CONTENTS

About ISSER................................................................. 02
Our Eight Core Strategic Objectives................................. 04
Statement from the Director............................................. 05
Research at ISSER....................................................... 07
Teaching Programmes.................................................... 11
ISSER Publications....................................................... 15
Snapshots of 2016/2017................................................... 16
List of Publications of Fellows for the 2016/17 Academic Year...... 17
Staff List 2016/2017....................................................... 28
Organogram of ISSER.................................................... 30
Our Collaborators........................................................ 31
Who we are

ISSER is a leading research institute that is committed to carrying out research and training that promote the socio-economic development of Ghana and Africa. Established in 1962, ISSER has evolved into one of West Africa’s most respected institutes of research, known for applying academic skills to real-world challenges.

The Institute’s achievements in social science research, its high standard training programmes and impact of advocacy drives have earned it a strong reputation and an enviable network of relationships in both national and international circles.
VISION
To be recognised globally for promoting knowledge for development through authoritative policy research, training and advocacy.

ISSER’s mission is to carry out activities that would promote the socio-economic development of Ghana in particular and Africa in general. Specifically, the institute is expected to undertake research in the social sciences and training that:

- Have immediate bearing on the problems and the development needs of Ghana in particular and Africa in general;
- Relate to special assignments for government and other agencies as a way of providing guidance, support and advice;
- Are in keeping with the academic purposes of the University especially in relation to advanced teaching, enriching and adding to the teaching and effectiveness of institutional programmes in the social sciences;
- Serve to monitor and evaluate the effects of development policies, projects and programmes both in terms of their objectives and general consequences.

OUR VALUES
Our values are fundamental to all activities and interactions, and are to describe the ethos and character of ISSER. These are traits that staff will aspire to and will ensure that everyone acts and behaves in a manner that supports the realisation of the Institute’s goals.

TEAMWORK: We will leverage each individual’s unique expertise to achieve the best results and respect the contributions of all.

CREDIBILITY: We will be thorough and sincere in all our work to ensure the accuracy and integrity of our outputs.

RESOURCEFULNESS: We will push ourselves to develop solutions in our work and continuously seek new opportunities.

RESPONSIVENESS: We will respond proactively to the changing dynamics and needs of our environment.

COMMITMENT: We will act in the best interest of the Institute, holding ourselves accountable for our roles.
Our Eight Core Strategic OBJECTIVES

1. Research
   Promote a research agenda that is forward-looking and relevant to the development of Ghana

2. Evaluative Thinking
   Consciously promote evaluative thinking throughout the Institute

3. Training
   Ensure the sustained relevance of teaching and learning programmes to meet the demands of the job market

4. Stakeholders
   Enhance stakeholder relationships in pursuit of mutually beneficial objectives

5. Processes
   We review and implement processes that facilitate research training and advocacy

6. Dissemination and Advocacy
   Be proactive and strategic in information dissemination and policy advocacy

7. People
   Build a highly qualified, well-trained, motivated, committed and efficient team

8. Financial Management
   Secure and adequately manage our financial resources to ensure that we deliver on our aims
We take this opportunity to congratulate all staff members for their hard work which contributed largely to the success of the 2016/2017 academic year. Outstanding work produced by Faculty once again put the Institute on a high pedestal not only in Ghana but also in the international arena.

It is during this glowing moments of the Institute that we welcome on board Dr. Richmond Atta-ANKomah, a Research Fellow, who joins the Economics Division.

Our special commendation goes to the three Division heads for steering the affairs of the various divisions successfully which saw the academic year run smoothly.

The period marked a unique happening in the annals of the Institute. For the first time the Institute’s advocacy drive took a different dimension. The Institute went public to comment on the Government’s Budget presented on 10th March, 2017. The event was patronized by people from within and outside the university community.

Significantly, the Institute recorded a great number of high profile activities, both local and international and high level visitors passing through.

Statement From
THE DIRECTOR
Prof. Felix Ankomah Asante

Prof. Jeffrey Sachs, Special Advisor to the UN Secretary General and Director of the UN Sustainable Development Solutions Network was here to speak on the topic “Sustainable Development Goals and Economic Growth in Africa”.

To put the icing on the cake was the splendid visit of a group of four high ranking officers in the Ghana Armed Forces who schooled at various times at ISSER for their Master’s Degrees. They donated a computer, projector and projector screen to the Institute in recognition of the services ISSER rendered during their study.

They comprised Rear Admiral G. N Biekro, Chief of Naval Staff, Major General S.K. Adeti, Chief of Staff, Brigadier General Asamoah Yeboah, Director General International Peace Support Operation and Lt. Colonel S. Opoku-Agyeman Deputy Director Civilian Establishment.

Once again we say Ayeeko to all staff and trust that all will work hard to achieve the best for ISSER and the University of Ghana.
MANAGEMENT OF THE INSTITUTE

Prof. Felix Ankomah Asante
ISSER, DIRECTOR

Dr. Charles Ackah
HEAD, ECONOMICS DIVISION

Dr. Nana Akua Anyidoho
HEAD SOCIAL DIVISION

Dr. Isaac Akoto Osei
HEAD, STATISTICS & SURVEY DIVISION
RESEARCH AT ISSER
Selected New and on-going Research Projects

STUDY ON 4-YEAR OF ‘DUMSOR’
The Institute of Statistical, Social and Economic Research, ISSER, University of Ghana launched the findings of a study that examined the effects of 2012-2015 power crisis, (‘Dumsor’ in local parlance) on small and medium manufacturing firms in the country.

The team of researchers who undertook the study comprised Dr. Charles Ackah, Senior Research Fellow at ISSER, University of Ghana, Dr. Patrick Asuming, Lecturer Department of Finance, University of Ghana Business School and Ms. Ama Baafra Abeberese, Lecturer, Department of Economics Wellesley College, Boston United States. It was commissioned by International Growth Centre (IGC).

Dr. Ackah revealed that the energy crisis had significant negative effects on labour and productivity in the manufacturing sector - 885 SMEs lost GH¢250m while 55 folded up with its attendant job losses.

The Senior Research Fellow said that the research found out firms’ coping strategies – such as using generators – were ineffective in reducing the negative impact of outages on productivity.

Again the findings showed firms were willing to pay more to avoid power outages, which suggests that national investments in electricity generation, production and distribution infrastructure will be worthwhile even if it means rise in tariffs.

The research team recommended additional investment in generation, production and distribution infrastructure to improve reliability of power supply through the national grid.

A depiction of light and darkness; the former eluded us for four years running
In his overview of the Report, Prof. Felix Ankomah Asante, Director of ISSER observed that agriculture is still recovering from the low growth rates recorded between 2011 and 2013 and only picked up to 3.6% level in 2016.

He questioned the over reliance on donor funding in the agricultural sector and recommended a change of the status quo.

In his opening remarks the head of the Economic Division at ISSER, Dr. Charles Ackah, noted that Ghana’s growth has not been accompanied by a structural transformation that lifts workers from low-productivity jobs in the informal sector to higher-productivity activities in the formal sector.

“A large part of the growth of the last two decades has been propelled by booming prices of its main commodity exports (cocoa and gold, whose prices more than tripled between 2000 and 2010) and the start of commercial oil production in 2011. Notably, no serious effort has been made in recent times to use the recent commodity-based growth to start a more sustainable growth based on the development of the manufacturing sector, including but not exclusively the processing of primary commodities” he stated.

He described as ironic that for all these decades since independence from colonial rule, Ghana continues to export raw cocoa beans with limited upgrading within the value chain (e.g., making cocoa butter and powder instead of exporting cocoa beans). He further noted that the growth performance, thus far, remains highly vulnerable to external shocks and has not translated into meaningful job creation.

Dr. Ackah stressed the need for a paradigm shift in Ghana’s growth and economic development strategy, taking lessons from how past experiences have failed and how industrialization was pursued in successful countries.

The TUC General Secretary commended the researchers and urged the institute to throw their investigations on the prisons.

Winding up, Prof. Asante paid glowing tribute to the Think Tank Initiative (TTI) of the International Development Research Centre (IDRC), Canada for their continued support of the SGER publication. He also thanked the team of researchers who put together the Report.
GSDO 2016 Report Launched

Prof. George Gyaw-Baffuor, Minister for Planning launched the Ghana Social Development Outlook (GSDO), 2016 report; a biennial flagship publication of the Institute of Social, Statistical and Economic Research (ISSER) of the University of Ghana.

The report authored by Researchers of the Social Division of the Institute provides in-depth analysis of critical issues in contemporary social development in Ghana and makes policy recommendations. Thematic areas addressed in the report are education, health, employment, housing, governance, water and sanitation, energy and the environment.

Dr. Nana Akua Anyidoho, head of the Social Division at ISSER gave an overview of the report. She revisited topical past issues of the publication beginning from 2012 to the present asking the pertinent question: What has happened with social development since 2012?

She then proceeded to provide highlights of the eight chapters of the 200-page report giving the audience insightful data and analysis on progress, challenges and recommendations to improve the outlook in each sector.

In his opening remarks at the official launch of the publication - which is the third in the series - Prof. Felix Ankomah Asante, Director of the Institute noted that the GSDO 2016 report had come at the end of the Millennium Development Goals (MDGs) and at the threshold of the Sustainable Development Goals (SDGs).

He expressed concerns in three areas which are: data quality issues, educational standards and linkages between economic and social development. Advancing his argument, the Director bemoaned the fact that the country was neither investing in data collection nor making sure the data collected is of good quality.

Prof. Asante stated “We can achieve our development goal if we have good data to monitor the progress we are making.”

On education, he congratulated the government for the successful implementation of the Free SHS Programme. However, the Director had a few issues government could take on board and ponder. First was the need to begin a discussion on funding arrangement for the Free SHS Programme, and secondly proffer an answer to the question: What will happen in the next three years when the first batch of SHS is ready to enter the universities? Do we have the capacity to admit everyone who passes? He queried.

Prof. Asante asked: What would they be doing after graduating from the universities?

He suggested the country takes the opportunity to export our services to English speaking West Africa where there exists a huge potential for skilled human resources.

Prof. Asante expressed his deep gratitude to the Think Tank Initiative of the International Development Research Centre (IDRC), Canada for their continued financial support in publishing the report.
ISSER signs MoU with MoFA

The Institute of Statistical, Social and Economic Research (ISSER), University of Ghana on Wednesday, October 4, 2017 signed a Memorandum of Understanding (MoU) with the Ministry of Food and Agriculture, (MoFA) to build the capacity of the Policy Unit of the Ministry.

USAID's Agriculture Policy Support Project (APSP) will be supporting the capacity building programme which will run for six months.

The Director of ISSER, Prof. Felix Ankohmah Asante, expressed the readiness of ISSER to undertake the training programme and urged the trainees to engage the Institute on any issue regarding the training so they can receive the best for better outcomes.

He said it was worthy of note that a donor would accept to use local expertise to conduct the training of local personnel and hoped that such a gesture would be emulated by other donors.

Prof Asante advised the would-be trainees to make do with whatever funding USAID-APSP would offer and participate in the planned training in order to make an impact on policy direction, using quality evidence-based data.

Giving context to the occasion, Mr. Walter Nunez-Rodriguez, Chief of Party APSP, described it as a milestone since they set out to have a strong policy unit with staff duly trained and capable to give advice on policy.

He impressed on the leadership of MoFA to identify drivers who will sustain the quality of work to be delivered by those who will undergo the training.

Mr. Nunez-Rodriguez revealed that after considering various institutions, they settled on ISSER as the institution capable of giving them the right results.

The Head of the Policy Unit at MoFA, Dr. Dorothy Effah expressed gratitude to ISSER for accepting to undertake the training programme and assured that nominees to undergo training would not be burdened with work assignments, during the training period.
TEACHING PROGRAMMES

PhD Programme
After a vigorous screening process seven students were admitted to pursue a PhD programme in Development Studies for the 2016/2017 academic year. This brings the number of PhD students to 36.

As the practice is upon completion of the course work which focused on development theories and research methodologies, the first year students participated in the summer school at the Centre for Development Research (ZEF), University of Bonn. For two months the students interacted with faculty and other PhD students at the Centre, reviewed their literature and worked on their research proposals.

In the course of the year five students had the privilege of defending their theses and successfully graduated from the University of Ghana. Below are the names of the graduates and their theses titles:

- George-Grandy Hallow: Entrepreneurial Activity, Social and Human Capital for Urban Poverty Reduction in Accra
- Stephen Joseph Kilasi: Local Participation and Sustainable Community Water Management in Peri-Urban Areas of the Greater-Accra Region
- Ama Boafo-Arthur: Livelihood Strategies of Street Children in Accra
- Marshall Kala: Entrepreneurship and Poverty Reduction: The Case of the Youth in Small-Scale in Ghana
- Ezekiel Attuquaye Clottey: Institutions, Politics and Land Administration in the Ga State in Ghana

A wide range of teaching methods are employed to vary the learning experiences. These include lectures, seminars, workshops, computer-oriented practicals and field-based practicals. Supervision is provided through group tutorials and individually.

Total number of students admitted in 2016/2017 was 15, Out of the number, 10 were females and 5 males.

Short Courses
The Institute of Statistical, Social and Economic Research (ISSER) of the University of Ghana, Legon organized four short courses for policy makers, analysts, programme implementers, consultants, central government, ministries, district assemblies, NGOs, social services groups, researchers and students, among others between 1st June and 31st July 2016.

The four short courses are (i) Research method and Report writing (ii) Data management and Analysis (iii) Project cycle and management and (iv) Survey techniques using CAPI and NVIVO, a novelty this year.

The courses seek to equip participants with usable operational skills, methods and techniques that are relevant to solving development problems in Ghana.

This year’s much anticipated flagship Short Course Programme run by the Institute of Statistical, Social and Economic Research, ISSER, University of Ghana started on 29th May, 2017 and ended on Wednesday, 19th July, 2017.

All the courses were well attended with participants coming from various institutions of state and the private sector.

MA Programme
The MA in Development Studies Programme at ISSER trains individuals on the current and scientific approaches to analysing the varied perspectives of development.

The Programme duration is 12 months divided into two semesters. It prepares students to understand and be in a position to formulate evidence-based policies and decisions to address the diverse development concerns in Ghana and contribute to addressing development challenges in the world.
ISSER advocacy drive took a dramatic turn when, for the first time, it voiced out its views on the national budget. This was after Mr. Ken Ofori-Atta, Finance Minister read the first budget of the Nana Addo Danquah Akufo-Addo led government before Parliament in March 2017. It was imperative for ISSER to express its independent views for Ghanaians to make informed decisions.

This was an area ISSER hitherto never touched. But this time around when ISSER did, its views covered every conceivable subject the budget talked about. These were succinctly captured by the media and given much publicity.

The media further interviewed some personalities of the Institute on key national issues all in an effort to keep Ghanaians well-informed. Another new wave is the use of Policy briefs as an advocacy tool to reach policy makers and strategic institutions on national issues. In the course of the year several Policy briefs were churned out to press home pointers for either change in policy or to be taken on board to solve some challenges. The launch of the flagship document: ‘The State of the Ghanaian Economy Report, SGER’ and the Ghana Social Development Outlook were among the high points of ISSER’s advocacy drive. These two must-read publications continue to be major sources of well-researched information and strong advocacy tools ISSER uses to advance one of its core mandates.

ISSER On 2017 Budget

In the institute’s opinion the budget proposals were bold and had the potential to boost the private sector.

However, the Institute maintained that the ultimate success would largely depend on a number of conditions and in particular the response by those who would benefit from the various tax cuts.

At a press conference to air its collective views Dr. Charles Ackah, Head of the Economics Division of the Institute, noted "the 2017 Budget brings hope to the private sector including the monetary sector but its outcome will significantly depend on the degree to which key actors within the economy respond to the tax stimulus and other policy initiatives".

He stated that the budget has on a broad level done three things which are: attempted to incentivize production and growth through the many tax incentives; tackled boldly the issue of fiscal space by relaxing, to some degree, the rigidities imposed by the many statutory funds and; prioritized spending by funding of the many policies such as the Zongo Development Fund, Free SHS, One district one factory. But Dr. Ackah threw some caveats; whether
the government can remain fiscally disciplined; how to balance the need for more priority spending with fiscal sustainability and other macroeconomic considerations; whether the realignments in the fiscals will yield the anticipated efficiency.

On public debt, he observed that if the country is to grow faster, government must first raise the balance of payments constraint on demand and put on ice the penchant for borrowing.

Borrowing by the past government has left the country with 122 billion Ghana cedis debt which stands at 73% of GDP.

On agriculture which the government touts as one of its flagships, Dr Ackah stated that most of the policy proposals aimed at modernizing and transforming agriculture and the economy of Ghana have been in policy documents since the country’s independence and “what is left to be done is effective implementation and monitoring”.

On education, the Head of the Economics division of ISSER, lauded government on its intention to make senior high school free, from September 2017/2018 but had some queries. The unclear areas are: how much this will cost the government in subsequent years as new cohorts join the stream? Could proper targeting of disadvantaged schools and households be done instead of its universality? Do we have the requisite facilities and human resources to contain the expected increases in enrolment? Couldn’t the start of this policy be deferred to a later date?

“the 2017 Budget brings hope to the private sector including the monetary sector but its outcome will significantly depend on the degree to which key actors within the economy respond to the tax stimulus and other policy initiatives”.

These notwithstanding, Dr. Ackah enjoined his compatriots to encourage initiatives aimed at “sowing the seeds for Growth and Jobs” which the 2017 budget underpins.

ISSER participates in COP 22
The Institute of Statistical, Social and Economic Research of the University of Ghana, ISSER, participated in the 22nd edition of the Conference of the Parties (COP) to the 1992 United Nations Framework Convention on Climate Change held in Marrakech, Morocco (COP22).

Speaking at a side event organized by the Institute of Statistical, Social and Economic Research, ISSER, in collaboration with Hatof Foundation, an environmental NGO, at COP 22, the Director of the ISSER, Prof. Felix Asante called on the Ghana Government to go beyond rhetoric to show political will to invest in renewable energy sources.

Speaking on the theme: Accelerating investments in renewable energy in Ghana: challenges and success stories, Prof. Asante enumerated the high renewable energy potentials of Ghana. These include biomass, solar, hydro and high wind power. On hydro alone he mentioned that Ghana had over 14 potential hydro sites with a capacity of 740MW yet to be explored.

On his part, Dr. Simon Bawakyillenuo a Research Fellow at ISSER spoke on the topic: Political economy analysis of the binding constraints to renewable energy investment in Ghana.

He disclosed that from his research there are three binding constraints to renewable energy investment in Ghana. They include of-taker risk, faulty power sector regulation and a lack of access to appropriate finance.
Dr. Bawakyillenuo espoused a three-pronged approach to put renewables in the front burner. These, he pointed, were government eliminating subventions and interference from the sector, promoting and implementing findings of local research that unearth better ways to implement subsidiary instruments and strengthening fiscal and monetary instruments in the country to reduce policy rates given to domestic banks. The resultant reduction could curb high interest charges on credit facilities which investors would find more accommodating.

The Chief Executive Officer of Hatof Foundation spoke on the topic: Innovative community investments. In his presentation, he recounted investments made by Hatof Foundation in enhancing traditional cooking stoves in Ghanaian Secondary Schools with support from the UNDP small grants program. This became necessary because most of the schools in Ghana could not meet the World Health Organisation’s indoor air quality guidelines for fine particulate matter in their kitchens.

The side event was chaired by Dr. Seth Osafo a former secretary of the conference of the parties at the Climate Change Secretariat, United Nations.
The SGER is a major source of information for many – researchers, students, and policy makers as well as scholars outside Ghana. People look forward yearly to each new edition as an authentic and independent information source on the economy of Ghana. As an economic report, each edition has an optional chapter focusing on a relevant sector or topic of the economy.

In 1992 ISSER was motivated to issue the first SGER when it was realized that there was not much public information about the economy of Ghana.

Since 2012 the Institute of Statistical, Social and Economic Research, ISSER, University of Ghana has demonstrated consistency in producing its biennial flagship evidence-based research and analysis document titled ‘Ghana Social Development Outlook’ (GSDO).

The report provides the much needed context relevant and timely information and course material for teaching development related social issues in Ghana. It was produced at a time the United Nations was about to fashion out a post- 2015 development framework with global consultations instituted on 11 areas fundamental to social development. They were: inequalities, population dynamics, health, education, growth and employment, conflict and fragility, governance environment, sustainability, hunger, food and nutrition security, water and energy.

ISSER has in the last few years added Policy Briefs as an aspect of its advocacy drive. By this, the Institute seeks to draw attention of policy makers, civil society and other stakeholders to burning issues that require urgent attention. Any issue raised in a policy brief is well researched and thought-through before suggestions for possible solutions are proffered.
SNAPSHOTS OF 2016/17

1. At ISSER’s analysis of 2017 Budget
2. ICED Conference underway at ISSER Conference facility
3. Participants of SETUSA Conference in group photo
4. Prof Robert Osei addressing a workshop on Microsimulation
5. A participant speaking at the Evidence to Action conference
6. Delegates of the Evidence to Action conference in a group photo
7. Participants at the launch of SGER 2016
8. ICED Conference participants
9. Prof. Felix A. Asante at COP22 in Morocco
10. Some Participants at COP22 in Morocco
11. Prof. Felix A. Asante with Hon. Henry K. Kokofu at COP22
12. Dr. Bawakyillenuo and Dr. Seth Osafo seated at COP 22
13. Prof. Felix A. Asante with Dr. Bawakyillenuo at COP22
LIST OF PUBLICATIONS FOR THE 2016/2017 ACADEMIC YEAR BY RESEARCHERS

Dr. Charles Ackah

Book Chapters


Journal Articles


Dr. Cynthia Addoquaye Tagoe

Book

Book Chapter

Technical Publication

Dr. Ernest Nifah Appiah

Journal Article
Prof. Kwabena A. Anaman

Book Chapters


Journal Articles


Nana Akua Anyidoho

Book Chapter

Journal Articles


Dr. Elizabeth A. Asante

Book Chapter
**Journal Articles**


**Technical Publication**

**Prof. Felix Ankomah Asante**

**Edited Book**

**Book**

**Book Chapter**

**Journal Articles**


**Working Paper**

**Dr. Richmond Atta-Ankomah**

**Journal Articles**


**Working Paper**

**Dr. Martha Awo**

**Dr. Simon Bawakyillenuo**

**Book**

**Book Chapter**

**Journal Articles**

Working Papers


Technical Publication

Dr. Aba Crenstil
Book Chapter

Dr. Fred Dzanku
Journal Article

Dr. Fred Dzanku
Book Chapter


Dr. Ama Fenny
Book Chapter

Journal Articles


Prof. Augustin K. Fosu
Book Chapter


Journal Articles


Dr. Isaac Osei-Akoto
Book Chapters


Journal Article

Working Papers


Prof. Robert Darko Osei
Edited Book

Book Chapters


Journal articles

Rev. Prof. Yaa Adobea Owusu
Book chapters


Journals


**Prof. George Owusu**

**Edited Book**


**Chapters in Books**


**Journal Articles**


Prof. Peter Quartey

Book Chapter


Journal Articles


Prof. W. F. Steel
Journal Articles


Prof. Dzodzi Tsikata
Book Chapter

Edited Special Issues of Journal

Journal Articles


### STAFF LIST 2016/2017

<table>
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<tr>
<th>Senior Members</th>
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<tbody>
<tr>
<td>Prof. Felix Ankomah Asante</td>
<td>Professor/Director</td>
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<tr>
<td>Prof. William F. Steel</td>
<td>Adjunct Professor</td>
</tr>
<tr>
<td>Prof. Augustin A. K. Fosu</td>
<td>Professor</td>
</tr>
<tr>
<td>Prof. Kwabena A. Anaman</td>
<td>Professor</td>
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<tr>
<td>Prof. Dzodzi Tsikata</td>
<td>Associate Professor</td>
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<tr>
<td>*Prof. Ernest Aryeetey</td>
<td>Professor</td>
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<tr>
<td>Prof. Peter Quartey</td>
<td>Professor</td>
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<tr>
<td>Prof. George Owusu</td>
<td>Professor</td>
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<tr>
<td>Prof. Robert Darko Osei</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>Dr. Issac Osei-Akoto</td>
<td>Senior Research Fellow / Head, Statistics &amp; Survey Division</td>
</tr>
<tr>
<td>Dr. Charles Ackah</td>
<td>Senior Research Fellow / Head, Economics Div./PhD Coordinator</td>
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<tr>
<td>Dr. Nana Akua Anyidoho</td>
<td>Senior Research Fellow / Head, Social Division</td>
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<tr>
<td>Dr. Simon Bawakyillenuo</td>
<td>Senior Research Fellow</td>
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<tr>
<td>Rev. Dr. Yaa Adoabe Owusu*</td>
<td>Senior Research Fellow</td>
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<tr>
<td>Dr. David Ameyaw</td>
<td>Adjunct Fellow</td>
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<tr>
<td>Dr. Ernest Appiah</td>
<td>Research Fellow</td>
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<tr>
<td>Dr. Elizabeth Asante</td>
<td>Research Fellow</td>
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<tr>
<td>Dr. Martha A. Awo</td>
<td>Research Fellow</td>
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<tr>
<td>Dr. Fred M. Dzanku</td>
<td>Research Fellow</td>
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<td>Dr. Aba O. Crenstil</td>
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<tr>
<td>Dr. Cynthia Addoquaye Tagoe</td>
<td>Research Fellow</td>
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<tr>
<td>Dr. Ama P. Fenny</td>
<td>Research Fellow</td>
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<tr>
<td>Dr. Richard Atta-Ankomah</td>
<td>Assistant Research Fellow</td>
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<tr>
<td>Mr. Frank Otchere Jnr.**</td>
<td>Assistant Research Fellow</td>
</tr>
<tr>
<td>Mrs. Dorcas Opai-Tetteh</td>
<td>Research Development Officer</td>
</tr>
<tr>
<td>Mr. John Amekuedee</td>
<td>Senior Assistant Librarian</td>
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<tr>
<td>Mrs. Nancy S. KlwafKwao</td>
<td>Assistant Accountant</td>
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<th>Senior Staff</th>
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<tbody>
<tr>
<td>Ms. Beatrice A. Boahene</td>
<td>Principal Adm. Assistant</td>
</tr>
<tr>
<td>Ms. Mary Eslander Quaye</td>
<td>Principal Adm. Assistant</td>
</tr>
<tr>
<td>Mr. Francis Turkson</td>
<td>Principal ICT Assistant</td>
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<tr>
<td>Mr. Ebenezer Ato Acquah</td>
<td>Senior ICT Assistant</td>
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<tr>
<td>Ms. Alberta Anku</td>
<td>Senior Adm. Assistant</td>
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<tr>
<td>Ms. Adelaide L. Asante</td>
<td>Senior Adm. Assistant</td>
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<tr>
<td>Mr. Johnson Aduah</td>
<td>Senior Adm. Assistant</td>
</tr>
<tr>
<td>Ms. Irene Tagbor</td>
<td>Administrative Assistant</td>
</tr>
<tr>
<td>Ms. Damaris Agyei-Frempong</td>
<td>Senior Administrative Assistant</td>
</tr>
<tr>
<td>Mr. Jones Bessa-Josei</td>
<td>Accounting Assistant</td>
</tr>
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* On sabbatical leave
** On study leave
### Junior Staff

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Mr. Stephen A. Adjei</td>
<td>Senior Driver</td>
</tr>
<tr>
<td>Mr. Samuel Kwame Agyei</td>
<td>Senior Driver</td>
</tr>
<tr>
<td>Mr. Emmanuel Nutsugah</td>
<td>Driver Gd. 2</td>
</tr>
<tr>
<td>Mr. Alex Birikorang</td>
<td>Driver Gd. 2</td>
</tr>
<tr>
<td>Mr. Hayford Sintim</td>
<td>Headman</td>
</tr>
<tr>
<td>Mr. Joshua K. Fosu</td>
<td>Headman</td>
</tr>
<tr>
<td>Mr. Suleman Mohammed</td>
<td>Sanitary Labourer</td>
</tr>
<tr>
<td>Mr. Peter Akanyiudu</td>
<td>Gardener</td>
</tr>
<tr>
<td>Mr. Joseph Kyei</td>
<td>Cleaner</td>
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### Contract Staff

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<th>Name</th>
<th>Position</th>
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<tr>
<td>Ms. Patience S. Thompson</td>
<td>Assistant Business Manager</td>
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<tr>
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