

REPUBLIC OF GHANA

**GROWTH AND POVERTY REDUCTION
STRATEGY (GPRS II)**

**THE COORDINATED PROGRAMME FOR THE
ECONOMIC AND SOCIAL DEVELOPMENT OF GHANA
(2006-2009)**

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LIST OF ACRONYMS

| | |
|--------|---|
| ADF | African Development Foundation |
| AGOA | African Growth and Opportunity Act |
| APR | Annual Progress Report |
| ASSI | Association of Small-Scale Industry |
| BAF | Business Assistance Fund |
| BOG | Bank of Ghana |
| CBO | Community-Based Organizations |
| CEPS | Customs, Excise and Preventive Service |
| CHPS | Community-based Health Planning and Services |
| CHRAJ | Commission for Human Rights and Administrative Justice |
| CPI | Consumer Price Index |
| CSIR | Council For Scientific and Industrial Research |
| CSOs | Civil Society organizations |
| CSPGs | Cross-Sectoral Planning Groups |
| CWSA | Community Water and Sanitation Agency |
| DFR | Department of Feeder Road |
| DMHIS | District Mutual Health Insurance Scheme |
| DPs | Development Partners |
| DSW | Department of Social Welfare |
| DUR | Department of Urban Road |
| DVLA | Driver's and Vehicle Licensing Authority |
| EC | Energy Commission |
| ECG | Electricity Corporation of Ghana |
| ECOWAS | Economic Community of West African State |
| EDIF | Export Development and Investment Fund |
| EIC | Extension Information Centers |
| EPA | Environmental Protection Agency |
| FBOs | Farmer Based Organization |
| FCUBE | Free Compulsory Universal Basic Education |
| FDI | Foreign Direct Investment |
| FIDA | Association of Women Lawyers |
| FINSSP | Financial Sector Strategic Plan |
| FUSMED | Fund for Medium and Small-Scale Enterprises Development |
| GAEC | Ghana Atomic Energy Commission |
| GDP | Gross Domestic Product |

| | |
|-----------|--|
| GEPC | Ghana Export Promotion Council |
| GES | Ghana Education Service |
| GFTZB | Ghana Free Trade Zone Board |
| GHAPOHA | Ghana Ports and Harbours Authority |
| GIPC | Ghana Investment Promotion Centre |
| GLSS | Ghana Living Standard Survey |
| GNCC | Ghana National Commission on Culture |
| GPRS | Ghana Poverty Reduction Strategy |
| GPRTU | Ghana Private Road and Transport Union |
| GSB | Ghana Standard Board |
| GSMF | Ghana Social Marketing Foundation |
| GTB | Ghana Tourism Board |
| HIPC | Highly Indebted Poor Country |
| HIV/AIDS | Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome |
| HR | Human Resource |
| HRD | Human Resource Development |
| HSD | Health Service Delivery |
| ICT | Information and Communication Technology |
| IRS | Internal Revenue Service |
| ITTU | Intermediate Technology Transfer Units |
| JSS | Junior Secondary School |
| LPG | Liquefied Petroleum Gas |
| MCA | Millennium challenge account |
| MDAs | Ministries, Departments and Agencies |
| MDBS | Multi Donor Budget Support |
| MDGs | Millennium Development Goals |
| MLFM | Ministry of Land, Forest and Mines |
| MLGRD | Ministry of Local Government and Rural Development |
| MOT & MMC | Ministry of Tourism and Modernization of the Capital City |
| MMEY | Ministry of Manpower, Employment and Youth |
| MOCT | Ministry of Communication and Technology |
| MoEn | Ministry of Energy |
| MoSE | Ministry of Environment and Science |
| MOF | Ministry of Fisheries |
| MOFA | Ministry of Food and Agriculture |
| MOFEP | Ministry of Finance and Economic Planning |
| MOH | Ministry of Health |
| MOH-GHS | Ministry of Health-Ghana Health Services |
| MOI | Ministry of Information |
| MOJ | Ministry of Justice |

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| MOTI | Ministry of Trade and Industry |
| MOWAC | Ministry of Women and Children Affair |
| MPHR | Ministry of Ports, Harbours and Rail |
| MPSD & PSI | Ministry of Private Sector Development and Presidential Special Initiatives |
| MRT | Ministry of Roads and Transport |
| MSMEs | Small and Medium Size Enterprises |
| MTEF | Medium Term Expenditure Framework |
| MTTU | Motor Traffic and Transport Unit |
| NACP | National Aids Control Programme |
| NADMO | National Disaster Management Organization |
| NBSSI | National Board For Small Scale Industry |
| NCA | National Communication Authority |
| NCCE | National Commission on Civic Education |
| NCWD | National Commission on Women Development |
| NDPC | National Development Planning Commission |
| NED | National Economic Dialogue |
| NEPAD | New Partnership for African Development |
| NGO | Non Governmental Organizations |
| NHIC | National Health Insurance Commission |
| NHIS | National Health Insurance Scheme |
| NPA | National Petroleum Authority |
| PEF | Private Enterprise Foundation |
| PLWHA | People Living With HIV/AIDs |
| PRSC | Poverty Reduction Support Credit |
| PSI | President's Special Initiatives |
| PSIA | Poverty and Social Impact Analysis |
| PURC | Public Utility Regulatory Commission |
| PWDs | Persons With Disabilities |
| RBM | Roll Back Malaria |
| S&T | Science and Technology |
| SHEP | Self-Help Electrification Programme |
| SSNIT | Social Security and National Insurance Trust |
| SSS | Senior Secondary School |
| STDs | Sexually Transmitted Diseases |
| STEP | Skill Training and Entrepreneurship Programme |
| STIs | Sexually Transmitted Infections |
| TUC | Trades Union Congress |
| VLTC | Volta Lake Transport Company |
| VRA | Volta River Authority |
| WAJU | Women and Juvenal Unit |

WHO
WTO

World Health Organization
World Trade Organization

EXECUTIVE SUMMARY

1.0 INTRODUCTION

The goal of GPRS II is to achieve accelerated and sustainable shared growth, poverty reduction, promotion of gender equity, protection and empowerment of the vulnerable and excluded within a decentralized, democratic environment. This is to be achieved through modernised agriculture led by a vibrant and competitive private sector. Accelerated growth of the economy will result from continued macroeconomic stability, promoting a vibrant Private Sector, pursuing vigorous Human Resource Development underpinned by deepening Good Governance and Civic Responsibility.

Having achieved relative macroeconomic stability and modest economic growth under GPRS I, the direction of GPRS II is to accelerate economic growth and poverty reduction through private sector-led wealth creation and employment generation.

However, there are two broad sets of constraints to achieving accelerated wealth creation and poverty reduction. These are the vulnerability of the economy due to the persistent reliance on the export earnings from a few primary commodities and the social structure which comprises a high proportion of children and youth with the attendant high dependency ratio, low level of literacy and skills, especially among women and the rural population.

Accordingly, emphasis is placed on changing the structure of the economy by developing the private sector, diversifying the export base and increasing agricultural productivity and rural incomes. This is to be complemented by a risk management and empowerment approach to social protection, as part of overall social policy, aimed at empowering the vulnerable and excluded to contribute to and share in the growth of the economy and ensure sustained poverty reduction.

While the GPRS I emphasized poverty reduction programmes and projects, the GPRS II emphasizes growth-inducing policies and programmes as a means to wealth creation and poverty reduction. GPRS II is therefore anchored on the following:

- Continued macroeconomic stability
- Accelerated private sector-led growth
- Vigorous human resource development
- Good governance and civic responsibility

GPRS II is guided by the overall objective of raising the per capita income of Ghanaians to at least US\$1000 by 2015. This is expected to reflect in positive social change and improvement in quality of life for all. In this regard growth targets are set taking cognizance of the objectives of NEPAD, and MDGs, all of which specify some qualitative indices.

2.0 MACROECONOMIC POLICIES AND STRATEGIES

Continued macroeconomic stability will be realized by ensuring prudent fiscal policy management, effective monetary policy, and a well-managed debt and international trade regime. Accelerated growth will be achieved through the development of a vibrant private sector to lead growth in the agriculture and other emerging sectors such as ICT and tourism. Vigorous human resource development, good governance and civic responsibility will be pursued to support growth and as important developmental goals in themselves.

GPRS II will continue with the implementation of policies that will enhance and sustain the gains made in macroeconomic stability under GPRS I by ensuring:

- Prudent fiscal policy management
- A monetary policy that is flexible enough to respond to external shocks, promote growth and ensure price stability
- Real interest rates that enhance effective mobilisation of savings and make credits affordable to the private sector
- Relatively stable real exchange rates that promote international trade

Structural transformation under GPRS II is to be propelled by the agricultural sector in order to maximize the benefits of accelerated growth. The choice of an agriculture-led growth strategy is predicated on several grounds:

- Agriculture is the highest contributor to GDP and provides employment for over 60 percent of the population. Consequently growth in the sector will impact directly on growth of the economy as well as employment.
- the bulk of the poor, especially women, are engaged in agriculture – food crops, livestock and fisheries.
- accelerated development of agriculture as the growth point in the medium term will have a direct benefit on poverty reduction and reduce the rural-urban drift.
- increased productivity in agriculture will ensure food security and contribute immensely to the health and well being of the population.
- modernized agriculture will prepare the ground for structural transformation between agriculture and industry

Thus in the next few years growth will be led by the agricultural sector, which will provide the necessary inputs for a vibrant agro-processing industrial sector in the medium term (by 2010). In the process, the areas of Ghana's comparative advantage in agriculture will be enhanced and transformed into competitive advantage in the sub-region.

3.0 PRIVATE SECTOR COMPETITIVENESS

Challenges to the Capacity of the Private Sector

A main challenge then is to systematically address the structural constraints at the policy and institutional levels that hamper private-sector competitiveness in agriculture in the medium term and in the industrial and other sectors over the long term.

Primary among these are:

- complexity and non-transparency of regulations
- inadequate information on existing regulations
- lack of access to finance, especially for small-scale women farmers
- falling but still fairly high interest rates
- weak capacity and inadequate capacity within the public sector to formulate, implement, monitor and evaluate private sector policies that explicitly take into account the specific needs of enterprises (especially the interests of micro, small and medium scale enterprises)
- weak commercial dispute resolution system
- insecurity and vulnerability in the informal sector where the youth and women predominate
- weak linkages between the informal and formal sector activities
- lack of social protection for men and women in the informal sector, and
- weak institutional and regulatory framework for small business management.

Additionally a number of technical constraints to private sector development exist. These include:

- low crop yield and output due to low soil fertility and over-dependency on rainfall
- unsustainable agricultural practices including low exploitation of water for irrigation purposes
- low productivity and low resistance breeds of livestock, and
- high incidence of animal diseases and poor disease surveillance systems.
- inappropriate husbandry practices and low level of dairy production
- inadequate/poor aquaculture infrastructure and low level of fish production from water bodies
- limited value addition and high post-harvest losses, and
- limited access to marketing centres due to poor road network

Policy Interventions

The following broad areas have been identified for priority interventions for accelerated agriculture led growth:

- reform to land acquisition and property rights
- accelerating the provision of irrigation infrastructure
- enhancing access to credit and inputs for agriculture
- promoting selective crop development
- modernising livestock development

- improving access to mechanised agriculture
- increasing access to extension services
- provision of infrastructure for aquaculture
- restoration of degraded land and environment

In line with the long term vision of developing an agro-based industrial economy, the interventions in agriculture will be complemented with appropriate interventions in the trade and industry sector. The broad policy objectives and strategies outlined to achieve this include:

- ensure proper integration of the nation's production sectors into the domestic market:
- agro-processing
- agricultural marketing
- enhance access to export markets
- increase industrial output and improve the competitiveness of domestic industrial products
- facilitate the development of commercially viable export and domestic market oriented enterprises in the rural areas
- promote industrial sub-contracting and partnership exchange
- promote the development of the craft industry for export
- ensure the health, safety and economic interest of consumers

Support services

Strategic support sectors that would be developed to facilitate improved productivity in agriculture and agro-industry include transportation, energy, science and technology.

The broad policy objectives here include: ensure the provision, expand and maintain transport infrastructure of all kinds that link the rural to the urban centres; and ensure provision of affordable and accessible transport system that recognises the needs of people with disabilities.

The broad policy interventions on energy include: ensure increased access to modern forms of energy to the poor and vulnerable; modernise and expand power infrastructure; improving the regulatory environment in the power sector, and ensure full cost recovery for power supply and delivery while protecting the poor; and ensure productive and efficient use of energy and minimise the environmental impacts of energy supply and consumption through increased energy efficient technologies.

Science and technology policy objective will therefore promote the adoption of appropriate technologies, both local and foreign, with the capacity to improve productivity and efficiency in the agricultural, industrial and services sectors especially for micro, small and medium rural enterprises;

Additional sectors to support growth

Other sectors which are targeted for development in view of their employment creation and income generation potentials include: mining (especially exploration and exploitation of the lesser developed minerals such as salt); Information and Communication

Technology (ICT); tourism; music and film industry; as well as the development and production of commodities under the Special Initiatives for export including garments and textiles

Employment generation and improved safety nets

In order to ensure that employment expands along with production and that the benefits of growth is widely shared through better job opportunities and thus poverty reduction, the broad employment sector objective will be to ensure an adequate, well regulated, stable labour market to support accelerated growth.

4.0 HUMAN RESOURCE DEVELOPMENT

The main goal of Human Resource Development under GPRS II is to ensure the development of a knowledgeable, well-trained and disciplined labour force with the capacity to drive and sustain private sector-led growth.

Policy Interventions

The following broad policy areas have been identified to drive the development of the necessary human resources for accelerated economic growth: education and skills development improved; access to health care, malaria control and HIV/AIDS prevention and treatment; access to safe water and adequate sanitation; housing and slum upgrading; and population management. In addition relevant issues relating to vulnerability and exclusion will be mainstreamed in the human resource development strategy.

Education

Priority policy interventions in the education sector that will deepen and sustain the progress made in education under GPRS I and accelerate growth include the following:

- increase access to and participation in education and training at all levels
- bridge gender gaps in access to education in all districts
- improve quality of teaching and learning;
- improve efficiency in the delivery of education services
- promote science and technology education at all levels with particular attention to increased participation of girls.

Skills and entrepreneurial development will be guided by the following priorities.

- provide skills and entrepreneurial training in a gender responsive and equitable manner
- promote dialogue between industry and skills/professional training institutions to produce skilled labour required by industry
- strengthen and support HR training institutions
- promote apprenticeship training;
- promote the adoption of the National Youth Policy and enactment of the Disability Bill

Health

In order to accelerate access to quality health services, the health sector will continue to deepen efforts and focus on the three broad policy objectives. These are:

- bridge equity gap in access to quality health and nutrition services
- ensure sustainable financing arrangements that protect the poor
- enhance efficiency in service delivery

In Ghana, malaria remains the leading cause of morbidity, accounting for about 40% of all outpatients attendance. It is also the leading cause of deaths, especially among children under five years old and pregnant women. Malaria is more than a health issue as it adversely affects productivity in all sectors of the economy through workdays lost due to illness and the cost of treatment. It has been estimated that the annual economic burden of malaria in Africa is about \$1.7 billion or 1% of GDP. The following priority interventions in the Roll Back Malaria (RBM) plan will be promoted and strengthened in GPRS II: improve malaria case management; multiple prevention; improved partnership; and focused research.

In addition to the malaria menace, HIV/AIDS pandemic at the prevalence rate of 3.4% has negative impact on productivity, loss of productive assets, high treatment costs and the break in the transfer of valuable livelihood knowledge from one generation to the next. To effectively address this issue, the following strategies will be adopted to prevent the spread of HIV/AIDS in order to keep the prevalence rate below 5%: reduce new HIV/STI transmission; reduce the impact of HIV/AIDS related vulnerability, morbidity and mortality; enhance the coordination and management of the national HIV/AIDS response.

Safe water and environmental sanitation

The following priorities will guide the delivery of safe water and sanitation in the next four years: accelerate provision of safe water in rural and urban areas; accelerate the provision of adequate sanitation; improve environmental sanitation in urban and rural areas.

Urban housing and slum upgrading

The ultimate goal of Shelter Policy is to provide adequate and affordable housing with requisite infrastructure and basic services to satisfy the basic needs of the people. GPRS II treats housing provision as a strategic area for stimulating economic growth while at the same time improving the living conditions of Ghanaians. The very activity of providing housing contributes to economic growth through multiplier effect of housing construction on the economy.

Population management

Even though the population growth rate in Ghana has reduced from its high level of about 3% in 1994 to a current level of 2.7% in 2000, it continues to outstrip the provision of social services and infrastructure. The high fertility rate has also resulted in a youthful population with a high dependency ratio. The immediate challenge to human resources development under GPRS II is to formulate appropriate strategies to manage the

population to ensure that population growth rate is maintained at a level that will support economic growth and social development.

Population management will be based on the following priorities:

- promote access to and utilization of family planning services
- educate the youth on sexual relationship, fertility regulation, adolescent health marriage and child bearing
- promote sexual health, delayed marriage and child bearing
- promote compulsory education for children especially the girl-child up to secondary
- promote compulsory and universal birth registration as a basic right and population management measure
- integrate population variables into the GPRS at the national, regional and district levels and improve population database for the GPRS
- promote the integration of HIV/AIDS into sexual and reproductive health programmes
- strengthen the multi-sectoral, multi-disciplinary institutional co-ordination collaboration and networking for population management.

Mainstreaming the Vulnerable and Excluded in Human Resource Development

Issues relating to vulnerability and exclusion have been mainstreamed in the GPRS II. A comprehensive Social Policy Framework to update existing policies where necessary and provide guidelines for improved social development performance to bolster economic growth will be developed and adopted to strengthen the process of empowering the vulnerable and excluded to reduce their risks, protect their rights and enhance their contribution to national development.

Critical policy issues to be addressed in GPRS II, besides education and health, include:

- integrated child development
- strengthening of the family
- HIV/AIDS
- capacity development in social work and volunteerism;
- database on vulnerable and excluded groups; and
- institutional strengthening, linkages and coordination.

5.0 GOOD GOVERNANCE AND SOCIAL RESPONSIBILITY

The broad objective of good governance and civic responsibility is to empower state and non-state entities to participate in the development process and to collaborate effectively in promoting peace and stability. Measures towards attaining this objective include the promotion of an effective, responsible and accountable state machinery with improved capacity to engage the productive private sector and civil society in formulating strategies for accelerated growth and poverty reduction.

The priority areas to promote for political governance under GPRS I included public sector reform, decentralisation, and security and rule of law. Although considerable

progress was made in terms of these objectives under GPRS I, the following still present challenges to good governance:

- strengthening the process of democratisation
- further improving existing institutional capacities in the legislative and policy environment
- strengthening the data management system to support evidence-based decision making
- ensuring gender equity
- fostering greater civic responsibility
- integrating traditional authorities into formal institutional structure for governance

Strategies for Political Governance under GPRS II therefore include strengthening Parliament, enhancing decentralisation, protecting rights under rule of law, ensuring public safety and security, managing public policy, empowering women and the vulnerable group, enhancing development communication, ensuring good corporate governance, and promoting civic responsibility, increasing access to information. Priorities for enhancing Economic Governance under GPRS II will focus on improved management of fiscal, monetary and international trade policies.

Strategies for improved fiscal policy management will focus on public expenditure management, promoting effective debt management, and improving fiscal resource mobilization. Monetary Policy management will continue to focus on price and exchange rate stability. The management of GPRS II will promote international trade by reducing the constraints associated with the export and import procedures; minimizing the incidence of “dumping”; diversifying and increasing the export base, promoting new areas of competitive advantage, taking full advantage of Ghana’s preferential access to international markets (AGOA, EU-ACP), engaging fully in multi-lateral trade, and setting up information system to track and measure progress in these areas.

6.0 MONITORING AND EVALUATION

The goal of the M&E System under GPRS II is to facilitate the tracking of progress and effectiveness as well as to identify bottlenecks associated with the implementation of the Strategy. The proposed system, which forms an integral part of the GPRS II, will build on the progress made under GPRS I and would involve the following key strategies:

- reinforce institutional arrangements that can support and sustain monitoring and evaluation processes
- strengthen and effectively coordinating existing mechanisms
- evolve an efficient system for generating relevant, reliable and timely quantitative and qualitative information
- manage an effective feedback mechanism that makes statistical information available in useable form to government and civil society
- ensure a holistic approach to M&E
- foster participatory M&E

CHAPTER ONE

GPRS II: OUTLINE OF CONTENTS AND POLICIES

1.1 BACKGROUND

Ghana's economy which is largely agro-based has in the past been characterised by high rates of inflation, continuous depreciation of the cedi, dwindling foreign reserves, an excessive public debt overhang and fluctuating growth. Extensive liberalization and adjustment in the 1980s produced some growth in services and mining but did little to produce and sustain growth in agriculture and manufacturing. Both growth and incomes remained stagnant, resulting in deepening poverty.

During the 1990s, the percentage of public expenditure on social development programmes for poverty reduction such as health and education were at 2.0 percent and 2.8 percent of GDP respectively. These levels of spending were much lower than what prevailed in other African countries, constraining poverty reduction and effective social change and development. Although general poverty levels decreased in the 1990s, certain areas of Ghana experienced growing and deepening incidence of poverty, with evidence of an intensification of vulnerability and exclusion among certain social groups. This was particularly noticeable in the savannah and transitional zones in northern Ghana and in some coastal areas in the Central and Greater Accra regions. In the country as a whole, some large occupational groups such as small-scale food farmers, especially women, remained stuck below the poverty line, and the life chances of too many children and youth remained precarious.

The first programmes under the Ghana Poverty Reduction Strategy (GPRS I) were formulated in 2001, against the backdrop of a general economic crisis in which every one of Ghana's macro-economic indicator was spiralling out of control. The focus of that programme was accordingly to re-align the macroeconomic situation as a necessary condition for the implementation of sectoral policies specifically targeted towards reducing the incidence of poverty as observed in the 1990s. In the meantime Ghana had applied for debt relief under the HIPC initiative, and had to observe the classical conditionality of that scheme, namely, that the savings from debt relief would be applied solely to "poverty alleviation" which in turn translated into the pursuit of the United Nations Millennium Development Goals. Indeed, the need to file formally a GPRS document was the immediate occasion for producing GPRS I and subsequent instalments were envisaged at fitting into the same trajectory of national development policy.

Quite early on, it became obvious that apart from HIPC savings, policies under GPRS had to address the issue of how to create wealth by restructuring the economy towards accelerated growth, so that the objectives of poverty reduction and the protection of the vulnerable and excluded could be sustained. The principal social objectives that were added to these related to improved governance, including the decentralization of government and reform of the public services to partner the private sector in national economic development within a decentralized democratic environment.

1.2 REVIEW OF GPRS I

For the three years under GPRS I, the main thrust of the government's policy initiatives was aimed at maintaining macroeconomic stability. This was achieved through prudent fiscal and monetary policies aimed at reducing inflation, driving interest rates down to levels conducive to increased investments but still attractive to savings, ensuring stable but yet competitive exchange rates, and maintaining a fiscally sustainable debt regime. In the real economy a moderate rate of economic growth was to be achieved through the creation of an enabling environment for improved agricultural productivity and private sector led agro-industrial development. Thanks to the availability of HIPC savings the manifestations, and at the same time the causes of the deepest poverty were to be directly attacked through greater investments in health, education, safe water and sanitation. Feeder road and other transport infrastructure could be financed to facilitate distribution of agricultural products and services in favour of the rural poor. The main political objective of the GPRS I, namely, to ensure that in the promotion and protection of civil liberties no Ghanaian was excluded from participating in decisions that affected their lives, has been pursued through HIPC supplementation of the resources available under the District Assemblies Common Fund and the Ghana Educational Trust Fund.

Considerable progress has been made towards achieving the objectives of GPRS I. The economy has been characterized by relative stability, with all the targeted macroeconomic indicators registering positive trends. Despite a series of major fuel price adjustments to absorb inherited petroleum debt and respond to a fast-rising crude oil market, the overall consumer price index declined dramatically over the period, interest rates eventually fell and exchange rates stabilised. And providentially, GDP grew at an average rate of 5 percent during the period, because it coincided with the dissemination of new high-productivity technologies in the all-important cocoa sector. As a result, unlike the classical pattern of sectoral contributions to growth in an emerging economy, Ghana's economic growth under GPRS I (2002 – 2004) was led by the agricultural sector with 6% average growth rate, followed by industry and services respectively with 5% and 4.7%.

As was characteristic of the poverty reduction strategies sponsored by creditor institutions in that epoch there was little room in the 2001 – 2005 Ghana programme for the issues, such as urbanisation, industrialisation, technical/vocational training, technology research and development – that must now engage greater attention in policy-making circles in Ghana as it aspires to join the ranks of the emerging economies.

Generally in the social field there were increased expenditure outlays in support of the medium-term priorities of GPRS I with regard to special programmes targeted at the vulnerable and excluded. These included the rehabilitation of street children, increased access to legal aid services for the poor, integration of Persons With Disabilities (PWDs) into mainstream production and employment, and increased access of economically marginalized women to credit through the establishment of the government's micro-credit scheme and the Women's Development Fund supported by the government of Japan.

Despite its achievements, GPRS I had its limitations and bottlenecks. These included service delivery constraints and persistence of regional differences in some key outcomes in the health

sector. The educational sector continues to be confronted with insufficient progress in primary school enrolment as well as geographical and gender disparities. In spite of the efforts made, gender disparities remain in all sectors including education, health, production, employment and access to and control over land.

Economic policy and management under GPRS I has been criticised for concentrating on macroeconomic stability rather than providing a clear policy direction which recognises a stable macroeconomic environment as a platform upon which to generate economic growth as a means to poverty reduction. Another criticism relates to the effectiveness of the participatory process adopted during its preparation and the implication for national ownership. The inability to involve more districts and local communities, and the limited engagement of Parliament and the private sector, have been cited as weaknesses in the process. A further criticism is the insufficiency of gender focus specification when addressing various poverty issues in the diagnostic, in the thematic areas, and in the policy matrices, as well as in the monitoring and evaluation framework.

While taking note of the shortcomings of GPRS I, government has taken the even more significant initiatives in basic components of a strategy for the short term protection and improvement of living standards and the longer-term emancipation of people from the stranglehold of inherited poverty. A National Health Insurance System has been brought into effect in 2005 to guarantee to every Ghanaian the assurance of professional health care from cradle to grave at affordable cost. And in 2004 government promulgated an Educational Reform Programme which not only guarantees to every young Ghanaian the right to free basic education as prescribed by the National Contribution and the UN's Millennium Development Goals, but will eventually give them the unrestricted opportunity to qualify for life as members of the work force of a modernised technological, and hence a high productivity and a high wage, economy.

1.3 GROWTH AND POVERTY REDUCTION STRATEGY (GPRS II)

The design and preparation of GPRS II (2006-2009) is thus guided by practical lessons and experiences drawn from the preparation and implementation of GPRS I (2003-2005). However, going beyond these, the government and the nation itself have also adopted developmental goals and ambition based on the proposition that Ghana has now positioned itself to climb into the league of emerging middle income countries within the next decade.

In the place of the former Ghana Poverty Reduction Strategy (GPRS I), government is accordingly launching a new **Growth and Poverty Reduction Strategy (GPRS II 2006-2009)**. The change in name reflects the new direction of government policy which places more emphasis on growth. This document presents a subset of a coordinated national programme of social and economic development -- that subset which illustrates how much a national programme can be purposefully steered to eliminate the worst manifestations of poverty, social deprivation and economic injustice, from Ghanaian society. For this purpose, it integrates the otherwise disparate development agenda and sectoral commitments that compete for inclusion in the annual national budget into one comprehensive development policy framework to serve the basic objective of guaranteeing to every

Ghanaian, and especially to the most vulnerable and deprived, which groups includes a disproportionate membership of women, children and unemployed youth. Specifically, it incorporates the relevant development strategies/policy documents of all the various sectors such as the Basic Education Improvement Programme and the 2004 White Paper in Education Reform, the Private Sector Development Strategy, Ghana Trade Policy, the Food and Agricultural Sector Development Programme and the National Gender and Children's Policy.

GPRS II also seeks to operationalise various international covenants of relevance to the poverty reduction objectives and of which Ghana is signatory. Principal among these are the Millennium Development Goals (MDGs), the New Partnership for African Development (NEPAD), the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and the African and Beijing Platforms for Action. It is also consistent with the relevant ongoing programmes which government is pursuing with development partners on the ground.

1.3.1 Goal

The goal of GPRS II is to achieve accelerated and sustainable shared growth, poverty reduction, promotion of gender equity, protection and empowerment of the vulnerable and excluded within a decentralized, democratic environment.

This document reviews GPRS I, analyses growth trends, and defines the strategic direction and interventions aimed at achieving the basic poverty reduction goals prescribed in the MDGs framework and, beyond that, bringing Ghana within the threshold of middle income countries.

The technical job of quantifying these goals in terms of the traditional indicators of "per capita gross national income" expressed in current United States dollars is at present inhibited by a number of professional constraints. First, Ghanaians conduct all their business in the national currency – the Cedi. In the recent period of extreme turbulence in the relative value of the Cedi against the Dollar, translating the value of the nation's entire production of goods and services into meaningful dollar terms is obviously a difficult and controversial exercise. Besides that complication of the exchange rate, our economists have also to cope with the influence of domestic price changes, including periods of hyper-inflation, on the measurement of the value of Ghana's total economic output in real terms. And as a further difficulty, the recording of how many of us Ghanaians there are in the ten-yearly national census of population has also been affected by insufficiencies of financing and management. Accordingly, even when the total money value of all the goods and services produced in a given year had been measured as accurately as possible, there is a margin of uncertainty about the number of people among whom it should be divided in order to get a measure of how well off the average Ghanaian really is.

The combined effect of the above factors is that, depending on the methodologies and assumptions that have been employed by various agencies, estimates of the value of the productive work that is averagely done by every living Ghanaian today in a year, range from US\$380 per head on the current World Bank rankings, to US \$430 according to some local experts and to US\$480 per head according to some internationally reputed rating agencies.

These figures will be refined and the differences narrowed down also as a result of the professional advances that are envisaged in the technical standards of governance under this GPRS.

The contemporary debate on the status of national income or demographic statistics not standing what matters is that as a nation we are able to think through, agree upon and vigorously implement a realistic plan to bring about the vast improvements in our living standards such as are warranted by Ghana's own endowments of human and material resources backed by the technological possibilities of the world that we share.

1.3.2 Linkage to GPRS I

Having achieved relative macroeconomic stability under GPRS I, the direction of GPRS II is to accelerate economic growth and poverty reduction by assisting the private sector in every way possible to create wealth and by shaping all the acts and policies of government deliberately so as to generate the maximum opportunities for additional employment.

However, there are two broad sets of obstacles blocking the way to accelerated wealth creation and poverty reduction. The first is the vulnerability of the Ghana economy as a whole due to the persistent reliance on the export earnings from a few primary commodities. The second is the social structure which comprises a high proportion of children and youth. The high dependency ratio is aggravated by the low level of literacy, working skills, and productivity especially among women and the rural population.

Accordingly, emphasis in this GPRS II is placed on measures to change the structure of the Ghanaian economy by developing industrial and service activities in the private sector, diversifying the export base and increasing agricultural productivity processing and rural incomes.

While the GPRS I emphasized poverty reduction programmes and projects, the GPRS II emphasizes growth-inducing policies and programmes as a means to wealth creation and poverty reduction. GPRS II is therefore anchored on the following:

- Continued macroeconomic stability
- Accelerated private sector-led growth
- Vigorous human resource development
- Good governance and civic responsibility

Continued macroeconomic stability will be realized by ensuring prudent fiscal policy management, effective monetary policy, and a well-managed debt and international trade regime. It is accepted however that the highly reserved posture of macroeconomic policy which was appropriate to the convalescent economy under GPRS I has to be modified to meet the needs of a more expansionary thrust of policy under GPRS II. The Bank of Ghana is already leading the way by measures such as the reduction in banks' reserve requirements and lowering the cost of credit to business on a broad front.

But GPRS II should make its greatest impact in the real economy of agricultural and industrial

production. Accelerated growth will be achieved through the development of a vibrant private sector to lead growth the agriculture and other emerging sectors such as ICT and tourism. After decades of development effort, some of the most basic advances in the techniques of production have eluded Ghana. We did not need to overcome the terrible scourge of mass famine like India or China. But Ghana today has not even achieved basic food security in its traditional staple diet. And no wonder, because the peasant woman who feeds this country is still using the same technology of cutlass and hoe which her grandmother used to feed a population one-fifth the size of today's population.

Ghana's timber industry still has a long way to go in deriving optimum value for the nation from the forest resources which are in the meantime being exploited to exhaustion. A lot of wood material is ending up as off-cuts and sawdust because of low investment in the technology of timber utilisation. The emerging success in Ghana's textile industry has turned sour: the exportable surplus of cotton production has long disappeared, and now not only is the textile weaving industry in a state of crisis but even printing on imported cloth seems to be losing its competitiveness.

Overall, the contribution of modern industry to the modestly fast growth of the economy in the most recent years has been unacceptably low, mirroring a relatively stagnant inflow of foreign direct investment. The years of GPRS II should serve as a transition period when a basic platform of agro-industrial production and technology is built up to match the successes that have been achieved in the area of macro-economic reform. Vigorous human resource development, good governance and civic responsibility will be pursued both to support growth and as important developmental goals in themselves.

1.3.3 Ghana's Progress towards achieving the Millennium Development Goals

Since the MDGs span the critical development issues of poverty and hunger, education, health (especially child and maternal mortality), gender equality and women's empowerment, environmental sustainability and global partnership for development, they provide an important subsidiary framework for defining specific objectives in GPRS II.

Ever since they were promulgated in the year 2000, Ghana has adopted the targets of the MDGs as the minimum requirements for socio-economic development and poverty reduction. This Government emanates from a tradition that has for decades championed agrarian causes and, in a brief period of office, elevated decentralization and rural development into a major area of institutionalized public administration. Accordingly, Ghana began the monitoring of progress towards achieving the MDGs from 2002 even prior to the formal launching of GPRS I. The initial findings were that though some progress had been made, achieving the goals of the MDGs by 2015 would require additional effort particularly in the area of reducing maternal mortality.

Since then government has focused on removing the constraints hindering the realization of the MDGs. Table 1.1 below shows the progress that Ghana has made towards achieving the Millennium Development Goals.

Table 1.1: Ghana's Progress towards Achieving the Millennium Development Goals

| Goals | Will goal be reached? | | | | State of supportive environment | | | |
|--|-----------------------|-------------|----------|--------------|---------------------------------|------|--------------------|------|
| Extreme poverty and hunger Halve the proportion of people below the national poverty line by 2015 | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |
| Halve the proportion of people who suffer from hunger | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |
| Universal primary education Achieve universal access to primary education by 2015 | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |
| Gender equality Eliminate gender disparity in primary and junior secondary education by 2005 | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |
| Achieve equal access for boys and girls to senior secondary by 2005 | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |
| Under-five mortality Reduce under-five mortality by two-thirds by 2015 | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |
| Maternal mortality Reduce maternal mortality ratio by three-quarters by 2015 | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |
| HIV/AIDS & Malaria Halt and reverse the spread of HIV/AIDS by 2015 | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |
| Halt and reverse the incidence of malaria | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |
| Ensure Environmental Sustainability Integrate the principles of sustainable development into country policies and programmes and reverse loss of environmental resources | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |
| Halve the proportion of people without access to safe drinking water by 2015 | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |
| By 2020 a significant improvement would have been achieved in the lives of at least 100 million slum dwellers | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |
| Improving the lives of slum dwellers | | | | | | | | |
| Global partnership for development Deal comprehensively with debt and make debt sustainable in the long term | Probably | Potentially | Unlikely | Lack of data | Strong | Fair | Weak but improving | Weak |

Source: NDPC 2004

* Lack of data implies inability to score appropriately

1.4 STRUCTURE OF PRESENTATION OF GPRS II

GPRS II is presented in two volumes, (i) a policy framework and (ii) detailed costed programmes and projects. The present Volume 1, which is the policy framework of the Growth and Poverty Reduction Strategy analyses the macroeconomic context and the development policy choices that should be made to attain the goals of GPRS II. It includes a policy matrix, which outlines issues, policy objectives, strategies and indicators, as well as identification of the agencies responsible for implementing each bit of the programme. The even more important requirement, which cannot be attached to particular items, is that the government and the people together shall remain committed and focused on the long range objectives of national development and poverty reduction. For only thus can Ghana surmount the inevitable string of challenges and difficult choices arising from both internal and uncontrollable external forces, that could throw us off the chosen course.

The document is organized into six (6) chapters. Chapter 1 is this introduction which includes a discussion of recent experiences and future goals in national development, especially, as they bear on the issues of poverty reduction. It also recounts the process of preparing the GPRS and continuing plans for mass citizen involvement in the GPRS process in as much as there is need to mobilise the whole body politic to assure its success. Chapter 2 presents the Macroeconomic Context and Policy choices, while Chapter 3 discusses the policies for Growth through Private Sector Development. Chapter 4 contains policies for Vigorous Human Resource Development, Chapter 5 deals with Good Governance and Civic Responsibility and finally, in Chapter 6 the plan for monitoring and evaluating the implementation of the GPRS II is presented.

Government intends by the presentation of this The GPRS II document is not designed to present a set of cut and dried policies and programmes. It rather represents a medium term framework which offers a platform for maximising social dialogue with development partners civil society in order to arrive at the best long term solutions to national development problems.

The extensive process of consultation which has preceded this publication will be followed by a further and even more comprehensive programme of dialogue within the government itself, with Parliament, Ghanaian civil society, interest groups, and development partners so that the crucial tasks of consolidation under GPRS II can be accomplished. Too often among the period of excessive debt dependency, the management of the development dialogue has seemed to be a duet between the Government in Accra and its foreign creditors in Washington and elsewhere. The ordinary mass of the people, whose future and fortunes were being decided, had no part or opinion in the process. And the inevitable result was that all those programmes achieved scant success – because there was an insufficient conviction of “ownership” among either the official or the non-official partners in the implementation of the planned development programmes.

The processes of consultation that have already been conducted in the lead up to this publication are outlined below.

1.5 THE PROCESS OF PREPARING GPRS II

During the four year term of implementing this GPRS II it is imperative to institute procedures and relationships that will enhance the probability of attaining our objectives for national development and poverty reduction. The first requirement is that Ghanaians themselves will own and drive forward the process of development.

The preparation of GPRS II has involved broad participation to ensure that diverse shades of opinion and experiences are reflected at all stages of the process. The planning process began with the formation of technical working teams, known as Cross-Sectoral Planning Groups (CSPGs) organized around the five thematic areas of GPRS I, namely:

- Macro-economic Stability;
- Production and Gainful Employment;
- Human Development and Provision of Basic Services;
- Vulnerability and Exclusion and
- Good Governance.

1.5.1 Composition and Terms of Reference of Cross Sectoral Planning Groups (CSPGs)

CSPGs were composed of state and non-state actors drawn from Ministries, Departments and Agencies (MDAs), Professional Bodies, Tertiary Institutions, Research Institutions and Think Tanks, Non-Governmental Organizations (NGO), Community-Based Organizations (CBO), Private Sector, Identifiable /Organised Groups and Associations (TUC, Federation for the Blind & Disabled etc), Specialized Institutions, outstanding individuals with expertise in related fields as well as Development Partners.

Each CSPG was facilitated by a consultant who provided the technical backstopping and expertise, assisted by a research associate. Consistent with the MDG requirement to ensure integration of environment in country's policies and programs (MDG 7 – Target 9), the SEA team of EPA/NDPC was represented on each CSPG. Each CSPG formed a core working group who collated reports on deliberations of a particular CSPG and drafted the report of the CSPG. Coordination of the process was done by technical staff of the NDPC secretariat

Issues relating to Gender and the Vulnerable and Excluded were mainstreamed in each of the thematic areas.

The broad Terms of Reference mandate of each CSPG were to:

- Determine the programmes, policies and plans to be rolled over from GPRS I to the updated GPRS 2006-2009;
- Review the policies, programmes and projects with a view to identifying any missing links, and propose new initiatives;
- Take into consideration recommendations from the Annual Progress Report (APR), the Poverty and Social Impact Analysis (PSIA), the Strategic Environmental Assessment (SEA), and other existing sector strategies and studies;
- Mainstream cross-cutting issues such as the environment, employment, ICT, disability,

- HIV/AIDS, and population into the thematic areas.
- Integrate international commitments such as the MDGs, the Millennium Challenge Account (MCA) NEPAD, PRSC, and MDBS into the various thematic areas.
- Identify national priorities for the theme under consideration;
- Develop relevant strategies for achieving the objectives in the GPRS II.

1.5.2 The Public Consultation Process

The public consultations strategy for GPRS II was aimed at consolidating the gains made in the dissemination of GPRS I through the use of vigorous print and electronic media campaigns as well as other communications media to achieve the twin objective of creating awareness about the GPRS, and soliciting the views of a large segment of the Ghanaian population as input into the GPRS II.

The Strategic Objectives for Public Consultations Programme

The strategic objectives for public consultation programme were to:

- Inform the public about the Government's Growth and Poverty Reduction Agenda
- Highlight the new policy areas of GPRS II for stakeholders
- Solicit their views on priorities for GPRS II,
- Promote ownership of GPRS II by all Ghanaians.

Scope and Methodology for the Public Consultation Process

The scope and method used for the public consultation process included:

- National, Regional, District and community level workshops
- Use of the electronic media (radio and television)
- Public fora
- Focus group discussions

Groups Targeted in the Consultation Process

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Regional Ministers ▪ Regional Coordinating Directors ▪ Regional Planning Coordinating Units ▪ District Chief Executives ▪ District Planning Coordinating Units ▪ District Assembly members ▪ Traditional Authorities ▪ Community Based Organizations ▪ Community Groups ▪ The Communications Media ▪ Professional Bodies ▪ Student Unions ▪ Women leaders/Coalition of Women's | <ul style="list-style-type: none"> Groups and Women's organizations ▪ NGOs in Service Delivery and Religious Bodies ▪ National Association of Local Authorities ▪ Ghana Employers Association ▪ The Trades Union Congress ▪ Research Institutions and Policy Think Tanks ▪ Members of Parliament ▪ Political parties ▪ Sector Ministers and their deputies ▪ Development partners |
|--|---|

Table 1.2: Chronology of Activities

| ACTIVITY | PARTICIPANTS | DATE |
|--|--|------------------------------|
| Formation and meetings of Cross Sectoral Planning Groups (CSPGs) | MDAs, CSOs, CBOs, NGOs, Private Sector, Professional Associations, Tertiary & Research Institutions, Development Partners, etc. | September 2004 – May 2005 |
| Preparation of initial report for each thematic area | CSPG core working groups and consultants | September 2004-December 2004 |
| 3. First review and validation by Steering Committee | NDPC members | December 2004 |
| Second validation and review by Steering Committee | NDPC members | January 2005 |
| Gender Mainstreaming stakeholder workshop | Gender focal persons in MDAs, DPs, Groups, CSOs, NGOs | February 2005 |
| Preparation of zero draft of GPRS II | CSPG core groups and consultants | March 2005 |
| Validation by Policy Management teams of MDAs, DPs and Specialists | MDAs, DPs, Specialists institutions and individuals | April 2005 |
| Review of Gender input into thematic reports | Gender Consultative Groups | April – May 2005 |
| 9. Third review and validation by Steering Committee | NDPC members | April 2005 |
| 10. Regional and District level Consultations | RCCs, DAs, CSOs (Professional Associations, labour unions, trade association, women's organisations, NGOs, etc) and Traditional authorities | May – June 2005 |
| 11. Consultative workshop for Parliamentary select committees | Parliamentary sub-committees on Finance and Poverty Reduction | June 2005 |
| 12. Training workshop for 2006 budget | Budget Officers, Ministry of Finance | June 2005 |
| 13. Policy review workshop with MTEF/ Budget Division | Budget officers of MDAs | June 2005 |
| 14. Fourth review and validation by Steering Committee | NDPC members | June 2005 |
| 15. Review and validation of Gender mainstreaming into draft GPRS II | UNIFEM Mission | July 2005 |
| 16. National level Consultations | Student unions, FBOs, Labour unions, Trade associations, Professional associations, National House of Chiefs, Council of State, Media | July 2005 - ongoing |
| 17. Consultative workshop | Ghana Federation of the Disabled (GFD) | July 2005 |
| 18. Fifth review and validation by Steering Committee | NDPC members | July 2005 |
| 19. Review and validation by experts and private sector | Policy think tanks, ISSER, private consultants, PEF, Financial institutions | August 2005 |
| 19. Validation workshop for Parliamentary select Committee | Members of Parliamentary select committee on Poverty Reduction | August 2005 |
| 20. Costing of Programmes and Projects component | MDAs organised around the three main pillars | April 2005 - ongoing |
| 21. National indicator workshop | MDAs (CSPG members) and Group consultants | August 2005 - ongoing |

1.6 THE GPRS COMMUNICATION PROGRAMME

Feedback from the dissemination of the GPRS I and the Annual Progress Reports as well as the public consultations have been integrated in GPRS II. Communications under GPRS II will be enhanced through the continued implementation of the Communications Strategy to deepen ownership and to ensure effective implementation, monitoring and evaluation of the strategy.

The Communications Programme will focus on the following:

- Development of popular versions of GPRS II (in English and major local languages)
- Expansion of sales outlets of GPRS II throughout the country
- Extensive dissemination of GPRS II through a variety of media to targeted audiences outlined in the Communications Strategy.
- Forging and strengthening of strategic partnerships with state and non state actors for effective coordination of the dissemination of GPRS II and its Annual Progress Reports, management of expectations and feedback for the policy review process, and
- Deepening of development communications programmes and processes to foster the necessary attitudinal change in support of growth and poverty reduction.

CHAPTER TWO

MACROECONOMIC CONTEXT AND STRATEGIC DIRECTION

2.1 INTRODUCTION

This chapter sets the macroeconomic context and strategic direction for the implementation of GPRS II based on a review of the performances in the recent past and identifying critical areas of intervention that would have maximum impact in terms of accelerated growth and poverty reduction.

2.2 REVIEW OF MACROECONOMIC PERFORMANCE UNDER GPRS I

The policy thrust of the macroeconomic framework under GPRS I was towards promoting macroeconomic stability for sustainable economic growth and poverty reduction. Substantial progress was made towards the realization of macroeconomic stability. Indicators point to a reduction of inflation which declined (year on year) from 40.5 percent in December 2000 to 11.8 percent by December 2004. Interest rates fell and the prime rate was reduced from 24 percent in 2003 to 15.5 percent by the third quarter of 2005. This decline in the prime rate has been accompanied by consequential reduction in the rates on other money market instruments including the 91-day treasury bill. The exchange rate was stable, depreciating at 2.2 percent against the dollar in 2004 as compared to 49.8 percent in 2000, the lowest since the foreign exchange market was liberalised. GDP grew at an average rate of 5 percent during the four-year period (2001-2004) compared with 4.1 percent in the preceding three years. This Growth was led by the agricultural sector (5.5 percent), followed by industry (5.0 percent) and services (4.7 percent).

This relative stability of the economy was achieved in spite of the fact that Ghana's main exports, cocoa and minerals, as well as its major import, crude oil, have been subject to the world's volatile commodity pricing movements. Table 2.1 shows trends in selected Macroeconomic Indicators for the 2001-2004 period.

Table 2.1: Selected Key Economic Indicators

| Selected Key Economic Indicator (%) | 2001 | 2002 | 2003 | 2004 |
|--|------|------|--------|-------|
| End-Period CPI Inflation Rate | 21.3 | 15.2 | 23.6 | 11.8 |
| Nominal Exchange rate of Depreciation (¢/\$) | 3.7 | 15.9 | 4.9 | 2.2 |
| Real Savings Rate of Interest | -6.8 | -2.2 | -12.25 | -2.81 |
| Tax Revenue/GDP | 17.2 | 18.2 | 20.2 | 21.8 |
| Budget Deficit Excluding Grants/GDP | 13.1 | 7.9 | 7.7 | 3.2 |
| BOG Financing of Deficit/Tax Revenue | 0.0 | 12.1 | 0.0 | 2.5 |
| Gross International Reserves | 1.2 | 2.7 | 4.2 | 3.9 |
| GDP Growth rate | 4.2 | 4.5 | 5.2 | 5.8 |

Bank of Ghana, Economic and Financial Review, January 2005, Monetary Policy Committee Papers
 Source Ghana Statistical Survey Department

2.2.1 Economic Performance by Sectors

(i) Agriculture

Table 2.2 and 2.3 show the relative structure of Gross Domestic Product by economic activity between 2000 and 2004 (in percentages and growth rates at constant 1993 prices). Agriculture remains the largest contributor to GDP, followed by the Services and Industrial sectors respectively. Within the Agricultural Sector, the Cocoa and Forestry sub-sectors have made significant gains in relative shares, while the crops sub-sector has marginally lost share.

In spite of the progress made, the stagnation of technologies and in some areas the wide gender inequalities in access to and control over land and agricultural inputs, including extension services, as well as adverse environmental factors such as climate variability and land/soil degradation, continue to be challenges facing the agricultural sector.

(ii) Industry

The Industrial sector exhibited low performance, against the projected targets in GPRS I. Despite the poor overall performance, the Construction, Mining and Quarrying sub-sectors made significant strides. This was the result of increased investments, especially in the roads and real estates sub-sectors of the economy where funding support from both local financial markets and remittances as well as Government and donor sources were available.

Growth in the mining sub-sector, particularly gold, was largely due to substantial infusion of

capital from both local and external sources aided by the stable environment created through policies that have insulated earnings and costs from foreign exchange controls.

The manufacturing sub-sector continued to decline due largely to high costs of production and the influx of cheaper imports. While the liberalization of trade has increased access to imported inputs, weak enforcement of laws and regulations at the nation's entry points has resulted in increasingly unfair trade practices. As a result, locally manufactured products have become increasingly uncompetitive, both in terms of price and quality.

(iii) Services

The Services sector also contributed to the modest gains in GDP growth. This sector is driven by the wholesale and retail trade, restaurants and hotels sub-sectors, accounting for about 60 percent of the contribution of all services to total production in the economy.

Table 2.2: Structure of GDP by Kind of Economic Activity in Percentages

| Economic Sector | 2000 | 2001 | 2002 | 2003 | 2004 |
|---|--------------|--------------|--------------|--------------|--------------|
| Agriculture | 35.27 | 35.24 | 35.15 | 36.38 | 37.94 |
| Crops And Livestock | 22.01 | 22.25 | 22.43 | 22.35 | 22.12 |
| Cocoa Sub-sector | 4.81 | 4.58 | 4.36 | 5.77 | 7.60 |
| Forestry & Logging | 3.89 | 3.92 | 3.94 | 3.95 | 3.98 |
| Fishing | 4.57 | 4.49 | 4.42 | 4.30 | 4.24 |
| Industry | 25.40 | 25.22 | 25.28 | 25.10 | 24.74 |
| Mining & Quarrying | 4.98 | 4.72 | 4.72 | 4.68 | 4.59 |
| Manufacturing | 9.02 | 9.00 | 9.03 | 8.94 | 8.75 |
| Electricity & Water | 2.69 | 2.70 | 2.69 | 2.66 | 2.59 |
| Construction | 8.71 | 8.79 | 8.83 | 8.79 | 8.8 |
| Services | 28.82 | 29.16 | 29.21 | 28.94 | 28.65 |
| Transport, Storage & Communication | 4.29 | 4.36 | 4.41 | 4.41 | 4.44 |
| Wholesale, Retail Trade Restaurants & Hotels | 6.72 | 6.80 | 6.87 | 6.82 | 6.81 |
| Financial & Business Services and Real Estate | 4.26 | 4.28 | 4.32 | 4.30 | 4.29 |
| Government Services | 10.06 | 10.17 | 10.08 | 9.92 | 9.69 |
| Community, Social & Personal Services | 2.56 | 2.62 | 2.62 | 2.58 | 2.56 |
| Producers Of Private Non-private Services | 0.94 | 0.93 | 0.92 | 0.90 | 0.87 |
| Net Indirect Taxes | 10.51 | 10.38 | 10.36 | 9.14 | 8.66 |

| Economic Sector | 2000 | 2001 | 2002 | 2003 | 2004 |
|-------------------------|--------|--------|--------|--------|------|
| GDP In Purchasers Value | 100.00 | 100.00 | 100.00 | 100.00 | 100 |

Source: Ghana Statistical Service

Table 2.3: GDP by Kind of Economic Activity: Growth Rates at Constant 1993 Prices

| Economic Sector | 2000 | 2001 | 2002 | 2003 | 2004 |
|---|------------|------------|------------|------------|------------|
| Agriculture | 2.1 | 4 | 4.4 | 6.1 | 7.5 |
| Crops And Livestock | 1.1 | 5 | 5.2 | 5.3 | 5.3 |
| Cocoa Sub-sector | 6.2 | -1 | -0.5 | 16.4 | 29.9 |
| Forestry & Logging | 11.1 | 4.8 | 5 | 6.1 | 5.8 |
| Fishing | -1.6 | 2 | 2.8 | 3 | 3.5 |
| Industry | 3.8 | 2.9 | 4.7 | 5.1 | 5.1 |
| Mining & Quarrying | 1.5 | -1.6 | 4.5 | 4.7 | 4.5 |
| Manufacturing | 3.8 | 3.7 | 4.8 | 4.6 | 4.6 |
| Electricity & Water | 4.5 | 4.2 | 4.1 | 4.2 | 3.7 |
| Construction | 5.1 | 4.8 | 5 | 6.1 | 6.6 |
| Services | 5.4 | 5.1 | 4.7 | 4.7 | 4.7 |
| Transport, Storage & Communication | 6 | 5.5 | 5.7 | 5.8 | 5.8 |
| Wholesale, Retail Trade Restaurants & Hotels | 4 | 5.1 | 5.6 | 5 | 4.9 |
| Financial & Business Services and Real Estate | 5 | 4.5 | 5.6 | 5.2 | 4.8 |
| Government Services | 6 | 5 | 3.6 | 4 | 4.4 |
| Community, Social & Personal Services | 6.9 | 6.5 | 4.4 | 4.1 | 4.2 |
| Producers Of Private Non-private Services | 3.1 | 3.2 | 3.1 | 3.2 | 3.5 |
| Net Indirect Taxes | 5 | 5.4 | 4.3 | 4.4 | 4.3 |
| GDP In Purchasers Value | 3.7 | 4.2 | 4.5 | 5.2 | 5.8 |

Source: Ghana Statistical Service.

Although the financial services sub-sector made significant gains in the last four years, this did not impact sufficiently on the agricultural and manufacturing sectors. Generally the financial institutions have considered local manufacturing and agricultural enterprises as risky undertakings; this is of particular concern due to the adverse effect on small scale farmers, especially women, who constitute the majority of the rural poor. On the other hand, the bulk of bank credit has been channeled to commercial activities, especially those in the import trade, at the expense of those sectors which could potentially serve as growth points to lead the required

accelerated growth³.

The lack of credit support to the potential growth points of the economy has moved governments to establish special institutions such as Export Development and Investment Fund (EDIF), the Presidential Special Initiatives (PSIs), the Micro Credit Unit and the Women's Development Fund (WDF) to support financially marginalized enterprises. Although these schemes are yet to show fully their potential impact on overall economic growth, they indicate the fact that institutional credit from the established financial services sector is not sufficiently available to most micro, small and medium scale enterprises in Ghana, particularly those that involve women and the rural population.

2.2.2 Growth Trends since the Inception of Market-Led Development Strategy

Figure 2.1 shows real GDP growth rates for the period 1984-2004 following the inception of market-led development strategy in 1983. For the period of 2002-2004 under GPRS I, the annual average growth of real GDP was 5.2 per cent. This is a marked improvement on the historical trend, equal only to the average of the period 1984-1992.

Table 2.4 shows government's targeted real GDP growth rates against realized rates between 1995 and 2004. The trend in real GDP growth rates shows marked shortfalls between the targets and performance from 1995 till 2000. From 2001 to 2004, actual real GDP growth rates either equaled or exceeded the targets. In 2004, the target was 5.2 percent while the actual growth was 5.8 percent the most impressive performance since the 8.6 percent real GDP growth rate recorded back in 1984. This indicates a potential for achieving higher rates in GDP growth.

Arising from these analyses, the following observations are made:

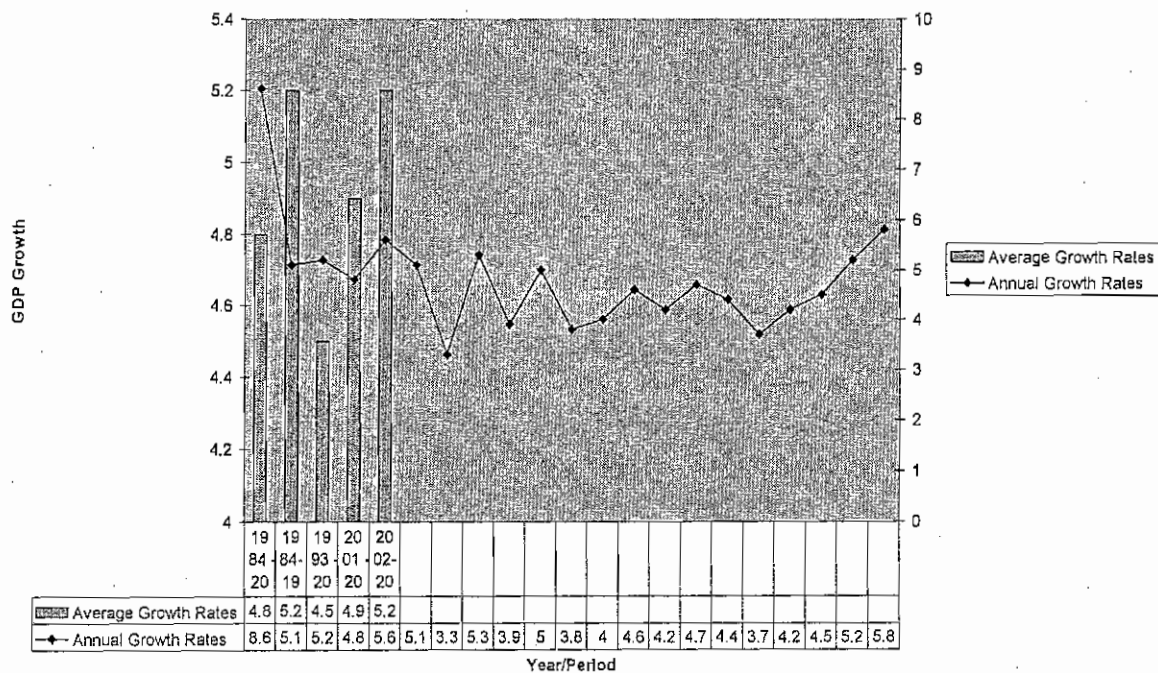
- Untypical growth was led by the Agricultural sector under GPRS I.
- Within the Agricultural sector cocoa was the dominant contributor to growth while other branches remained relatively stagnant.
- Overall, the basic structure of the economy has not changed
- Ghana's economy is still fragile and vulnerable to external shocks
- The growth which has occurred has not been of the order that translates into a marked reduction of the poverty situation

³The most recent trends however indicate that credit to the manufacturing sector is on the increase. A number of banks are now setting up specialized SME units to coordinate financial support to local industry and farming.

- The growth points of the various sectors of the economy do not have effective inter-sectoral linkages within the domestic economy. In particular, the agriculture industry to consumer value chain remains weak and has not generated much opportunity for additional employment.
- Cocoa, Forestry, Mining, Wholesale and Retail Trading, and Hotels/Tourism, which have been the principal growth points in the economy are largely linked to the external sector, and are subject to potentially volatile.
- It can be argued that in retrospect, the growth targets for 2001-2004 have not been ambitious enough when measured against the 4.8 percent annual average already attained in the 1984-2004 period as a whole and the continuing high rate of population growth.

These observations inform the formulation of macroeconomic policies and growth strategies for GPRS II.

Figure 2.1: GDP Growth Rates: 1984 - 2004



Source: Budget Statement and Economic Policy Statement, Various Years

Table 2.4: Projected Real GDP versus Actual Real GDP Growth Rates: 1995 – 2004

| Year | Projected Real GDP Target | Actual Real GDP Growth Rate | Difference Between Estimate And Actual |
|------|---------------------------|-----------------------------|--|
| 1995 | 5 | 4 | -1 |
| 1996 | 5 | 4.6 | -0.4 |
| 1997 | 5.5 | 4.2 | -1.3 |
| 1998 | 5.6 | 4.7 | -0.9 |
| 1999 | 5.5 | 4.4 | -1.1 |
| 2000 | 5 | 3.7 | -2.3 |
| 2001 | 4 | 4.2 | 0.2 |
| 2002 | 4.5 | 4.5 | 0 |
| 2003 | 4.7 | 5.2 | 0.5 |
| 2004 | 5.2 | 5.8 | 0.6 |

Source: Ghana Statistical Service

2.3 MACROECONOMIC POLICIES, STRATEGIES AND TARGETS FOR GPRS II

2.3.1 Growth Target for GPRS II

GPRS II is guided by the overall objective of doubling the size of the Ghana economy {in terms of real production} within the next decade, and bringing the per capita income of the average Ghanaian to middle income level by 2015. This is expected to reflect in positive social change and improvement in quality of life for all. It is in this regard that the growth targets are made taking cognizance of the corresponding objectives of NEPAD and MDGs, all of which specify some qualitative indices. These qualitative improvements are the really important objectives of the process of national development for the enhancement of human welfare and are the real substance of development policy.

As a guide to our target setting, the current World Bank practice draws the line for concessionary IDA-lending, which is for the benefit of “low-income” countries at US\$965 per capita per annum. Above that level (with a few marginal exceptions) countries are regarded as “middle-income” and only eligible to borrow from the Bank on IBRD terms which are only a modification of the terms of credit on the private capital markets. On that World Bank scale Ghana is today rated at a level of \$380, which should illustrate the distance that we have to

travel before we join the middle income category.

In developmental terms, the middle income countries are characterized by other features apart from the dollar value of their production. This has been taken account of which in setting the strategy and targets of national development:

- i. They have achieved international competitiveness in one or multiple aspects of the global trade in industrial or service products;
- ii. Behind that, they are supported by a significant level of “scientific autonomy” which is reflected in their application of science and technology to their production processes and their ownership of intellectual property;
- iii. They have reached critical mass in economic propulsion, with high rates of domestic savings and investments, and the ability to tap into the worldwide pools of equity and loan capital.

A narrow definition of our growth targets for this GPRS II period is 6 – 8% on the GDP per annum, but this must be firmly situated within the perspective of changing the inherent structure of production and joining the march of technological progress.

Assumptions

The economic growth targets derived from the current level of development and the feasible expectations in the long term perspective of the economy are based on the following assumptions:

- The population growth rate will not exceed 2.6 per cent per annum, through the population management policies and strategies outlined in the sections on human resources development (section 4.5).
- Macroeconomic stability, especially by containing inflation within single digit as from 2006 from the current rate of about 14.7 percent (August 2005). Accordingly, it is expected that the average annual change in the GDP deflator will not exceed 9 percent.
- A stable Cedi/ Dollar exchange rate with prudent management that will keep the Cedi depreciation below a 4 percent per annum ceiling.
- Reduced cost of investment loans as incentives for stimulating investment in support of private sector-led growth. This is expected to be the dividend from sound macroeconomic management, and also reflect the reduction in risk factors that make loans to SMEs unattractive to banks.
- Containment of fiscal deficits and preventing them from being a major source of monetary instability and price inflation. Two years after gaining a very favourable rating from leading agencies, Ghana is preparing to tap into the international capital

market to supplement access to developmental resources. Prudent, debt management will entail taking into account the maturity profiles of debt against public sector borrowing requirements.

- An aggressive domestic revenue mobilization and its efficient use in driving the prioritized development targets. This is to be attained through administrative measures and capacity enhancement of existing tax collection instruments and personnel.
- An efficient expenditure re-prioritization in favour of development expenditure and to ensure efficiency in the use of public resources.
- Growth in aggregate investment, especially from packaged programmes such as the Millennium Challenge Account Compact with its integrated agro projects

The strategies for ensuring the macroeconomic assumptions are outlined in section 5.3.1

Targets

Within the parameters of these general assumptions, it is targeted that the economy grows at an annual rate which will rise from 6 percent to 8 percent in Cedi terms towards the realization of middle income status by 2015.

Compared to the realized average growth rate of 4.9 percent for the period 2001-2004, the targeted average growth rate of 6 to 8 percent and the sub-sectoral growth rates that could lead to middle income status pose a challenge to Ghanaians. These targeted growth rates are achievable with the right macroeconomic policies, incentive structures and the input requirements to support the private sector as the engine of wealth creation.

Above all, whether Ghana realises the higher or only the lower ends of her growth potential will depend on two factors, namely,

- i. The implementation of a broad-based Human Resource Development strategy including the measures envisaged on both the Education and Public Sector Reform programmes.
- ii. Opening of the channels between Ghana and the global capital markets so that both loanable funds, and equity investment which carries in its train the skills of management, science and technology, will flow more freely into this economy.

2.3.2 Strategic Direction of GPRS II

Accelerated growth of the economy will result from continued macroeconomic stability, promoting a vibrant Private Sector, pursuing vigorous Human Resource Development underpinned by deepening Good Governance and Civic Responsibility.

GPRS II will continue with the implementation of policies that will enhance and sustain the gains made in macroeconomic stability under GPRS I by ensuring:

- Prudent fiscal policy management
- A monetary policy that is flexible enough to respond to external shocks, promote growth and ensure price stability
- Real interest rates that enhance effective mobilisation of savings and make credits affordable to the private sector
- Relatively stable real exchange rates that promote international trade

GPRS II will address the structural constraints at the policy and institutional levels that impede increased productivity, adoption of technology and competitiveness of the private sector in relation to agriculture, industry and service sectors. This will empower the private sector to effectively play its role as the engine of growth.

While projections of sectoral contributions to GDP generally assume that natural assets will continue to contribute significantly to economic growth, an ongoing study to determine the costs of degradation of some renewable natural resource in relation to GDP points to the fact that the country may be losing about US\$475 million annually which is approximately 5.5% of GDP. There is the need, therefore, to recognise this and initiate steps to reverse this trend to sustain the agriculture led accelerated growth strategy envisaged in this framework.

2.3.3 Agriculture as Basis for Economic Growth and Structural Transformation

GPRS II is to be propelled by the agricultural sector in order to maximize the benefits of accelerated growth. The emphasis on an agriculture-led growth strategy is predicated on several grounds.

First Agriculture is the highest contributor to GDP and provides employment for over 60 percent of the population. Consequently growth in the sector will impact directly on growth of the economy as well as employment. Conversely, the economy cannot make overall progress unless the mass of small-scale food producers achieve significant improvement in their productivity through increased investment and changes in technology.

Secondly, the bulk of the poor, especially women, are engaged in agriculture – food crops, livestock and fisheries. Therefore accelerated development in agriculture as the growth point will have a direct benefit on poverty reduction in the villages and help to slow-down the rural-urban drift.

Thirdly, increased productivity in agriculture will ensure food security and contribute immensely to health and well being of the population.

Fourthly, modernized agriculture will also prepare the ground for structural transformation between agriculture and industry. The demands of the markets for agricultural produce whose production has comparative advantage entail the achievement of additional steps: the

occurrence of volume and quality, packaging and conservation, marketing and delivery. Only through these can Ghana's farmers realize higher incomes, both local and foreign.

Fifth, while the rural areas can be expected to lose population share to urban areas as part of, the long-range perspective of economic growth, a pressing social problem of Ghana today is the acute shortage of employment opportunities for the youth. Given the pervasive shortage of capital the quickest route to the solution of a problem that cannot wait is to absorb a maximum number of these in higher productivity and higher income farming pursuits.

Thus in the next few years the growth of the Ghana economy is planned to be led by the agricultural sector, which will provide the necessary inputs for a vibrant agro-processing industrial sector in the medium to long term. The security of Ghana's domestic food supply is itself yet to be attained. But in addition, the areas of Ghana's comparative advantage in agricultural production should be enhanced and transformed into competitive advantage in the sub-regional and more distant markets.

For agriculture to lead growth in the short term, the economy must diversify into other crops apart from the traditional cocoa, especially cereals and other cash crops for export markets including mangoes, papaya, pineapples, cashew nuts and vegetables. Cocoa will still be significant in the economy for decades yet to come. The recent spurt in Ghana's cocoa production, arising in part from the rapid adoption of improved technology by the farmers, illustrates the developmental potential of our cocoa entrepreneurs, land and workers. Besides, new scientific evidence on the nutritional and health properties of cocoa, present opportunities which Ghana should prepare herself to exploit.

Nevertheless, more attention has to be given to these other crops. And the decline in Ghana's fisheries which still provides the major part of our peoples' protein intake has to be reversed, by increased investments in aqua-culture among other technological improvements. All these will contribute to the structural transformation of the economy, but more importantly the objective is to target the bulk of the poor farmers who are in the non-cocoa sectors of agriculture, and thereby to realize better shared growth. Given the immensity of Ghana's unutilized resources on agriculture – land, sunlight, water and able-bodied youth – some of these targets in the diversification of agriculture could be rapidly implemented. The urgency of this is reinforced by the need to develop mechanisms to absorb the shocks arising from variability in the world conjuncture, especially of raw material and petroleum prices.

Box 2.1: Converting Comparative Advantage in Crop Production into Competitive Advantage

Ghana has demonstrated that it can convert its comparative advantage into strong competitive advantage in crop production, especially as regards cashew nuts, mangoes, pineapple, papaya and vegetables. For instance in the 2005 Budget it was announced that in order to improve crop production, the Ministry of Food And Agriculture provided farmers with improved seeds and planting materials under the 5 Donor Assisted projects, currently being implemented in the crop sub-sector. About 9,000 plantlets of the MD2 pineapple cultivars were distributed to farmers to help Ghanaian farmers compete in the new popular MD2 variety of pineapple, which has gained European market share. Similarly, a total of 23 tonnes of improved cashew seeds were distributed to farmers. These will go to boost Ghana's crop production for exports. Indications are that papaya is another excellent crop for Ghana's competitive potential. Europe is currently importing approximately 40,000 tons of golden papaya per year and Brazil supplies 9 percent of this market. Market trends show that these 40,000 tons will increase to about 100,000 tons in the next five years which is worth hundreds of millions of dollars. The potential to capture a sizeable portion of the market. Not only is Ghana closer to Europe than Brazil, but has sweeter golden specie of papaya and can therefore focus on the European market. Ghana can convert its comparative advantage into competitive advantage through improved shipment, compliance with GhanaGap, large-scale irrigation production, and infrastructure development to enhance supply chain etc. and capture a significant portion of the European market for papaya.

2.3.4 Weaknesses and Threats to an Agriculture-Led Strategy

A number of factors limit optimal production in agriculture, especially production of crops and livestock and fisheries. Agriculture as a whole will always be dependent on natural conditions. Rainfall is unreliable with regard to its onset, duration, intensity and amount, and can disrupt food crop production. But the failure of development policy over decades is that Ghana has not implemented accessible and easily affordable technologies to overcome these deficits. Ghana is **not** in the Sahel zone. There is no shortage of rain volumes even in the driest savannah for abundant and secure food production year after year. What has been lacking is a systematic policy to conserve and utilise ample rainfall in all parts of the country. And when we have tried, our investment has been frustrated by the choice of inappropriate technology. The example of our neighbours and much drier Burkina Fasso shows that simpler and cheaper technologies for the harvesting and use of our rain water endowments could yield Ghana immense benefits in agricultural productivity and poverty reduction. Additional risks in an agriculture-based strategy include bushfires, post harvest losses and uncertainties, storage, transportation and marketing problems. An equally important constraint is the dearth of affordable credit in agriculture. Even in the flagship of the cocoa sector, the only credit that was ever available from the organised bank in the system was via the short-term seasonal credit of the foreign buying companies. Food crops, till today, do not have adequate marketing and financial support. For the producers, this makes crop farming a high-risk enterprise. And in a vicious circular relationship, it also makes a high-risk field for its traders and bankers. Strenuous government intervention is the only way to break the cycle and attenuate the risks on both sides so that the private sector moves in our present development paradigm can successfully perform their roles in moving Ghana's agriculture forward.

Variability in the natural conditions also adversely affect the livestock and fisheries sectors in ways similar to that of crop farming. Under this GPRS II many interventions have to be carried out at public expense to overcome the disabilities that hinders growth.

Consequently, in order to achieve accelerated overall in Ghana's agriculture growth a number of key interventions will be initiated to support agricultural productivity. These include strategic research and development activities, appropriate financing for the sector, value addition and improved marketing, efficient organization of production, and enhanced capacity of producers.

In the area of crop production in particular, the following measures will be pursued:

- Ensure women's access to and control over land and agricultural inputs, including extension services
- Promote and support large scale farming and nucleus out-grower schemes for production of targeted/selected crops
- Enhance the productivity of small scale farmers by securing their access to extension, storage, price stability, credit, markets and land. Women small holder producers of food crops will be given needed impetus to improve their livelihood and assisted to benefit from the potential positive effects of linkages between agriculture, industry and exports
- Develop and use improved seeds/planting materials
- Intensify research-extension-farmer linkages to ensure that technologies are developed and disseminated appropriately to meet world-wide market standards
- Promote and support the use of weights and measures as well as grades and standards in the marketing of commodities so as to enhance commercial efficiency
- Strengthen Farmer-Based Organizations, with full participation of women farmers, to enhance access to credit and other services. The emasculation of the Ghana Cooperative movement, which had previously attained a pre-eminent position in cocoa marketing and the national savings
- Improve storage/warehousing and distribution network, including refrigerated transport systems and cold storage facilities at the ports
- Improve rural infrastructural network, particularly road-rail linkages
- Promote the culture of community-based irrigation in order to move agriculture from reliance on the vagaries of the weather to a more scientifically managed systems of assuring water
- Improve data collection, collation, analysis and dissemination of results within the industry.

For completeness of strategy, attention will be paid to cross-cutting issues such as gender, human resource development and capacity building to complement and reinforce production and increased productivity for accelerated growth. Accordingly, the next chapter focuses on the issues and policies that will enhance private sector competitiveness to deliver growth, reduce poverty and improve overall quality of life.

2.3.5 Other Sectors

Although the growth process under GPRS II is expected to be propelled by the agricultural sector, attention will also be given to some strategic sectors that have long term growth potentials. These include tourism, ICT, light industrialization based on textiles, garments and value addition to metallic and non-metallic minerals. Presently, most of these activities are gradually being developed within the framework of the selected special initiatives.

Table 2.5: GDP growth Projections, (2006 – 2009)

| Year | Per Capita GDP In US \$ | Population In Millions | Population Growth Rate | Nominal GDP In US \$ | Exchange Rate Cedis/\$ | Exchange Rate Depreciation | Nominal GDP Billions Cedis | GDP Deflator 1993=100 | % Change In Deflator | Real GDP Billion Cedis | Real GDP Growth rate |
|---------|-------------------------|------------------------|------------------------|----------------------|------------------------|----------------------------|----------------------------|-----------------------|----------------------|------------------------|----------------------|
| 2002 | 318 | 19 | 2.6 | 6161.4 | 7944.3 | | 48862.0 | 872.4 | | 5600.9 | |
| 2003 | 384 | 20 | 2.6 | 7637.3 | 8680.5 | 9.3 | 66158.0 | 1122.3 | 28.65 | 5894.9 | 5.25 |
| 2004 | 434 | 20 | 2.6 | 8869.2 | 9020.6 | 3.9 | 79804.0 | 1280.7 | 14.11 | 6231.3 | 5.80 |
| 2005 | 492 | 21 | 2.6 | 10305.0 | 9381.4 | 4.0 | 96675.4 | 1466.4 | 14.50 | 6592.7 | 5.80 |
| 2006 | 538 | 21 | 2.6 | 11565.7 | 9756.7 | 4.0 | 112843.2 | 1613.0 | 10.00 | 6995.7 | 6.11 |
| 2007 | 584 | 22 | 2.6 | 12887.4 | 10146.9 | 4.0 | 130768.2 | 1766.3 | 9.50 | 7403.6 | 5.83 |
| 2008 | 635 | 23 | 2.6 | 14360.2 | 10552.8 | 4.0 | 151540.4 | 1929.9 | 9.26 | 7852.3 | 6.06 |
| 2009 | 686 | 23 | 2.6 | 15916.4 | 10974.9 | 4.0 | 174681.9 | 2104.2 | 9.03 | 8301.7 | 5.72 |
| Average | | | 2.6 | | | 4.0 | | | 9.44 | | 6.00 |

Table 2.6: Gross Domestic Product by Kind of Economic Activity at Constant 1993 Prices Historical and Projected Growth Rates for GPRS II (2006 - 2009)

| Economic Activity By Type | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Broad Agriculture | 4.02 | 4.36 | 6.06 | 7.49 | 6.50 | 5.24 | 6.71 | 5.18 | 6.60 |
| Crops and livestock | 5.00 | 5.20 | 5.30 | 5.30 | 6.00 | 6.11 | 5.83 | 6.92 | 4.88 |
| Cocoa production and marketing | -1.01 | -0.51 | 16.44 | 29.90 | 13.20 | 2.99 | 2.62 | 2.75 | 2.31 |
| Forestry and logging | 4.78 | 5.03 | 6.09 | 5.83 | 5.60 | 3.86 | 4.85 | 6.06 | 5.72 |
| Fishing | 2.02 | 2.81 | 2.97 | 3.51 | 3.60 | 3.90 | 4.71 | 4.92 | 5.72 |
| Broad Industry | 2.93 | 4.73 | 5.06 | 5.13 | 5.80 | 6.11 | 5.83 | 6.06 | 5.72 |
| Mining and quarrying | -1.57 | 4.48 | 4.69 | 4.52 | 4.90 | 3.22 | 4.84 | 4.66 | 4.91 |
| Manufacturing | 3.69 | 4.80 | 4.60 | 4.59 | 5.50 | 5.53 | 6.53 | 7.11 | 7.10 |
| Electricity and water | 4.23 | 4.06 | 4.18 | 3.75 | 4.50 | 6.11 | 5.83 | 6.06 | 5.72 |
| Construction | 4.79 | 5.01 | 6.10 | 6.61 | 7.00 | 6.11 | 7.19 | 7.40 | 7.71 |
| Broad Services | 5.07 | 4.70 | 4.68 | 4.73 | 5.40 | 5.75 | 5.90 | 5.99 | 5.72 |
| Transport storage and communication | 5.51 | 5.69 | 5.79 | 5.61 | 5.80 | 6.11 | 5.83 | 5.47 | 5.27 |
| Wholesale and retail trade, restaurants and hotels | 5.09 | 5.60 | 5.00 | 4.91 | 6.10 | 6.11 | 5.83 | 6.06 | 5.72 |
| Finance, insurance, real estate and business services | 4.50 | 5.48 | 5.24 | 4.78 | 5.60 | 6.06 | 5.83 | 5.81 | 5.97 |
| Government services | 4.99 | 3.61 | 4.00 | 4.40 | 5.00 | 5.13 | 5.83 | 5.57 | 6.02 |
| Community, social and personal services | 6.47 | 4.44 | 4.07 | 4.17 | 4.30 | 5.54 | 5.83 | 5.72 | 5.72 |
| Produce of private nonprofit services | 3.21 | 3.11 | 3.21 | 3.50 | 3.80 | 4.92 | 5.59 | 5.09 | 5.36 |
| Indirect taxes | 5.40 | 4.30 | 4.40 | 4.30 | 4.50 | 6.11 | 5.83 | 6.06 | 5.72 |
| Real GDP Growth rate | 4.20 | 4.50 | 5.20 | 5.80 | 5.80 | 6.11 | 5.83 | 6.06 | 5.72 |

CHAPTER THREE

PRIORITIES FOR PRIVATE SECTOR COMPETITIVENESS

3.1 PRIVATE SECTOR DEVELOPMENT

GPRS II seeks to achieve accelerated growth through modernised agriculture led by a vibrant and competitive private sector. The challenge then is to systematically address the structural constraints at the policy and institutional levels that hamper private-sector competitiveness in agriculture in the medium term and in the industrial and other sectors over the long term.

Box 3.1: Overview of the private sector under GPRS I (2002 – 2004)

One of the key objectives of the GPRS (2003–2005) was to strengthen the private sector in an active way to ensure that it is capable of acting effectively as the engine of growth and prosperity. This is to lead to the creation of wealth at a faster rate in order to reduce poverty in a sustained manner. The policy focus then is towards the realization of the development of a vibrant private sector in the medium-term in three major areas namely:

- Facilitating private sector access to long term finance at affordable rates;
- Facilitating the reduction of bottlenecks in private sector development; and
- Promoting entrepreneurship.

To improve access and increase volume of credit at affordable prices and to increase sources of long-term funding for micro, small and medium enterprises Government in 2003 facilitated private sector access to credit through the African Development Foundation (ADF), an Italian Credit facility of 10,000,000 Euros and a \$17 million facility from the SOFITEL BANK of the USA.

The Ministry of Private Sector Development has also established an Institutional and Legal Reform Division to reduce bottlenecks to private sector development as well as facilitate the collaboration between the public and private sector towards the drafting of a number of reform bills (including the Companies Code, the Insolvency Bill, Money Laundering Bill and Insurance Bill). A network infrastructure with appropriate software has been installed at the Registrar-General's Department to enable the registration and search for business names to be done electronically.

These notwithstanding, critical areas still remain that require some urgent attention. Primary among them are: complexity and non-transparency of regulations, lack of information on existing regulations; lack of access to finance, especially for women; falling but still fairly high interest rates; weak capacity and failure of government to formulate, implement, monitor and evaluate private sector policies that explicitly take into account the specific needs of enterprises, especially the interests of micro, small and medium scale enterprises; Weak commercial dispute resolution system; insecurity and vulnerability in the informal sector where the youth and women predominate; weak linkages between the informal sector and the formal sector activities; lack of social protection for men and women in the informal sector; and weak institutional and regulatory framework for small business administration.

The Private Sector Policy seeks to address these constraints that have been identified from the overview of the private sector under GPRS I (Box 3.)¹ through: improving Ghana's access to global and regional markets; enhancing the efficiency and accessibility of national markets; strengthening of firms' competency and capacity to operate effectively and efficiently; enhancing government capacity for private sector policy formulation, implementation, and monitoring and evaluation; facilitate private sector access to capital; facilitate the removal of institutional and legal bottlenecks; facilitate innovation and entrepreneurship; encourage and facilitate the provision of public services; and accelerate

the development of strategic sectors. These priority interventions are mutually re-enforcing. The specific strategies outlined to achieve the objectives are elaborated in the attached matrix.

3.2 IMPROVING THE BUSINESS AND INVESTMENT ENVIRONMENT FOR AGRICULTURE-LED GROWTH

Achievement of the overall goal of GPRS II requires agriculture to continue to grow at the rate of 6% per annum over the next 4 years, with crops and livestock leading the growth at an average annual growth rate of about 6%, followed by forestry and logging, and fisheries at the rates of 5.1% and 4.8% per annum respectively. The cocoa sub-sector is expected to remain robust in support of the other sub-sectors.

Box 3.2: Overview of the Agriculture sector (2003 – 2004)

Agriculture plays important roles in the socioeconomic development of Ghana. It contributes to insuring food security, provides raw materials for local industries, generates foreign exchange, and provides employment and incomes for most of the population (especially those living in the rural areas), thereby contributing to poverty reduction.

Since the implementation of GPRS I (2003-2005) some progress has been achieved in agriculture. Out of the twelve indicators monitored for the sector, seven recorded impressive progress over the period of implementation, with four of them exceeding their targets. Areas of noticeable progress were farmer access to mechanized tillage, access to processing equipment, area under fish farming, number of hatcheries constructed and reduction in post harvest losses. Farmer access to mechanized tillage increased from 5% in 2002 to 12% in 2004 as against the target of 15%, while access to processing equipment increased from 24% in 2003 to 42% in 2004 thereby exceeding the target of 30%. Area under fish farming exceeded its target of 450 hectares, recording 112.3 hectares for functional fish ponds, and 2480.8 hectares for reservoirs during the same period. In the case of post harvest losses, cereal losses achieved its intended target of 15-20% and perishables managed a moderate achievement of 33-35%, falling short of the target of 15-20%.

These notwithstanding, several critical issues remain with respect to agriculture. The tractor to farmer ratio still remains low at 1:120,000, the extension officer farmer ratio was at 1:1,400 by the end of 2004 falling short of the 1: 1200 target, access to harvesters was at 2% falling short of the 5% target and quantity of fish produced per unit area of pond per cycle stood at 2.5 tons/ha/yr (not different from the 2002 and 2003 figures).

Further challenges faced by the sector include: low crop yield and output due to low soil fertility and over-dependency on rainfall; unsustainable agricultural practices; low exploitation of ground water for irrigation purposes; lack of access to credit, especially of small-scale women farmers; low productivity and low resistance breeds of livestock; and high incidence of animal diseases and poor disease surveillance systems. Others are inappropriate husbandry practices and low level of dairy production; inadequate/poor aquaculture infrastructure and low level of fish production from water bodies; limited value addition and high post-harvest losses; and limited access to marketing centres due to poor road network

MODERNIZED AGRICULTURE

There are a number of critical issues that must be addressed to achieve the ultimate aim of a competitive private sector that supports accelerated growth, particularly based on agriculture. The following broad areas have been earmarked for priority interventions;

- Reform to land acquisition and property rights

- Accelerating the provision of irrigation infrastructure
- Enhancing access to credit and inputs for agriculture
- Promoting selective crop development
- Modernising livestock development
- Improving access to mechanised agriculture
- Increasing access to extension services
- Provision of infrastructure for aquaculture
- Restoration of degraded environment

The strategies for these various interventions are elaborated below:

Reform to land acquisition and property rights

Existing variations in access and control over land in different communities will be re-examined to promote easy access and ensure equity to all, especially to usufructory holdings in addition to improving the system of land registration to protect the interests of small holders. Furthermore, the establishment of agri-business zones and land banks will be promoted. The Land Administration Project will be reviewed to recognise the importance of property rights to MSMEs and the Land Title Registration Law of 1985 will be enforced as a means of ensuring security of tenure of small land holders, especially women and the youth.

Accelerating the provision of irrigation infrastructure

In the past, a lot more emphasis was placed on the development of large dams to the neglect of small scale interventions such as dug-outs, hand-pump systems, valley bottom schemes, etc, which have the potential to reach smallholder farmers and are best suited for certain geographical areas. The focus of policy under the GPRS II is to target the rehabilitation, expansion and promotion of the use of the existing irrigation facilities and infrastructure; along with interventions to promote the development of small-scale community based valley-bottom irrigation schemes; ground water development and exploitation for irrigation purposes; and the promotion of hand-fix pumps for irrigation purposes. It is expected that these interventions will bring more land under cultivation, generate quick supply responses and benefit the poor in the rural areas.

Access to credit and inputs for agriculture

Recognising the reluctance of the formal sector to lending to risky sectors such as agriculture, special interventions will be initiated to improve access to affordable credit by farmers with a special emphasis on increasing the proportion of women that can gain access to credit; and promote and support the establishment of farmer-based organizations to enhance access to group credit and other crucial inputs and services.

Selective Crop Development

The focus will be on promoting and supporting the development of key selected crops with proven potential to contribute significantly to domestic food security, agro industry and export. This will be facilitated through updating existing technological packages and promoting environmentally sustainable cropping practices in agro-forestry, land and water management. Some of the key initiatives will include: developing and multiplying new and

improved seeds, promoting soil fertility management systems and ensuring the integration of pest and disease management system.

Livestock Development

The emphasis in livestock development will be to ensure the provision of improved breeds of animals, institute animal feed quality control system, improve animal husbandry practices and promote efficient veterinary public health system.

Agriculture Mechanisation

Whilst promoting increased mechanisation in large scale agriculture, emphasis will also be given to the development and use of small-scale technologies that target smallholder farmers, especially women, in the areas of tillage, storage and processing such as bullock ploughs.

Access to extension services

In seeking to expand the coverage and effectiveness of extension services in general, special attention will be given to commodities targeted to lead accelerated growth in the sector. This will increase the proportion of both men and women farmers that are reached particularly in the transition and savannah zones. In addition Extension Information Centres (EIC) will be established.

Provision of infrastructure for aquaculture

Overdependence on marine fisheries has proven to be increasingly unsustainable and there is the need to scale up investments in inland fisheries, especially aquaculture. Some of the key interventions include: development of aquaculture infrastructure including fish hatcheries; promotion of private investment in aquaculture; utilization of irrigation systems and other impounded reservoirs for aquaculture. These will be supported by research and development aimed at promoting modern technological packages in support of aquaculture.

Restoration of degraded environment

A major impediment to increased productivity and sustainability in agriculture is the environmental degradation associated with traditional farming practices. To minimize the impact of environmental degradation, and in line with MDG 7, the intended interventions are aimed at restoring the degraded natural resources especially water and land, ensuring sustainable use of natural resources for economic growth, and protecting and conserving unique habitats, natural treasures and bio-diversity. To achieve these objectives, the strategies will include the following:

i. Environment: (i) initiate measures to stem land degradation and towards regulating the impact of climate variability/change; (ii) promote an efficient and accessible industrial and domestic waste management system that deals with the plastic menace and promotes composting; (iii) promote integrated ecosystem management as well as human centred biodiversity conservation initiatives; and (iv) promote the use of environmentally friendly technologies and practices. Others include enacting relevant environmental laws to protect the environment at all times, as well as ensuring the enforcement of the existing

environmental laws; and development of multi-agency approach to enhance resource management and the environment

ii. Lands and forestry: (i) Encourage reforestation of degraded forest and off-reserve areas; (ii) promote the development and use of alternative wood products, as well as plantation/woodlot development among communities; (iii) manage and enhance Ghana's land and permanent estate of forest and wildlife protected areas; (iv) ensure that every socio-economic activity is consistent with sound land administration practices; (v) develop a sustainable strategy for forest and wildlife to support eco-tourism and generate foreign exchange.

iii. Fisheries: ensure adequate scientific data for precautionary approach to fisheries management; establish of co-management mechanisms for fisheries resources management; control of fishing effort; enhance fisheries resource of water bodies; develop multi-agency approach to enhance resource management and the environment; and support effective monitoring, control and surveillance (MCS) system to ensure compliance with laws and regulations on fisheries.

3.3 LINKAGES TO OTHER SECTORS

In line with the long term vision of developing an agro-based industrial economy, the interventions in agriculture will be complemented with appropriate interventions in the Trade and Industry sector. Within the strategic growth framework, the broad industrial sector is expected to grow at the rate of 6% per annum over the next four years, with the construction sub-sector leading the growth with 7.1% average annual growth rate. The manufacturing sub-sector is expected to make a strong showing with the mining and quarrying sub-sectors growing at 6.6% and 4.4% average annual growth rates respectively, due to the coming into operation of the integrated aluminium project. The wholesale and retail sub-sector is expected to grow at an average rate of 6% over the same period. The broad policy objectives and strategies outlined to achieve these include:

Ensure proper integration of the nation's production sectors into the domestic market: identify and promote opportunities for economically beneficial linkages along production and supply chains in new and existing productive sectors; and promote credit catalysts and rural service centres where larger traders and associations can access credit and on-lend to small traders and small farmers.

Agro-processing: promote and support the processing, preservation and utilization of crops, animal and fish products; develop and promote the use of standardized packaging materials and institutionalize the use of weights and measures; facilitate establishment of small scale agro-processing industries for export; promote the establishment of fish storage facilities, including community level facilities; and facilitate the establishment of small-scale fish processing industries.

Agricultural Marketing: encourage the setting up of satellite markets in urban centres to provide outlets for rural farmers to dispose off their products; and promote and support product development and cold chain establishment

Enhance access to export markets: provide concessionary export finance facilities to

exporters; promote competition in airport cargo handling; encourage private sector investment in construction, and operating cold chain facilities from production point to the port; facilitate the provision by private sector of well organised container terminals with security, equipment, effective operators and computerised tracking; improve the multi-lateral trading environment by fully participating in negotiations and rule setting in multi-lateral trading fora to ensure that Ghana's national interests are secured; create a fair, transparent and equitable trade regime; and facilitate trade through Ghana's border to reduce costs and improve ease of trade

Increase industrial output and improve the competitiveness of domestic industrial products: mobilize domestic and international resources for production of value-added products; Enhance accessibility to competitive productive infrastructures (i.e. road, water, telecommunication, electricity, etc); promote efficient management practices in production systems; promote the use of local products and services in government procurement; Actively promote made in Ghana products within domestic and international markets; ensure the removal of technical barriers in the way of key current and potential export products; and assist exporters to comply with international standards required by selected export markets

Other policy interventions include: facilitate the development of commercially viable export and domestic market oriented enterprises in the rural areas to accelerate economic growth and development as well as create employment opportunities in the rural communities; promote industrial sub-contracting and partnership exchange through, a mechanism for large companies to outsource their non-core activities to SMEs and identification of areas of interface and linkages between large and small scale enterprises; and promote the development of the craft industry, targeting those with potential for export.

Ensure the health, safety and economic interest of consumers: ensure the enforcement of legislation that prevents the sale of unsafe and poor quality goods on the local market; Strengthen the regulatory and enforcement framework for protection of economic rights of consumers; develop and implement national consumer awareness programs; encourage formation of consumer association; and ensure representation of consumers on relevant national bodies

These set of policies provide clear guidelines for the implementation of the government's domestic and international Trade Policy, while ensuring a consistent and stable policy environment within which the private sector and consumers can operate effectively. It is expected that greater emphasis on these policy areas will bring about increased competitiveness of producers in local and international markets.

3.4 SUPPORT SERVICES

Strategic support sectors that would be developed to facilitate improved productivity in agriculture and agro-industry include:

Transportation

Road, rail and water transport are by far the principal forms of transport in Ghana. However exports of fruits and vegetables are mainly by air transport. Improving overall road maintenance, and rehabilitating farm-to-market roads, bridges and ferries would lower transportation costs and integrate rural economies with the urban economy. It would also lengthen vehicle life, save foreign exchange in fuel and spare parts imports, and generate savings in travel time. The broad policy objectives therefore include: ensure the provision, expand and maintain transport infrastructure of all kinds; and ensure provision of affordable and accessible transport system that recognises the needs of people with disabilities.

Some of the strategies proposed to achieve these stated objectives are: increase spatial access to markets through improvements in farm-to-markets roads; rehabilitate or accelerate the development of one major road linking rural and urban markets in every region; continue to develop and rehabilitate major highways in the country; provide adequate and modern railway terminals and platforms; promote the development of a well integrated and modernized rail track system; maintain and provide efficient and modern ports and harbours infrastructure across the country; and construct three major highways to connect trans-ECOWAS Highway.

Other strategies include promotion the adoption of Intermediate Means of Transport (IMT), encouraging general aviation and aviation support services such as the use of micro light aircraft in agriculture, passenger transport and health delivery, and the promotion of sub-regional transport systems including air transport that ensures efficient movement of goods and persons across borders.

Achieving these objectives also requires an efficient institutional and regulatory framework. Subsequently the following strategy will be pursued: promote road, rail, air and river transport safety and traffic management scheme to reduce accidents; promote effective and sustainable maintenance of the road system (through the decentralization programme); promote private sector involvement in the financing, construction and maintenance of road, and rails, as well as provide entry point and terminal services; strengthen local capacity in both consulting and construction services and government capacity in the road, rail, air and marine sector; promote private participation in the investment and management of aviation infrastructure and equipment; promote high safety, security and environmental standards in the aviation industry; restructure the Ghana Civil Aviation to play its core role as an independent regulator of the aviation industry; strengthen and enforce the existing regulatory and institutional framework for efficient ports, rail, air and water transport system.

Energy

To support a growing agro-industrial and services sector, as well as the needs of households, the policy thrust for the sector is set within the context of ensuring a reliable supply of high quality energy services. The broad policy interventions outlined to achieve this overall goal include: ensure increased access to modern forms of energy to the poor and vulnerable; modernise and expand power infrastructure; improving the regulatory environment in the power sector, and ensure full cost recovery for power supply and delivery while protecting the poor; and ensure productive and efficient use of energy and

minimise the environmental impacts of energy supply and consumption through increased energy efficient technologies.

Other policy objectives include: promote and encourage the private sector participation in the energy sector; diversify the national energy mix by implementing programmes to support renewable energy sources in Ghana (i.e. Hydro, wind, solar PV etc.).

Science and Technology

The major goal of National Science and Technology (S&T) Policy is to establish an efficient research system which contributes to national development objectives. Creation of a science and technology culture at all levels of the society and the mastery of known and mature technologies and their application in agriculture and industry will accelerate economic growth and social transformation. Science and technology policy objective will therefore promote the adoption of appropriate technologies, both local and foreign, with the capacity to improve productivity and efficiency in the agricultural, industrial and services sectors especially for micro, small and medium rural enterprises; promote research and development in all sectors of the economy; build relevant linkages between research and production to ensure that research outputs are utilised; provide institutional and regulatory framework to promote the development of science and technology.

3.5 DEVELOPING ADDITIONAL SECTORS TO SUPPORT GROWTH

In addition to the focus on developing the agro-industrial and support sectors, there are other sectors which will be targeted for development particularly in view of their employment creation and income generation potentials. These include: mining (especially exploration and exploitation of the lesser developed minerals such as salt) and value addition to traditional minerals; Information and Communication Technology (ICT); tourism; music and film industry; as well as the development and production of commodities under the Special Initiatives for export including garments and textiles.

3.5.1 Developing Information and Communication Technology (ICT)

The implementation of an Information and Communication Technology (ICT) Strategy or "Connectivity Agenda", will be another priority in diversification of the economy. It will be a pivotal tool to improve governance, accountability and transparency, generate employment (especially for women and youth), develop human resource potential, and strengthen national unity. ICT will facilitate e-transactions; increase public sector efficiency and transparency; and grant citizens access to public services by making them available online (e-government). Through outreach programmes, ICT will enable low-income individuals to gain access to the internet. It will also promote e-exports such as outsourcing, and data processing (see Box 3.3), encourage economic diversification and create new jobs, particularly for the young; and establish network connectivity to lower unit costs and benefit from network externalities.

To take advantage of the opportunities in this sector, Government will partner the private sector to increase coverage of telephones particularly in rural and peri-urban communities;

improve the quality of telephone service; establish national network of internet backbone/broadband; implement National e-governance programme; implement National Electronic Security system; promote and support e-commerce to facilitate trade and commerce in the economy; implement National ICT strategy in Agriculture, Health and the Music industry; and source FDI and local investment to promote the development and marketing of hardware and suitable software.

Other interventions that will be implemented include; provision of telephone coverage to all public schools and communities in Ghana; provision of internet access to all districts with a model Senior Secondary School; ensuring that ICT is made a core subject of all post-basic educational institutions including university; ensuring that ICT is made a core subject of teacher training education; promotion of in-service ICT training for teachers; and encourage small companies to make use of services/assets made available by the national internet backbone.

Box 3.3: Potentials of ICT as major source of income and employment generation

When ACS/BPS introduced its data-entry operations in Ghana in May 2000, it brought more computers into one site than had existed anywhere else in Ghana. It also successfully introduced an entirely new kind of occupation, new methods of working, and a new system of piece-rate payment which had failed in other industries where it was introduced previously. In just a year of activity, the firm grew from 30 to 700 employees. The system works as follows: the headquarters of ACS/BPS, based in the United States, electronically sends scanned medical claim forms to Ghana, where over 700 clerks then input data by hand from the scanned images.

This has raised the salary and status of data entry clerks: they now typically earn between \$100 and \$200 per month, in a country where the local average income is close to \$32 per month. This is particularly noticeable given that 95 per cent of the staff is female. Other ripple effects include outsourcing of services, including transport, security, catering and training, as well as buying its computer hardware from local vendors. The firm plans to expand: to open another three sites and employ another 3,000 employees. One concern is its ability to find skilled labour, and to this end, it aims to tap into the student population of local universities and polytechnics. It has already developed an arrangement with Ghanaian secretarial colleges, teaching students to use its software.

3.5.2 Developing the Tourism Sector for Revenue and Employment Generation

Tourism is a young but expanding industry in Ghana. It currently accounts for almost 4 percent of GDP, and at the current annual growth rate of 12 per cent, tourism has the potential of becoming Ghana's main foreign exchange earner. Ghana's comparative advantage in this sector includes historical, cultural and archaeological sites that attract regional and international tourists (including African-Americans interested in Ghana's history with respect to slavery). Potential also exists for ecotourism. Recent indication that the new Ministry of Tourism will preserve important national sites reinforces this sector's potential for investment. However, there are major constraints to be overcome, including Ghana's lack of adequate infrastructure, marketing, and health and safety-related services and others that are important for tourists, such as tourist police and loss-recovery facilities. Tourism's infrastructure is weak, with few world-class hotels and almost no tourist-related services.

Within this context government will develop plans and strategies aimed at harnessing the

potentials of the sector towards the provision of employment and incomes, while ensuring the preservation of the nation's culture and sustainable management of the environment. The broad policy thrust shall, therefore, be "*to realise the potentials of the sector by making Ghana a competitive and quality tourism destination whilst preserving the country's cultural, historical and environmental heritage*". Key policy interventions and strategies expected to be pursued over the period will include:

Promote tourism as a major source of domestic revenue: market Ghana as a competitive tourist destination; design programmes to reduce the credit constraint of operators in the tourist sector with particular focus on women entrepreneurs; enhance tourism services and standards through inspection, licensing and classification of formal and informal tourism establishments; and Enhance human resource capacity of skilled and unskilled personnel in the hospitality industry.

Promote domestic tourism to foster national cohesion as well as redistribution of income: This will involve vigorous promotion of domestic tourism to encourage Ghanaians to appreciate and preserve their national heritage and create wealth in the communities.

Promote sustainable and responsible tourism in such a way to preserve historical, cultural and natural heritage: Develop sustainable ecotourism, culture and historical sites; Promote sustainable development and management of coastal lands; and Enforce measures to reduce waste and antisocial behaviours and practices arising from tourist activities.

Promote crafts industry for tourist trade and export: Provide opportunities and technical assistance for micro-enterprises of rural and urban crafts procurers and improve the quality and marketing of their products for the tourist industry and export.

3.5.3 The Garment industry under the PSI/AGOA

The textile industry is one of the main priority sectors that have been envisaged to propel economic growth under the GPRS II. The sector has been identified as a growth point because of its potential to earn foreign exchange through export, creation of large-scale employment and contribution to growth and poverty reduction. It provides a good opportunity for economic expansion and diversification, and given that Ghana enjoys some preferential access to the North America markets under the African Growth and Opportunity Act (AGOA) initiative, a huge market awaits garment from Ghana.

To maximize this potential, therefore, it is envisaged that a critical mass of high growth oriented, internationally competitive exporting firms in the garment and textile industry would be supported under the Export Action Programme on Textiles and Garment to explore the American and European consumer market.

3.5.4 The Music Industry for Growth and Job Creation

Music is a fast-growing industry with limitless potential. As one of Ghana's most significant cultural industries, the music industry is a powerful means of enhancing the country's identity and distinctiveness, while simultaneously creating employment, developing human skills and generating social capital and cohesion.

The music industry, however, like any Ghanaian industry, is infused with the perennial problems of lack of access to finance, limited application of modern technology in the industry, lack of effective laws and regulations to protect intellectual property rights, low level of awareness on intellectual property rights, lack of enforcement and supervision of laws and regulations, and inadequate export promotion services. One of the most devastating aspects of this legacy is that *local* music is not developing as fast as it should.

Towards this end the policy objectives proposed under the GPRS II to promote the music industry to support tourism as well as make it a growth point for job and wealth creation include: provide the right legal and regulatory framework for promoting the music industry; promote the use of ICT and support of Multimedia Technology in the industry; support the development of both human and institutional capacity building for the industry. The specific interventions to achieve these objectives have been outlined in the matrix (appendix IA).

3.5.5 Mining

In addition to the exploitation of the traditional minerals such as gold and diamonds, a policy to promote value addition to other mineral resources including bauxite and limestone, and also the exploitation of lesser known minerals such as salt will be promoted.

In the process, efforts will be made to control illicit activities and deleterious effects of mining; sustain the mining sector through continuous exploration, exploitation and management of mineral resources; improve the environmental and natural resources management for health and safety; promote collaborative management of mineral resources; and promote the issue of international best practices to enhance the competitiveness of the mining sector as a whole.

3.6 EMPLOYMENT GENERATION AND IMPROVEMENT AND EXPANSION OF SAFETY NETS

In order to ensure that employment expands along with production and that the benefits of growth is widely shared through better job opportunities and thus poverty reduction, the broad employment sector objective will be to ensure an adequate, well regulated, stable labour market to support accelerated growth.

To achieve this, the strategy will include: adopt a national policy for enhancing productivity and income/wages; with equal opportunities for men and women in all sectors of the economy; ensure the existence and implementation of a coherent employment policy on the youth, the vulnerable and excluded including people living with disabilities; adopt a policy for comprehensive and integrated employment monitoring and evaluation.

The Labour Act 2003, Act 651 provides a consolidated and user friendly framework to reform Ghana's labour market. Other key features that will enhance the labour market include the provisions made for the operation of private employment centres in addition to public employment centres established under NLCD 157; establishment of the National Labour Commission with equal representation from Government, organised labour and employers, and provision of legal status to the National Tripartite Committee to, among

others, advise on employment and labour market issues including labour laws, international labour standards, industrial relations and occupational safety and health. Efficient implementation of Act 651 and the creation of the independent institutions provided for in the Act will enrich human resource development and ensure that labour is no longer a constraint in development efforts of the private sector.

These notwithstanding, many of the poor are so much below the poverty line that improved prospects for employment or increases in earnings will still leave them severely disadvantaged. Others, for reasons of gender, age, disability, or illness, will also not be able to fully participate in the economic activities. As a result of these and consistence with the Gender and Children's Policy, the Draft National Youth Policy, National Disability Policy, Draft National Ageing Policy, a comprehensive social development framework will be developed which will seek to: institute conditional and unconditional cash transfer systems and other support to displaced workers while they seek other opportunities in the labour market; support pregnant and lactating women; and target subsidies to elderly, pensioners, smallholder farmers and people with disabilities. In addition, the Social Protection Strategy will focus on the expansion of the coverage of the school feeding program, as well as facilitate access to micro-credit for small scale informal sector operators.

As an important aspect of these critical interventions, government will make resources available to enhance the capacity of the Department of Social Welfare to carry out its statutory function effectively and responsively. In addition, NGOs will be encouraged to support the implementation of the strategy by strategically complementing government efforts. To ensure efficiency and equitable participation and benefits for the vulnerable and excluded, an effective system of coordination will be established through the Ministry of Manpower, Youth and Employment.

CHAPTER FOUR

HUMAN RESOURCE DEVELOPMENT

4.1 INTRODUCTION

The development of the human resource asset of the country is one of the four key pillars underpinning GPRS II. The main goal is to ensure the development of a knowledgeable, well-trained and disciplined labour force with the capacity to drive and sustain private sector-led growth. An important aspect of this human resource development is the right to basic social services such as health care, safe drinking water and sanitation and decent housing that improve the well being of all Ghanaians. An equally important component of the human resource development strategy is to ensure the protection of the rights of the vulnerable members of society, especially children, women, people with disabilities, the elderly and rural communities.

4.2 REVIEW OF HUMAN RESOURCE DEVELOPMENT UNDER GPRS I

A number of measures were put in place in the medium-term under GPRS I to create the necessary conditions for human development. These included enhancing access to education; reducing gender disparities in education; and improving skills through training. In the health and other sectors priority measures focused on enhancing access to and delivery of quality health services; increasing access to safe drinking water and adequate sanitation; population management; and controlling the HIV/AIDS epidemic. Below are some of the noticeable achievements (see Box 4.1).

Box 4.1: Situational analysis of Human Resource Development under GPRS I

Considerable progress has been made towards the attainment of the objectives of Human Development under GPRS I. In education, enrolment rates have increased in primary, JSS and the post-basic sub-sectors. Gender Parity Index (GPI) and survival and completion rates have also all improved at the national level. Enrolment rates in the deprived districts and three northern regions have also shown marked improvements, generally above the national growth rate, albeit from low levels. In addition facilities at both secondary and tertiary levels have experienced rapid expansion.

On health, most of the indicators show that considerable progress has been made in improving the health status of the Ghanaian. For instance life expectancy at birth has increased; both infant and childhood mortality have also decreased.

Access to safe water remains a perennial problem in many Ghanaian communities. Currently about 63% of urban dwellers and 46.4% of rural dwellers have access to safe water. Most rural communities continue to rely on ponds and streams as their main source of water, resulting in undue exposure to guinea worm, bilharzia and other water-borne diseases. Although considerably better than rural water supply, urban water supply is generally less than satisfactory, especially in slums and other high population density areas where water supply infrastructure has been overstretched.

The provision of adequate sewerage and sanitation facilities is also a national challenge. Households with access to adequate toilet facility (flush/ventilated improved pit), for example, is very low. Proper disposal of solid waste is also a major problem in peri-urban and urban communities as health hazards are created by urban drains, which are often, choked with refuse and stagnant water.

The above review points to a number of policy issues that need to be addressed under GPRS II. Subsequently the following broad policy areas have been identified to drive the development of the necessary human resources for accelerated economic growth: education and skills development; access to health care, malaria control and HIV/AIDS prevention and treatment; access to safe water and adequate sanitation; housing and slum upgrading; and population management. In addition relevant issues relating to vulnerability and exclusion will be mainstreamed in the human resource development effort.

4.3 EDUCATION, SKILLS, MANPOWER AND SPORTS DEVELOPMENT FOR ACCELERATED GROWTH

The GPRS II identifies the education sector as key in the production of the requisite human capital necessary for attaining a middle income country with a minimum per capita income of US\$1000 by 2015. This process begins with early childhood development (0 – 8years) where the critical foundations are laid for psycho-social, emotional, and intellectual development. Policy support that will give the best start in life for every Ghanaian child will be pursued through measures that will strengthen the family, other caregivers and early childhood development programmes.

4.3.1 Formal Education

The basic education sub-sector is the next major building block for the development of human resources for accelerated growth. The policy issues/gaps in this sub-sector that need to be addressed in GPRS II include (i) inadequate progress in school enrolments; (ii) persistent geographical and gender disparities in access to education; (iii) less than satisfactory quality education; (iv) inadequate technical and vocational skills and ICT training.

Box 4.2: Education Reform Policy

The Education Reform Policy is aimed at addressing the weaknesses of the current educational system with a view to making it more responsive to current challenges. Specifically the policy addresses issues pertaining to the development and delivery of education, access to different levels of the education ladder, Information and Communication Technology (ICT), distance education, professional development and the management and financing of education. The essential elements of the reform include, among others, the following:

- re-structuring of the current Basic Education System to provide universal compulsory basic education comprising of 2 years of Kindergarten, 6 years of Primary, 3 years of Junior High and then 4 years of Senior High.
- emphasis on Technical, Agriculture and Vocational education as credible alternative to general education for the majority of 15 to 19 year olds.
- formalization of community-based apprenticeship/skills training to offer opportunity for those who drop out of school to acquire proficiency marketable skills
- improving Teacher Education, including teacher development at all levels of education
- improving institutions that provide education for children with special needs

The issues in the secondary education sub-sector are: (i) equitable distribution of well-equipped secondary schools; (ii) well-trained and motivated teachers; and (iii) inability to absorb the majority of pupils who complete the compulsory basic education programme.

At the tertiary level the critical issues concern: (i) inadequate physical infrastructure to absorb the growing number of young adults who seek admission to tertiary institutions; and (ii) insufficient numbers of qualified and well motivated academic staff. The new Educational Sector Reform introduced in 2004 aims at addressing these issues, particularly in the basic and secondary education sub-sectors.

Priority policy interventions in the education sector that will deepen and sustain the progress made in education under GPRS I and accelerate growth include the following: (i) increase access to and participation in education and training at all levels; (ii) bridge gender gaps in access to education in all districts; (iii) improve quality of teaching and learning; (iv) improve efficiency in the delivery of education services (v) promote science and technology education at all levels with particular attention to increased participation of girls.

Increase access to and participation in education and training

At the basic level, policy measures include: (i) expand pre-school access in all basic schools to give every child a good start in learning; (ii) accelerate the rehabilitation/development of basic school infrastructure (with water and toilet facilities) particularly in most deprived districts; (iii) remove barriers to primary school entry and retention; (iv) shift the burden of payment for education services away from poorer families of children at the lower levels (especially the girl-child); (v) facilitate the implementation of the capitation grant in all public primary schools; (vi) expand of the school feeding programme to all poor districts; (vii) ensure that buildings and other physical infrastructure in schools are made accessible to the physically challenged; (viii) adopt targeted programmes to improve access in underserved areas, (ix) improve the provision of JSS workshops in basic schools; (x) enact laws that support implementation of FCUBE; and (xi) expand Non-Formal Education in partnership with community groups, NGOs and private providers.

At the senior secondary school level, strategies will focus on (i) accelerating the upgrading of one secondary school to "model secondary school" status in each district in order to address the issue of geographical differentials in access to quality secondary education; (ii) rehabilitation/development of physical infrastructure, provision of libraries and equipping science laboratories in other schools in the districts. In co-educational institutions, steps will be taken to ensure equitable access to facilities and opportunities for both boys and girls.

Strategies to improve and extend technical and vocational education and training include (i) establish a National Council for Technical and Vocational Education; (ii) ensure the relevance and coverage of vocational and technical training; (allowing for the diversification of vocational and technical curriculum e.g. to include agriculture and business studies); (iii) facilitate linkage with industry; (iv) support private-public partnership in the management of vocational and technical schools; (v) promote entrepreneurship among the youth.

At the tertiary level, on-going programmes to enhance infrastructural development in the Universities and Polytechnics will be expanded to provide essential facilities like libraries, lecture halls, laboratories, workshops, equipment, and residential accommodation. The role of Distance Education in tertiary education will be enhanced through the development of a National Policy on Distance Education and establishing distance education centres in all regions of the country.

Bridge gender gap in access to education

Strategies to achieve gender parity in access to education and meet the objectives of MDG 3 will include providing incentives/scholarship schemes to increase girls enrolment, retention and completion, particularly in the deprived areas; and sensitising parents and communities on the importance of girls' education.

Improve quality of teaching and learning

To improve quality of basic education, the strategy will be: (i) introduce programme of national education quality assessment, (ii) expand teacher retention schemes; (iii) ensure teacher development (including upgrading and equipping Teacher Training Colleges to offer diploma courses), ensuring deployment of teachers, particularly to more remote and rural areas; (iv) strengthen the supervision of teachers; (v) provision of incentive schemes for teachers especially female teachers who serve as role models, in deprived areas; (vi) ensure timely distribution of teaching and learning materials, including textbooks; (vii) improve the teaching of science, technology and mathematics in all basic schools; and (viii) develop and promote the use of ICT in schools and institutions of higher learning.

Improve quality and efficiency in the delivery of education services

The strategy to improve the quality and efficiency in the delivery of education services will include (i) strengthening and improve educational planning and management; (ii) promote and support private sector participation in education; (iii) strengthening monitoring and evaluation framework and reporting channels; (iv) strengthening institutional arrangement for enhancing the role of CBO, CSO in advocacy, monitoring and evaluation.

Promote science and technology education at all levels

Improvements in production techniques for more efficient production of larger quantities and high quality goods and services in the growth sectors require workers with modern scientific knowledge and ICT culture. Strategies to achieve this objective include providing incentive schemes to attract more teachers into the teaching of science and ICT; support science and research institutions; provide incentives to attract science students; increase funding for research and technology development including ICT; and support private sector initiatives in science and education.

4.3.2 Skills Development

Outside the formal education system, many young people lack the requisite skills and entrepreneurial know-how to access jobs in the labour market, thus making them vulnerable in their livelihoods and subject to exploitation including the worst forms of child labour. Groups of young people requiring support most in this regard include: (i) young persons 15 years and above who never went to school or who drop out of Primary school and JSS, (ii) those who have completed JSS and SSS but are unemployed due to poor quality/relevance of education received; (iii) young people who have acquired some skills but need retraining especially in good management practices to enhance their access to the labour market; and (v) young persons with disabilities.

Skills and entrepreneurial development will be guided by the following priorities. (i) provide skills and entrepreneurial training in a gender responsive and equitable manner (ii) promote dialogue between industry and skills/professional training institutions to produce

skilled labour required by industry (iii) strengthen and support HR training institutions (iv) promote apprenticeship training; (v) promote the adoption of the National Youth Policy and enactment of the Disability Bill.

Provide skill and entrepreneurial training

In order to provide skill and entrepreneurial training the following strategies will be adopted: (i) train unemployed in competency-based, demand-driven skills, including the STEP programme; (ii) promote and establish production units in all Vocational Training Centres; (iii) set standards for vocational training and entrepreneurial development; (iv) intensify Co-operative education and its practice in collaboration with stakeholders; (v) revamp the Factories Inspectorate Division to intensify health and safety education at the workplace and Training Institutions; (vi) expand training infrastructure for skills upgrading; (vii) improve management skills and business efficiency; (viii) promote training of people with disability and; (ix) implement National Apprenticeship Programme.

Promote dialogue between industry and skills/professional training institutions to produce skilled labour required by industry

The strategy is to promote dialogue between industry and skills/professional training institutions to produce demand driven skilled labour and establish effective collaboration between HR Institutions and Industry.

Strengthen and support HR Training Institutions

The strategy to strengthen and support HR training institutions will include the following: (i) assist HR Institutions to develop new syllabi/curricula to meet requirements of industry and employees as well as persons preferring self-employment; (ii) conduct training needs assessment. (iii) provide logistical support.

4.3.3 Sports Development

Sports enhance one's personal abilities, general health, self-esteem while contributing to socio-economic development including improving public health and social cohesion. On the global level, sports foster friendship, cooperation and understanding between nations. In relation to the sport for excellence and sports for development and peace policies, priority interventions to support growth and poverty reduction will focus on; building coalition and partnership in sports development; promote national integration and unity through sports; and promote international friendship, solidarity and cooperation.

Build coalition and partnership in sports development

Strategies will include strengthening the capacities of the national sports institutions and organisations and enhancing the involvement of corporate bodies and individuals in sports promotion and development.

Promote national integration and unity

Adequate and appropriate sports and recreational facilities will be provided at local, district, regional and national levels, ensuring availability and affordability of sports equipment, promoting the production of local sports equipment, building the capacity of community sports clubs, amateur and professional clubs and fitness clubs and motivating and encouraging sports talents to achieve full potential.

Promote international friendship, solidarity and cooperation:

International friendship, solidarity and cooperation to achieve growth and poverty reduction will be promoted by establishing linkages and partnership with countries and international sport agencies committed to sport development and sport for development.

4.4 ACCESS TO HEALTH CARE, MALARIA CONTROL AND PREVENTION OF HIV/AIDS

4.4.1 Access to health care

Generally the health status of Ghanaians has improved over the years but with marked inter-regional and socioeconomic differences in some health indicators. These variations in health status are in part due to differential access to quality health care. Despite the considerable investments in the provision of health care facilities, a significant proportion of the people lack access to quality health services. The main constraining factors affecting access to health care include geographical barriers, financial barriers, service delivery constraints and broad socio-cultural barriers including gender.

Factors contributing to poor geographical access include low capital investment in health facilities, poor feeder road systems in the country, poor siting of facilities and lack of communication facilities. Service delivery barriers that have constrained access to quality health care include organizational and management constraints; weak support systems such as transportation and equipment for service delivery; human resource constraints. The exodus of critical health professionals in recent years is undermining efforts to improve access.

The 'Cash and Carry System' of paying for health care at the point of service is a key financial barrier to health care access for the poor. To remove the financial barrier to health services, the government initiated the National Health Insurance Scheme in 2001 aimed at abolishing this system and limiting out of pocket cash payment at the point of service delivery (see Box 3). The scheme makes provision for the poorest and most vulnerable people to be identified and exempted from making financial contributions to the system.

Box 4.3: National Health Insurance Scheme

The National Health Insurance was initiated in 2001 to address the problem of financial barrier to health care posed by the 'Cash and Carry System' which requires out-of-pocket payment for health care at the point of service delivery.

The National Health Insurance Act (2004), Act 650, has been enacted and a Legislative instrument, LI 809, has also been passed to provide operational and administrative guidelines for its implementation. A Ministerial Oversight Committee has been formed. A National Health Insurance Council is in place.

District Mutual Health Insurance Schemes (DMHIS) serve as vehicles for delivering pro-poor policy to the underprivileged segment of society. All districts have been provided with an average of €250 million each as start-up capital for the establishment of a DMHIS. So far 123 district schemes have been set up out of a total of the 138 districts and personnel to serve as District Scheme Managers have been recruited.

Currently a minimum benefit package covers about 95% of diseases in Ghana. Some of the diseases covered are malaria, diarrhoea, upper respiratory tract infections, skin diseases, asthma and hypertension.

Challenges to the successful implementation of the NHIS are (a) how to increase enrolment of members into the district schemes and the NHIC plans to intensify education to improve this. (b) Costing of various types of services at the different health delivery points in order to fix tariffs / fees with health-care providers.

The Ministries of Health, Local Government & Rural Development and Information as well as the NHIC need to intensify work in order to make this important national programme succeed.

The strategy to improve health care in Ghana as embodied in the GPRS I, envisaged increasing total health expenditure as percentage of the total government expenditure from about 5% in 2000 to about 7% in 2004 and 7.5% in 2005. This increased expenditure, likely to guarantee a per-capita health expenditure equivalent to below \$10, is too low to bring Ghana anywhere near the internationally recommended levels of about \$30-40 per capita expenditure necessary to cover the costs of a basic minimum package of preventive and curative services. The Ghana, Macroeconomic and Health Initiative (GMHI) report recommends in the short term increasing government spending on health for the 2003 to 2007 financial years to the level that would raise the contacts for preventive and curative care, from 0.34-0.44 OPD visits/ per-capita/year to 0.75 OPD visits/capita/year or raising the health expenditure per capita to around \$20 by 2007.

In order to accelerate access to quality health services, the health sector will continue to deepen efforts and focus on the three broad policy objectives identified under GPRS1: (i) bridge equity gap in access to quality health and nutrition services (ii) ensure sustainable financing arrangements that protect the poor (ii) enhance efficiency in service delivery.

Bridge Equity Gap in Access to Quality Health And Nutrition Services

Policy measures to be implemented under this policy objective include: (i) develop "close to client" services to the poor, (ii) develop resource allocation criteria and a facility distribution plan to improve targeting of poor groups and geographical areas, (iii) redistribute health workers in favour of deprived areas, (iv) provide outreach services and clinics in deprived rural and peri-urban areas, (v) improve Community-based Health Planning and Services (CHPS), (vi) develop and implement high impact yielding strategies for U5M & MM and malnutrition, including scaling-up the successful Accelerated Child Survival and

Development (ACSD) interventions; (vii) develop at least one fully functioning and well equipped hospital in each district; (viii) eradicate Guinea Worm and intensify implementation of DOTS strategy of the National Tuberculosis programme; (ix) improve access to reproductive health services by reducing unmet needs of family planning; (x) improve essential obstetric care to reduce maternal mortality and (xi) improve availability and access to essential and affordable drugs on sustainable basis.

Ensure Sustainable Financing Arrangements That Protect the Poor

Policy measures under this objective include accelerating the implementation of the National Health Insurance Scheme including the exemption policy through guided introduction of District mutual health insurance schemes, fixing low acceptable levels of payment for the poor. The exemption policy will be strengthened to enhance access of poor and vulnerable groups to healthcare by improving the eligibility criteria, procedures, public awareness and responsiveness of the health service facilities.

Strengthening Efficiency in Service Delivery

Strategies to strengthen efficiency in service delivery will include (i) expand pre-service health training institution facilities to increase intakes of trainees; (ii) provide incentive schemes to support the retention and redistribution of trained health personnel; (iii) decentralize Human Resource Management to the regional level; (iv) strengthen systems for accountability in health service delivery, (v) collaborate with informal health service providers, (vi) expand community-based health service delivery, (vii) improve the quality of traditional health service delivery system; (viii) accelerate the provision of staff accommodation at all levels, (ix) improve data collection in Epidemic Prevention and Care; (x) strengthening M&E of services; (xi) clarify roles of MOH-GHS and District Assemblies in health service delivery (HSD); (xii) enhance linkages between public, private and NGOs, collaborating with other MDAs like Ghana Aids Commission, National Population Council, Ministry of Education, Ministry of Food and Agriculture and the Community Water and Sanitation Agency in service delivery.

4.4.2 Malaria Control

Poor access to health services is also compounded by the high burden of preventable communicable diseases such as malaria and guinea worm infections which increase the care burdens of families, especially women. In Ghana, malaria remains the leading cause of morbidity, accounting for about 40% of all outpatients attendance. It is also the leading cause of deaths, especially among children under five years old and pregnant women. Malaria is more than a health issue as it adversely affects productivity in all sectors of the economy through workdays lost due to illness and the cost of treatment. It has been estimated that the annual economic burden of malaria in Africa is about \$1.7 billion or 1% of GDP.

The Ministry of Health produced a Roll Back Malaria (RBM) Strategic Plan in 2000 with the overall goal of facilitating human resource development by reducing the malaria disease burden. The RBM is in line with the objectives of MDGs. The following priority interventions in the RBM plan will be promoted and strengthened in GPRS II: improve malaria case management; multiple prevention; improved partnership; and focused research

Improve Malaria Case Management:

Primary interventions include ensuring early case recognition, ensuring appropriate response and referral and improving access to services

Enhance Multiple Prevention

Preventive strategies include promoting use of insecticide treated beds, especially by children and pregnant women, encouraging drainage, mosquito proofing and general sanitation, promoting limited application of indoor and outdoor residual spraying, and promoting chemoprophylaxis for pregnant women.

Improved Partnership

The strategy to achieve this objective is to create and sustain partnerships for malaria control through close collaboration between departments and programmes in the health sector, partnerships between government sectors and partnerships with NGOs, private sector, informal sector, communities and traditional healers.

Focused Research

The objective of this component of RBM is to ensure that efforts to roll back malaria are supported and well informed by well researched information to guide policy decisions and monitor progress and outcomes of key interventions. This will be achieved by increasing availability of funds for research; focused research agenda and improved dissemination and utilization of results; and capacity development for research.

4.4.3 HIV/AIDS Prevention

In addition to the malaria menace, HIV/AIDS pandemic at the prevalence rate of 3.4% has negative impact on productivity, loss of productive assets, high treatment costs and the break in the transfer of valuable livelihood knowledge from one generation to the next.

To effectively address this issue, the following strategies will be adopted to prevent the spread of HIV/AIDS in order to keep the prevalence rate below 5%: reduce new HIV/STI transmission; reduce the impact of HIV/AIDS related vulnerability, morbidity and mortality; and enhance the coordination and management of the national HIV/AIDS response.

Reduce new HIV/STI transmission

The objective of reducing new infections will be achieved by intensifying behaviour change strategies, especially for high risk groups; preventing mother-to child transmissions; ensuring safe blood and blood products transfusion; improve HIV/AIDS/STI management; promoting safe sex practices; increase access to voluntary counselling and testing, condoms, and integrated youth friendly services; develop national behaviour change communication strategy, advocate for elimination of negative socio-cultural practices, address gender based vulnerability including violence, coercion and marginalization, strengthen links between HIV prevention programmes and reproductive health and information services.

Reduce the impact of HIV/AIDS related vulnerability, morbidity and mortality

Policy measures with respect to this objective will focus on enhancing service delivery; promote strategies to reduce stigma and discrimination, rapid scale-up of comprehensive care including antiretroviral therapy to all who need it, effectively standardize the utilization of useful traditional and alternative medicine for the provision of long-term care, ensure supportive environment for persons infected or affected by HIV/AIDS, ensure safety of orphans and vulnerable children, strengthen linkages between institutional care and community/home based care, increase access to basic package of services for PLWHA

Enhance the management of the national HIV/AIDS response

Policy measures for achieving this objective will include: strengthen the capacity and core functions of the Ghana AIDS Commission; enhance the existing favourable, socio-political and policy environment; promote a multi-sectoral and multi-disciplinary approach in the formulation and implementation of HIV/AIDS/STDs policies and programmes at national, region and district levels, building capacity of weak frontline institutions; develop and implement clear strategies for research, monitoring and evaluation; mobilize resources to meet the increasing demand of new and diversified programmes

4.5 POPULATION MANAGEMENT

Population growth has strong linkages with economic growth and sustainable social development. Population growth increases the quantity of labour without necessarily improving its quality. Hence, population growth rates above 2 percent have been found to be counterproductive to growth. Even though the population growth rate in Ghana has reduced from its high level of about 3% in 1994 to its current level of 2.7% in 2000, it continues to outstrip the provision of social services and infrastructure. The high fertility rate has also resulted in a youthful population with a high dependency ratio. The immediate challenge for human resources development in GPRS II is to formulate appropriate strategies to manage the population to ensure that population growth rate is maintained at a level that will support economic growth and social development.

Population management will be based on the following priorities (i) promote access to and utilization of family planning services (ii) educate the youth on sexual relationship, fertility regulation, adolescent health, marriage and child bearing (iii) promote sexual health, delayed marriage and child bearing. (iv) promote compulsory education for children especially the girl-child up to secondary; (v) promote compulsory and universal birth registration as a basic right and population management measure, (vi) integrate population variables into the GPRS at the national, regional and district levels and improve population database for the GPRS, (vii) promote the integration of HIV/AIDS into Sexual and Reproductive Health programmes; and (viii) strengthen the multi-sectoral, multi-disciplinary Institutional Co-ordination Collaboration and Networking for Population Management.

Promote access to and utilization of family planning service

The strategies which will be implemented under this policy objective include: decentralize counselling services; strengthen the family planning component of maternal health delivery; and promote the sale of contraceptives through community agents, including maternity homes and field agents. Research will be undertaken on traditional practices and belief systems which inhibit contraceptive use followed by appropriate action.

Educate the youth on sexual relationship, fertility regulation, adolescent health, marriage and child bearing

The strategies which will be implemented to educate the youth on sexual relationship, fertility regulation, adolescent health, marriage and childbearing will include; promote family planning/RH education into formal and informal and out of school training programmes to prepare the youth for responsible parenthood; scale up effective implementation of the Adolescent Reproductive Health Policy.

Promote the integration of HIV/AIDS into Sexual and Reproductive Health programmes, delayed marriage and child bearing:

Strategies to promote sexual health, delay marriage and childbearing, include: ensure availability of and accessibility to family planning services to all who seek such services including youth-friendly services; educate and motivate the population at community levels on health, social and demographic values of family planning; promote formal education of girls as well as adult education and functional literacy with bias towards the maintenance of family values, reproductive health, population and development interrelation; research into socio-cultural practices that promote early marriage, betrothal, early sexual behaviour and take appropriate social and legal action.

Promote compulsory education for children especially the girl-child up to secondary level

The strategies to promote compulsory education for children especially the girl-child to secondary level include; institute programmes that encourage girls to continue schooling up to at least secondary school and promote programmes to improve school enrolment rate and reduce the high drop out rate.

Promote compulsory and universal birth registration:

The issue of birth registration was not addressed in the first GPRS. GPRS II recognises birth registration as in an important population management issue as well as an issue of the fundamental right of the child as a citizen. The implementation of the existing policy and programme will be accelerated to achieve universal coverage of 100% by 2009 from the current level of 50%.

Strengthening the multi-agency Co-ordination for Population Management

The policy interventions in this regard will include building the capacity of the National Population Council and partner agencies, for the integration of population concerns for the GPRS, providing technical leadership to co-ordinate population activities at all levels and developing appropriate advocacy strategies for population management.

4.6 SAFE WATER AND ENVIRONMENTAL SANITATION

Improving access to potable water and sanitation is critical to achieving favourable health outcomes, which in turn facilitate economic growth and sustained poverty reduction. In particular improvement in access to safe water enhances school attendance, reduces women's workload and frees them to participate effectively in economic empowerment and

governance activities. On the other hand, adequate sewerage and sanitation facilities are important for environmental cleanliness and prevention of many infectious diseases such as diarrhoea and dysentery.

There are several on-going investments in safe water provision through the rehabilitation and expansion of water systems for both rural and urban communities. There is the need to accelerate these interventions. The following priorities will guide the delivery of safe water and sanitation in the next four years: accelerate provision of safe water in rural and urban areas; accelerate the provision of adequate sanitation; and improve environmental sanitation in urban and rural areas.

Accelerate the provision of safe water in rural and urban areas

Rural: Policy interventions to accelerate the provision of safe water in the rural areas will include: provide new investments in rural water, especially in guinea worm endemic areas; strengthening the management of on-going investments in deprived regions; ensure timely disbursement of recurrent budget to Community, Water and Sanitation Agency (CWSA); ensuring timely disbursement of the District Assembly Common Fund; strengthen public-private and NGO partnerships in water provision; improve community owned and managed water supply systems; provide for in the building code an enactment requiring all building plans to include rain harvesting facilities, provide check-dams (dug out) to harvest rainwater for agricultural purposes, strengthen human resource capacity in water and to disseminate information on safe water.

Urban: Strategies to accelerate the provision of safe water in the urban areas will include the following: establish regional offices of Public Utilities and Regulatory Commission; mobilize new investments for urban water systems; extending distribution networks especially to low income consumers; strengthen the management of Ghana Water Company to enhance service delivery; assess lifeline tariff for poor urban households; provide stand-pipes for the poor; provide, in the building code, an enactment requiring all building plans to include rain harvesting facilities, support the introduction of private sector into management and operation of the water supply systems under management and/or lease contract arrangement and to disseminate information on safe water .

Accelerate the provision of adequate sanitation

Strategies to accelerate the provision of adequate sanitation consists of: promoting the construction and use of domestic latrines; improve the treatment and disposal of waste in major towns and cities; enforce laws on the provision of sanitation facilities by landlords; promoting widespread use of simplified sewerage systems in poor areas; improve the management of urban sewerage systems; improving household and institutional sanitation including schools; rationalize and update District Assembly bye-laws on safe management of liquid and solid waste at the household level; integrate hygiene education into water and sanitation delivery.

Improve environmental sanitation

Interventions that will be implemented to improve environmental sanitation will involve: promote physical planning in both urban and rural areas, including the acquisition of land for the treatment and disposal of solid waste in major towns and cities and the establishment of water and sanitation boards in small towns; support public-private partnership in solid waste management; and build the capacity of District Assemblies to better manage environmental sanitation.

4.7 URBAN DEVELOPMENT, HOUSING AND SLUM UPGRADING/URBAN REGENERATION

4.7.1 Housing

Access to adequate housing, safe water and sanitation facilities, is an important ingredient in efforts to improve the health outcomes and livelihood of Ghanaians. Current estimate of housing needs by the Ministry of Works and Housing indicate that the country needs at least seventy thousand (70,000) housing units annually. Presently, the national supply is about 35% of this figure. Lack of sufficient housing units in the urban areas has contributed to overcrowding, development of illegal structures, children and young people living in the streets and undue pressure on the already limited water and sanitation facilities.

GPRS II treats housing provision as a strategic area for stimulating economic growth while at the same time improving the living conditions of Ghanaians. The very activity of providing housing contributes to economic growth through multiplier effect of housing construction on the economy. It is estimated that for every ten thousand dollars (US\$10,000) spent on housing construction more than seven (7) jobs are created in related industries and enterprises. Government is in the process of reviewing the National Shelter Policy, with the ultimate goal of providing adequate and affordable housing with requisite infrastructure and basic services to satisfy the needs of the people.

4.7.2 Slum Upgrading/Urban Regeneration

The growing incidence in slum development in Ghana has been the result of rural-urban migration, limited supply of land, and regulatory frameworks that are, at best, indifferent and hostile to the needs of the poor. In 2001, the number of people living in slums in Ghanaian cities was estimated to be 4,993,000 and growing at a rate of 1.8% per annum. The slum areas are very pronounced in Accra, Kumasi, Sekondi-Takoradi, Tema and Tamale with growing incidence in the secondary cities of Cape Coast, Koforidua, Sunyani, Ho and Bolgatanga.

Priority strategies for housing and slum upgrading are as follows: (i) strengthen the physical planning of urban settlements and ensure the enforcement of planning regulations and implementation of planning schemes (ii) upgrade basic services in the urban areas (iii) promote adequate supply of safe and affordable shelter (iv) improve housing conditions in rural areas and low-income urban areas (v) facilitate adequate housing finance for all income groups (vi) develop and promote local building materials

Promote Urban Infrastructure development and provision of basic Services

The strategies to address urban infrastructure development and provision of basic services will include provision and implementation of strategic/development plans for urban centres, enforcement of rules on land use plans, co-ordination of all aspects of town development, facilitation of public/private partnerships in the development of urban infrastructure and provision of basic urban services, fostering the growth of settlements which can support rural transformation, improvement in infrastructure facilities in slum areas and restriction of the formation of new slums, ensuring efficient and effective management of flood control

and drainage systems, promotion and facilitation of private sector participation in flood control systems and coastal protection.

Increase access to safe and affordable shelter

In order to increase access to safe and affordable shelter the following interventions will be pursued: streamline and improve land acquisition procedures; establish a mortgage finance institution to provide varied ending and savings services to house owners, would-be house owners and housing developers; facilitate private sector involvement in the provision of rental accommodation in urban centres; ensure that all houses have adequate facilities, which are friendly to persons living with disability and located in healthy environment, and promote the manufacturing and use of local building materials and appropriate technologies in housing.

4.8 SOCIAL POLICY FRAMEWORK FOR MAINSTREAMING THE VULNERABLE AND EXCLUDED IN HUMAN RESOURCE DEVELOPMENT

A significant proportion of Ghanaians including children, unemployed youth, women, persons with disabilities and the elderly either do not reach their full human potential or cannot contribute effectively to economic growth and sustainable social development due to vulnerability and exclusion. Their needs cut across many sectors and their human resource development requires a coherent and integrated Social Policy Framework and an overarching Social Protection Strategy. Several relevant social policies already exist including, the Early Childhood Care and Development (ECD) Policy, Gender and Children's Policy, Education Reform Policy, Health Reform Policy, National Disability Policy, National Population Policy, Draft Youth Policy and Draft National Ageing Policy. A Draft Social Protection Strategy to cover the needs especially of the vulnerable and excluded has also been prepared. These would form the basis of the overall Social Development Policy Framework.

Issues of vulnerability and exclusion have been mainstreamed in the GPRS II. A comprehensive Social Policy Framework to update existing policies where necessary and provide guidelines for improved social development performance to bolster economic growth will be developed and adopted to strengthen the process of empowering the vulnerable and excluded to reduce their risks, protect their rights and enhance their contribution to national development.

Critical policy issues to be addressed in GPRS II, besides education and health, include: integrated child development; strengthening of the family; HIV/AIDS; capacity development in social work and volunteerism; database on vulnerable and excluded groups; and institutional strengthening, linkages and coordination.

4.8.1 Integrated Child Development

As noted earlier, human capital formation starts from early childhood. Studies worldwide also show that investments in holistic early childhood care and development for children before birth to 8 years covering care, infant stimulation, social and cognitive development, health, nutrition and early learning yield the highest rate of return of any child development

activity at later stages in the life cycle. The returns are both in cost savings in fighting later poor health, malnutrition, poor cognitive and learning outcomes, school drop out etc and in positive human development, equality, poverty reduction and economic growth. Hence vigorous efforts will be made to implement the ECD policy to ensure that Ghanaian children receive the best possible care and start in life to guarantee their survival in a knowledge-based world.

Priority attention will also be given to: (i) child protection issues including intensified special programmes to eliminate the worst forms of child labour and child trafficking, child abuse, commercial sex exploitation of children and streetism; (ii) protection of Orphans and Vulnerable Children (OVC) and children in conflict with the law; (iii) enactment of the Disability, Human Trafficking and Domestic Violence Bills.. The National Commission on Children and Development under MOWAC should be strengthened to harmonise and coordinate policies and activities of child development across sectors.

4.8.2 Strengthening the Family

Family values are under threat as cases of neglect and abuse of spouses and children increase and there is emerging dislocation of youth and parental authority and guidance. Trends in increasing single parent and female headed households indicate stresses on family members especially children. This is worsened by the fact that the family as an institution receives little or no attention from both public and private sector agencies. Departments and civil society organisations that traditionally address issues of family welfare have been quite weak and of limited effectiveness. Policy measures to alleviate the situation include: (i) multifaceted support to build family capacity to provide for and care for its members according to their particular needs as girls, boys women, men and the elderly taking into account peculiar social norms and practices; (ii) parenting and family life education through multimedia channels, civil society groups and trades associations; (iii) strengthen intersectoral collaboration among MMDAs and with NGOs.

4.8.3 HIV/AIDS and Vulnerability and Exclusion

HIV/AIDS presents a rapidly emerging challenge to social security in Ghana. There should be an explicit strategy to harmonise efforts of public and private agencies in the campaign for behaviour change, as a means of reducing the potential impact of HIV/AIDS on vulnerability and exclusion. At the same time, the campaign against stigma and other forms of discrimination, as well as advocacy for treatment should be seen as parts of the effort to reduce vulnerability.

4.8.4 Capacity Development in Social Work and Volunteerism

There is a serious human capacity limitation in this area. Programmes to equip social services practitioners and new entrants with the necessary skills and at varying levels of expertise should be pursued. Existing training facilities at post secondary and tertiary levels need to be strengthened to support schools for PWDs, care programmes and skills training programmes. In addition, a more professional approach to the management of volunteerism should be introduced to encourage Ghanaians to give their time and resources towards the

care and empowerment of vulnerable and excluded groups. Non-diploma short courses can be used to provide hands-on training in some cases. Community based support networks present an opportunity for such capacity building initiatives.

4.8.5 Database on the Vulnerable and Excluded Groups

A simple but efficient data management system will be put in place to draw social sector data into a common database that can be analysed by the Ghana Statistical Service (GSS) and presented as national statistics on the vulnerable and excluded. MMDAs should collaborate with the GSS, national research institutes, and NGOs on needed research and in-depth studies ensuring that data collected are disaggregated by age, gender and geographical location. The database will facilitate and sharpen programme design, targeting, mainstreaming and monitoring and evaluation of vulnerability and exclusion in the country.

4.8.6 Institutional Strengthening, Linkages and Coordination

Major problems plaguing the design and implementation of social development programmes to address vulnerability are inadequate institutional framework, capacity and poor coordination. Four sector ministries have been identified as social sector ministries including MMYE, MOES, MOH and MOWAC. The Department of Community Development of the MLGRD provide assistance. Other agencies providing specialised but related support include CHRAJ, WAJU and the Legal Aid Board. Then there are numerous NGOs, CBOs and civil society organisations giving attention, care and support. The programmes of all these agencies and organisations often overlap leading to duplication and fragmentation of efforts. Compounding the problem is the absence of an overall Social Policy Framework to guide agency contributions and coordination

Policy measures to address this situation include: (i) strengthen the technical capacity of key agencies such as the Department of Social Welfare, Department of Community Development, WAJU and CHRAJ; (ii) provide adequate human and financial resources to these and other agencies to effectively meet the needs of the vulnerable and excluded; (iii) promote greater linkages, complementarities and coordination among the agencies and organisations to maximize their ability to improve the lives and empower the vulnerable and excluded groups in the society.

CHAPTER FIVE

GOOD GOVERNANCE AND CIVIC RESPONSIBILITY

5.1 INTRODUCTION

The broad objective of good governance and civic responsibility is to empower state and non-state entities to participate in the development process and to collaborate in promoting peace and stability in the body politic. This requires effective, responsible and accountable state machinery with improved capacity to engage the productive private sector and civil society in formulating strategies for accelerated growth and poverty reduction. Deepening the practice of good governance and promoting civic responsibility as one of the three areas of priority under GPRS II provides a strong incentive for an efficient, well regulated public sector which in turn enhances the enabling environment for private sector competitiveness.

5.2 REVIEW OF GOVERNANCE UNDER GPRS I

The priority areas for good governance under GPRS I included public sector reform, decentralisation, and security and rule of law. Considerable success has been achieved in terms of these objectives.

5.2.1 Public Sector Reform

As part of the Public Sector Reform Programme, Government introduced programmes aimed at adjusting central government structures and organisations to make them more efficient, effective, and private sector-friendly. Public Financial Management Laws- the Financial Administration Act, 2003, (Act 654), The Internal Audit Agency Act, 2003 (Act 658) and the Public Procurement Act, 2003, Act 663, have been enacted to regulate utilization of public funds. In addition new approaches in the scope, timing and quality of reporting of budget management have been introduced.

Many other state and non-state institutions⁴ that have oversight responsibility on the public resource are being strengthened. Fast track courts are being computerised and Parliament is being assisted with capacity building and resources. Also key staff of the Judicial Service has acquired skills in Performance Management, Alternative Dispute Resolution, Court Automation, Case Management and Change Management.

Outside government, watchdog civil society groups such as the Ghana Anti-Corruption Coalition gained increased capacity to discharge its anti corruption advocacy.

The monitoring and evaluation of policy implementation in general has improved. The National Development Planning Commission undertook reviews of the implementation of GPRS and issued two Annual Progress Reports in 2002, 2003 and 2004. The dissemination of the APRs improved public understanding of the GPRS and helped to secure public interest in monitoring the implementation of the strategy.

⁴ These include Parliament, the Judicial Service, the Controller and Accountant General Department, the Audit Service and the Ghana Coalition Against Corruption

5.2.2 Decentralisation

In the areas of decentralisation, greater fiscal, administrative and political empowerment at the sub-national levels has occurred through a number of policy initiatives. The District Assembly Common Fund (DACF), HIPC and other grant transfers are now regular sources of revenue for district development programmes.

To enhance the capacity of the District Assemblies to deliver on their mandate, a number of far-reaching policy initiatives have been introduced, among which are: the preparation of National Decentralization Action Plan (NDAP); the establishment of Presidential Advisory Committee to provide the necessary policy guidance; the passage of the Local Government Service Bill into an Act; and the piloting of the cost-saving composite budgeting system in three districts.

In line with the government's goal of bringing democracy closer to the citizens and deepening good governance, 28 new District Assemblies have been created bringing the total to 138. There is growing collaboration between civil society groups and District Assemblies in managing district development programmes.

5.2.3 Security and Rule of Law

Considerable resources have been released for the empowerment of all law enforcement agencies and this has contributed in no small measure to the prevailing peace and security in Ghana.

Support to the security agencies including police service has enabled it to recruit additional officers, increase its equipment and logistical base, improve policing techniques, improve crime response rate and create neighbourhood watch committees as a complement to its work. Data shows a declining trend in the crime rate, which has further helped to maintain the current state of peace and security in the country. To promote safety and security of women and children, the Women and Juvenile Unit (WAJU) of the Police service is expanding its presence beyond the regional capitals.

At the broader level the objective of deepening the rule of law through a more robust administration of justice has led to the provision of increased support to the Ministry of Justice and Attorney General's Department, to enable them organise Legal Aid Clinics, and expedite action on the handling of cases in court, especially for the poor.

Additionally the work of the other key governance institutions including National Commission on Civic Education and Parliament has registered positive growth. These institutions have mounted education campaigns on civic responsibilities and on government policies. Through the repeal of prohibitive pieces of legislation, the role of the media in enhancing information dissemination has been greatly enhanced.

5.3 CHALLENGES TO GOVERNANCE

Despite these achievements the following areas still present challenges for good governance which need to be addressed under GPRS II:

- the need to strengthen the process of democratisation
- the need to improve existing institutional, legislative and policy environment
- the need for evidence-based decision making
- the need to ensure gender equity
- the need to foster greater civic responsibility
- integrating traditional authorities into formal institutional structure for governance.

5.3.1 Strengthening the process of democratization

A major governance challenge is the need to strengthen the process of democratisation. The focus is on creating space for increased citizen participation in local governance through an effective decentralisation programme, promoting the growth of strong governance institutions and integrating traditional authorities, the private sector and civil society into mainstream national governance and empowering institutions and civil society through information.

5.3.2 Improving existing institutional, legal and policy environment

The shift of emphasis of GPRS II towards accelerated economic growth presents another challenge to good governance, which revolves around the principles of transparency and accountability. For example there is the need for deliberate attempts at restoring public confidence in the banking system in order to raise the level of savings which is a prerequisite for increased local investments.

Of equal importance is the need to secure individual and corporate property rights. The appropriate policies and legislation that protect property rights, promote fidelity to contractual agreements and boost investor confidence need to be introduced or enforced where they already exist, as part of the broad governance strategy. These principles should be reflected at the broader level in the management of fiscal policy, monetary policy and international trade, all of which have a strong bearing on the quest to achieve efficiency in public resource use, restrain inflationary pressures and increase international competitiveness of the economy.

5.3.3 Evidence-based decision-making and public dialogue

Although in recent years there has been some progress towards improving the quality and availability of statistics, there is still a considerable way to go to ensure that sufficient high-quality statistics are produced and disseminated routinely and on a timely basis. Definite measures are needed to stem the loss of institutional capacity, in terms of both human resource and essential tools that have hampered the ability of the national statistical system to support government's development efforts. The capacity of the statistical system, encompassing all data generating MDAs and civil society should be enhanced to promote evidence-based governance in the public and private sectors and strengthen the government's ability to prescribe appropriate policies and assess policy effectiveness in critical areas, including macroeconomic policy, population management, gender equality, etc to accelerate growth and poverty reduction.

5.3.4 Ensuring gender equity

The pursuit of gender equity is universally recognized as a basic prerequisite of good governance. Existing constitutional guarantees of fundamental rights and freedoms provide legal backing for the protection of rights by all citizens, including women and children. However, Ghana is yet to attain the standards set by the international community as far as incorporating gender considerations into governance policies and programmes are concerned. A more daunting challenge in this regard is ensuring that these constitutional and legal provisions are practised.

5.3.5 Fostering civic responsibility

One of the main consequences of protracted periods of bad governance has been the eroding of public confidence in the institutions of state and a general lapse into apathetic, undisciplined and complacent attitudes on the part of many citizens. Personal interests and goals override public interests, often with negative outcomes in the use of time and financial resources of the state. This has undermined productivity and created hindrances to rapid economic growth. GPRS II proposes strategies to encourage active engagement of the citizenry in the process of national development within an environment that promotes responsible and disciplined civic behaviour. The strategies focus on education, strengthening of law enforcement and exposure to systems that gradually lead to attitudinal change for the better.

5.3.6 Involving Traditional Authorities in Development

Provisions in the 1992 Constitution forbid chiefs from active involvement in partisan politics. Chiefs have also not been given any formal space in the local government structure beyond discretionary representation in the district assemblies. These have not held back the role of chiefs as catalysts of development within and beyond their immediate communities. Reports of poor quality of service provision by local government administration and by external contractors within the jurisdiction of chiefs, have led to less efficient use of public resources. As part of the process of generating social accountability and achieving better development effectiveness, involving chiefs in formal development structures is becoming an unavoidable imperative. The challenge remains as to the nature of the integration and levels at which such integration should be done. An equally engaging challenge is whether to keep the institution outside the formal structures and channel some resources directly to chiefs to support their development efforts.

5.4 GOVERNANCE STRATEGIES IN GPRS II

The emphasis of GPRS II towards accelerated economic growth calls for a corresponding realignment of the governance benchmarks. The appropriate policies and pieces of legislation that protect property rights, that reduce the fear and aversion to savings, promote fidelity to contractual agreements and that boost investor confidence, will be introduced or enforced where they already exist as part of the broad governance strategy. Additionally, the nature and processes of managing fiscal policy, monetary policy and international trade

have a strong bearing on the quest to achieve efficiency in public resource use, restrain inflationary pressures and increase international competitiveness of the economy.

In order to facilitate implementation in the medium term the main policy objectives under GPRS II are prioritised under four broad headings. These are political governance, economic governance, corporate governance and evidence-based decision making.

5.5 POLITICAL GOVERNANCE

Given the advances made in the practice of good governance and the challenges noted above, the need to consolidate and expand democratic practices has become a critical imperative. Key governance policy priorities have been identified to include: strengthening parliament, enhancing decentralisation, protecting rights under rule of law, ensuring public safety and security, managing public policy, empowering women and the vulnerable group, enhancing development communication, ensuring good corporate governance, and promoting civic responsibility, increasing access to information, These policy priorities are discussed below.

5.5.1 Strengthening Parliament

The effectiveness of Parliament has been constrained due to the fusion of functions of the arms of government leading to role conflicts for members of the legislature with responsibilities outside parliament. Resource disparity also appears to be undermining the roles of different arms of government, particularly parliament.

To minimize the effect of conflict of roles and the risks associated with the fusion of functions of the arms of government, a review of constitutional power relations and the channeling of increased resources to parliament are proposed. Given that realization of this policy priority requires constitutional reviews, a Constitutional Review Commission will be established with a mandate to examine among others, the issues of:

- Maximum number of Ministers that can be appointed and by the Executive
- Maximum number of Ministers that can be appointed from the membership of Parliament
- The perceived/apparent conflict of interest in the discharge of the roles of the Minister for Justice and the Attorney General
- The nature and processes of Assets Declaration by public office holders
- Issue of Retirement age
- The maximum number of judges appointed to the Supreme Court
- Entrenched provisions in the Constitution.
- Election of District Chief Executives

5.5.2 Enhancing Decentralization

Key implementation difficulties have emerged since the introduction of the District Assembly concept as the core of the decentralization program in 1988. The main constraints identified under the decentralization process include absence of a shared conceptual and political understanding across government and civil society regarding overall pace and

direction of decentralization and a general inconsistency between the legal framework for decentralization and local government reform.

The strategy to enhance decentralization includes improving administrative, political and fiscal decentralization.

With respect to administrative decentralization, a key policy objective is to strengthen the capacity of Metropolitan/Municipal/District Assemblies (MMDAs) for accountable, efficient, effective performance and service delivery. A complementary objective is to institutionalize district level planning and budgeting using a participatory approach.

Promoting citizen participation in local governance will necessarily involve accelerating the devolution of political power to the districts and sub-district structures. In the area of development planning and monitoring, GPRS recognizes that implementation and monitoring is a shared responsibility between sub-national institutions and agencies, and national level institutions. Existing practices have been highly centralised and supply driven. Regional Ministers and District Chief Executives have been left out of the implementation arrangements for the GPRS. But also missing is the role of non-state agencies in the monitoring of the development process. Programmes will be introduced to promote the involvement of Regional and District authorities in this GPRS II. In addition, social accountability will be strengthened to improve the environment for citizen involvement in the development process. District Development Monitoring institutions will be adequately empowered to participate effectively in monitoring the implementation of the GPRS.

Progress towards the implementation of fiscal decentralization remains slow as MDAs still retain large fiscal decision-making powers at the expense of the MMDAs. This is largely due to the absence of the appropriate legal framework to support fiscal decentralization. Equally worrying is the issue of the low revenue generating capacity of most MMDAs. The programme to implement the recently reviewed Financial Memoranda for MMDAs offers a good opportunity to improve revenue mobilization and utilization by MMDAs. Appropriate strategies are proposed in the Policy Matrix in the Appendix.

5.5.3 Protecting Rights under the Rule of Law

There is the need to promote and protect economic, social cultural, civil and political rights as enshrined in the constitution and all international human rights instruments to which Ghana is a signatory. The quality of the administration of justice is central to securing these rights. The major difficulties associated with the administration of justice in Ghana can be categorised into two, namely judicial and Attitudinal. Those that can be traced to the judiciary include delays and costs in administration of justice resulting in lack of confidence in the judiciary, and inaccessibility of justice and legal institutions. Key attitudinal issues relate to poor compliance with rules, regulations and procedures and weak enforcement of rules, regulations and procedures.

The strategies for addressing these constraints are outlined in the Policy Matrix in the Appendix.

5.5.4 Ensuring Public Safety & Security

A secure and safe country is a great investment destination. It also enables individuals to pursue their economic activities without fear. The disruptive effects of civil strife and external aggression threaten the practice of good governance. Cases of states that are becoming gradually dysfunctional and on the brink of total collapse are evident in Africa. Forestalling such disruptions is critical for growth and poverty reduction. These considerations are instrumental in identifying this as an important policy priority. This policy priority addresses issues of citizen safety, internal security and territorial integrity and covers immigration, control of narcotics and small arms.

An equally significant national policy imperative is increasing national capacity to ensure safety of life and property including strategic national installations resulting from man-made and natural disasters. This is to be achieved through institutionalization of early warning systems and promoting disaster management at all levels, including effective sharing of information among public safety institutions.

5.5.5 Managing Public Policy

Addressing the challenge of public policy management requires a multifaceted approach. The strategy proposed will among others seek to promote the participation of people of all political shades, state and non-state actors including traditional authorities in the design and implementation of national development agenda. Traditional rulers for example would be expected to make inputs at the district, regional and national levels. This is aimed at ensuring ownership and achieving national consensus, thereby assuring policy sustainability over the long term unaffected by changes in political administration.

Additionally, it seeks to reduce overlapping functions in MDAs and promote adequate and formalized public - civic society interface through the on-going Public Sector reform programmes. These include interventions in the area of: (i) reform of pay policy implementation and the evolution of efficient performance management and evaluation system in the public and civil service; (ii) institution of systems to reward efficient performance and penalize inefficiencies; and (iii) institutionalization of ethics training at all levels of the service to promote transparency and accountability and reduce corruption. These are to be further augmented by the institutionalization and internalization of policy formulation, planning and programming formulation, the compilation of relevant data, and a well coordinated Monitoring and Evaluation System at all levels.

An ultimate aim of improving public policy management is to achieve sustainable development, which is in line with MDG 7 i.e. mainstreaming of sustainable development principles into national policies and programmes. The evidence in Ghana suggests inconsistencies in the consideration of the environment in the public policy process. The strategy is to ensure that sustainable development principles are institutionalized and mainstreamed by subjecting the public policy formulation process to Strategic Environmental Assessment (SEA).

Public policy is effective if it is evidence-driven. The GPRS will promote evidence-based decision-making through strengthening of institutions that have the responsibility to generate the appropriate data and information on policy implementation in a timely and a more proactive manner.

5.5.6 Empowering Women

Disparities among women and men are being reduced as a result of specific interventions at all levels of the economic, political, social and cultural structures. Despite progress made to broaden the space for women in politics and decision-making, a lot more needs to be done. Among the interventions to redress the imbalance is the removal of outmoded customs that violate women's rights. The active participation of traditional authorities in this respect cannot be over-emphasized. There is also the need for mainstreaming gender into policy formulation and budgeting processes, supported with proper documentation and analysis of the patterns and magnitude of sex-differentials in key indicators.

Existing gaps in the legal framework that limit the opportunities of women to participate in public decision-making on an equitable basis will be closed. The systematic compilation, analysis and dissemination of gender disaggregated statistics on all aspects of life - social, economic and political, is essential for effective targeting in programme interventions.

5.5.7 Enhancing Development Communication

The lack of a coherent communications strategy has been identified as one of the major limitations of GPRS I.

The main challenges therefore are the management of information both quantitative and qualitative – inter/intra institutional frameworks and the lack of adequate database for planning. The key strategy is to ensure implementation of existing communication strategies at all levels while promoting the development of modern information management system including e-governance and the application of ICT in the information flow. Strategies to strengthen the critical role of the media in enhancing development communication will be promoted.

5.5.8 Promoting Civic Responsibility

Civic responsibility involves understanding what it takes to be a good citizen, acceptable attitudes and behaviour within the society and at workplaces. The increasing over-dependence on government by communities for the provision of all basic necessities of life undermines ownership, maintenance and the sense of civic responsibility for sustaining development initiatives. Over the years, state and non-state institutions have played various advocacy roles in integrating civic responsibility in our body politic; however a lot remains to be done with respect to indiscipline and disregard for laws, poor work ethics and attitudes, irresponsible conduct of adults and lack of a sense of patriotism. To address these issues a number of strategies both at the formal and the informal level will be pursued.

In the public domain, rules and regulations will be enforced systematically in all spheres, in school, at work, on the streets, in religious institutions, etc. Also measures will be instituted to reward civically responsible behaviour and reprimand unacceptable behaviour. Institutions including national Commission for Civic Education will be strengthened to pursue advocacy roles in this regard.

The return of the society to traditional values of neighbourly conduct, respect for authority,

honesty and integrity, will be revisited. The formal and informal institutions of socialization and learning will be supported to perform their roles as channels of change. At the community level, traditional authorities such as chiefs would be empowered to actively participate in ensuring responsible civic behaviour. Additionally, civic education materials taught in basic schools will be expanded to include civic responsibilities. Partnership with the public media will be strengthened to promote civic responsible behaviour.

5.6 ECONOMIC GOVERNANCE

Lessons learnt from the implementation of GPRS I point to the attainment of generally positive targeted economic indicators. However there is the need to sustain these gains, while introducing new initiatives where necessary to support accelerated growth and poverty reduction.

The priorities for enhancing Economic Governance under GPRS II will focus on Fiscal Policy Management, Monetary Policy Management and International Trade Management.

5.6.1 Fiscal Policy Management

Ongoing initiatives elaborated in GPRS I will be maintained. The strategies will focus on improving public expenditure management, promoting effective debt management, and improving fiscal resource mobilization. Details of the strategies are presented in the Policy Matrix (Appendix).

Improving Public Expenditure Management

Efforts will be intensified to further improve public expenditure management policies started under the GPRS I such as the adoption of computerised accounting and financial management systems. The MTEF and PUFMARP initiatives will be reviewed and refinanced with a view to further strengthening its implementation. The BPEMS will also fully be implemented.

Other strategies will include developing a more effective mechanism for data collection, commitment control and procurement, transparency in the use of Special Statutory Funds, enforcing budget controls on the State Owned Enterprises (SOEs) and strengthening payroll management.

Promoting Effective Debt Management

Considerable success has been achieved in restructuring and reducing the domestic debt stock. The domestic debt management efforts will be continued to further reduce and stabilise the domestic debt to stem the increase in interest payments and achieve the desired decline in real interest rates.

This requires more effective mechanisms to monitor the debt stock, restructure the domestic debt to ensure a greater balance between short and long-term debt instruments re-direct more resources to reduce the size of the domestic debt and limit domestic borrowing.

5.6.2 Improving Fiscal Resource Mobilization

Achieving higher levels of growth and more effective poverty reduction requires increasing revenue generating capacities to finance and sustain the growth and poverty reduction efforts.

This strategy focuses on: minimizing revenue leakages in all revenue collection agencies; reviewing and revising existing taxes, fees and user charges; strengthening the capacities revenue collecting institutions; and strengthening the District Assemblies for improved tax collection.

5.6.3 Monetary Policy Management

Monetary Policy Management will continue to focus on price and exchange rate stability. This is to further reduce inflation and minimise exchange rate fluctuations and promote the efficient operation of the banking and credit systems. The Bank of Ghana will work to remove the inefficiencies in the management of the financial sector in order to allow for a well functioning sector which impacts positively on growth and poverty reduction.

Government in pursuit of monetary policy will continue to use open market operations and adjustments in the prime rate to achieve its objectives. The thrust of monetary policy will be on market-oriented policy measures that will allow for smooth functioning of the financial system, in addition to creating a more diversified financial sector and improved access to financial services. The effective functioning of the Monetary Policy Committee (MPC) will be ensured to: achieve price and exchange rate stability; improve liquidity management; establish an efficient inter-bank foreign exchange market; improving the Institutional, legal and regulatory framework for monetary management. In addition the establishment of a central securities depository for government securities, enactment of long-term savings law for private pension and housing schemes, and improvement in the administrative framework for micro finance will be central to the monetary policy.

Given the growing importance of foreign remittances in the Ghanaian economy, policies aimed at reducing the cost of remittances (both implicit and explicit) as well as those aimed at bringing in most remittances through the formal channel will be pursued.

5.6.4 International Trade Management

The main governance issues underlying international trade management within the framework of trade liberalization are related to international treaties, agreements, market access, trade barriers, dumping, among others. A comprehensive Trade Policy has been developed for Ghana that provides guidelines for the implementation of government's domestic and international trade agenda. The Policy is set within the context of Ghana's long-term strategic vision of achieving middle-income status by 2015 and also becoming a leading agro-industrial country. The fundamental principle underlying the Trade Policy is the recognition of the private sector as the engine of growth with government providing a trade-enabling environment to actively stimulate private sector initiatives.

GPRS II will promote the elimination of constraints to international trade including: reduce the administrative bottlenecks associated with the export and import processes; minimize

the incidence of "dumping"; diversify and increase the export base; promoting new areas of competitive advantage; continue to take full advantage of Preferential Access to Markets (AGOA, EU-ACP); engage fully in multi-lateral trade; and set up information system to track and measure progress in these areas.

5.7 GOOD CORPORATE GOVERNANCE

The quality of corporate governance practices has a direct impact on accelerate growth and poverty reduction. The recent events leading to business failures around the world and the misapplication of public funds in Ghana have reinforced the need for effective corporate governance. The strategic direction, in this regard, under the GPRS II will be to: promote an enabling environment and effective regulatory framework for corporate management; ensure that corporations act as good corporate citizens with regard to human rights, social responsibility and environmental sustainability; promote the adoption of codes of good business ethics in achieving the objectives of the organization; ensure that corporations treat all their stakeholders in a fair and just manner, and; provide for accountability of corporations and directors.

5.8 PROMOTING AN EVIDENCE-BASED DECISION MAKING

Availability of relevant and timely statistics is critical to enabling conditions for policy development and assessment that allow measuring inputs, outcomes, and impacts. Relevant, reliable statistics convey the clearest message with regards to policy intention, evidence-based outcome, effectiveness, and accountability of the government. They are also the most effective means to empower and facilitate the public's participation in the GPRS process, and ensure transparency and accountability, including policy dialogue, policy formulation, monitoring of implementation, and evaluation of the outcomes.

A major challenge to strengthening the data base for policy formulation and decision making is how to shift from the existing practise of using a fragmented set of uncoordinated statistical programmes to a national statistical system with coherent and integrated activities, and harmonized methodologies. This will ensure that consistent definitions are used and comparable statistics are produced and disseminated.

Strategies to address this issue will include strengthening of the national statistical system to generate good-quality and consistent data on the key areas of the GPRS II, including in particular the development of economic indicators.

Among the activities to improve the performance of the national statistical system and ensure transparency and accountability are: rationalizing the production of data within the statistical system, defining the roles and mandates of the various data producing institutions, adopting common definitions, methods and classifications; a review of the Statistical Law and adoption of a statistical master plan; and adoption of international standards and good practices system-wide, including the United Nations Principles for Official Statistics and the IMF's General Data Dissemination Standards.

CHAPTER SIX

MONITORING AND EVALUATION

6.1 BACKGROUND

Monitoring and Evaluation (M&E) has served as an essential management tool in the GPRS I, and will provide an additional impetus both in the pursuit of policy, programme and project effectiveness and to ensure accountability, responsiveness and transparency in the allocation of resources in GPRS II.

A comprehensive GPRS Monitoring and Evaluation Plan showing how mechanisms and systems will be integrated to ensure the availability of reliable and comparable information at the national, regional and district levels for policy makers and planners was adopted under GPRS I. Institutional arrangements for coordinating the system, including analysis and mode of reporting on the progress on GPRS implementation to different stakeholders, including Government, civil society and development partners, were set up. The role of wider stakeholder participation (government, parliament, NGOs, CSOs, private sector) in monitoring progress of the GPRS has been clarified in the Monitoring and Evaluation Plan, and has been operational throughout the first GPRS.

Plans for dissemination and a communication strategy were adopted, based on sound understanding of the key stakeholders and the information they would require from the monitoring and evaluation system, how best to communicate with them, and what range and style of outputs should be produced.

Among the lessons drawn from the implementation of the current M&E system and the preparation of the GPRS II are the severe institutional and technical capacity constraints and the fragmented set of uncoordinated information, both at the national and sub-national levels that confront the development of an effective and efficient M&E system. The two key institutions, the National Development Planning Commission (NDPC) and the Ghana Statistical Service (GSS), continue to depend on the existing systems of MDAs, who are the primary sources, as well as partner of information. These systems that have been in place over different time spans reflect a variety of approaches to sector specific monitoring and varying degrees of success. Another level of contribution lies with the regional and district level institutions, embodied in the District Assemblies.

In spite of the achievements in M&E for the GPRS I, more would be needed to ensure that the system is firmly established, recognized and accepted by all, with full participation and contribution of all stakeholders. The key institutions need to be strengthened and empowered to lead the process and sustain the system with continuous flow of timely, reliable, accurate and relevant information that will be used to track progress. A common, centrally located database will be established for the storage and retrieval of basic data for the country as a whole, and also by regions and districts, providing easy access to all stakeholders, of which an indicator database in the form of (GhanaInfo)⁵ is the core.

⁵ GhanaInfo is a development information database that was launched in Ghana in July 2005, and expected to be the unique source of relevant indicators for system-wide M&E. The database is to be complemented with project specific information for monitoring of projects.

6.2 STRATEGIES FOR THE M&E SYSTEM

The primary goal of the M&E System under GPRS II is to facilitate the tracking of progress and effectiveness, as well as to identify bottlenecks associated with the implementation of the Strategy. The proposed system, which forms an integral part of the GPRS II, would have the following specific objectives:

- Reinforcing institutional arrangements that can support and sustain monitoring and evaluation.
- Strengthening and effectively coordinating existing mechanisms for monitoring and evaluating government services and activities
- Evolving an efficient system for generating relevant, reliable and timely quantitative and qualitative information
- Managing an effective feedback mechanism that make statistical information available in useable form to government and civil society
- Ensuring a holistic approach to M&E that would include monitoring of inputs (notably resource allocation and use), as well as processes and outputs, in addition to evaluating the outcomes of programmes/ projects.
- Fostering participatory M&E .

6.2.1 Reinforcing institutional arrangements

The key institutions involved in the participatory M&E system includes; Office of the President, Parliament, NDPC, Ministry of Finance and Economic Planning, Ghana Statistical Service, PPMEDs of MDAs, National Inter Agency Monitoring Groups, Regional Poverty Monitoring Groups, Districts Poverty Monitoring Groups and Civil Society Organisations. The technical responsibility for coordinating the system rests with NDPC in active collaboration with GSS.

In conformity with the decentralization policy, it is important that all district assemblies have staff on their team representing these two institutional components of the M&E system. Figure 6.1 and Table 6.1 below illustrate proposed arrangement and roles. To ensure improved implementation of the M&E system the institutional arrangements currently in place (Table 6.1) will be reviewed to identify ways of strengthening roles and institutional capacities.

Figure 6.1: M&E Institutional Roles

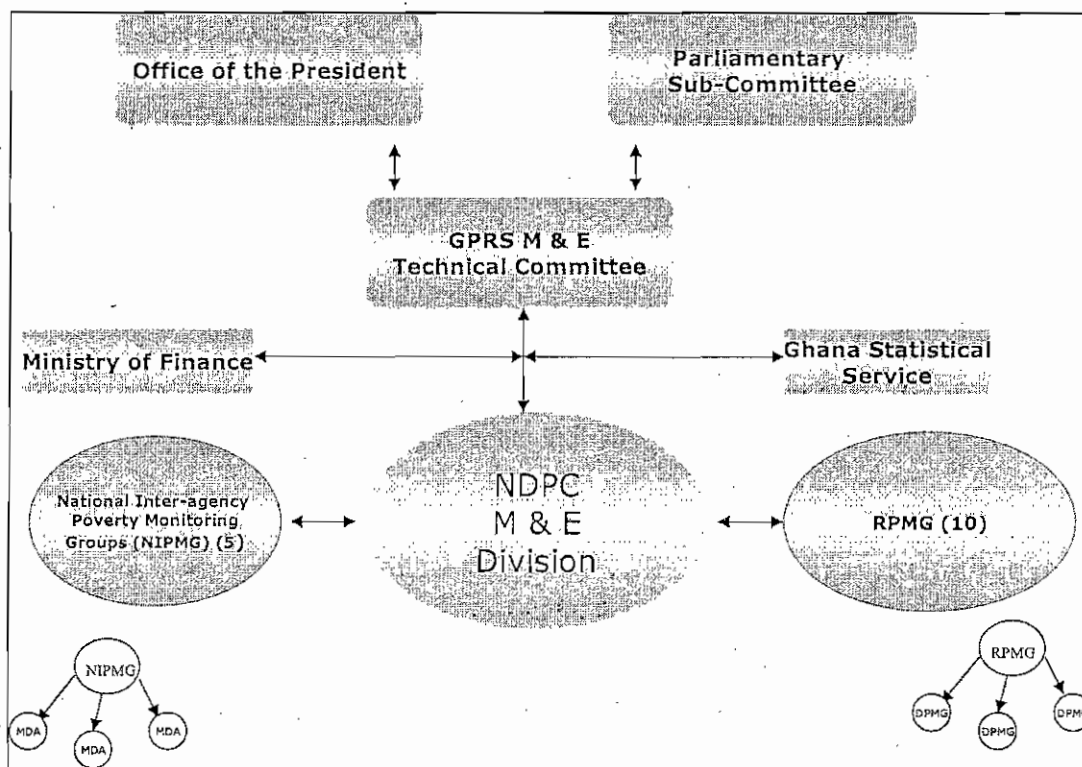


Table 6.1: Specific Responsibilities in Poverty Monitoring

| Institution/Committee | Responsibility |
|---|---|
| National Development Planning Commission (NDPC) | GPRS M & E will be implemented by NDPC as part of its routine activities. |
| M&E Technical Committee | Will supervise and monitor the implementation of the M & E plan. |
| Office of the President | Key recipient and user of M&E information. Plays a key role in ensuring that M&E is adequately resourced and taken seriously by online departments and agencies. |
| Parliament | Important role in monitoring government poverty reduction programmes/projects. Members of Parliament are key players in disseminating government policy and its results to their constituencies |
| Ministry of Finance and Economic Planning (MoFEP) | Monitor all government expenditure, including HIPC funds |
| Research Organizations , Think tanks | Provide services in the analysis of data and undertake poverty research and evaluations commissioned by NDPC. |
| Non-Governmental Organisations (NGOs) Civil Society Organisations (CSOs) | Providing independent view on poverty. Competent CSO personnel may be seconded into NDPC, MDAs, District Assemblies to add strength to the staff available for M&E. |

| Institution/Committee | Responsibility |
|--|---|
| National Inter-Agency Poverty Monitoring Groups (NIPMGs) | The main job of these groups is to review performance in a thematic area, with particular attention to the indicators selected. They would also make suggestions on impact assessment, evaluations and participatory work as well as provide relevant input into the policy formulation process. The NIPMGs would report to the Technical Committee via the Division. |
| Ghana Statistical Service (GSS) | GSS produces the data from which most of the impact and outcome indicators will be derived. |
| Regional Poverty Monitoring Groups (RPMGs) | Coordinate and report on M&E activities in their regions |
| District Poverty Monitoring Groups (DPMGs) | Conduct and report on M&E activities in the districts |

6.2.2 Strengthening and effective coordination of existing mechanisms

Greater coordination is needed between the key government agencies including the Office of President, NDPC, MOFEP, GSS, MLGRD and the other MDAs. This includes better information flow and incentives for monitoring and evaluation at all levels. There is therefore the need to build the capacities and develop the expertise in the key institutions for effective coordination and sustainability of the system.

6.2.3 Evolving an efficient system for evidence-based monitoring and evaluation:

Adopting an evidence-based M&E systems will mean ensuring a holistic approach to M&E that would include monitoring of inputs (notably resource allocation and use), as well as processes and outputs, in addition to evaluating the outcomes of programmes/ projects. Essential to the M&E plan is the selection of core indicators to be used in tracking the performance of the GPRS implementation. Indicators will be disaggregated to a level appropriate for proper tracking of differential impact of poverty with respect to districts, gender, and ecological zones. Data collected during the implementation of GPRS I and other existing reports and surveys will form the basis for developing indicators, where appropriate, for GPRS II.

The Ghana Statistical Service (GSS) will oversee data collection and compilation activities across government institutions. The GSS will therefore continue to take the lead role in all major surveys and in the systematic compilation of statistics and indicators from all major sources of data, i.e., censuses, sample surveys, and administrative records.

A crucial component of evidence-based M&E is the management of effective feedback mechanisms which is in turn contingent upon a good data dissemination system founded on a comprehensive database. At the present, though the Ghana Statistical Service does not produce enough statistics to meet the wide range of needs, the limited data available through censuses and surveys are underutilized, and are generally not made available to users who could add value to the statistics through their research and policy analysis. Moreover, most

MDAs collect administrative information that can be processed to generate valuable statistics. More concerted effort would need to be made to harness the potentials of these rich sources of data.

The GhanaInfo will be the software for the compilation and dissemination of indicators required for monitoring GPRS II at the district, regional and national levels. A National Expenditure Tracking System (NETS) has been developed by the Ministry of Finance and Economic Planning and the Accountant General's Department to capture all sources of public sector funds and expenditure. This system is being rolled out to MDAs. The NETS will serve as a useful link for the monitoring (at least on expenditure or inputs) of the implementation of the GPRS when harmonization of GPRS format with the MTEF budget format is completed.

6.2.4 Ensuring participatory monitoring and evaluation

14. Under GPRS II a participatory M&E mechanism will be implemented by deploying the knowledge resources of a wide of stakeholders including central and local governments, NGOs, civil society organisations, the private sector, the academic community and, especially, poor people themselves in the monitoring and evaluation processes. This will be achieved through consultative mechanisms including Citizen's Report Cards and independent results elicited from the African Peer Review Mechanism (APRM) which assess the performance of Government interventions and their impacts on growth and poverty reduction.

Dissemination of information on growth and poverty reduction will continue to be a key important component of the monitoring and evaluation plan. Efforts will be made to ensure that timely information is available in the right form to meet the needs of stakeholders, including development partners.

Regular Bulletins will be prepared and disseminated by PPMEDs and MMDAs to inform stakeholders on the status of M&E activities. Annual Progress Reports (APRs) will continue to be produced in the first quarter of each year. The report will summarise the movements of significant indicators during the year, including the Millennium Development Goals, the District Assemblies' Common Fund, and the disbursement and utilization of HIPC funds.

A central repository of relevant documentation on the GPRS will be established at the NDPC to assemble all relevant documents as part of its activities.

APPENDIX I: POLICY MATRICES

APPENDIX 1A: PRIORITIES FOR PRIVATE SECTOR COMPETITIVENESS

| KEY AREA OF FOCUS | ISSUES | POLICY | STRATEGIES | IMPLEMENTING AND COLLABORATIVE AGENCY | GLOBAL / REGIONAL LINKAGES |
|-------------------------------|---|--|---|---------------------------------------|----------------------------|
| I. PRIVATE SECTOR DEVELOPMENT | <ul style="list-style-type: none"> Poor terms of trade conditions Lack of export promotion support Limited identification of key markets by Government Lack of Information | <p>1. Improve Ghana's position in global and regional markets</p> | <p>1.1 Develop and implement a fully-fledged National Trade Policy to promote the integration of Ghana into global and regional markets</p> <p>1.2 Carry out a fundamental review of existing institutions tasked with providing quality standards services to the private sector.</p> <p>1.3 Attract investment through measures at the national level to improve the investment climate</p> <p>1.4 Implement sector-specific measures for strategic exports - focusing initially on the President's Special Initiatives (PSI)</p> | MOTI, GPC, GEPC, EDIF, MOJ | MDG 8 |
| | <ul style="list-style-type: none"> Inefficient and costly bureaucracy. High taxes, levies and fees which are poorly administered Weak exchange rates Complexity and non-transparency of regulations | <p>2. Enhance efficiency and accessibility of national markets</p> | <p><i>Macroeconomic Environment</i></p> <p>2.1 Issue and widely disseminate a pre-budget discussion paper highlighting key macro economic issues for private sector development.</p> <p>2.2 Form a budget working group with broad range of private sector stakeholders</p> | MOFEP, BOG, PEF | |

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| | <ul style="list-style-type: none"> • Slow and costly business registration and approvals • Unpredictability and uncertainty of laws and policies, and their application. • Limited application of scientific technology to the country's natural resource base • Unfriendly labour laws • High interest rates • Crime and security • Inadequate export promotion services • Poor electricity supply/utility connections and services • Delays in customs clearance • Non availability of good health and environmental standards • Ineffective incentive systems • Difficulties in acquiring land • A weak commercial dispute resolution system | | <p>2.3 Regularly benchmark Ghana's macroeconomic policy environment, in terms of its impact on private sector development, against other successful developing countries, and incorporate lessons in Ghana's policies.</p> <p><i>Financial Sector Reform</i></p> <p>2.4 Continue with the implementation, monitoring and evaluation of FINSSP</p> <p>2.5 Identify and agree on a small number of key private sector development targets within the FINSSP programme</p> <p><i>Infrastructure Development</i></p> <p>2.6 Identify and agree on pro-business targets and monitoring indicators for each infrastructure programme.</p> <p>2.7 Review infrastructure programmes to ensure adequate opportunities exist for private sector engagement in design, implementation and monitoring</p> | | |

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| | | | <p><u>Public sector reform</u></p> <p>2.8 Ensure private sector development is mainstreamed within the Public Sector Reform program.</p> <p>2.9 Develop pro-business tools within the developing "retooled" Public Sector Reform Programme, including: service-focused training programmes for public servants, and regulatory impact assessments</p> <p>2.10 Streamline the activities and projects undertaken by the MDAs involved with the private sector.</p> <p>2.11 Develop pro-business 'Customer Charters' and anti-corruption action plans for key private sector related MDAs.</p> <p>2.12 Implement FIAS recommendations to improve the service delivery of the CEPS and the IRS.</p> <p>2.13 Conduct a fundamental review of tax policy and administration in relation to micro and small enterprises</p> <p>2.14 Conduct a fundamental review of the business licensing and registration regime in Ghana in the light of international best practice, including a review of delivery mechanisms</p> <p>2.15 Develop regulatory impact assessment methodology for all proposed new laws and regulations with significant private sector impact.</p> | | |

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| | <ul style="list-style-type: none"> • Lack of access to finance • Informal nature of businesses • Lack of trust • Limited managerial skills • Limited training | <p>3. Strengthen Firms Competency and capacity to operate effectively and efficiently</p> | <p><i>Contract enforcement / debt recovery</i></p> <p>2.16 Carry out a fundamental review of the on-going commercial law reform effort and develop proposals for focusing and prioritising efforts.</p> <p>2.17 Improve access to justice for businesses – especially micro and small businesses, and consider the scope for enhancing alternative dispute resolution within the context of the developing Justice Sector Reform Programme.</p> <p>2.18 Conduct a study on the level of access to justice for businesses in Ghana focusing on MSMEs and developing cost effective solutions to enhance access to justice.</p> <p>3.1 Develop and implement a plan to phase-out Government provision of subsidised finance to firms.</p> <p>3.2 Develop a “best practice framework” with best practise criteria against which firm level initiatives will be judged.</p> <p>3.3 Develop league tables for existing and new firm level initiatives, using the above best practice criteria.</p> <p>3.4 Develop and implement a strategy to ensure effective monitoring and evaluation of, and dissemination of information about firm level interventions</p> <p>3.5 Improve linkages of informal sector with formal sector</p> | | |

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| | <ul style="list-style-type: none"> • Weak capacity and failure of government to formulate, implement, monitor and evaluate private sector policies • Insufficient awareness • Weak dialogue platform | <p>4. Government capacity for private sector policy formulation, implementation, and monitoring and evaluation enhanced</p> | <p>3.6 Support MSMEs through establishment of Business Development Service unit</p> <p>4.1 Develop a Private Sector Development Policy Template to assist Government assess proposed pro-business initiatives in terms of their benefits, costs, value for money, and risks.</p> <p>4.2 Develop and implement a training programme for key decision makers and policy formulators in major private sector ministries on the role of the private sector in national economic development.</p> <p>4.3 Encourage private sector advocacy and effective dialogue between the private sector and Government to ensure that reforms address the key business constraints</p> <p>4.4 Support the development and launch of the Business Sector Programme Support Challenge Fund</p> <p>4.5 Support the development and launch of the Business Sector Programme Service Improvement Responsiveness Challenge Fund</p> <p>4.6 Strengthen the Policy Planning, Monitoring & Evaluation Division of the Ministry of Private Sector Development (MPSD).</p> <p>4.7 Carry out a baseline survey for the PSDS, using existing data sources where possible.</p> | | NEPAD |

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| | | | <p>4.8 Identify and support 'private sector champions' to monitor implementation of the Strategy, and hold Government accountable for delivering results</p> <p>5.1 Improve access and increase volume of credit at affordable prices</p> <p>5.2 Reduce bottlenecks to private sector development</p> <p>6.1 Promote entrepreneurship through Business Development services. Provide skills and entrepreneurial development for the youth</p> <p>7.1 Promote Innovation and entrepreneurship training as part of school curriculum</p> <p>8.1 To rationalize the role of the state</p> <p>8.2 Encourage and facilitate the provision of public services by the private sector</p> <p>10.1 Create a supportive mindset of the population towards the private sector</p> <p>11.1 Develop new pillars of growth by accelerating the development of selected products into lead export earners, generating employment and reducing poverty through the creation of wealth, particularly in the rural areas</p> | <p>MOFEP, BOG</p> <p>MOFEP, BOG</p> <p>PSR, OHSC, MOJ, PEF, NBSSI, EMPRETEC, GRATIS</p> <p>MPSD, MOTI, MOES, MOI, The Media</p> <p>MOFA, MOE, MOFEP, MRT, MLGRD</p> | |
| | | <p>5. Facilitate private sector access to capital</p> <p>6. Facilitate the removal of institutional and legal bottlenecks</p> <p>7. Facilitate Innovation and entrepreneurship</p> <p>8. Ensure that private sector development programmes are complimentary and also cover a broad range of needs</p> <p>10. Supportive and mindset change of the population towards the private sector</p> <p>11. Accelerated development of strategic sectors</p> | | | |

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| <p>II. AGRICULTURE LED-GROWTH (a) <i>Modernized Agriculture</i></p> | <ul style="list-style-type: none"> • Low agricultural productivity and output due to over-dependency on rainfall • Generally women have low access to land and therefore will have low access to irrigated land • Inadequate access to agricultural land • Re-zoning of agricultural lands for residential purposes | <p>1. Ensure sustainable increase in agricultural productivity and output to support industry and provide stable income for farmers</p> | <p><i>Irrigation development</i></p> <p>1.1 Promote the use of existing irrigation facilities especially in drought prone areas</p> <p>1.2 Rehabilitation of viable irrigation infrastructure</p> <p>1.3 Expansion of irrigation infrastructure - valley bottoms, dams and dug-outs, bore holes tube wells, etc especially in the three northern regions</p> <p>1.4 Promote land reforms that ensures equal access to irrigated land for men, women and Persons with Disability</p> <p><u>Land system and property right</u></p> <p>1.5 Reform land administration by reviewing the Land Administration Project in the light of the importance of property rights to MSMEs</p> <p>1.6 Take forward recommendations by FIAS to improve the site development and land administration system.</p> <p>1.7 Promote the establishment of agri-business zones with special consideration for needs of women</p> | <p>MOFA, WRC, FBOs</p> <p>MOFA, WRC, FBOs</p> <p>MOFA, WRC, FBOs</p> <p>MOFA, MPSD & PSI, MLFM, LANDS COMMISSION</p> <p>MOFA, MLFM, District Assemblies, Chief/Skins, MES/TCPD, MPSD & PSI</p> | <p>MDG 1</p> <p>ECOWAS</p> <p>MDG 1</p> |

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| | <ul style="list-style-type: none"> • Low soil fertility • High incidence of pest and diseases • Low agricultural productivity • Over reliance on traditional agricultural commodities • Unsustainable agriculture management practices • Low productivity and low resistance breeds of livestock • Inappropriate husbandry practices • Low level of dairy production • High incidence of animal and zoonotic diseases • Poor disease surveillance and disease surveillance system | | <p><i>Selected Crop development</i></p> <p>1.8 Development and multiplication of new and improved seeds and planting materials of selected crops.</p> <p>1.9 Promote soil fertility management systems</p> <p>1.10 Promote an integrated pest and disease management system</p> <p>1.11 Bio-technology promotion and expansion - promotion of pineapple, cashew, oil palm</p> <p>1.12 Promote the development of Horticulture in the country</p> <p>1.13 Updating existing technological packages and promoting environmentally sustainable cropping practices in agro-forestry, land and water management in farming communities</p> <p><i>Livestock development</i></p> <p>1.14 Provision of improved breeds- small ruminant, guinea fowl</p> <p>1.15 Animal feed quality control</p> <p>1.16 Improved animal husbandry practices</p> <p>1.17 Intensify the work of Veterinary Public Health Services</p> <p>1.18 Promotion of dairy production</p> <p>1.19 Intensify disease control and surveillance, especially for zoonotic and scheduled diseases</p> | <p>MOFA, CSIR, Private Sector, NGOs</p> <p>MOFA, CSIR, Private Sector, NGOs</p> <p>MOFA, CSIR, Private Sector, NGOs, EPA</p> <p>MOFA, GAEC, Private Sector, CSIR</p> <p>MOFA, GAEC, Private Sector</p> <p>MOFA, CSIR, Private Sector, MLF, EPA, NGOs</p> <p>MOFA, CSIR, Private Sector, NGOs</p> <p>MOFA, CSIR, Private Sector</p> <p>MOFA, Private Sector, CSIR</p> <p>MOFA, FAO, Private Sector</p> <p>MOFA, Private Sector</p> | <p>MDG 1/8, ECOWAS</p> <p>MDG 1</p> |

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| | <ul style="list-style-type: none"> • Cattle rustling • Poor system of cattle identification • High incidence of tsetse disease • Limited access to tractor services and other farm machinery/equipment and technology especially in the case of women • Low exploitation of ground water for irrigation purposes • High rate of drudgery in farming activities • Lack of access to credit especially of small-scale women farmers | | <p>1.20 Develop cattle identification scheme to enhance disease tracing</p> <p>1.21 Intensify Tsetse and trypanosomiasis control</p> <p><i>Agriculture Mechanisation</i></p> <p>1.22 Ensure easy and affordable access to tractor services to both men and women farmers</p> <p>1.23. Ensure that design of technology addresses the specific needs and constraints of men and women</p> <p>1.24 Ground water development and exploitation</p> <p>1.25 Provision of shellers and processing equipment</p> <p><i>Agriculture Financing</i></p> <p>1.26 Improve access to affordable credit to women and men, with a special emphasis on increasing the proportion of women that can gain access to credit</p> | <p>MOFA, Private Sector, District Assemblies, CSIR</p> <p>MOFA, Private Sector, CSIR</p> <p>MOFA, Private Sector,</p> <p>MOFA, Private Sector,</p> <p>MOFA, Private Sector,</p> <p>MOFA, Private Sector,</p> | <p>MDG 1/8</p> <p>NEPAD</p> |
| | <ul style="list-style-type: none"> • Limited value addition and high post-harvest losses • Improper packaging of agricultural produce and products | <p>2. Ensure food security for all and increase the access of the poor to adequate food and nutrition</p> | <p><i>Post-Harvest management/Value Addition</i></p> <p>2.1 Promotion of processing, preservation and utilization of crops, animal and fish products</p> <p>2.2 Promotion of use of local raw material e.g. maize and sorghum in brewing</p> <p>2.3 Development and promotion of the use of standardized packaging materials</p> | <p>MOFA, Private Sector, CSIR, GAEC</p> <p>MOFA, MOTI, Private Sector, CSIR, GAEC</p> <p>MOFA, MOTI, Private Sector, CSIR</p> | <p>MDG 1 and NEPAD</p> |

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| | <ul style="list-style-type: none"> Lack of quality standards Low level of exports of value added agricultural products Lack of storage facilities, especially at the community level Some food processing technologies are a health hazard and environmentally unfriendly Inability of farmers to obtain premium prices due to weak and ineffective Farmer Based Organizations Output fluctuations due to instability in prices | | <p>2.4 Institutionalize the use of weights and measures</p> <p>2.5 Facilitate establishment of small scale agro-processing industries for exports</p> <p>2.6 Promote the establishment of storage facilities, including community level facilities</p> <p>2.7 Develop and promote user and environmentally friendly technology for food processing</p> <p><i>Agriculture Marketing</i></p> <p>2.8 Development of farmer based organizations (FBO) capable of securing fair prices for products</p> <p>2.9 Encourage the setting up of satellite markets in urban centers to provide outlets for rural farmers to dispose off their products, whiles overcoming the exploitation from urban traders</p> <p>2.10 Promote price and income stability measures</p> | <p>MOFA, MOTI, Private Sector,</p> <p>MOFA, MOTI, Private Sector</p> <p>MOFA, Private Sector, CSIR, GAEC</p> <p>MOFA, CSIR, , Private Sector</p> <p>MOFA, DOC, Private Sector</p> <p>MOFA, Private Sector, District Assemblies</p> <p>MOFA, Private Sector</p> | |
| | <ul style="list-style-type: none"> Low extension coverage especially amongst poor farmers in the transition and savannah zones. Women farmers amongst this group have less contact with extension officers compared to men. | <p>3. Ensure the development and strengthening of the requisite institutional capacity to support agriculture productivity</p> | <p><i>Access to Extension</i></p> <p>3.1 Promote alternative extension approaches that will increase the proportion of both men and women farmers that are reached particularly in the transition and savannah zones.</p> <p>3.2 Establishment of extension information centers (EIC)</p> | <p>MOFA, Private Sector, NGOs</p> <p>MOFA, Private Sector, NGOs</p> | <p>MDG 1</p> |

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| (c) <i>Restoration of degraded environment and Natural Resource management</i> | <ul style="list-style-type: none"> Degradation of the nation's forest Over reliance on major species like mahogany, odon, sapale, etc Fast depletion of the nation's biomass without replacement. Inefficient use and management of natural resources Advancing/creeping desertification through bush fires, poor farming practices, energy use, etc. Lack of awareness on climate change and its impact Destruction of the environment, pollution by illegal miners Inefficient industrial waste management | <p>1. Ensure the restoration of degraded natural resources</p> | <p><i>Lands and forestry</i></p> <p>1.1 Encourage reforestation of degraded forest and off-reserve areas.</p> <p>1.2 Promote the development and use of alternative wood products.</p> <p>1.3 Promote plantation/woodlot development among communities to meet the needs of society</p> <p>1.4 Manage and enhance Ghana's land and permanent estate of forest and wildlife protected areas while considering the effect on women and men farmers</p> <p>1.5 Ensure the involvement of communities and the relevant agencies in the implementation of national Action Plan to combat desertification</p> <p><i>Environment</i></p> <p>1.6 Initiate measures to stem land degradation</p> <p>1.7 Initiate measures toward regulating the impact of climate change/variability</p> <p><i>Mines</i></p> <p>1.8 Control the menace mining (especially illegal mining)</p> | <p>MLFM, MoSE, MLGRD, District Assemblies, Environmental Protection Agency (EPA), CSIR, Forestry Commission and Environmental NGO's.</p> | <p>ECOWAS, NEPAD, MDG 7</p> <p>NEPAD, MDG 7</p> |
| | | <p>2. Promote sustainable natural resource management</p> | <p><i>Environment</i></p> <p>2.1 Promote an efficient and accessible industrial and domestic waste management system including the menace of plastic waste</p> | <p>MLFM, EPA, MoSE MLGRD, District Assemblies, CSIR, Wild Life Commission</p> | <p>MDG 7, NEPAD</p> <p>MDG 7, NEPAD</p> |

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| | <ul style="list-style-type: none"> Negative impact of some farm practices and mining technologies Depletion of some endangered species Lack of efficient ecosystem management Inadequate scientific data for precautionary approach to fisheries management (Inland and marine) Insufficient monitoring and control to ensure compliance with laws and regulations on fisheries. Weak or inexistent collaboration with communities towards the management of fisheries resources Over-exploitation of fisheries resources Unsafe and unhygienic working conditions at landing beaches Over-dependence on fisheries as a means of livelihood due to lack of alternative employment for women and men | | <p>2.2 Promote the use of environmentally friendly technologies and practices.</p> <p>2.3 Promote human centred biodiversity conservation initiatives</p> <p>2.4 Promote integrated ecosystem management which is friendly towards men and women equally.</p> <p><i>Fisheries</i></p> <p>2.5 Promote the gathering of adequate scientific data for precautionary approach to fisheries management</p> <p>2.6 Establishment of effective Monitoring, Control and Surveillance systems to ensure compliance with laws and regulations on fishery resource</p> <p>2.7 Establishment of co-management mechanism for fisheries resource management</p> <p>2.8 Control of fishing effort</p> <p>2.9 Enhancement of fisheries resource of water bodies</p> <p>2.10 Improvement of fish landing site</p> <p>2.11 Development of credit lines for improvement of fisheries livelihoods</p> <p>2.12 Improvement and diversification of livelihoods for men and women in the post harvest fisheries sector</p> | <p>MOF, Private Sector, CSIR, Universities Institutions</p> <p>MOF, Private Sector, CSIR, Universities Institutions</p> <p>MOF, Private Sector, CSIR, District Assemblies</p> <p>MOF, Private Sector, CSIR, Universities Institutions</p> <p>MOF, Private Sector, MOFEP, MOWAC, MPSD & PSI</p> <p>MOF, Private Sector, CSIR, MOWAC, MPSD & PSI</p> | <p>NEPAD, MDG 7</p> <p>NEPAD, MDG 7</p> <p>NEPAD, MDG 7</p> <p>ECOWAS</p> |

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| | <ul style="list-style-type: none"> • Inadequate gender consideration in land administration projects • Duplication of functions within the land sector agencies • Inequality in sharing of benefit from natural resources • Lack of compensation to land owners • Inadequate involvement of communities, particularly women in resource management • Lack of viable and efficient industries which utilize primary products | | <p><i>Lands and forestry</i></p> <p>2.13 Ensure that the current land administration project is engendered</p> <p>2.14 Ensure that every socio-economic activity is consistent with sound land administration practices</p> <p>2.15 Promote equitable benefit sharing from land, forest and wildlife resources</p> <p>2.16 Ensure prompt, fair and adequate compensation for government acquired lands</p> <p>2.17 Maximise community involvement, especially women, in sustainable land, forest and wildlife resources</p> <p>2.18 Promote the development of viable and efficient forest and wildlife-based industries, particularly in secondary and tertiary processing</p> | <p>MLFM, JPA, MoSE MLGRD, District Assemblies, Land Commission, Wild Life Commission</p> | <p>NEPAD, MDG 7</p> |
| | <ul style="list-style-type: none"> • Inadequate exploration of mineral resources within the country • Over-dependence on the few precious minerals • Degradation of land, pollution of water and air and high incidence of mining accidents | | <p><i>Mines</i></p> <p>2.19 Sustain mining sector through continuous exploration, exploitation and management of mineral resources.</p> <p>2.20 Diversify the mineral base of the nation to reduce over-dependence on the few precious mineral</p> <p>2.21 Improve the environmental and natural resources management for health and safety, and increased sustainable production</p> | <p>MLFM, MoSE, MLGRD, District Assemblies, MOTI, NBSSI, ASSI, Land Commission, Wild Life Commission</p> | <p>NEPAD</p> <p>NEPAD</p> <p>NEPAD, MDG 7</p> |

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| | <ul style="list-style-type: none"> Minimal stakeholders involvement in the management of mineral resources Outmoded mining regulation which do not attract investor | | <p>2.22 Promote collaborative management of the nation's mineral resources</p> <p>2.23 Promote the issue of international best practices to enhance the competitiveness of the mining sector</p> | | <p>NEPAD, ECOWAS</p> <p>NEPAD, ECOWAS</p> |
| | <ul style="list-style-type: none"> Weak institutional capacities for environmental management at all levels Low enforcement of environmental laws Weak collaboration among relevant agencies on natural resource management | <p>3. Build the requisite institutions and strengthen the regulatory framework to ensure sustainable natural resource management</p> | <p>3.1 Enact relevant environmental laws to protect the environment at all times</p> <p>3.2 Enforce existing environmental laws</p> <p>3.3 Development of multi-agency approach to enhance resource management and the environment</p> <p>3.5 Assist mining companies to carry out their business to generate employment, create wealth and improve living standards of local communities</p> <p>3.6 Harmonize the relationship between the mining companies and mining communities</p> | <p>MLFM, MoSE, MLGRD, District Assemblies, MOTI, NBSSI, ASSI, Land Commission, Wild Life Commission</p> <p>MoFE, GEPC, MOTI, MOFA, MPSD & PSI, NBSSI, ASSI, SBA</p> | <p>NEPAD, MDG 7</p> |
| | <ul style="list-style-type: none"> Lack of collaboration among member states of Ecowas on natural resource management | <p>4. Build regional and global linkages toward the management of natural resources</p> | <p>4.1 Co-ordinate and harmonize policies and programmes with other member states of Ecowas</p> <p>4.2 Exchange information on the prospection, mapping, production and processing of mineral resources and exploration, and distribution of water resources among member countries</p> | <p>MLFM, MoSE, MLGRD, District Assemblies, MOTI, NBSSI, ASSI, Land Commission, Wild Life Commission</p> | <p>NEPAD, ECOWAS MDG7/8</p> <p>NEPAD, ECOWAS MDG7/8</p> |

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| (d) <i>Linking to Other Sectors: Promoting Trade and Industrial Development</i> | <ul style="list-style-type: none"> Limited economically beneficial linkages along the production and supply chains. Lack of information on availability of credit especially for women Lack of credit to support trade and peasant farmers, especially women. | <ol style="list-style-type: none"> Ensure proper integration of the nation's production sector into the domestic market with equal opportunities for women and men. | <ol style="list-style-type: none"> Develop a system of transfer of expertise and exchange of scientific, technical and economic remote sensing data among member states of Ecowas | | NEPAD, ECOWAS MDG7/8 |
| | <ul style="list-style-type: none"> Limited, ineffective and inefficient trade support services denying exporters access to the open EU and America markets Inability to derive the maximum benefit from multilateral trading negotiations Lack of fairness and transparency in the nation's import-export regime | <ol style="list-style-type: none"> Enhance access to export markets for both women and men | <ol style="list-style-type: none"> Identify and promote opportunities for economically beneficial linkages along production and supply chains in new and existing productive sectors Promote credit catalysts and rural service centers where larger traders and associations can access credit and on-lend to small traders and peasant farmers | <p>MRT, GEPC, MOTI NBSSI, Registrar General Department, ASSI, SBA, AGI</p> <p>MoFE, GEPC, MOTI, MOFA, MPSD & PSI, NBSSI, ASSI, SBA</p> | NEPAD MDG 1 |
| | | | <ol style="list-style-type: none"> Provide concessionary export finance facilities to exporters Promote competition in airport cargo handling Encourage private sector investment in construction, and operating cold chain facilities from production point to the port Facilitate the provision by private sector well organised container terminals with security, equipment, effective operators and computerised tracking. Improve the multi-lateral trading environment by fully participating in negotiations and rule setting in multi-lateral trading fora Create a fair, transparent and equitable trade regime | <p>CEPS, MRT, GEPC, MOTI GPFA, NBSSI, Private sector, ASSI, MPSD & PSI, MFA,</p> <p>CEPS, MRT, GEPC, MOTI GPFA, NBSSI, Private sector, ASSI, MPSD & PSI</p> | MDG 8 NEPAD, ECOWAS |

| KEY AREA OF FOCUS | ISSUES | POLICY | STRATEGIES | IMPLEMENTING AND COLLABORATIVE AGENCY | GLOBAL/ REGIONAL LINKAGES |
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| | <ul style="list-style-type: none"> • Bottlenecks in moving goods through the nation's borders | | <p>2.7 Facilitate trade through Ghana's border to reduce costs and improve ease of trade</p> | <p>CEPS, MRT, GEPC, MOTI/GPHA, NBSSI, Private sector, ASSI, MPSD & PSI, Ministry of Regional Integration & NEPAD</p> | <p>NEPAD, ECOWAS, MDG 8</p> |
| | <ul style="list-style-type: none"> • Low investment in the services and manufacturing sectors. • Lack of well-developed and efficient national infrastructure to support industrial productions. • Lack of professionalism in the management of production systems. • Limited use of local products and services in government projects • Low patronage for made in Ghana products in the domestic and international markets | <p>3. Increase industrial output and improve the competitiveness of domestic industrial products</p> | <p>3.1 Mobilize domestic and international resources for production of value-added products</p> <p>3.2 Enhance accessibility to competitive productive infrastructures (i.e. road, water, telecommunication, electricity, etc)</p> <p>3.3 Promote efficient management practices in production systems.</p> <p>3.4 Promote the use of local products and services in government procurement</p> <p>3.5 Actively promote made in Ghana products within domestic and international markets</p> <p>3.6 Promote industrial sub-contracting and partnership exchange</p> <p>3.7 Facilitating the development of commercially viable export oriented and domestic market oriented enterprises in rural communities</p> <p>3.8 Promote the development of the craft industry for mass production and export</p> <p>3.9 Ensure that designed standard organisations participate in international standard setting</p> | <p>GEPC, MOTI, NBSSI, GIPC, Registrar General Department, ASSI, AGI, MPSD & PSI, Private Sector, Financial Sector, Bank of Ghana</p> <p>MLGRD, MRT, GEPC, MOTI, MOCTI, MPHR, MRH, MWH, MoEn</p> <p>MOTI, NBSSI, GIPC, ASSI, AGI, MPSD & PSI, Private Sector, EMPRETEC, Educational Institutions</p> <p>MOTI, MoFEP, MLGRD, NBSSI, ASSI, AGI, MPSD & PSI, Private Sector, All Ministries</p> <p>GEPC, MOTI, NBSSI, ASSI, AGI, MPSD & PSI, Private Sector</p> <p>MOTI, NBSSI, MOFEP, AGI, ASSI, GRATIS, GSB</p> <p>MOTI, MoFEP, MOFA, MLGRD, District Assemblies, NBSSI, GRATIS, Ghana Standard Board, Ghana National Procurement Agency</p> <p>MOTI, TFOC, ITC, GEPC, NBSSI, ATAG, MOFEP</p> <p>MOTI, GEPC, GSB, FDB, AGI, ASSI, GIPC, MPSD & PSI, EPA, Private sector</p> | <p>NEPAD, ECOWAS, MDG 8</p> <p>NEPAD, MDG 1</p> <p>NEPAD, ECOWAS, NEPAD, MDG 1</p> |
| | <ul style="list-style-type: none"> • Poor quality of domestic products which do not meet international standards | | | | |

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| | | | <p>3.10 Ensure the removal of technical barriers in the way of key current and potential export products</p> <p>3.11 Assist exporters to comply with international standards required by selected export markets.</p> | <p>MOTI, GEPC, AGI, ASSI, GIPC, MPD & PSI, Private sector, CSIR</p> <p>MOTI, GEPC, AGI, ASSI, GIPC, MPD & PSI, Private sector, CSIR</p> | |
| | <ul style="list-style-type: none"> Exploitation of consumer due to monopoly situation Frustration in the registration and licensing of new businesses Slow integration of the countries in the Ecowas sub-region. Lack of effective laws and regulations to protect intellectual property rights Low awareness on intellectual property rights. Lack of balance between economic interest, consumption patterns and environmental protection Poor quality, dangerous content, and poor handling of products endanger the health of consumers, especially low income earners. | <p>4. Strengthen the legal, regulatory and institutional framework to support industrial production and trade</p> <p>5. Ensure the health, safety and economic interest of consumers</p> | <p>4.1 Improve on the rules of competition and ensure effective enforcement</p> <p>4.2 Improve the speed and efficiency of business registration and licensing</p> <p>4.3 Fully support measures aimed at removing obstacles to full Ecowas integration</p> <p>4.4 Provide effective rules to protect intellectual property rights and coordination mechanism to ensure effective administration of copyright and industrial property rights</p> <p>4.5 Design and implement a programme of awareness and education on intellectual property rights targets women and men</p> <p>4.6 Promote environmentally friendly consumption</p> | <p>MOTI, NBSSI, GIPC, ASSI, AGI, MPD & PSI, Private Sector, EMPRETEC, Educational Institutions</p> <p>CEPS, MRT, GEPC, MOTI GPHA, NBSSI, Registrar General Department, ASSI,</p> <p>GEPC, MOTI, NBSSI, GIPC, MPD & PSI, MFA, Ministry of Regional Integration and NEPAD</p> <p>MoJ, MOTI, GEPC, NBSSI, MPD & PSI, Ministry of Regional Integration and NEPAD</p> <p>MoJ, MOTI, GEPC, NBSSI, MPD & PSI, Ministry of Regional Integration and NEPAD</p> | <p>ECOWAS, NEPAD</p> <p>ECOWAS, NEPAD</p> |
| | | | <p>5.1 Ensure the enforcement of legislation that prevents the sale of unsafe and poor quality goods on the local market.</p> | | |

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| | economically beneficial purpose | | <p>1.10 Link the northern part of the country to the south, through an efficient rail network.</p> <p>1.11 Maintain and provide efficient and modernized ports and Harbors infrastructure across the country.</p> <p>1.12 Promote the development of regional rail network and ports facilities.</p> <p>1.13 Encourage general aviation and aviation support services such as the use of micro light aircraft in agriculture, passenger transport and health delivery services</p> | <p>MPHR, GRC, Private Sector</p> <p>MPHR, GHAPPOHA, Private Sector, GFTZB, GPC</p> <p>MPHR, GRC, Private Sector</p> <p>GCAA, Office of the President, MRT, Private sector, MoH</p> | ECOWAS |
| | <ul style="list-style-type: none"> Inaccessible transportation network to the urban centers. Sparsely distributed settlements in certain regions Lack of safety of/on water transport Inadequate water transportation | <p>2. Ensure the provision of affordable and an accessible transport system</p> | <p>2.1 Sustain the development of mass transportation system for road</p> <p>2.2 Promote the development of disability friendly public transport system for all modes of transportation</p> <p>2.4 Promote the development and use of Intermediate Modes of transport (IMT)</p> <p>2.5 Provide a smooth affordable and safe water transport system for the country</p> <p>2.6 Sustain the development of mass transport for rail and water modes of transport</p> <p>2.7 Provide efficient and reliable port services</p> <p>2.8 Promote the integration of all modes of transport</p> <p>2.9 Promote sub- regional rail and ports management system that ensures efficient movement of goods and humans across borders.</p> | <p>MRT, MMC, District / Metropolitan Assemblies, GPRJTU</p> <p>MRT, District / Metropolitan Assemblies, CSIR,</p> <p>MPHR, District / Metropolitan Assemblies, VLTC</p> <p>MPHR, District / Metropolitan Assemblies, VLTC, GRC</p> <p>MPHR, District / Metropolitan Assemblies, VLTC, GRC, GHAPPOHA, CEPS</p> <p>MRT, MPHR, VLTC, GRC, GHA, DFR, DUR</p> <p>MPHR, District / Metropolitan Assemblies, VLTC, GRC, GHAPPOHA, CEPS</p> | MDG 1 |

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| | | | <p>2.10 Promote high safety, security and environmental standards for the aviation industry</p> <p>2.11 Promote the development of human resource and the use of ICT in the aviation industry</p> | <p>GCAA, Office of the President, MRT, Private sector, MoH, CEPS, Immigration Service, Ghana Police Service, Ghana Fire service, MCT</p> | MDG 8 |
| | <ul style="list-style-type: none"> Lack of/insufficient legal and regulatory framework to regulate water, air, marine and road transport | <p>3. Develop and strengthen the appropriate legal, institutional and regulatory framework to regulate all modes of transportation to ensure an efficient transport system</p> | <p>3.1 Streamline transport regulation and enforcement</p> <p>3.2 Promote road safety and traffic management scheme to reduce road traffic accidents</p> <p>3.3 Promote private sector involvement in the road sector financing, construction and maintenance</p> <p>3.4 Strengthen local capacity in both consulting and construction services and Government institutional capacity in the road sector</p> <p>3.5 Supporting small scale contractors through the classification and registration process</p> <p>3.6 Promote effective and sustainable maintenance of the road system (through government decentralization programme).</p> <p>3.7 Promote rail and water safety management scheme to reduce boat disasters and derailment</p> <p>3.8 Promote private sector involvement in port services and in the financing, construction and maintenance of rail services.</p> | <p>MRT, District / Metropolitan Assemblies, GPRU, MTU, DVEA, National Road Safety Commission, MoJ, Judiciary</p> <p>MRT, District / Metropolitan Assemblies, GPRU, MTU, DVLA, National Road Safety Commission</p> <p>MRT, Private sector, Financial Institutions, BRRI</p> <p>MRT, Private sector, Local consultants, BRRI</p> <p>MRT, MPSD&PSI, Private GHA, DFR, DUR, MOFEP</p> <p>MRT, GHA, DFR, DUR, District/Metropolitan Assemblies</p> <p>MPHR, District / Metropolitan Assemblies, VLTC, GRC</p> <p>MPHR, VLTC, GRC, GHAPPOHA, Private sector, Financial Institutions</p> | |
| | <ul style="list-style-type: none"> Poor road maintenance culture | | | | |

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| | | | <p>3.9 Strengthen local capacity in both consulting and construction services and government capacity in the road, rail and marine sector</p> <p>3.10 Develop appropriate legal and institution framework to ensure security at the rail and other terminal facilities.</p> <p>3.11 Strengthen existing regulatory and institutional framework for efficient ports, rail, water and air transport system</p> <p>3.12 Restructuring of Ghana Civil Aviation Authority to play it is role as an independent regulator.</p> <p>3.13 Promote private sector involvement in the investment and management of aviation infrastructure and equipment.</p> | <p>MPCR, VLTC, GRC, GHAPPOHA, Private sector (Local consultants), CEPS, Maritime Academy</p> <p>MPCR, VLTC, GRC, GHAPPOHA, Maritime Academy, MOI, Parliament, Office of the President, MRT, GCAA</p> <p>GCAA, Office of the President, MRT, Private sector, MPSD, GPC</p> | |
| (b) <i>Energy Supply to Support Industry and Households</i> | <ul style="list-style-type: none"> Lack of access to the national electricity grid Deforestation and environmental degradation due to indiscriminate felling of trees Inadequate power infrastructure to support the delivery of modern energy services | <ol style="list-style-type: none"> Increase access to the modern forms of energy to the poor and vulnerable Provide support to modernize and expand power infrastructure | <ol style="list-style-type: none"> 1.1 Implement the Self-Help Electrification Programme (SHEP) in the rural and peri-urban areas 1.2 Implement rural energy programme involving renewable energy (solar PV, small hydro, wind, biogas etc.) in areas where it is economically feasible. 1.3 Encourage and support the use of affordable liquefied petroleum gas (LPG) especially in the rural areas | <p>MOEn, VRA, ECG and Donors</p> <p>MOE, VRA, ECG, Energy Commission, private sector, donors</p> <p>MOEn, EC, KITE, EF</p> | <p>NEPAD, ECOWAS</p> <p>NEPAD MDG 7</p> <p>MDG 1</p> |
| | | | <ol style="list-style-type: none"> 2.1 Implement ECG Distribution System Upgrade project. 2.2 Implement NED Distribution system Upgrade Project | <p>MOE, ECG, donors</p> <p>MOE, ECG, donors</p> | <p>NEPAD</p> |

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| | | | 2.3 Implement transmission and power generation projects to assure reliable power supply (i.e Takoradi Power Station expansion, Abcaddze-Tena 330 kV transmission line, Kumasi- Sunyani 161 kV transmission line, 2nd Bulk Supply Point in Kumasi, etc) | MOE, ECG, donors | |
| | <ul style="list-style-type: none"> Need to diversify national energy mix and assure energy security. | 3. Diversify the national energy mix including the use of indigenous | 3.1 Implement programmes to support renewable energy sources in Ghana (Hydro, wind, solar PV etc.) | MOE, VRA, Energy Commission, Donors | MDG 7 |
| | <ul style="list-style-type: none"> Need for long- term sustainable operation of the power sector | 4. Improve management and accountability in power utilities 5. Improve the regulatory environment in the power sector 6. Ensure full cost recovery for power supply and delivery | 4.1 Implement Power Sector Reform Programme | MOE, VRA, ECG | |
| | <ul style="list-style-type: none"> Need for secure long term source of fuel for the power system | 7. Source for long term source of fuel for the thermal plants | 5.1 Support human resource and capacity building in the PURC and Energy Commission | MOE, PURC, Energy Commission | |
| | <ul style="list-style-type: none"> Health problems experienced by women due to inefficient wood fuel technologies | 8. Minimize environmental impacts of energy supply and consumption through increased renewable energy / energy efficiency technologies | 6.1 Implement a policy of full cost recovery for electricity while protecting the poor. | PURC, MOE, Energy Commission | |
| | | | 7.1 Assume leadership role in the West African Gas Pipeline Project | MOE, VRA, PURC, Energy Commission, MOFEP | |
| | | | 8.1 Promote energy efficient technologies that safeguard the health of domestic users especially women and children | | MDG 3 |
| | <ul style="list-style-type: none"> Low adoption of energy efficiency | 9. Ensure productive and efficient use of | 9.1 Implement programmes on energy efficiency and conservation. | MOE, Energy Foundation, Energy Commission, VRA, ECG | MDG 1 |

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| | technologies among domestic users. | energy (both rural and urban) | 9.2 Implement a productive uses of energy programme in the rural areas to stimulate growth and development | MOE, Energy Foundation, Energy Comm., VRA, ECG | |
| | <ul style="list-style-type: none"> Need for improvement in the operation of the power supply chain Low involvement of private capital in the energy sector | <p>10. Improve the overall management and operation of the power sector</p> <p>11. Promote and encourage the participation of the private sector in the energy sector</p> | <p>10.1 Implement the Power Sector Reform Programme</p> <p>11.1 Implement full cost recovery in the power sector</p> <p>11.2 Deregulate the petroleum sector</p> | <p>MOE, Energy Commission</p> <p>MOE, VRA, ECG, PURC</p> <p>MoEn, NPA</p> | NEPAD, ECOWAS |
| (c) <i>Science and Technology to Support Productivity and Development</i> | <ul style="list-style-type: none"> Lack of science and technology culture in all aspect of the society Lack of national policy to promote the development of appropriate technology to support agriculture and small to medium scale enterprises | <p>1. Promote research and development at all sectors of the economy</p> | <p>1.1 Promote science and development at all levels of production</p> <p>1.2 Promote the development of appropriate technology to support agriculture and rural small and medium scale enterprises</p> | <p>MoSE, CSIR, Private Sector, MOTI, MoES, ITTU, GAEC, University institutions</p> <p>MoSE, CSIR, Private Sector, MOTI, MoES, ITTU, NBSSI, MOFA, GAEC, University institutions</p> | |
| | <ul style="list-style-type: none"> Lack of national policy on commercialize of scientific research | <p>2. Build appropriate linkages between research and production to ensure that research output are utilized</p> | <p>2.1 Actively encourage the diffusion and transfer of technology development</p> | <p>MoSE, CSIR, Private Sector, MOTI, MoES, ITTU, NBSSI, MOFA, GAEC, University institutions</p> | |
| | | | <p>3. Build appropriate institutions and regulatory framework to promote the development of science and technology research</p> | <p>3.1 Provide support for business to adopt Research and Development as critical component of production</p> | <p>MoSE, CSIR, Private Sector, MOTI, MoES, ITTU, NBSSI, MOFA, GAEC, University institutions, MPSD & PSI, MOFEP</p> |

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| IV. DEVELOPING NEW SECTORS TO SUPPORT GROWTH (a) <i>Developing information and communication technology (ICT)</i> | <ul style="list-style-type: none"> Low accessibility to telephone facilities, especially in rural areas Poor quality of telephone services Poor or inadequate internet infrastructure ICT not affordable to majority of potential users | <ol style="list-style-type: none"> Enhance the development of ICT Infrastructure | <ol style="list-style-type: none"> Increase coverage of telephones particularly in rural and peri-urban communities Improve the quality of telephone service Establish national network of Internet backbone/ broadband Source FDI and national investment to promote the development and marketing of hardware and suitable software | MOC, NCA, MOES, MOI, MPSPD, Service Providers MOC, NCA, MOES, MOI, MPSPD, Service Providers MOC, NCA, MOES, MOI, MPSPD, Service Providers MOC, NCA, MOES, MOI, MPSPD MMYE, Service Providers | NEPAD MDG 8 |
| | <ul style="list-style-type: none"> Unsecured data management system Low level of deployment of ICT culture | <ol style="list-style-type: none"> Promote development of E-strategies in key sectors of the economy | <ol style="list-style-type: none"> Implement National E-Governance program. Implement National Electronic Security system. Promote and Support E-commerce system Implement National ICT strategy in Health Implement ICT's in Agriculture and the Music industry Implement National strategy on ICT's and Gender. | MOC, All Ministries, Office of the president, State Enterprise Commission | NEPAD MDG 8 |
| | <ul style="list-style-type: none"> Limited development of IT programmes in schools. | <ol style="list-style-type: none"> Promote the use of ICT in Education | <ol style="list-style-type: none"> Provide telephone coverage to all public schools and communities in Ghana Provide Internet access to all districts with a model Senior Secondary School Ensure that ICT is made a core subject of all post-basic educational institutions including university Ensure that ICT is made a core subject of teacher training education | | NEPAD MDG 8 |

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| | <ul style="list-style-type: none"> Limited use of ICT as a tool to enhance the management and efficiency of businesses Lack of ICT skilled human resource | <p>4. Promote the use of ICT in productive activities</p> | <p>3.5 Promote in-service ICT training for teachers, targeting both women and men</p> <p>4.1 Encourage small companies to make use of services/assets made available by national internet backbone.</p> <p>4.2 Ensure the existence of better educated workforce with well developed skills that meet the hi-tech employment opportunities of the country.</p> | <p>MOCT, MoSE, MOFEP, MOI, MLGRD, District Assembly</p> | <p>MDG 8</p> |
| | <ul style="list-style-type: none"> Lack of adequate institutional and regulatory framework to support ICT development | <p>5. Build the necessary capacity and strengthen the legal and institutional framework to support ICT</p> | <p>5.1 Review existing regulatory body in order to improve functionality</p> <p>5.2 Create an environment conducive for ICT</p> <p>5.3 Facilitate the partnership between Government and small and large business in the private sector owned by women and men in the areas of technology development.</p> <p>5.4 Support and provide services and technology to tenant companies</p> <p>5.5 Provide R&D and innovation facilities to the Private Sector.</p> <p>5.6 Lay the foundations for a national ICT export base</p> | <p>MOC, NCA, MOES, MOI, MPSD, Service Providers MOC, MoSE, MOFEP, MOI</p> | |
| (b) <i>Developing the Tourism Sector for Revenue and Employment Generation</i> | <ul style="list-style-type: none"> Low revenue generation capacity from tourism in the country. Over-dependence on traditional sources of revenue for the country. Lack of appreciation of the contribution of tourism to the national account | <p>1. Promote tourism as a major source of national revenue</p> | <p>1.1 Marketing Ghana as a competitive tourist destination</p> <p>1.2 Developing Tourism satellite account to determine tourism contribution to GDP.</p> | <p>MOT/MCC, GTB, MOI, GIPC, MOF, GHATOF</p> <p>MOT/MCC, GTB, GIS, GSS, BOG, MOFEP, SNV</p> | |

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| | <ul style="list-style-type: none"> • Low resource mobilization for the development of tourism among communities. • Limited capacity and access to credit especially women entrepreneurs such as caterers and local fast food vendors. • Poor tourism services and low quality standards in the industry • Lack of professionalism to enhance the productivity of the industry | | <p>1.3 Revising tourism investment policy to promote SMEs in the communities.</p> <p>1.4 Designing programmes to reduce the credit constraint of operators in the tourism sector with a particular focus on women entrepreneurs.</p> <p>1.5 Enhancing tourism services and standards through inspection, licensing and classification of formal and informal tourism establishments</p> <p>1.6 Enhancing human resource capacity of skilled and unskilled personnel in the hospitality industry</p> | <p>MOT/MCC, GTB, GIPC, MOFEP, GHATOF</p> <p>MOT/MCC, GTB, GIPC, MOFEP, GHATOF</p> <p>MOT/MCC, GTB, GHATOF, DA,</p> <p>MOT/MCC, HOTCATT, MOES, GHATOF, MMEY</p> | <p>ECOWAS, NEPAD</p> <p>ECOWAS</p> |
| | <ul style="list-style-type: none"> • Inadequate modern infrastructure in the capital city and other tourism sites to support tourism • High incidence of commercial sex, that also involves children | <p>2. Modernize the capital city to attract investment and tourism</p> | <p>2.1 Developing modern infrastructure in the capital city</p> <p>2.2 Ensuring the reduction of sex abuse and spread of sexually transmitted diseases and HIV/Aids associated with tourism</p> | <p>MOT/MCC, AMA, T&CP,</p> <p>MOT/MCC, GTB, MOES, GHATOF, MOH, GSMF, PPAG, GAC</p> | |
| | <ul style="list-style-type: none"> • Inadequate promotion of domestic tourism | <p>3. Promote domestic tourism to foster national cohesion as well as redistribution of income</p> | <p>3.1 Vigorously promoting domestic tourism to encourage Ghanaians to appreciate and preserve their national heritage and create wealth in the communities.</p> | <p>MOT/MCC, GTB, MOES, GHATOF, MDA'S, District Assembly</p> | |
| | <ul style="list-style-type: none"> • Increasing adulteration of our culture and degradation of the environment. | <p>4. Promote sustainable and responsible tourism in such a way to preserve</p> | <p>4.1 Developing sustainable ecotourism, culture and historical sites.</p> | <p>MOT/MCC, MLF, NCC, DA'S, GHATOF, NCRC, GTB.</p> | <p>NEPAD, MDG 7</p> |

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| (c) <i>The Music Industry for Growth and Job Creation</i> | <ul style="list-style-type: none"> Poor waste management | <p>historical, cultural and natural heritage.</p> <p>5. Enhance capacity and strengthen the legal and institutional framework to support tourism industry</p> | <p>4.2 Enforcing measures to reduce waste arising from tourist activities.</p> <p>5.1 Building capacities at institutional and communities levels.</p> | <p>MES, MOT/MCC, MWH, MDA'S, GHATOF, GTB</p> <p>MOT/MCC, MDA'S, District Assemblies, GHATOF, TRADITIONAL AUTHORITIES, HOTCAIT, GTB</p> | |
| | | <p>1. Provide the right legal and regulatory framework for promoting the music and film industry</p> | <p>1.1 Redefine music and films as an industry within the broad context of tourism development, private, small and medium enterprise development, export and investment promotion</p> <p>1.2 Revise the Cultural Policy to promote and protect Ghanaian creative industry and cultural diversity issues, especially when international commitments are being made in the areas of trade policy, bilateral and multilateral trade agreements world.</p> <p>1.3 Review industry-related laws following the five column models which are copyright law, copyright contract, neighboring rights, collecting societies and enforcement, to conform to global standards and enhance the vibrancy of the Ghana music and films industry</p> <p>1.4 Create policies in support of financing the music and films industry production chain</p> | <p>MOTMCC, NMC, IMD, MUSIGA, Ministry Justice and Attorney General, MPD & PSI, MOTI, GIPC, Copy Right, PROMAG, Mark Park Institute for research, World Bank and other Development partners.</p> <p>MOTMCC, NMC, IMD, MUSIGA, Ministry Justice and Attorney General, MPD & PSI, MOTI, All Banks, Copy Right, PROMAG, NBSSI, ASSI, Mark Park Institute for research, World Bank and other Development partners</p> | |

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| | | | <p>1.5 Establish Policies to promote local content on all relevant electronic networks such as cable networks</p> <p>2.1 Ensure the training of specialists for different professional needs of the industry to ensure high quality domestic products</p> <p>2.2 Provide industry related awareness for the Judiciary and encourage the training and education in entertainment law</p> <p>2.3 Promote the establishment of public and private professional centers for identifying and training talented young musicians and other performing artists</p> <p>2.4 Expand opportunities for stakeholders in the music and films industry to acquire industry-related knowledge and resources</p> <p>2.5 Link the industry with the academia</p> <p>2.6 Strengthen the administrative structure of the music and films industry making it more accountable, transparent and democratic</p> <p>2.7 Create a National Music Council Board and Structure</p> | <p>MOTMCC, PROMAG, GIMPA, IMD, NMC, MUSIGA, EMPRETEC, WORLD BANK, SME's, Ghana Law School, University of Ghana</p> <p>MOTMCC, MCT, PROMAG, GIMPA, IMD, NMC, MUSIGA, EMPRETEC, WORLD BANK, SME's, Ghana Law School, University of Ghana</p> <p>NMC, UNESCO, MOTMCC, GES, MoES</p> <p>MOTMCC, NMC, IMD, MUSIGA, Ministry Justice and Attorney General, MPD & PSI, MOTI, All Banks, Copy Right, PROMAG, NBSSI, ASSI, Mark Bank Institute for research, World Bank and other Development partners</p> | |
| | | <p>2. Human and institutional resource capacity building for the Music and films Industry</p> | <p>3.1 Create information centre for members online and in print</p> <p>3.2 Create networks worldwide</p> <p>3.3 Create avenues to promote and enhance local and indigenous music and films</p> | <p>MOTMCC, MCT, MUSIGA, NMC, IMD, World Bank and other Development partners</p> | |
| | | <p>3. Support the industry with ICT and Multimedia Technology</p> | | | |

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| | <ul style="list-style-type: none"> Inadequate capacity and systems for social dialogue and protection for improved labour and industrial relations | <p>3. Develop and implement policy and strategies to strengthen tripartism and social protection</p> | <p>2.8 Develop implement and coordinate employment audit system</p> <p>3.1 Strengthen the institutional structures for providing social dialogue and social protection</p> <p>3.2 Establish a functioning tripartite secretariat</p> <p>3.3 Build capacity of the tripartite partners</p> <p>3.4 Ensure enforcement of the Labour Laws which protect the security, health and welfare of workers</p> <p>3.5 Strengthen the capacity of public and private sector agencies, including the Factories Inspection Department of the MMYE to facilitate workplace occupational safety and health standards</p> | <p>MMYE, GEA, TUC, MDAs, Other Stakeholders</p> | <p>MDG 1</p> |
| | <ul style="list-style-type: none"> Inadequate labour market information system for a coherent and improve labour and employment management | <p>4. Develop and implement a fully functioning system that provides labour market information and statistics to support relevant decision making.</p> | <p>4.1 Design and implement a labour market information system</p> <p>4.2 Support organisation and dissemination of labour market information for informed decision making</p> <p>4.3 Strengthen research and gender analysis capacity of the Ministry of Manpower Development, Youth and Employment</p> <p>4.4 Promote collaboration among users of labour market information.</p> | <p>MMYE, GEA, TUC, MDAs, Other Stakeholders</p> | <p>MDG 1</p> |
| | <ul style="list-style-type: none"> Improper pricing of labour leading to low labour productivity and income | <p>5. Adopt a national policy for enhancing productivity and income in both</p> | <p>5.1 Develop and implement productivity measurement and enhancement programmes for the formal and informal sectors of the economy</p> | <p>MMYE, GEA, TUC, MDAs, Other Stakeholders</p> | <p>MDG 1</p> |

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| | <ul style="list-style-type: none"> Inadequate labour productivity management system | formal and informal sectors | <p>5.2 Support the development and implementation of capacity enhancement programmes that take into consideration the specific needs of men and women, in both the formal and the informal sectors of the economy</p> <p>5.3 Support establishment of participatory and cooperative mechanisms to enhance income and job security in the informal economy</p> | | |
| VI. EMPLOYMENT Related Vulnerability and Exclusion | <p><i>Young adults</i></p> <ul style="list-style-type: none"> Apprenticeships: Lack of opportunities to gain and retain skills, through innovative means as well as apprenticeships and employment Workplace insecurity: lack of protection against accidents and illness at work, through safety and health regulations, limits on working time Increasing casualisation of labour among private sector enterprise Low prospects for career advancement, training or skills enhancement | <p>1. Adequate protection on occupational safety</p> | <p>1.1 Provide protected work for young adult through the provision of after school vocational training for children aged 15-18years</p> <p>1.2 Develop and enforce policy on the payment of stipend for apprentices</p> <p>1.3 Facilitate the finalization and adoption of the youth policy</p> <p>1.4 Institute a framework for reforming and regulating apprenticeships in both the formal and informal sectors</p> | DSW, MOWAC, The Ministry of Manpower, Youth and Employment, The National Labour Commission, TUC, GEA | |

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| | <p><i>The Unemployed men and women</i></p> <ul style="list-style-type: none"> • 15-24 years are the most vulnerable • Inadequate of targeting for skills training and other supports for 15-24 old men and women | <p>2. Facilitate skills acquisition and job creation to absorb unemployed and under employed youth</p> | <p>2.1 Adopt measures to integrate formal and informal sectors</p> <p>2.2 Develop policies to address seasonal unemployment and migration for young women and men under PSI</p> | <p>MMYE Labour Dept. Public Services Commission Head of Civil Service Employers Association TUC</p> | <p>MDG 1</p> |
| | <ul style="list-style-type: none"> • Weak enforcement of the New Labour Act • Dwindling employment opportunities | <p>3. Foster the enforcement of the New Labour Act Policy recommendations</p> <p>4. Create opportunities for unemployed graduates to acquire entrepreneurial skills</p> | <p>3.1 Build capacity of redeployed labour through retraining, education on cooperatives and introduction to new technologies</p> <p>3.2 Enforce the new Labour Act</p> <p>4.1 Establish entrepreneurial skills development programmes to aid products of tertiary educational institutions to access funds from participating banks to set-up own enterprises</p> | <p>Ministry of Youth, Manpower and Employment, in collaboration with the private sector (i.e. EMPRETEC)</p> | <p>MDG 1</p> |
| VII. LIFE CYCLE RELATED VULNERABILITY AND EXCLUSION | <ul style="list-style-type: none"> • Children in Difficult Circumstances • Child Poverty • Lack of parental support • High exposure to risks <p><i>Child Labour</i></p> <ul style="list-style-type: none"> • The need to Strengthen measures to eliminate the worst forms of child | <p>1. Promote and protect the welfare of children in difficult circumstances</p> <p>2. Protect children from direct and indirect physical and emotional harm</p> | <p>1.1 Protect children from direct and indirect physical and emotional harm and promote their welfare</p> <p>1.2 Increase budget allocation to and strengthen the capacity of the MMYE, DSW and GNCC</p> <p>2.1 Ensure that the state and non-state agencies provide adequate support for the well being of children</p> <p>2.2 Provide shelter for street children during skills training and support their integration process with start up capitals programmes</p> | <p>MMYE, MOWAC, GNCC, DSW NGOs</p> <p>MMYE, MOWAC, GNCC, DSW NGOs</p> | <p>MDG 1</p> |

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| | <p>labour (WFCL) in the shortest possible time</p> <ul style="list-style-type: none"> Strengthen institutional and socio-economic bases for tackling all child labour | | <p>2.3 Develop programmes for out of school children to equip them with employable skills</p> <p>2.4 Equip government, MDAs and workers' and employers' organization with the mandate and the capacity to undertake effective action against WFCL</p> <p>2.5 Strengthen the legal framework and enforcement of laws that prohibit child labour</p> <p>2.6 Mobilize society to support the fight against child labour</p> <p>2.7 Strengthen and expand apprenticeship and skills training systems contribute to the elimination of WFCL</p> <p>2.8 Improve the knowledge base for planning, designing, implementing and evaluating child labour interventions</p> <p>2.9 Develop standards, protocols for withdrawal, prevention and rehabilitation of children in WFCL</p> <p>2.10 Funding sources such as the Social Investment Fund, Rural Banks and other potential partners are involved in targeting credit and entrepreneurship development schemes for families of children at risk of WFCL</p> <p>2.11 Conduct needs assessment for social protection among poor single mothers and female heads</p> | | |

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| | <p><i>Single mothers and Female heads of households</i></p> <ul style="list-style-type: none"> The African Charter on Human Rights and Optional Protocol on Women's Rights have not been ratified Women in Difficult circumstances | <p>3 Improve the enforcement of child maintenance payments</p> <p>4 Support poor single mothers and female household heads to gain access to skills and productive assets to boost their livelihoods</p> <p>5. Improve well-being of women through better access to information, decision making and material resources for their livelihoods activities</p> | <p>3. 1 Make special provisions for poor single mothers and female heads in social protection policies e.g. tax breaks and exemptions</p> <p>4.1 Conduct needs assessment for social protection among poor single mothers and female heads</p> | <p>DSW, MOWAC, WAJU, FIDA, MOJ, MOFEP, IRS</p> <p>DSW, MOWAC, WAJU, FIDA, MOJ, MOFEP, IRS</p> | MDG 1 |
| | <p><i>Economically marginalized women</i></p> <ul style="list-style-type: none"> Low access to credit Low purchasing power Low budgetary allocation Non-existent policies No social protection Informal sector is not part of national accounting | <p>6. Strengthen the Dept. of Social Welfare and other relevant institutions to deliver on their mandate</p> <p>7. Develop policies for equitable distribution of financial and non-financial resources</p> | <p>5.1 Strengthen the Dept. of Social Welfare and other relevant institutions to deliver on their mandate</p> <p>5.2 Increase percentage of budgetary allocation to women empowerment</p> <p>6.1 Commit resources to DSW, WAJU and Local Authorities</p> | <p>MOWAC, DSW, Banks, NBSSTI MMDAs, NGOs</p> | MDG 3 |
| | <p><i>The Elderly</i></p> <ul style="list-style-type: none"> Women Lack of definition on the elderly | <p>8. Enhance the safety nets and social insurance of the elderly</p> | <p>7.1 Include informal sector into national accounting</p> <p>7.2 Encourage banks and alternative micro finance institutions to develop flexible packages to meet women's needs and constraints</p> <p>8.1 Finalise Ageing policy</p> <p>8.2 Streamline and facilitate disbursement of pension stipends to the aged</p> | <p>MMYE, DSW, Help Age Ghana, SSNIT, CBOs, NGOs, MMDAs</p> | |

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| | <ul style="list-style-type: none"> The Aged vulnerable due low pension stipends | | <p>8.3 Issue directives for banks to exempt the aged from service and other banking charges</p> <p>8.4 Increase size of monthly payments to aged</p> <p>8.5 Develop alternative social insurance systems</p> <p>8.6 Develop safety nets for caretakers of the aged</p> | | |
| VIII. ENVIRONMENT RELATED FACTORS IN VULNERABILITY AND EXCLUSION | <ul style="list-style-type: none"> Lack of awareness and enforcement of environmental regulations and policies <p><i>Natural Disasters</i></p> <ul style="list-style-type: none"> Soil erosion Desertification Salinisation Tsunami Earthquake Floods Land slides <p>Duplication of functions by land sector agencies <i>Man-made Disasters</i></p> <ul style="list-style-type: none"> Weak policy | <p>1. Facilitate multi stakeholder commitment to natural resource management</p> <p>2. Deal with the effect of climate change especially drought and desertification</p> | <p>1.1 Develop policy on research, surveillance, training, early warning system and traditional knowledge</p> <p>1.2 Build capacity and create awareness on the prevention and management of all forms of disasters</p> <p>2.1 Adopt policy framework on climate change and mainstream of the national action programme to combat drought and desertification</p> <p>2.2 Review, disseminate and enforce reforestation policy</p> <p>2.3 Address gender gaps in existing policies, with special reference to the effects of disaster on women, children and the and include women in all the environmental management committees and training programmes</p> <p>2.4 Analyze policy on alternative livelihood opportunities with special attention to alternative sources of energy (biogas) and gender</p> | <p>NADMO Town and Country Planning, EPA Traditional authorities Metro and District Assemblies Fire Service MOFA; Forestry Commission;</p> <p>Min. of Interior Metrological Services Architectural and Engineering Services Limited</p> <p>MLFM, MoSE, MLGRD, District Assemblies, MOTI, NBSSI, ASSI, Land Commission, Wild Life Commission Town & Country Planning</p> | <p>MDG 7</p> <p>MDG 1/7</p> |

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| | <p>environment and enforcement of regulations</p> <ul style="list-style-type: none"> Weak housing structures, inadequate infrastructure and low threshold for coping with disaster Ineffective monitoring and management of illegal mining/small scale mining Persistent land disputes | <p>3. Improve environmental and natural resources management for health, safety and increased sustainable production</p> | <p>3.1 Adopt or enforce collaboration between EPA and MMDAs to better manage natural resources, environmental health and illegal mining</p> | <p>EPA, NADMO Metropolitan, Municipal and District Assembly (MMDA) Chamber of Mines Architectural and Engineering Services Limited Institute of Engineers, Institute of Architects, Institute of Planners, Institute of Surveyors</p> | <p>MDG 7</p> |
| | | <p>4. Develop policy and awareness in early warning systems with particular effect on women and children</p> | <p>4.1 Review and engender law and policies relating to land floods bush fires air, water, vehicular, and soil pollution 4.2 Develop incentives to encourage recycling to foster alternative income sources especially for women</p> | | <p>MDG 3</p> |

APPENDIX 1B: HUMAN DEVELOPMENT AND BASIC SERVICES

| KEY AREA OF FOCUS | ISSUE | POLICIES | STRATEGIES | IMPLEMENTING AND COLLABORATING AGENCY | GLOBAL / REGIONAL LINKAGES |
|-------------------|---|--|---|---------------------------------------|----------------------------|
| I. EDUCATION | <ul style="list-style-type: none"> Slow progress in achieving universal basic education and adult literacy | <p>I. Increase access to and participation in education and training at all levels</p> | <p>1.1 Expand preschool access in all basic schools to ensure smooth transition from home to school.</p> <p>1.2 Increase School enrolment</p> <p>1.3 Accelerate the rehabilitation /development of basic school infrastructure (with water and toilet facilities)</p> <p>1.4 Remove barriers to primary school entry and retention</p> <p>1.5 Shift burden of payments for education services away from poorer students at lower levels (especially the girl-child)</p> <p>1.6 Ensure that buildings and other physical infrastructure in schools and training institutions are made accessible to the physical disabled</p> <p>1.7 Adopt targeted programmes to improve access in underserved areas</p> <p>1.8 Expand Non Formal Education in partnership with community groups, NGOs and private providers</p> <p>1.9 Facilitate the implementation of capitation grant in all public primary schools</p> <p>1.10 Enact laws that support implementation of FCUBE</p> <p>1.11 Ensuring relevance and coverage of vocational and technical training</p> <p>1.12 Diversify vocational and technical training to link with industry</p> | | MDG Goal 2 |

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| | <ul style="list-style-type: none"> Persistent gender disparities in school enrolment and Geographical disparity in access to quality secondary education Concern about poor quality of education | <p>2. Bridge gender gap in access to education</p> <p>3. Improve quality of teaching and learning</p> | <p>1.13 Support private-public partnership in the management of vocational and technical schools</p> <p>1.14 Promote entrepreneurship among the youth</p> <p>1.15 Enhance infrastructural development in Universities and Polytechnics</p> <p>1.16 Develop a national policy on Distance Education</p> <p>2.1 Provide incentive schemes to increase girls enrolment, retention and completion particularly in deprived areas</p> <p>2.2 Sensitise parents and communities about the importance of girl's education</p> <p>3.1 Introduce programme of national education quality assessment</p> <p>3.2 Expand teacher retention schemes</p> <p>3.3 Ensure teacher development, deployment and supervision</p> <p>3.4 Provide incentives to teachers in deprived areas</p> <p>3.5 Improve the teaching of Science, technology and mathematics in all basic schools</p> <p>3.6 Develop and promote the use of ICT in all schools and institutions of higher learning.</p> | | |
| | <ul style="list-style-type: none"> Inefficient delivery of education services | <p>4. Improve quality and efficiency in delivery of education services</p> | <p>4.1 Strengthen and improve educational planning and management</p> <p>4.2 Stress and support private sector participation in education</p> <p>4.3 Strengthen institutional arrangement for the role of CBO, CSO in advocacy, monitoring and evaluation</p> <p>4.4 Strengthen monitoring and evaluation framework and reporting channels as a key priority</p> | | |

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| | <ul style="list-style-type: none"> Inadequate access to science and technical education | 5. Promote science and technical education at all levels | 5.1 Provide incentive schemes to attract more teachers into the teaching of science and technical education. 5.2 Support science and research institutions. 5.3 Provide incentives to attract science students 5.4 Increase funding for research and technology development 5.5 Support private sector initiatives in science education | | |
| | <ul style="list-style-type: none"> Inadequate attitudinal change relating to population, gender, health, HIV/AIDS/STI, fire safety, civic | 6. Mainstream issues of population, gender, health, HIV/AIDS/STI, fire safety, road safety, Civic responsibility and environment in the environment in the | 6.1 Promote the study of and integrate in the curricula of schools and institutions of higher learning attitudinal change regarding population, good health, gender, fire safety, road safety, civic responsibility and environment concerns 6.2 Identify and promote programmes that will assist in the prevention and management of HIV/AIDS/STI | | MDG Goal 6 |
| II. SKILLS AND MANPOWER DEVELOPMENT | <ul style="list-style-type: none"> Lack of coherent National Human Resource Development Policy | 1. Provide a Framework for National Human Resource Development 2. Develop and retain Human Resource capacity at National, Regional and District levels | 1.1 Develop a comprehensive manpower development policy framework that takes into account the specific needs of men and women, Persons living with Disability, HIV/AIDS, the public and private sector at all levels. 2.1 Develop a Manpower Development Plan at all levels. 2.2 Provide adequate incentive to retain skilled labour 2.3 Provide adequate resources for human resource capacity development 2.4 Undertake Human Resource capacity survey 2.5 Improve labour market and engendered manpower statistics including the care economy | | MDG Goal 1 |

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| | <ul style="list-style-type: none"> Inadequate skills and entrepreneurial development | <p>3. Provide skills and entrepreneurial training</p> | <p>3.1 Train unemployed youth in competency based demand driven skills, including the STEP programme</p> <p>3.2 Promote and establish production units in all Vocational Training Centres</p> <p>3.3 Set standards for vocational training and entrepreneurial development</p> <p>3.4 Intensify Co-operative education and its practice in collaboration with stakeholders</p> <p>3.5 Expand Training infrastructure for skills upgrading</p> <p>3.6 Promote the training of people with disability</p> <p>3.7 Implement National Apprenticeship Programme</p> | | |
| | | <p>4. Promote dialogue between industry and skills /professional training institutions to produce skilled labour required for industry</p> | <p>4.1 Establish collaboration between human resource capacity development institutions and industry</p> | | |
| | | <p>5. Strengthen and support hr training</p> | <p>5.1 Assist HR institutions to develop new syllabi/curriculum to meet requirement of industry</p> <p>5.2 Conduct an HR needs assessment</p> | | |
| III. SPORTS DEVELOPMENT | | <p>1. Build coalition and partnership in sports development</p> | <p>1.1 Strengthen the capacities of the National Sports Council, National Olympic Committee, National Sports Associations, National Sports institutions and colleges and sports oriented NGOs</p> <p>1.2 Enhance the involvement of corporate bodies and individuals in sports promotion and development</p> | | |

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| | | 2. Promoting national integration and unity | 2.1 Provide adequate and appropriate sports and recreational facilities at local, district, regional and national levels 2.2 Ensure availability and affordability of sports equipment 2.3 Promote the production of local sports equipment 2.4 Build the capacity of community sports, amateur, professional and fitness club | | |
| | | 3. Promote international friendship, solidarity and cooperation | 3.1 Establish linkages and partnership with countries and international sports agencies | | |
| IV. HEALTH | <ul style="list-style-type: none"> Pressure on health care services and other scarce resources | 1. Bridge equity gaps in access to health care and nutrition services | 1.1 Develop "close to client" Services to the poor 1.2 Develop resource allocation criteria and facility distribution plan to improve targeting of poor groups and geographical areas. 1.3 Redistribute health workers in favour of deprived areas 1.4 Provide outreach services and clinics in deprived rural and peri-urban areas 1.5 Improve the Community based Health Planning Services (CHPS) 1.6 Develop and implement high impact yielding strategies for USM & MM and Malnutrition 1.7 Develop at least one fully functioning and well-equipped hospital in each district 1.8 Improve access to reproductive health services 1.9 Increase government budget share for basic services at district and sub-district levels 2.1 Accelerate the Implementation of the health insurance scheme | | Goal 4/5 Goal 4 |
| | <ul style="list-style-type: none"> Low level of overall health expenditure and | 2. Ensure sustainable | | | |

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| | <p>inadequate protection</p> <p>social</p> <ul style="list-style-type: none"> Inefficient and over centralised health care system and services | <p>financing arrangements that protect the poor</p> <p>3. Strengthen efficiency in service delivery</p> | <p>2.2 Fix low acceptable rate of payment for deprived districts</p> <p>3.1 Expand pre service health training institutions facilities to increase intake of trainees</p> <p>3.2 Provide incentive schemes to support the retention and redistribution of trained health personnel</p> <p>3.3 Decentralise HR management to regional level</p> <p>3.4 Collaborate with informal service providers</p> <p>3.5 Expand community-based health service delivery</p> <p>3.6 Improve the quality of traditional health service delivery system</p> <p>3.7 Improve Data Collection in Epidemic Prevention and Care</p> <p>3.8 Clarify roles of MOH-GHS and DAS in health service delivery (HSD)</p> <p>3.9 Strengthen M&E Services</p> <p>3.10 Enhance linkage between public, private and NGO collaboration with the Ghana Aids Commission, The National Population Council and related MDAs in service delivery</p> | | |
| V. HEALTH RELATED VULNERABILITY AND EXCLUSION | <p><i>Health and occupational safety:</i></p> <ul style="list-style-type: none"> Inadequate enforcement of occupational health regulations Poor knowledge of labour law <p><i>Nutrition:</i></p> | <p>1. Promote a healthy work environment that protects workers from physical and emotional risks</p> <p>2. Reduce malnutrition related disorders and</p> | <p>1.1 Education on ILO Convention 161</p> | <p>Factories Inspectorate Division ITTU MMEY</p> <p>MOH GES</p> | |

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| | <ul style="list-style-type: none"> increasing malnutrition rates particularly in rural areas U-5 -35.8% malnourished, 30% stunted & 22% wasted Limited geographical coverage Limited facilities and services | <p>deaths among young children</p> <p>3. Promote the consumption of affordable balance meals including the consumption of micronutrients among children</p> | <p>2.2 Replicate best practices and expand coverage</p> <p>3.1 Ensure effective management of the implementation of the school feeding programme</p> <p>3.2 Document findings on state of malnutrition around the country with special reference to possible solution to the problem</p> <p>3.3 Produce equipment which pose less hazardous e.g. with low noise level</p> <p>3.4 Facilitate resource Inspectorate division of the MLGRD to promote health and safety especially in the informal sector</p> <p>3.5 Integrate occupational safety & health in school curriculum for basic and vocational education</p> | <p>MOES</p> <p>MMDAs</p> <p>GHS</p> <p>NGOs</p> | |
| VI. MALARIA CONTROL | | <p>1. Improve malaria case management</p> <p>2. Enhance multiple prevention</p> <p>3. Improve collaboration and Partnership</p> <p>4. Enhance Focused Research</p> | <p>1.1 Ensure early case recognition</p> <p>1.2 Ensure appropriate response and referral</p> <p>1.3 Improve access to services</p> <p>2.1 Promote use of insecticide treated bed nets</p> <p>2.2 Encourage drainage, mosquito proofing and general sanitation</p> <p>2.3 Promote limited application of indoor and outdoor residual spraying</p> <p>2.4 Promote chemoprophylaxis for pregnant women</p> <p>3.1 Collaborate between departments and programmes in health sector</p> <p>3.2 Partnerships between government sector, private sector, informal sector, communities and Traditional Healers</p> <p>4.1 Increase availability of funds for research</p> <p>4.2 Focus research agenda</p> <p>4.3 Improve dissemination and utilisation of results</p> <p>4.4 Develop capacity for research</p> | <p>MOH</p> <p>GES</p> <p>MOES</p> <p>MMDAs</p> <p>GHS</p> <p>NGOs</p> | <p>MDG Goal 8 (Target 17)</p> |

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| VI. HIV/AIDS | <ul style="list-style-type: none"> Effect of HIV/AIDS/STIS on quality of life and life expectancy of the people | <ol style="list-style-type: none"> Reduce new HIV/AIDS/STI transmission | <ol style="list-style-type: none"> Intensify behaviour change strategies especially for high risk groups Prevent mother-to-child transmission Ensure safe blood and blood products transfusion Improve HIV/AIDS/STI management Promote safe sex practices Improve access to voluntary testing and counselling, condoms, and integrated youth friendly services Develop national behaviour change communication strategy Advocate for elimination of negative socio-cultural practices Address gender based vulnerability including violence and coercion and marginalization Strengthen link between HIV/AIDS prevention programmes and reproductive health and information services | | |
| | <ul style="list-style-type: none"> Pressure on health care services and other scarce resources | <ol style="list-style-type: none"> Reduce the impact of HIV/AIDS related morbidity and mortality | <ol style="list-style-type: none"> Promote strategies that will reduce stigma and discrimination Rapid scale up of comprehensive care including antiretroviral therapy to all who need it Effectively standardize the utilization of useful traditional and alternative medicine for the provision of long term care Ensure supportive environment for PLWAs Ensure safety of OVCs Strengthen the linkage between institutional care and community/home based care Increase access to basic package of services for PLWAs | | |

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| | | 3. Enhance management of National HIV/AIDS response | <p>3.1 Strengthen the capacity and core functions of the Ghana Aids Commission</p> <p>3.2 Enhance the existing favourable socio-political and policy environment</p> <p>3.3 Promote a multi-sectoral and multi-disciplinary approach in the formulation and implementation of HIV/AIDS/STIs policies and programmes at national, regional and district levels</p> <p>3.4 Develop and implement clear strategies for research.</p> <p>3.5 Monitoring and evaluation</p> <p>3.6 Mobilize resources to meet the increasing demand of new and diversified programmes</p> | | |
| | <p>HIV/AIDS</p> <ul style="list-style-type: none"> • People living with AIDS: - Prevention, Treatment and support, Stigmatization • Weak policy framework | 4. Combat the vulnerability exclusion of families with PLWHAS of HIV/AIDS | <p>4.1 Intensify prevention of HIV/AIDS through education and support in the use of preventive mechanisms and the reduction of stigma</p> <p>4.2 Provide expanded and coordinated programmes for care and support for people with HIV/AIDS</p> <p>4.3 Promote campaign leaders to widen the network of HIV/AIDS educators around the country</p> <p>4.4 Provision of ARV</p> <p>4.5 Target high risks areas and groups for health and HIV/AIDS awareness education</p> <p>4.6 Increase percentage of budget allocation to HIV/AIDS support</p> <p>4.7 Promote attitude change on condom use and prevention</p> <p>4.8 Sensitise public on gender dimensions of HIV/AIDS</p> <p>4.9 Provide support for caregivers of PLWHAS</p> <p>5.1 Institute measures that protect AIDS orphans from stigmatization and discrimination</p> | <p>MOH</p> <p>NGOs</p> <p>GHS</p> <p>Ghana Social Marketing Foundation (GSMF)</p> <p>*Ghana AIDS Commission</p> <p>Ghana Health Service</p> <p>National Aids Control Programme (NACP)</p> <p>Red Cross</p> <p>Churches</p> <p>National Council</p> <p>Population Council</p> <p>CBOs</p> | |
| | <ul style="list-style-type: none"> • Orphans and Vulnerable Children | 5. Ensure the safety and well-being of orphans and | | GAC DSW | |

| KEY AREA OF FOCUS | ISSUE | POLICIES | STRATEGIES | IMPLEMENTING AND COLLABORATING AGENCY | GLOBAL / REGIONAL LINKAGES |
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| | <ul style="list-style-type: none"> • <i>Child Care Homes and Child Maintenance</i> • Ignorance of Children's Act • Poor data management | vulnerable children, as well as ensuring the implementation of the legal framework that protects the rights of OVCs | <p>5.2 Provide adequate resource care homes in support of orphaned children</p> <p>5.3 Provide adequate counseling services and safety nets for children affected and infected with HIV/AIDS</p> <p>5.4 Train more professional counsellors and provide incentives for them to go to rural areas</p> <p>5.5 Disseminate information on laws and enforce them</p> <p>5.6 Increase accountability of agencies responsible for handling violence cases</p> <p>5.7 Promote fostering and adoption and as a last resort institutional care of child</p> | NGOs MMDAs CBOs e.g. Queen Mothers Association | |
| VII. POPULATION MANAGEMENT | <ul style="list-style-type: none"> • Inadequate population data for planning | <p>1. Promote access to and utilization of family planning services</p> <p>2. Educate the youth on sexual relationship, fertility regulation, adolescent health marriage and child bearing</p> <p>3. Promote sexual health, delay marriage and child bearing.</p> | <p>1.1 Decentralize counselling services</p> <p>1.2 Strengthen the family planning component of maternal health delivery.</p> <p>1.3 Promote the sale of contraceptives through community agents including Maternity Homes and Field Agents</p> <p>2.1 Promote family planning/RH education into formal and informal and out of school training programmes to prepare the youth for responsible parenthood.</p> <p>3.1 Ensure availability of and accessibility to FP services to all who seek such services including the youth.</p> <p>3.2 Educate and motivate the population at community levels on health, social and demographic values of family planning.</p> <p>3.3 Promote adult education and functional literacy with bias towards the maintenance of family values, reproductive health, population and development interrelation.</p> | NPC | MDG 1/3/5 |

| KEY AREA OF FOCUS | ISSUE | POLICIES | STRATEGIES | IMPLEMENTING AND COLLABORATING AGENCY | GLOBAL / REGIONAL LINKAGES | |
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| VIII. WATER AND ENVIRONMENTAL SANITATION | | 4. Promote compulsory education for children especially the girl-child up to secondary level. | 4.1 Promote policies and programmes that encourage girls to continue schooling up to at least secondary school. 4.2 Promote programmes to improve school enrolment rate 4.3 Reduce high dropout rate | | | |
| | | 5. Improve Birth and Death Registration coverage | 5.1 Promote intersectoral collaboration on birth and death registration coverage 5.2 Educate the public on birth and death issues 5.3 Enhance birth and death service delivery | NPC | | |
| | | 6. Improve population database | 6.1 Accelerate the development and maintenance of effective and efficient population database 6.2 Publish and disseminate population reports | NPC, GSS, NDPC | | |
| | | 1. Accelerate the provision of safe water | <u>Rural Areas</u> 1.1 Provide new investments in rural water, especially in guinea worm endemic areas 1.2 Strengthen the management of on-going investments in deprived regions 1.3 Ensure timely disbursement of recurrent budget to CWSA 1.4 Ensure timely disbursement of the District Assembly Common Fund 1.5 Strengthen public-private and NGO partnerships in water provision 1.6 Improve community owned and managed water supply systems 1.7 The building code must enforce the use of rain harvesting facilities in building plans 1.8 Provide check-dams (dug out) o harvest rainwater for agriculture purposes | | MDG Goal 7 | |
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| KEY AREA OF FOCUS | ISSUE | POLICIES | STRATEGIES | IMPLEMENTING AND COLLABORATING AGENCY | GLOBAL / REGIONAL LINKAGES |
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| | | | <p>1.9 Strengthen the human resource capacity in water management</p> <p>1.10 Disseminate information on safe water</p> <p><i>Urban Areas</i></p> <p>1.11 Establish regional offices of PURC</p> <p>1.12 Mobilize new investments for urban water systems</p> <p>1.13 Extend distribution networks especially to low income consumers</p> <p>1.14 Strengthen the management of Ghana Water Company to enhance service delivery</p> <p>1.15 Assess lifeline tariffs for poor urban households</p> <p>1.16 Provide standpipes for poor communities</p> <p>1.17 Provide for in the building code an enactment requiring all building plans to include rain harvesting facilities</p> <p>1.18 Support the introduction of private sector into the management and operation of the water supply systems under management and or lease contract arrangement</p> <p>1.19 Disseminate information on water safety</p> | | MDG Goal 7 |
| | 2. Ensure sustainable management of water resources | | <p>2.1 Identify water resource management needs</p> <p>2.2 Establish basin representation and coordination</p> <p>2.3 Facilitate water resource management education</p> <p>2.4 Implement integrated water resource management communication strategy</p> <p>2.5 Manage all water resource (surface and ground) efficiently</p> | | MDG Goal 7 |

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| | <ul style="list-style-type: none"> Gaps in access to sanitation facilities and poor management of sanitation service delivery | <p>3. Accelerate the provision of adequate sanitation</p> <p>4. Improve environmental sanitation</p> | <p>2.6 Improve human resource capacity in water management</p> <p>2.1 Promote the construction and use of domestic latrines</p> <p>2.2 Improve the treatment and disposal of waste in major towns and cities</p> <p>2.3 Enforce laws on the provision of sanitation facilities by landlords</p> <p>2.4 Promote widespread use of simplified sewerage systems in poor areas</p> <p>2.5 Improve the management of urban sewerage systems</p> <p>2.6 Improve household and institutional sanitation</p> <p>2.7 Rationalize and update District Assembly bye-laws on safe management of liquid and solid waste at the household level</p> <p>2.8 Integrate hygiene education into water and sanitation delivery</p> <p>3.1 Acquire land for the treatment and disposal of solid waste in major towns and cities</p> <p>3.2 Establish water and sanitation boards in small towns</p> <p>3.3 Support public-private partnership in solid waste management</p> <p>3.4 Build the capacity of District Assemblies to better manage environmental sanitation</p> | | MDG Goal 7 |

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| IX. URBAN DEVELOPMENT, HOUSING AND SLUM UPGRAIDING | <p>1. Promote urban infrastructure development and provision of basic services</p> <p>2. Increase access to safe and affordable shelter</p> | <p>1.1 Provide and implement Strategic development plans for urban centres</p> <p>1.2 Enforce implementation of land use plans</p> <p>1.3 Coordinate all aspects of town development</p> <p>1.4 Facilitate public/private partnership in the development of urban infrastructure and provision of basic services</p> <p>1.5 Foster the growth of settlements which can support rural transformation</p> <p>1.6 Improve infrastructure facilities in slum areas and the restriction of the formation of new slums</p> <p>1.7 Ensure efficient and effective management of flood control and drainage systems</p> <p>1.8 Promote and facilitate private sector participation in flood control systems and coastal protection</p> <p>2.1 Streamline and improve land acquisition procedures</p> <p>2.2 Establish mortgage finance institutions to provide varied ending and savings services to house owners, would-be house owners and estate developers</p> <p>2.2 Facilitate private sector involvement in the provision of rental accommodation in urban centres</p> <p>2.3 Ensure that all housing facilities are adequate and friendly to persons with disability and located in healthy environment</p> <p>2.4 Promote the manufacture and use of local building materials and appropriate technologies in housing</p> | <p>MDG Goal 7(Target 11)</p> | | |

APPENDIX 1C: GOOD GOVERNANCE AND CIVIC RESPONSIBILITY

| KEY AREA OF FOCUS | ISSUES | POLICY | STRATEGIES | IMPLEMENTING AND COLLABORATIVE AGENCY | GLOBAL / REGIONAL LINKAGES |
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| I. PUBLIC POLICY MANAGEMENT: (a) <i>Mainstream policy management</i> | <ul style="list-style-type: none"> National consensus and ownership on key issues devoid of politicization | 1. Deepen pluralistic involvement in support of poverty reduction and growth | 1.1 Involve Parliament in policy formulation process 1.2 Create avenues for inter-party participation in policy formulation 1.3 Involve key public institutions in decision making processes for effective implementation | | MDG 1/8 |
| | <ul style="list-style-type: none"> Overlap of functions in MDAs Lack of adequate & formalized Public - Civic interface Lack of systematic training for Civil and Public Servants. Poor conditions of service Ineffective Supervision. | 2. Rationalize and define structures, roles and procedures for state and non state actors | 2.1 Provide clear mandate and terms of Reference for institutions | | |
| | | 3. Increase the capacity of the public and civil service for accountable, efficient, timely, effective performance and service delivery | 3.1 Accelerate the on-going public sector reform programs | | MDG 8 |
| | <ul style="list-style-type: none"> Inconsistent consideration of environment in public policy processes Lack of demand and feedback on M&E information | 4. Institutionalize the mainstreaming of sustainable development principles 5. Institutionalize and internalize policy formulation, planning, and M&E system at all | 4.1 Use of SEA in public policy processes 5.1 Facilitate National Development Policy and strategy formulation 5.2 Facilitate development planning and plan implementation | | MDG 7/8 |
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| | | levels | 5.3 Strengthen policy formulation and planning capacity at all levels 5.4 Strengthen M&E capacity and coordination at all levels 5.5 Establish district based M&E systems | | |
| <i>(b) Institutional Strengthening And Coordination Of Public Institutions And Non-State Actors</i> | Strengthening of institutions – National, Decentralised Structures, and the family and communities <ul style="list-style-type: none"> • Commitments to issues on vulnerability • Problem of low resource allocation • Weak harmonisation of stakeholder initiatives • Limited information on rights and responsibilities among both state and non-state actors | 1. Implement the coordination mechanisms for the social protection strategy, and increase resource allocation to social protection | 1.1 Support the establishment of inter-agency task force to oversee the harmonisation of policies and programmes to support the vulnerable and excluded groups 1.2 Assist decentralised agencies to incorporate programmes to vulnerable and excluded groups in district development plans 1.3 Coordinate programmes for the vulnerable and at the district level 1.4 Provide families with adequate information and other support to care for and promote the development and well being of OVCs, PL WHA 1.5 Harmonise concepts and definitions relating to vulnerability and exclusion among state and non-state actors 1.6 Enhance formulation and implementation of social protection initiatives for the vulnerable and excluded at the micro, meso and macro levels 1.7 Facilitate the development of explicit policy actions to provide safety nets designed to meet the needs of different categories of vulnerable and excluded groups | MMDAs, MMDAs, CBOs Households, NGOs, DSW | |
| <i>(c) Access To Rights And Entitlements</i> | <ul style="list-style-type: none"> • The denial of rights, slow pace of adoption of national and international laws and charters, lack | 1. Improve government commitment to international protocols and conventions, and their implementation in national law | 1.1 Promulgate Legislative Instruments to relevant Acts to empower people. 1.2 Accelerate the passage of bills into laws e.g. Disability Policy and Domestic Violence Bill | CHRAJ, NCCE, EC, Legal Aid, MOWAC, WAJU DSW, *NCCE, MOES, GES NETRIGHT, CSOs Ark Foundation FIDA | |

| KEY AREA OF FOCUS | ISSUES | POLICY | STRATEGIES | IMPLEMENTING AND COLLABORATIVE AGENCY | GLOBAL / REGIONAL LINKAGES |
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| | of access to services, absence of information dissemination and mainstreaming of rights. | | 1.3 Intensify advocacy for ratification of charters 1.4 Strengthen the capacities of the relevant institutions for monitoring & evaluation | MOJ & AG | |
| | <ul style="list-style-type: none"> Limited capacity for effective education and enforcement | 2. Effective public awareness creation on laws for the protection of V&E | 2.1 Build capacity for public education and dissemination of information on rights | | |
| (d) <i>Childhood Related Vulnerabilities (Access to Rights And Entitlement)</i> | <ul style="list-style-type: none"> Child Abuse | 1. Strengthen institutions responsible for enforcement of Childs right | 1.1 Intensify the passage of the Domestic Violence Bill 1.2 Strengthening institution responsible for the protection and support of children 1.3 Research to track cases on child abuse 1.4 Intensify education on child rights | *WAJU , CHRAJ, DSW, MOWAC, NGOs, MMDAs CBOs, MOEY | |
| | <ul style="list-style-type: none"> Children in Conflict with the law | 2. Provide counselling and support services to families to help to reduce the incidence of children in conflict with the law 3. Ensure the implementation of Child rights in relation to their handling by law enforcement agencies 4. Eliminate child trafficking and to apply the standards and codes to children rights to ensure that the legal framework | 2.1 Provide counselling and support services to families to help to reduce the incidence of children in conflict with the law 2.2 Ensure the implementation of Child rights in relation to their handling by law enforcement agencies 3.1 Increase budgetary allocation to agencies responsible for children in conflict with the law 3.2 Strengthen the capacities of institutions to monitor and track juvenile offenders 3.3 Intensify education on Juvenile Justice Act 4.1 Reduce Poverty in sending districts to stem trafficking 4.2 Launch public education about the dangers of child trafficking with special focus on sending districts | Ghana Police Service, *DSW NGOs Prisons Service | |
| | <ul style="list-style-type: none"> Child trafficking:- Lack of enforcement of policies, Human Trafficking Bill, Domestic Violence | | | DSW, MOEY, *NGOs WAJU, CBOs, Households GIS, MMDAs, MOWAC | |

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| | Bill and Children's Act 1998. Laws not passed | for sanctions against child trafficking is in place | 4.3 Ensure active involvement of the district assemblies and sub-district structures in the fight against child trafficking 4.4 Advocate for passage of Human trafficking and Domestic Violence Bills and institute strict sanctions for perpetrators 4.5 Commit resources to integration of trafficked children | | |
| (e) Environment Related Factors In Vulnerability And Exclusion (Conflict Management) | Conflict management: Ghana surrounded by countries with conflict. • Pockets of conflict internally | 1. Promote peace and stability by adoption of concrete conflict resolution measures | 1.1 Involve women in conflict prevention, management and resolution 1.2 Introduce civic education and conflict prevention in basic schools 1.3 Develop policies for the welfare of women in vulnerable and serious situations | NCCE, CSOs, NGOs, MOWAC, WAJU, DSW MOE&S, GES, NADMO | |
| II. PUBLIC EXPENDITURE MANAGEMENT | | 1. Strengthen the capacity of MMDAs for accountable, effective performance and service delivery 2. Institutionalize District level planning and budgeting involving all stakeholders through participatory democracy at the national and district level 3. Ensure Political commitment to the implementation of the Local Government Service Act 4. Modernise Public expenditure management framework | 1.1 Implementation of PA 3, National Decentralization Action Plan 2.1 Effectively operationalise district planning guidelines 3.1 Operationalization of Local Government Service Secretariat 3.2 Prepare Schemes and conditions of Local Government Service 4.1 Incorporate ICT in accounting procedures | | MDG 8 |
| | • Limited implementation of composite budgeting • Lack of functional clarity and administrative coordination at district level and sub-district levels | | | | MDG 8 |

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| <i>Political</i> | <ul style="list-style-type: none"> Limited political buy-in across MDAs | <ol style="list-style-type: none"> Accelerate the devolution of political power to the districts and Sub-district structures | <ol style="list-style-type: none"> 1.1 Mainstream decentralization in Public Sector Reforms | | |
| <i>Fiscal</i> | <ul style="list-style-type: none"> Absence of appropriate inter-governmental revenue sharing arrangement Weak internal revenue mobilization Overdependence on the DACF and other External Grants Weak financial management practices | <ol style="list-style-type: none"> Provide the appropriate legal framework to support fiscal decentralization Promote internal revenue generation Ensure transparency in fiscal decentralization | <ol style="list-style-type: none"> 1.1 Review constitutional provisions and statutes with direct and indirect impact 1.2 Restructuring of resource allocation formula 2.1 DSDA II and other best practice database initiatives replicated in all districts 3.1 Strengthen collection and dissemination of records and progressively mechanize records | | MDG 8 |
| III. POLITICAL EMPOWERMENT AND PRACTICE OF DEMOCRACY | <ul style="list-style-type: none"> Fusion of functions of the arms of government leading to conflict of roles. Resource disparity undermining the role of different arms of government Weak impact of development process Lack of public ownership & harmonization of the development process Lack of a level playing field Integrity of and access to the electoral process | <ol style="list-style-type: none"> Uphold the separation of powers and ensure pluralism Promote coordination, harmonization and ownership of development processes Fight corruption in the political process Ensure free and credible elections | <ol style="list-style-type: none"> 1.1 Review constitutional power relations and establish relative resource parity 2.1 Institutionalization of mutually agreed framework for development dialogue 3.1 Enforce legal, operational and financial standards for party organization 4.1 Establish election fund with clear transparency and accountability requirement | | MDG 8 |

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| | <ul style="list-style-type: none"> Limited Public awareness and advocacy | <p>5. Foster Civic Advocacy to nurture the culture of democracy</p> <p>6. Enhance transparency and accountability in state and non-state institutions</p> | <p>5.1 Support institutions and schemes aimed at empowering civic participation</p> <p>6.1. Free access to public information</p> | | |
| IV. RULE OF LAW | <ul style="list-style-type: none"> Delays and costs in administration of Justice. Inaccessibility of Justice. Lack of confidence in the Judiciary | <p>1. Increase the capacity of the legal sector, enhance speedy and affordable access to justice</p> | <p>1.1 Improve case management systems of the courts including scaling up mechanization, Enhance Human Resource Levels, Revise and implement rule of procedures and expansion of infrastructure.</p> <p>1.2 Effectively mainstream Alternative Dispute Resolution mechanism</p> <p>1.3 Promote the provision of legal aid for the poor</p> | | |
| | <ul style="list-style-type: none"> Poor compliance with rules, regulations and procedures Weak enforcement of rules, regulations and procedures | <p>3. Strengthen the capacity of state institutions to promote compliance and enforcement of laws</p> | <p>3.1 Streamline legal & Institutional framework for enforcement</p> <p>3.2 Scaling up operational & Human Resource levels within state institutions responsible for enforcement</p> | | |
| | <ul style="list-style-type: none"> Weak appreciation of and demand for basic social services | <p>4. Promote and protect economic, social cultural, civil and political rights as enshrined in our constitution and all African and international human rights instruments to which Ghana is a signatory</p> | <p>4.1 Promote the development of Citizen Charters</p> <p>4.2 Promote Public education on the economic, social, cultural, civil and political rights of citizenry</p> <p>4.3 Scaling up demand for basic right</p> <p>4.4 Develop NGO policies</p> <p>4.5 Reducing International instruments into municipal laws</p> | | |
| V. PUBLIC SAFETY AND SECURITY | <ul style="list-style-type: none"> High level of violent crimes Proliferation of Small Arms Proliferation of Private | <p>1. Improve internal security</p> | <p>1.1 Improve institutional capacity of the Police, Immigration Service, Prisons and Nareotic Control Boardstrengthen & institutionalise early warning systems</p> <p>1.2 Sensitize public on dangers of small arms</p> | | MDG 8 |

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| | <ul style="list-style-type: none"> Security Organizations High rate of recidivism High rate of drug abuse and incidence of trafficking of narcotic drugs Influx of refugees Poor monitoring of activities of foreigners Fire and safety risks to national property & installations Instability in the sub-region Need to deter potential incidents of external aggression Means of enhancing logistics of the armed forces Divert attention of the troops from engaging in subversive activities. High incidence of economic crimes and fraud | <p>1. Increase national capacity to ensure safety of life and property</p> <p>2. Forestall external aggression, safeguard territorial integrity and contribute to international peace keeping efforts</p> | <p>1.3 Regulate Private sector involvement in the provision of security</p> <p>1.4 Comprehensive monitoring of activities of foreigners Step up programs to rehabilitate and reform prisoners</p> <p>2.1 Increase safety awareness of citizens</p> <p>3.1 Build operational, human resource and logistics capacity of the Ministry of Defence</p> <p>3.2 Encourage participation of Ghana in external peacekeeping missions</p> | | |
| | <ul style="list-style-type: none"> High incidence of economic crimes and fraud | <p>4. Enhance the ability of state institutions to combat economic crimes</p> | <p>4.1 Improve institutional capacity of security agencies</p> <p>4.2 Increase public awareness of economic crime and fraud</p> | | |
| VI. WOMEN EMPOWERMENT | <ul style="list-style-type: none"> Prevalence of outmoded customs inimical to women's rights Lack of Gender Budgeting Weak access to | <p>1 Enforce existing laws protecting women's rights and introduce new legislations to take care of existing gaps</p> | <p>1.1 Promote the awareness of existing laws</p> <p>1.2 Enhance capacity of appropriate enforcement agencies</p> <p>1.3 Expand coverage of the institutions dealing with women rights</p> | | |

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| | <p>economic resources</p> <ul style="list-style-type: none"> Inadequate women in public life | <p>2. Enhance women access to economic resources and promote women in public life</p> <p>3. Introduce gender budgeting</p> | <p>2.1 Progressively implement affirmative-action for women</p> <p>2.2 Expand and sustain micro finance schemes for women</p> <p>2.3 Strengthen institutions dealing with women and children</p> <p>2.1 Incorporate gender analysis in the policy formulation process</p> | | MDG 3 |
| | <p><i>Women affected by violence</i></p> <ul style="list-style-type: none"> Shielding of perpetrators of violence Inadequate social support for victims of violence | <p>4. Create an enabling environment for victims of violence to access help</p> <p>5. Disseminate information about domestic violence, and related legal implications and women's rights</p> | <p>4.1 Provide shelters and support for victims of violence</p> <p>4.2 Develop community-based response to violence</p> <p>4.3 Monitor incidence of domestic violence and other violence against women</p> <p>5.1 Intensify and organise education on legal and women rights and to have the DV bill passed</p> | <p>MOWAC, MMEY</p> <p>*WAJU, *DSW</p> <p>Legal Aid Board</p> <p>NCWD, MOH</p> <p>Min. of Justice</p> <p>Coalition for Domestic Violence, CBOs, NGOs</p> | MDG 3 |
| VII. EMPOWERMENT OF PEOPLE WITH DISABILITIES (PWDs) | <p><i>PWDs</i></p> <ul style="list-style-type: none"> Weak capacity and low priority given to the agencies responsible for PWDs Disability Bill not passed Low education and information on National Disability Bill Lack of human and financial resources | <p>1. Create an enabling environment to ensure the active involvement of PWDs in mainstream society</p> | <p>1.1 Introduce explicit affirmative action initiatives for persons with disability with due consideration to gender</p> <p>1.2 Intensify education on National Disability Bill and take measure to pass the bill</p> <p>1.3 Train more specialist teachers and provide more facilities for PWDs</p> <p>1.4 Strengthen the capacity of institutions responsible for PWDs</p> <p>1.5 Replicate DSW micro credit schemes for women with disability and institute tax exemptions and grant schemes for PWDs</p> <p>1.6 Promote the training of PWDs on modern skills such as computer, electronics, batik and tie dye</p> | <p>DSW, NGOs, Ghana Federation of the Disabled</p> | MDG 1/3 |

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| VIII. STRATEGIC COMMUNICATION | • Outdated information management system | <ol style="list-style-type: none"> 1. Promote the development of modern information management system including E-Governance process 2. Promote timely dispatch of strategic information to targeted areas 3. Promote Development Communication 4. Ensure government commitment to enhance access to public information and enabling environment for media | <ol style="list-style-type: none"> 1.7 Develop and enforce regulations for public buildings to have universal access design 1.1 Develop & implement Information management policy 2.1 Facilitate access and enabling environment 3.1 Involve the marginalized in governance through access to information 3.2 Encourage private community radio stations 4.1 Effective implementation of public information law | | |
| | | | <ol style="list-style-type: none"> 1.1 Enforcing rules and regulations systematically in all spheres, in school, at work, on the streets, in religious institutions, etc 1.2 Institute rewards for civically responsible behaviour and reprimand unacceptable behaviour 1.3 Support Formal and informal institutions of socialization and learning to perform their roles as channels of change 1.4 Empower traditional authorities to actively participate in ensuring responsible civic behaviours 1.5 Strengthen the partnership with the public media to promote civically responsible behaviour | | |
| IX. PROMOTING CIVIC RESPONSIBILITY | | <ol style="list-style-type: none"> 1. Ensuring higher civic responsibility and citizens involvement in economic development | | | |

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| X. FISCAL POLICY MANAGEMENT | | 1. Improve Public Expenditure Management | 1.1 Develop a more effective data collection mechanism 1.2 Transparency in use of Statutory funds 1.3 Enforce budget controls on SOEs | | MDG 8 |
| | | 2. Promote effective Debt Management | 2.1 Monitor size of domestic debt 2.2 Restructure Domestic Debt Stock 2.3 Reduce stock of Domestic Debt | | |
| | | 3. Improve fiscal resource mobilisation | 3.1 Minimise revenue leakages in all collecting agencies 3.2 Review and revise existing taxes, fees and user charges 3.3 Strengthen revenue collection institutions 3.4 Strengthen MMDAs for improved tax collection | | |
| XI. MONETARY POLICY MANAGEMENT | | 1. Price Exchange Stability | 1.1 Improve liquidity management 1.2 Establish an effective inter-bank foreign exchange market | | |
| | | 2. Improving the institutional, legal and regulatory framework | 2.1 Revise laws and procedures governing the Banking sector | | |
| | | | 2.2 Conduct regular supervision of banks | | |
| | | 3. Deepen the capital market | 3.1 Implement schemes to increase long-term savings/funds | | |
| | | | 3.2 Expand bond markets | | |
| 4. Strengthening the financial sector | 4.1 Initiate steps to provide clearer titles over assets 4.2 Address inefficiencies in legal, judicial and asset registry systems 4.3 Facilitate development of database for credit management 4.4 Reduce BoG secondary reserve requirements 4.5 Promote competition in the financial system to reduce high interest rate spread and ensure competitive rates | | | | |

| KEY AREA OF FOCUS | ISSUES | POLICY | STRATEGIES | IMPLEMENTING AND COLLABORATIVE AGENCY | GLOBAL / REGIONAL LINKAGES |
|--|--------|--|---|---------------------------------------|----------------------------|
| | | 5. Create a more diversified financial sector and improve access to financial services | <ul style="list-style-type: none"> 5.1 Improving the administrative framework for micro finance 5.2 Develop micro finance product designed to address the needs of agriculture 5.3 Establishment of a central securities depository for government securities 5.4 Enactment of long-term savings law for private pension and housing schemes. | | |
| XII. INTERNATIONAL TRADE MANAGEMENT | | 1. Improve import competitiveness | <ul style="list-style-type: none"> 1.1 Maintain competitive real exchange rates 1.2 Improve the import/export regime 1.3 Minimise the incidence of dumping | | MDG 8 |
| | | 2. Diversify and increase export base | <ul style="list-style-type: none"> 2.1 Promote new areas of competitive advantage 2.2 Take full advantage of Preferential Access to markets such as AGOA, EU-ACP 2.3 Engage fully in Multi-lateral Trade | | |
| | | 3. Institute mechanisms to manage external shock | <ul style="list-style-type: none"> 3.1 Maintain stable reserves | | |
| XI. GOOD CORPORATE GOVERNANCE | | 1. Promote an enabling environment and effective regulatory framework for corporate management | <ul style="list-style-type: none"> 1.1 Ensure that corporations act as good corporate citizens with regard to human rights, social responsibility and environmental sustainability 1.2 Promote the adoption of codes of good business ethics in achieving the objectives of the organization 1.3 Ensure that corporations treat all their stakeholders in a fair and just manner 1.4 Provide for accountability of corporations and directors | | |
| | | 1. Strengthening the data base for policy formulation and decision making | <ul style="list-style-type: none"> 1.1 Rationalizing the production of data within the statistical system 1.2 Defining the roles and mandates of the various data producing institutions | | |
| XII. PROMOTING AN EVIDENCE-BASED DECISION MAKING | | | | | |

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|-------------------|--------|--------|---|---------------------------------------|----------------------------|
| | | | 1.3 Adopting common definitions, methods and classifications 1.4 Review of the Statistical Law and adoption of a statistical master plan 1.5 Adoption of international standards and good practices system-wide, including the United Nations Principles for Official Statistics and the IMF's General Data Dissemination Standards | | |

