well as priorities of the Ministry.
- 3.3 Compiles all proposals as approved by the Chief Director, General Administration and Information to one document to be submitted to the Ministry of Finance and Planning for consideration.
- 3.4 Prepares financial transaction and approves them within his authority.
- 3.5 Is in charge of all accounts.
- 3.6 Keeps the books in proper and up-to-date order.

4. QUALIFICATION

Degree/Certificate of intermediate level in accountancy. Minimum of three years experience in accountancy.

JOB DESCRIPTION

No. 7.2.2

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Coordination of State Owned Enterprises
- 1.2 Immediate Supervisor: Director, Budget, Finance and Coordination of State Owned Enterprises.
- 1.3 Immediate Subordinates: Nil
- 1.4 Associates: All Assistant Directors dealing with economic or technical aspects of industries.

2. OBJECTIVE OF POSITION

- 2.1 To monitor the performance of State Owned Enterprises.
- 2.2 Prepare monthly report covering:
  - i. raw material supply
  - ii. items under production
  - iii. quantity of production
  - iv. sales locally and exports
  - v. personnel movement
  - vi. unused capacities, if any
  - vii. reasons for unused capacities
  - viii. any other specific problems

- 2.3 To accept and channel requests for technical assistance.
- 2.4 To channel requests for economic or technical studies.

3. RESPONSIBILITIES

- 3.1 Monitors the performance of State Owned Enterprises by reviewing quarterly and annual company reports.
- 3.2 Studies State Owned Enterprises performance and prepares monthly reports of factual nature to PNDC Secretary through the Director with appropriate comment and recommendations.
- 3.3 For technical assistance to State Owned Enterprises, drafts or screens job descriptions in cooperation with the factory staff and submits the request to the Director of Programming, Monitoring and Evaluation for action.
- 3.4 Reviews terms of reference for subcontracting arrangements and other major financial transactions of the companies.

3.5 Programmes technical assistance available to the Ministry of Industries, Science and Technology to benefit S.O.E.s in their rehabilitation and/or restructuring.

3.6 Accepts and screens requests for economic and technical studies for submission to the Chief Director, Industry.

4. QUALIFICATION

Bachelor degree in economics or engineering or equivalent. A minimum of five years experience in Government or industry.

JOB DESCRIPTION

No. 7.3

1. STRUCTURE

- 1.1 Position Title: Director, General Services, Building Management, Maintenance, Typing Pools, Transportation
- 1.2 Immediate Supervisor: Chief Director, Administration and Information
- 1.3 Immediate Subordinates:
  - i. Assistant Director, General Services and Typing Pools
  - ii. Assistant Director, Building Management, Maintenance, Purchasing and Storage
- 1.4 Associates:
  - i. All Directors of the Ministry
  - ii. Director Budget of the Ministry of Finance and Planning

2. OBJECTIVE

- 2.1 To plan, provide and secure all administrative services to the Ministry and its staff.
- 2.2 To secure the physical infrastructure of the Ministry's building, including access ways, parking lots, courtyard and
- 2.3 To secure a clean building.
- 2.4 To plan and assign office space with the approval of the Chief Director of General Administration and Information.
- 2.5 To furnish offices and secure proper treatment.
- 2.6 To assign office equipment to personnel having the necessary training for their proper utilization.
- 2.7 To establish a servicing programme for office equipment.
- 2.8 To establish a system for equipment control in order to avoid theft.
- 2.9 To initiate and conduct purchasing within established rules and regulations.
- 2.10 To secure safety.
- 2.11 To secure proper messenger services.
- 2.12 To operate the Central Registry.
- 2.13 To be responsible for registration of incoming and outgoing mail and to dispatch mail.



2.14 To maintain proper and secure storage.

2.15 To secure transportation,

3. RESPONSIBILITIES

3.1 Directs the flow of general services to all units of the Ministry.

3.2 Secures safety of the building, its records and personnel.

3.3 Allocates individual secretarial services and establishes, operates and controls typing pools.

3.4 In cooperation with the Director of Administration, Personnel, Training, Media and Library be responsible for the operation of the Central Registry.

3.5 Secures proper handling of incoming and outgoing mail.

3.6 Furnishes offices and secures careful utilization of furniture.

3.7 Introduces system to secure furniture and equipment against theft.

3.8 Conducts purchasing within the established budget and observes established rules and regulations on purchasing.

3.9 Secures storage.

3.10 Be responsible for transportation, control of drivers, their log books, servicing and maintenance and repair of vehicles.

4. ACTIVITIES

4.1 Will supervise, advise and direct all general administrative staff.

4.2 Will plan and take measures to improve the flow of information and material within the Ministry.

5. AUTHORITY

5.1 The Director will be the supervisor of all general services staff.

5.2 He will at least annually appraise his staff.

5.3 Will comment on any personnel action before implementation.

6. QUALIFICATION

Degree of the Ghana Institute of Management and Public Administration or equivalent. Minimum of five years of practical experience in similar positions in Government.

JOB DESCRIPTION

No. 7.3.1

1. STRUCTURE

- 1.1 Position Title: Assistant Director, General Services, Typing Pools, Transportation
- 1.2 Immediate Supervisor: Director, General Services, Building Management, Maintenance, Typing Pools
- 1.3 Immediate Subordinates: All administrative staff assigned to him.
- 1.4 Associates: All Assistant Directors of the Ministry.

2. OBJECTIVE OF POSITION

- 2.1 To plan, provide and secure all general services to the Ministry and its staff for proper discharge of their duties.
- 2.2 To bear responsibility for safety.
- 2.3 To secure proper and sufficient typing services.
- 2.4 To make available secretarial services to meetings etc.
- 2.5 To plan and make available official transportation.

3. RESPONSIBILITIES

- 3.1 Plans and directs the flow of general services to all units of the Ministry.
- 3.2 Studies and recommends safety measures.
- 3.3 Allocates typing services and supervises typing pools.
- 3.4 Be responsible for the organization and maintenance of the central registry and a system for easy identification and location of documentation, letters, memoranda etc.
- 3.5 Registers incoming and outgoing mail.
- 3.6 Secures proper messenger services.
- 3.7 Plans and allocates transportation and controls drivers log books.
- 3.8 Any other duties assigned by the his Director.

4. QUALIFICATION

Degree of the Ghana Institute of Management and Public Administration or equivalent. At least three years of practical experience in similar functions in Government or business.

JOB DESCRIPTION

No. 7.3.2

1. STRUCTURE

- 1.1 Position Title: Assistant Director, Building Management, Maintenance, Purchasing and Storage
- 1.2 Immediate Supervisor: Director, General Services, Building Management, Maintenance, Typing Pools
- 1.3 Immediate Subordinates: All administrative staff assigned to him
- 1.4 Associates: All Assistant Directors of the Ministry

2. OBJECTIVE OF POSITION

- 2.1 To secure the physical infrastructure of the building, including access to ways, parking lots etc.
- 2.2 To plan and allocate office space with the approval of his Director.
- 2.3 To furnish offices.
- 2.4 To assign office equipment to personnel.
- 2.5 To secure proper handling of equipment.
- 2.6 To establish a register of equipment in order to avoid theft.
- 2.7 To be responsible for the Central Registry.
- 2.8 To initiating purchasing within the established Budget.
- 2.9 To be responsible for proper and safe storage.

3. RESPONSIBILITIES

- 3.1 Will secure proper management of the building of the Ministry and its premises, toilets etc.
- 3.2 Directs cleaning services.
- 3.3 Will plan and allocate office space, furniture, office equipment and other devices.
- 3.4 Will supply the stationary.
- 3.5 Will establish a complete register of all the furniture and equipment belonging to the Ministry.
- 3.6 Will furnish each office with a complete list of the furniture and equipment to be attached to a visible place next to the entrance door.

- 3.7 Has to control the list regularly and ad hoc.
- 3.8 Initiates purchasing in accordance with established rules and regulations.
- 3.9 Keeps and secures storage of equipment, including stationary.
- 3.10 Any other duties assigned by the Director.

4. QUALIFICATIONS

Degree of the Ghana Institute of Management and Public Administration or equivalent. At least three years of practical experience in similar functions in Government or business.

I

RECURRENT BUDGETARY REQUIREMENTS AND IDENTIFICATION OF  
NEW ASSIGNMENTS FOR INCUMBENT STAFF

1. Established Posts:

1.1 Division of Industry

(a)	Chief Director	1
(b)	Officers at various levels	<u>28</u>
	Total	29

1.2 Division of Science and Technology

	Acting Chief Director (on loan from the Council for Science and Industrial Research)	1
--	--	---

1.3 Division of Administration and Information

(a)	Acting Chief Director	1
(b)	Professional Staff	16
(c)	Internal Auditor (on loan from Auditor Office)	1
(d)	Accountants (on loan from Accountants Department)	4
(e)	Clerical and Typing Staff	27
(f)	Workers (5 posts are frozen)	<u>35</u>
	Total	84
	Grand Total	114

2. Required Posts for new structure on professional level:

2.1 Division of Industry

(a)	Chief Director	1
(b)	Directors	5
(c)	Assistant Directors	<u>17</u>
	Total	23

2.2 Division of Science and Technology

(a)	Chief Director	1
(b)	Directors	2
(c)	Assistant Directors	4
	Total	7

2.3 Division of Administration and Information

(a)	Chief Director	1
(b)	Directors	3
(c)	Assistant Directors	<u>6</u>
	Total	10

Grand Total 40

3. The budgetary implications were discussed with the Acting Chief Directors of Industry, of Science and Technology and General Administration and Information.

3.1 The Division of Industry will be restructured and strengthened to new objectives and responsibilities with the aim of improving its effectiveness towards up-grading planning, programming and monitoring the subsectors of industry, and Industry as a whole, within the Government Economic Recovery Programme.

(a) The Division will require new posts of the level of Directors for

i. Planning, Research and Policy Analysis	1
ii. Statistics and Data Processing	1
iii. Programming, Monitoring and Evaluation	1
iv. Manufacturing Operations and Support	1
v. Specials Projects	1
<b>Total</b>	<b>5</b>

(b) The posts of Assistant Directors can be filled from existing staff.

3.2 Apart from the Acting Chief Director, the Division of Science and Technology is presently without any staff.

Required will be:

(a) Directors	2
(b) Assistant Directors	4
<b>Total</b>	<b>6</b>

However the posts of Assistant Directors could eventually be filled at a later stage after establishment of the Divisions Work Programme.

3.3 The Division of Administration will require no additional staff.

---

Grand Total 11

An intensive staff development programme, training on the job, group training, and fellowships, will be needed to up-grade the skills of existing staff and newly appointed personnel.

J. Required office space

The Ministry of Industries, Science and Technology is located on a Government complex next Liberia Road, Accra, occupying a fairly modern four stories building which needs only some external paint work. The building has 1512 square meters office space divided into 72 offices, each by 21 square meters in size. The offices have windows on both sides. The office space for the restructured Ministry will require the following distribution of

rooms:	<u>No. of rooms</u>
(a) The PNDC-Secretary, the PNDC Under-Secretary, the Chief Directors and their personal and secretarial staff presently occupy	12
(b) The Legal Counsel	1
(c) The Internal Auditor	1
(d) Directors	10
(e) Assistant Directors (two in one room)	13
(f) WESSI	4
(g) DAPIF	4
(h) UNIDO projects personnel and equipment	3
(i) Consultants meeting room	1
(j) Conference room 3rd floor	2
(k) Staff welfare and Conference room 2nd floor	2
(l) Accountants	2
(m) Computer	2
(n) Registry	2
(o) Typing Pools	6
(p) Library and sitting arrangements	2
(q) Switchboard and reception	2
(r) Messenger services	2

Total 71

Note: Secretarial and typing staff are shared

by the four divisions and Pools

K. LOGISTICS AND TRANSPORT SUPPORT

Having regard to the restructuring proposals three major impediments to proper functioning of the Ministry will be:

- (a) The present telephone system
- (b) The transport system
- (c) The mission library

1. An expanded and overhauled telephone system should make possible calls within the Ministry from the top management to assistant Director level, as well as calls to other Ministries, departments and agencies, calls within the city and long distance calls. It would lead to greater efficiency and improved information and action. It saves time, correspondence and transportation expenses.

Recommendation:

- (a) six telephone lines (addition of lines)
- (b) a switchboard corresponding to six lines
- (c) 30 functional extension telephones, including one for the receptionist and the car pool
- (d) two additional direct lines one for the PNDC-Secretary and one for the PNDC Under-Secretary

2. The Ministry has at its disposal presently five cars, aged between ..... and ..... Budgetary provision should be made for their rehabilitation. Staff at Regional Offices have no transportation at all.

Recommendation:

- (a) Five additional cars would be required for the Ministry
- (b) Three of them should be pooled for travel of the Assistant Directors and associate officers
- (c) The messenger service should be equipped with two motor bicycles.

3. The establishment of a library is absolutely essential for proper work of the Ministry, particularly in view of its expanded responsibilities in economic planning, programming and technical functions. As an initial step all official literature presently lying in the various offices should be collected by a



librarian and collated and cataloged. The Ministry should also obtain literature from UNIDO, to a large extent at no cost.

Recommendation:

- (a) A librarian should be appointed as soon as possible
- (b) One room should be made available entirely for the library, with sitting facility and a parttime librarian
- (c) The staff should be requested to propose the purchase of literature essential for their work
- (d) The Ministry should subscribe the acquisition of necessary professional periodicals.

**L. MINISTRY OF INDUSTRIES, SCIENCE & TECHNOLOGY**

**TIMETABLE FOR:  
Developing the Reorganization Structure & Capability  
of the Ministry of Industries, Science & Technology  
under the Project GHA/86/001**

Development of Project Output 1.1.2 of Project Workplan									
		MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
		Weeks							
Major actions	Act'y	1234	1234	1234	1234	1234	1234	1234	1234
To implement Objective 1.1.2		----	-	Finalize Organiz Structure of MIST Draft & Discuss Rec'mend					
Appr new structure	1.10		----						
Prep new budget	1.11		---	-					
Appr new budget	1.12			----	--				
Adver new posts	1.13			----					
Rec/ Screen Applic	1.14				--				
Reassign MIN staff	1.15			----					
Appoin & Placement	1.16				--	-			
Alloc/ren offices	1.17			----	--				
Orientation/Traing	1.18				--	--			
Fellowship program	1.19						-----	-----	-----
Purchase Equipment	1.20					--	-----	-----	-
Renovation of Libr	1.21					---			
Instal/Renovat Tel	1.22					---	-----		

cc PNDC Secretary  
Chief Technical Adviser  
Chief Director, Technical  
Chief Director, Administration  
Chief Director, S&T

OREIMPLAN  
1/6/87

Annex I

In order to identify objectives and responsibilities of present staff of the Ministry, to everybody a questionnaire was distributed of the following format:

1. Name.....Room No.....
2. Administrative Title, Range and/or Step.....  
.....
3. Position Title.....
4. Immediate Supervisor.....
5. Associates.....
6. No. of Persons under Supervision.....
7. Education (Schools, Universities and Achievements.....  
.....
8. Since when in Government Service.....
9. List all previous Employment, regardless if private or.....  
public.....
10. Since when in present Position.....
11. Objective of present Position.....
12. Responsibilities, incl. Cooperation with others (Broken down in  
average time per month devoted to the item.....  
.....
13. Daily Workload  
Do you have specific daily duties  
Yes.....No.....  
Do you have Work (a) at all Times Yes.....No.....  
(b) 70% of Time Yes.....No.....  
(c) 50% of Time Yes.....No.....  
(d) Less than 50% Yes.....No.....
14. Any other relevant Information.....
15. Comments by Supervisor.....

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Note: The original questionnaire left ample of room to answer questions.

Annex II

SUMMARIZED WORKPLAN

Maneck's Mission May 2 to July 9, 1987

Developing the Reorganization Structure & Capability  
of the Ministry of Industries, Science & Technology  
under the Project GHA/86/001

		1987							
		MAY: JUNE:							
		Weeks							
Major outputs	Act'y	1	2	3	4	1	2	3	4
1.									
Organization Structure for Ministry of Industries, Science and Technology	1.10 1.11 1.12 1.13 1.14 1.15 1.16 1.17 1.18 1.19	✓	✓	✓	✓				
						Briefing CTA/CDT/CDA			
						Elaborate Work plan			
						Discussion with CDA			
						Discussion with CDT			
						Prepare job description questionnaire			
						Obtain draft job description			
						Discussion with TD S&T			
						Draft job Description of Directors			
						Draft Organogram, Ind Div; Admin; & S/T			
						Discuss Draft Organ with HS/CDA/CDT/TD			
2.									
Job Description & Specifications for all posts	2.10 2.11 2.13 2.14	✓	✓	✓	✓				
						Finalize job descriptions directors			
						Finalize job descriptions all staff			
						Meeting with HS/CDA/CDT/TD/PARDIC			
						Draft Advert for cand'date recruit			
3.									
Identify Administrative consequences and logistic support	3.10 3.11 3.12 3.13 3.14 3.15 3.16	✓	✓	✓	✓				
						Draft report & Discussion HS/CDs			
						Discuss Budget Implication CDs			
						Discuss Space & other logistics			
						Discuss Adjustment Timetable			
						Discuss Training requirements			
						Discussion with UNDP PR/CTA			
						End of Mission			

cc PNDC Secretary  
Chief Technical Adviser  
Chief Director, Technical  
Chief Director, Administration  
Chief Director, S&T

5/5/87

Annex III

Vacancy Announcement

Ministry of Industries, Science and Technology

Applications are invited from suitable qualified

Ghanaians for the posts of:

1. Assistant Director, Industrial Sector Planning
2. Assistant Director, Macroeconomic Planning and Systems
3. Assistant Director, Industrial Policy and Projects Analysis
4. Assistant Director, Statistical Studies and Publications
5. Assistant Director, Survey and Data Collection
6. Assistant Director, Data Processing
7. Assistant Director, Industrial Sector Programming
8. Assistant Director, Macroeconomic Programming and Aid Coordination
9. Assistant Director, Monitoring and Evaluation

Qualifications:

- (a) Degree in economics or business administration and between two to four years experience in relevant positions in Government or industry.
- (b) Ph.D. in economics or business administration and one to two years experience.

1. Assistant Director, Textiles, Garment, Leather and Footwear Industries
2. Assistant Director, Food and Agro Industries
3. Assistant Director, Wood, Paper and Printing Industries
4. Assistant Director, Chemicals, Plastics, Non-Metallics, Minerals and Rubber Industries
5. Assistant Director, Engineering, Assembling, Metal, Electrical and Service Industries

The Assistant Directors will be strengthened by one or three Associate Officers (Technical) who have training and experience in fields the Assistant Director may be lacking.

**Qualifications:**

Degree in engineering and between two to four years of experience in relevant positions in Government or industry.

1. Assistant Director, Industrial Production, Organization and Management, Marketing, Maintenance, Repair, Design and Training
2. Assistant Director, Cost-Benefit Studies, Cashflow, Accountancy, other financial matters and training.
3. Assistant Director, Small Scale Industries Coordination

**Qualification:**

1. Degree in Industrial engineering with at least four years experience in similar positions
2. Degree in economics or business administration with at least four years experience in similar positions
3. Degree in industrial engineering or economics or business administration with at least four years experience in similar positions

1. Assistant Director, Appropriate Technology Development
2. Assistant Director, Technology Transfer, Laboratories and Training
3. Assistant Director, Science and Technology Cooperation; International, Regional and Bi-lateral Cooperation
4. Assistant Director, Coordination of Industrial Research Projects

**Qualification:**

Degree in engineering with background in science and technology; minimum between two to five years experience in similar positions.

1. Assistant Director, Organization and Management of Government sector, Library and Records
2. Assistant Director, Personnel, Recruitment and Training
3. Assistant Director, Budget, Public Accounting and Secretariat
4. Assistant Director, State Owned Enterprises Coordination
5. Assistant Director, General Services and Typing Pools
6. Assistant Director, Building Management, Maintenance, Purchasing, Storage and Transport

**Qualification:**

Degree in business administration, law Ghana Institute of Management and Public Administration or equivalent; minimum of four years experience in similar positions.

**Deadline** .....

**Salary:**

**Negotiable and attractive**

**Mode of Application:**

**Typed applications naming three references and enclosing four copies  
curricula-vitae and copies of diploma/certificates, addressed to the  
PNDC-Secretary, Ministry of Industries, Science and Technology, P.O.Box H.39  
Accra.**