



# THE COORDINATED PROGRAMME OF ECONOMIC AND SOCIAL DEVELOPMENT POLICIES 2017-2024

**AN AGENDA FOR JOBS: CREATING PROSPERITY  
AND EQUAL OPPORTUNITY FOR ALL**

PRESENTED BY

**NANA ADDO DANKWA AKUFO-ADDO**

PRESIDENT OF THE REPUBLIC

TO THE 7<sup>TH</sup> PARLIAMENT OF THE 4<sup>TH</sup> REPUBLIC

20<sup>TH</sup> OCTOBER 2017



**Republic of Ghana**

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AND SOCIAL DEVELOPMENT POLICIES  
(2017-2024)**

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**NANA ADDO DANKWA AKUFO-ADDO  
PRESIDENT OF THE REPUBLIC**



## **PREFACE**

Mr. Speaker,

On 7<sup>th</sup> January, 2017, I appeared before this august House to be sworn-in as the 5<sup>th</sup> President of the 4<sup>th</sup> Republic. I took office at a historic moment, in the year Ghana attained 60 years of independence.

On my assumption of office, Ghana was facing a myriad of socio-economic challenges, characterised by poor macroeconomic conditions; rising rates of unemployment, especially among the youth; declining private sector growth; a declining agriculture sector; high costs of housing and utilities; disaffection for the political class arising out of perceived insensitivity to the plight of ordinary citizens; weakening healthcare services; pervasive corruption among public office holders; destruction of the environment and water bodies by illegal artisanal mining (*galamsey*); failing public sector machinery due to inappropriate incentive systems and lack of accountability; and growing income and geographical inequalities.

This was the backdrop to the decision of the Ghanaian people to change the management and direction of the country to restore hope to its citizens, and put Ghana on the path of its long-term vision of a free, just and prosperous nation.

On that auspicious day, I swore to uphold and protect the integrity of the Constitution. Article 36 (s.5) requires me, as President, to present to this 7<sup>th</sup> Parliament of the 4<sup>th</sup> Republic, Government's Coordinated Programme of Economic and Social Development Policies before the end of the second year of my mandate.

Mr. Speaker, as I present this document to you, I am fulfilling that constitutional obligation, and providing a vision and strategy on how to restore hope to our compatriots, and mobilise our collective strength in addressing the difficult challenges confronting us.

The document serves several purposes. It outlines my vision for the country. It offers a comprehensive diagnosis of our socio-economic challenges. It presents new approaches to addressing them, and the specific interventions to be introduced to overcome them. It also contains selected flagship programmes and projects, which will serve as the broad expression of Government policies.

My vision is to develop “an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society, in which mutual trust and economic opportunities exist for all.”

This vision, and its consequential policies and programmes, have been informed by a combination of my own experiences and convictions, the disturbing socio-economic conditions I inherited, and the aspirations of Ghanaians as articulated during the 2016 election campaign.

The agenda for change, as captured in our party manifesto, is intended to give the Ghanaian people a new sense of leadership; a new approach to the management of the economy; new ways of dealing with our common problems and concerns; renewed confidence in the governance of the country and, above all, new hope in our common future.

Government will offer a new approach to doing things to drive the agenda for change, growth, job creation and prosperity for all. We will work to remove the bottlenecks stifling the growth of the private sector, and create one of the best environments for private sector growth and development in Africa.

Mr. Speaker, the agenda for change will entail achieving the following:

- i. Creating opportunities for all Ghanaians;
- ii. Safeguarding the natural environment and ensuring a resilient built environment;
- iii. Maintaining a stable, united and safe country; and
- iv. Building a prosperous nation.

The agenda for change places people at the centre of development, and lays the foundation for a safe Ghana that works, and gives each and every one of us the opportunity to improve our lives, irrespective of our socio-economic background, gender, status, tribe or geographical location.

At the risk of sounding repetitive, I wish to reiterate an observation I made in my first Message on the State of the Nation on Tuesday, 21<sup>st</sup> February 2017. I am a man in a hurry, in a hurry to change the course of our destiny, and give hope to those who have lost it. This is why for the first time in the 4<sup>th</sup> Republic, the President is presenting the Coordinated Programme within ten (10) months of assumption of office, instead of the two years stipulated in the Constitution, which has been the convention. This is to give a clear sense of direction to the country on where we want to go, and serve as the basis for social mobilisation, as well as guidance for future Government budgets. Future Messages on the State of the Nation will be used to assess progress of implementation of programmes elaborated in this document.

Mr. Speaker, accordingly, I urge all Ghanaians to support the Programme to establish a Ghana where hard work, creativity and enterprise pay; a country in which, no matter your origin, you will be rewarded on merit and not on any other consideration; and a country in which every young person can hope, aspire and reach his or her fullest potential.

As Parliament discusses the proposed set of policies and interventions in this Coordinated Programme, it is my desire and expectation that both sides of the House find common ground on the issues, and generate consensus on ways of implementing, monitoring and evaluating the interventions set forth in the document, for the benefit of all Ghanaians.

Mr. Speaker, I thank you, and, through you, the august House, and look forward to fruitful deliberations on the Coordinated Programme of Economic and Social Development Policies, 2017-2024 – *An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All*.

May God bless us all and our homeland Ghana, and make it great and strong.



**NANA ADDO DANKWA AKUFO-ADDO**  
**President of the Republic**  
**20<sup>TH</sup> OCTOBER 2017**

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## **LIST OF ACRONYMS**

<b>ABFA</b>	Annual Budget Funding Amount
<b>ACFTA</b>	African Continental Free Trade Area
<b>ADB</b>	Agricultural Development Bank
<b>ADR</b>	Alternative Dispute Resolution
<b>AFOLU</b>	Agriculture, Forestry and Other Land Uses
<b>AFZ</b>	Airport Free Zone
<b>AGI</b>	Association of Ghana Industries
<b>AGOA</b>	African Growth and Opportunity Act
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>AMSECS</b>	Agricultural Mechanisation Service Centres
<b>APR</b>	Annual Progress Report
<b>ATM</b>	Automated Teller Machine
<b>AU</b>	African Union
<b>BDCs</b>	Bulk Oil Distribution Companies
<b>BOG</b>	Bank of Ghana
<b>BOST</b>	Bulk Oil Storage and Transportation
<b>CBOs</b>	Community-Based Organisations
<b>CDA</b>	Coastal Development Authority
<b>CDM</b>	Clean Development Mechanism
<b>CET</b>	Common External Tariff
<b>CHPS</b>	Community-based Health Planning Services
<b>CHRAJ</b>	Commission on Human Rights and Administrative Justice
<b>COP</b>	Conference of Parties
<b>CPI</b>	Corruption Perception Index
<b>CRP</b>	Clean Rivers Programme
<b>CSIR</b>	Council for Scientific and Industrial Research
<b>CSOs</b>	Civil Society Organisations
<b>DACF</b>	District Assemblies Common Fund
<b>DCE</b>	District Chief Executive
<b>DFMC</b>	Disability Fund Management Committee
<b>DFS</b>	Digital Financial Services
<b>DPCU</b>	District Planning Coordinating Unit
<b>DSA</b>	Debt Sustainability Analysis
<b>DVLA</b>	Driver and Vehicle Licensing Authority
<b>EAP</b>	Environmental Action Plan
<b>ECG</b>	Electricity Company of Ghana
<b>ECOWAS</b>	Economic Community of West African States

<b>EOCO</b>	Economic and Organised Crime Office
<b>EPA</b>	Economic Partnership Agreement
<b>ESLA</b>	Energy Sector Levy Act
<b>ETLS</b>	ECOWAS Trade Liberalisation Scheme
<b>EU</b>	European Union
<b>FCP</b>	Financial Consumer Protection
<b>FNS</b>	Food and Nutrition Security
<b>FP</b>	Family Planning
<b>GAF</b>	Ghana Armed Forces
<b>GCC</b>	Ghana Chamber of Commerce
<b>GDP</b>	Gross Domestic Product
<b>GEA</b>	Ghana Employers' Association
<b>GEPA</b>	Ghana Export Promotion Authority
<b>GFSP</b>	Ghana Fertiliser Subsidy Programme
<b>GHG</b>	Greenhouse Gas
<b>GIC</b>	Ghana Investment Corporation
<b>GIFMIS</b>	Ghana Integrated Financial Management Information System
<b>GIIF</b>	Ghana Infrastructure Investment Fund
<b>GIPC</b>	Ghana Investment Promotion Centre
<b>GLSS</b>	Ghana Living Standards Survey
<b>GNGC</b>	Ghana National Gas Company
<b>GNPC</b>	Ghana National Petroleum Corporation
<b>GOG</b>	Government of Ghana
<b>GPS</b>	Ghana Police Service
<b>GRA</b>	Ghana Revenue Authority
<b>GSA</b>	Ghana Standards Authority
<b>GSFP</b>	Ghana School Feeding Programme
<b>GSGDA</b>	Ghana Shared Growth and Development Agenda
<b>GSS</b>	Ghana Statistical Service
<b>HDR</b>	Human Development Report
<b>HIV</b>	Human Immunodeficiency Virus
<b>IBES</b>	Integrated Business Establishment Survey
<b>ICT</b>	Information and Communications Technology
<b>IDF</b>	Industrial Development Fund
<b>IFSC</b>	International Financial Services Centre
<b>IGF</b>	Internally Generated Funds
<b>IGFF</b>	Inter-Governmental Fiscal Framework
<b>IGFT</b>	Inter-Governmental Fiscal Transfers
<b>IMF</b>	International Monetary Fund

<b>INDC</b>	Intended Nationally Determined Contribution
<b>IPEP</b>	Infrastructure for Poverty Eradication Programme
<b>ISSER</b>	Institute of Statistical, Social and Economic Research
<b>JHS</b>	Junior High School
<b>KIA</b>	Kotoka International Airport
<b>LEAP</b>	Livelihood Empowerment Against Poverty Programme
<b>LED</b>	Local Economic Development
<b>LI</b>	Legislative Instrument
<b>LIPW</b>	Labour-Intensive Public Works Programme
<b>LNG</b>	Liquefied Natural Gas
<b>MASLOC</b>	Microfinance and Small Loans Centre
<b>MDA</b>	Middle Belt Development Authority
<b>MCC</b>	Millennium Challenge Corporation
<b>MDAs</b>	Ministries, Department and Agencies
<b>MDGs</b>	Millennium Development Goals
<b>MICE</b>	Meetings, Incentives, Conferences and Exhibitions
<b>MiDA</b>	Millennium Development Authority
<b>MLGRD</b>	Ministry of Local Government and Rural Development
<b>MMDAs</b>	Metropolitan, Municipal and District Assemblies
<b>MMIP</b>	Multilateral Mining Integration Project
<b>MM&amp;E</b>	Ministry of Monitoring and Evaluation
<b>MOF</b>	Ministry of Finance
<b>MOFA</b>	Ministry of Food and Agriculture
<b>MOTI</b>	Ministry of Trade and Industry
<b>MPR</b>	Monetary Policy Rate
<b>MSME</b>	Micro, Small and Medium Enterprises
<b>MTDS</b>	Medium-Term Debt Management Strategy
<b>NACAP</b>	National Anti-Corruption Action Plan
<b>NAP</b>	National Apprenticeship Programme
<b>NAPP</b>	National Asset Protection Project
<b>NBSSI</b>	National Board for Small-Scale Industries
<b>NCCE</b>	National Commission for Civic Education
<b>NCCP</b>	National Climate Change Policy
<b>NCPD</b>	National Council on Persons with Disability
<b>NDA</b>	Northern Development Authority
<b>NDPC</b>	National Development Planning Commission
<b>NEA</b>	National Educational Assessment
<b>NED</b>	Northern Electricity Department
<b>NEIP</b>	National Entrepreneurship and Innovation Plan

<b>NEPP</b>	National Environmental Protection Programme
<b>NHA</b>	National Hydrology Authority
<b>NHF</b>	National Health Fund
<b>NHIF</b>	National Health Insurance Fund
<b>NHIS</b>	National Health Insurance Scheme
<b>NIA</b>	National Identification Authority
<b>NIB</b>	National Investment Bank
<b>NPC</b>	National Population Council
<b>NPRA</b>	National Pensions Regulatory Authority
<b>NTR</b>	Non-Tax Revenue
<b>OHCS</b>	Office of Head of Civil Service
<b>PAC</b>	Public Accounts Committee
<b>PEF</b>	Private Enterprise Federation
<b>PFM</b>	Public Financial Management
<b>PFMA</b>	Public Financial Management Act
<b>PFMI</b>	Principles of Financial Market Infrastructure
<b>PHC</b>	Population and Housing Census
<b>PPA</b>	Public Procurement Act
<b>PPP</b>	Public-Private Partnerships
<b>PPR</b>	Police-Population Ratio
<b>PSDS</b>	Private Sector Development Strategy
<b>PV</b>	Photovoltaic
<b>REDD+</b>	Reducing Emissions from Deforestation and Forest Degradation
<b>REIT</b>	Real Estate Investment Trusts
<b>REP</b>	Rural Enterprises Project
<b>RHNP</b>	Regenerative Health and Nutrition Programme
<b>ROPAL</b>	Representation of the People Amendment Law
<b>SADA</b>	Savannah Accelerated Development Authority
<b>SDGs</b>	Sustainable Development Goals
<b>SEC</b>	Securities and Exchange Commission
<b>SHS</b>	Senior High School
<b>SMEs</b>	Small and Medium Enterprises
<b>SOE</b>	State-Owned Enterprise
<b>SONA</b>	State of the Nation Address
<b>SRID</b>	Statistics, Research and Information Directorate
<b>SSA</b>	Sub-Saharan Africa
<b>SSNIT</b>	Social Security and National Insurance Trust
<b>TEN</b>	Tweneboa, Enyenra, Ntomme
<b>TIP</b>	Trade and Investment Programme

<b>TIPCEE</b>	Trade and Investment Programme for a Competitive Export Economy
<b>TIRP</b>	Trade and Investment Reform Programme
<b>TOR</b>	Tema Oil Refinery
<b>TSA</b>	Treasury Single Account
<b>TTCI</b>	Travel and Tourism Competiveness Index
<b>TVET</b>	Technical and Vocational Education and Training
<b>UK</b>	United Kingdom
<b>UNCCD</b>	United Nations Convention to Combat Desertification
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>USAID</b>	United States Agency for International Development
<b>VALCO</b>	Volta Aluminium Company
<b>VAT</b>	Value-Added Tax
<b>VLTC</b>	Volta Lake Transport Company
<b>VRA</b>	Volta River Authority
<b>WEF</b>	World Economic Forum
<b>WHO</b>	World Health Organisation
<b>YEF</b>	Youth Enterprise Fund

## EXECUTIVE SUMMARY

*...within two years after assuming office, the President shall present to Parliament a coordinated programme of economic and social development policies, including agricultural and industrial programmes at all levels and in all the regions of Ghana. Article 36 (5), The Constitution*

### OUR VISION

This Coordinated Programme of Economic and Social Development Policies (CPESDP) is based on the vision of the New Patriotic Party as outlined in its manifesto, *“Change: An Agenda for Jobs-Creating Prosperity and Equal Opportunity for All”*, and will guide the preparation of the next medium-term national development policy framework when the current one expires in December 2017. The Programme defines the goals and aspirations for national development in the next four years and beyond and outlines strategies as well as specific initiatives that will help achieve the stated vision, together with the means of implementation, monitoring and evaluation. In the context of achieving a *just and free society*, as prescribed by the Constitution, the Government vision that drives the Coordinated Programme is to create:

*“An optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all.”*

The four key goals to be pursued, in this regard, are: build a prosperous country; create opportunities for all Ghanaians; safeguarding the natural environment and ensuring a resilient built environment; and maintaining a stable, united and safe country. The specific objectives require optimising the key sources of growth in the economy, and enhancing a competitive and enabling business environment so as to engender a strong and resilient economy that is capable of withstanding internal and external shocks. Creating opportunities for all entails enhancing the preparedness of the population to take advantage of current and emerging opportunities. Not only should access to quality education and healthcare be greatly expanded at all levels for all socio-economic groups and communities, but the capacity for large-scale job creation should also be enhanced. Recognising that for a variety of reasons, special provisions must be made to give all a fair chance of enjoying the benefits of a free and prosperous society, particular emphasis is also placed on strengthening social protection, especially for children, women, persons with disability and the elderly.

The vision underlying the Constitution of a fair society requires that the citizenry is confident; that institutions, both Governmental and non-governmental, work as expected, and ensure the benefit, advancement and welfare of citizens. Therefore, a major thrust in maintaining a stable, united and safe country is to deepen democratic governance and public accountability; enhance public sector management and service delivery; and promote the rule of law and peaceful coexistence of all

segments of society. The realities of our times, such as the phenomena of globalisation and digitisation, call for enhancing Ghana's role in international affairs; fostering partnerships; and harnessing the synergies between public-private partnerships and purposeful engagement with the media and civil society.

## **NEW DIRECTIONS IN NATIONAL DEVELOPMENT**

The new direction for national development during the Programme period is to create the conditions for the Ghanaian private sector to propel growth and create ample employment opportunities, especially for the youth. The thrust of the Programme, therefore, is to stabilise the economy and place it on the path of strong, diversified and resilient growth.

Overall, Government will aim to, at least, double per capita GDP by 2024. This will entail achieving average annual economic growth rates of at least 7.2 percent between 2017 and 2024, with a particular focus on reviving and strengthening manufacturing, putting the perennial energy crisis behind us once and for all, and aggressively promoting exports, especially high-value manufactures. Per capita GDP is projected to increase from US\$1,515.6 in 2016 to at least US\$2,500 by 2020, rising further to at least US\$3,500 by 2024. The peak GDP growth rate of 9.1 percent is projected to be achieved in 2018, on account of an increase in petroleum production, and manufacturing sector utilisation of idle capacity caused by the energy crisis.

Between 2017 and 2020, industry will lead growth due to an increase in oil production as new fields come on stream, especially in 2017 and 2018. Thereafter, oil production tapers off, but services take over as the primary source of broad growth, with manufacturing maintaining consistent accelerated growth during the period 2017-2024.

The priority interventions under this Coordinated Programme cover five major areas, namely: economic development; social development; environment, infrastructure and human settlements; governance, corruption and public accountability; and strengthening Ghana's role in international affairs. However, the key strategic anchors to drive growth and development are: (i) Revitalising the economy; (ii) transforming agriculture and industry; (iii) strengthening social protection and inclusion; (iv) revamping economic and social infrastructure; and (v) reforming public service delivery institutions.

### **Revitalising the Economy**

The medium-term macroeconomic policy objective of Government is to restore and sustain macroeconomic stability through enhanced fiscal and monetary discipline, as well as financial stability. The central bank will promote monetary discipline, while supporting economic growth. Fiscal policy will aim at boosting revenue mobilisation by strengthening tax administration, reducing tax exemptions, plugging revenue loopholes and leakages, and combatting tax evasion. Public debt

will be managed at the lowest cost and at prudent levels of risk. For the external sector, the policy is to build up reasonable levels of foreign reserves consistent with the development needs of the country; maintain a solid balance of payments position; and maintain the overall stability of the Ghana cedi against the currencies of its major trading partners.

The overall strategy for developing a viable and competitive private sector is to develop a business-friendly mind set among public sector agencies, with the aim of fostering an enabling environment attractive to, and supportive of both domestic and external investors. Special attention will focus on reducing the high cost of doing business, resolving the energy constraints for business by ensuring reliability, cost competitiveness, and establishing reliable energy supply for industrial enclaves and zones. The complementary initiative is to lower the overall tax burden on business, and institute new incentive packages, targeting agro-processing, pharmaceuticals and light manufacturing, especially garments and textiles.

Formalising the informal economy is an important medium-term goal of Government. The strategy aims at rapidly and sustainably expanding financial inclusion by: deepening the reach of financial services; improving financial literacy, especially among the youth and women in the informal sector; improving access to finance for informal sector operators and agricultural enterprises in the rural areas; and strengthening consumer financial protection. Targeted support will be given to SMEs to enhance their capacity to create more jobs of better quality. Government has launched a comprehensive National Plan for Entrepreneurship and Innovation to help create an entrepreneurial culture, especially among the youth; and support young businesses and start-ups.

### **Transforming Agriculture and Industry**

A key objective of agricultural development in Ghana, and the main driving force for rural development, is to promote agro-industrial enterprises as the basis for the *“One District, One Factory”* initiative. The operational framework promotes a demand-driven approach to agricultural development, focusing on quantity, quality and timely delivery of produce, while safeguarding food adequacy in the short term, and food security in the medium and long term. With a view to engendering a more enabling environment such that rural and agro-investments can respond to market demand and overcome supply bottlenecks, Government will ensure the provision of (i) critical public infrastructure such as feeder roads, electricity and water; (ii) customised agricultural financing; (iii) need-based technical assistance or extension support; and (iv) fiscal incentives. Government will strengthen the relevant institutions to ensure effective implementation of the yield improvement programme.

Industrialisation presents the opportunity to create more and better quality jobs. Resource-based industrialisation, through agro-processing and minerals processing, will serve as the anchors of the flagship *“One District, One Factory”* initiative. A supportive policy, framework will focus on energy for industry, removing structural and institutional bottlenecks, and facilitating access to land.

Access to land remains a constraint on accelerated industrial development, the establishment of industrial and special export zones, as well as large-scale agro-investment. In support of Government's industrialisation drive, land will be secured at strategic locations for the development of industrial and business parks and enclaves across the country. These will be provided with integrated infrastructure and made accessible to export-oriented, import-substitution industries, light industries, technology companies and sales outlets. Government will also free up surplus and underutilised land held by the state for housing and commercial uses, to boost economic development and reduce the housing deficit.

### **Strengthening Social Protection and Inclusion**

The overall goal of Government's social development policies and programmes is to create a fair and inclusive society, with opportunity for all. In this regard, the strategies to be implemented will aim to expand opportunities where large-scale job creation is possible; expand access to and improve quality education at all levels for all socio-economic groups; and expand access to quality healthcare.

However, the growing social, spatial and income inequalities observed in current development efforts cannot be addressed effectively without deliberate and systematic interventions targeted at the underlying causes. To this end, Government's medium-term efforts for socio-economic development will include interventions aimed at strengthening social protection, especially for children, women, persons with disability and the elderly. Some of the specific interventions to be pursued include: enacting a National Social Protection Law, which establishes a Ghana Social Protection Floor; expanding the coverage of existing social protection interventions, especially in rural communities, to cover all vulnerable groups; reducing the policy gaps in child and family welfare; enacting the National Ageing Bill and establishing an Ageing Council to coordinate implementation of the ageing policy; enacting and implementing the Affirmative Action (Gender Equality) Bill; and promoting full participation of persons with disability (PWDs) in society.

Under the Growing Together Programme, Government will also establish: Infrastructure for Poverty Eradication Programme (IPEP); Northern Development Authority (NDA); Middle Belt Development Authority (MBA); Coastal Development Authority (CDA); and Zongo Development Fund. This is to bridge spatial gaps in social economic development. For effective coordination of implementation of these interventions, these Development Authorities will be placed under the Office of the President.

### **Revamping Economic and Social Infrastructure**

The overall aim of Government's infrastructure delivery policies and programme is to build a modern and resilient society, and to ensure that the development of infrastructure brings about improvement in the economic and social lives of the people. In this regard, the strategic direction for infrastructure delivery is to leverage private sector resources and expertise for the provision of economic and social infrastructure in an integrated manner. This will lead to the creation of well-

planned and efficient communities, with improved access to high-quality economic and social services.

At the heart of this new approach to infrastructure provision is the establishment of special growth centres and urban networks, with spatially targeted investment interventions. Other central features include implementation of the five-tier hierarchy of urban centres involving villages, towns, secondary cities, cities and city regions (conurbations); and creation of well-planned metropolitan areas that share common services such as transportation and electricity. In the short term, Government will construct storm drains in major cities and towns, including Accra, to address permanently, the perennial problem of floods. As a long-term measure, a National Hydrology Authority (NHA) will be established to be responsible for flood control and the protection of coastlines.

Priority attention will be given to the development of modern, integrated, and well-maintained transportation infrastructure, and to make Ghana the transportation hub within the West African region. Transportation-related areas – namely, roads; road safety; ports and harbours; inland water and maritime; aviation and airports; railways; and logistics – will all be significantly improved. A timely and effective preventive maintenance plan for all public infrastructure will also be developed and implemented. This will involve clearing the huge backlog of maintenance works, and instituting a robust maintenance scheme for rail, roads, ports, harbours and other critical infrastructure.

Government will develop and implement a 10-year Power Sector Master Plan, which will be reviewed, thereafter, to meet our medium-to-long term energy needs. Interventions will target reduction in generation, transmission and distribution losses, and promote demand-side management to reduce significantly the operational inefficiencies in energy supply and distribution, and, thus, conserve energy. To operationalise the strategy of positioning the country as a regional ICT hub, Government will support aggressive development of ICT infrastructure and applications, and mainstream ICT in the public sector. Government will also facilitate the provision of community-owned and managed small-scale irrigation facilities across the country, especially in the Afram Plains and northern savannah, through the *“One Village, One Dam”* initiative. Irrigation infrastructure will also be developed to absorb water released by the annual spillage of the Bagre dam in Burkina Faso.

### **Institutional Reform**

The attainment of the long-term goal of socio-economic development depends very much on continuous democratic governance, political stability and peace. Since the return to constitutional rule in 1992, successive Governments have pursued policies and programmes aimed at maintaining the peace and stability of the country. Anchored on a strong and well-functioning national identification system, Government medium-term policies will aim to safeguard human security and public safety, fight and win the battle with corruption and economic crimes, and promote respect for law and order. Relying on effective development communication, and with the active involvement

of civil society, religious bodies, traditional authorities and the media, Ghana's culture and value system will be promoted and harnessed for national development.

To position the public service to deliver effectively on its mandate, far-reaching institutional reforms will be undertaken. This will include improving the leadership for effective management of public policy and administration, as well as strengthening the capacity of public sector institutions to deliver efficiently public goods and services. The mandate of some institutions will be reviewed and re-aligned to eliminate conflicting mandates and functions. Also, the security services and judiciary will be modernised to make them more responsive to the demands of contemporary times. To bring governance to the doorsteps of the people, the interventions to be pursued by Government will include deepening political and administrative decentralisation, strengthening decentralised planning, and improving popular participation in local governance.

Ghana's foreign policy will entail working towards reducing Ghana's vulnerability to shocks and threats from the international system, defending its national interests, maintaining its sovereign independence, and diversifying the economy to reduce its dependence on commodity exports. To this end, Government will pursue policies to create a favourable business environment by strengthening the policy and legislative environment; facilitating linkages between Ghana's Heads of Missions and Metropolitan, Municipal and District Chief Executives (MMDCEs) with a view to maximising investment and trade opportunities for local authorities; and mobilising citizens in the diaspora to assist in the development of the country.

Ghana continues to play an active role within the comity of nations in operationalising global and regional development frameworks, and contributing towards achieving agreed development aspirations. Over the years, Ghana has signed several international protocols, recently adding three major international agreements, namely the 2030 UN Agenda for Sustainable Development, the African Union's Agenda 2063 and the Paris Agreement on Climate Change (COP21). Interventions to respond to development challenges identified in the Sustainable Development Goals (SDGs), Agenda 2063 and the Paris Agreement on Climate Change (COP21) will be implemented through the development plans of Ministries, Departments and Agencies (MDAs), and Metropolitan, Municipal and District Assemblies (MMDAs). The National Development Planning Commission (NDPC), in collaboration with the Ghana Statistical Service (GSS) and other stakeholders, will be mandated to develop a set of harmonised indicators to be used in monitoring and reporting on progress on the national and international development agendas.

## **IMPLEMENTATION, MONITORING AND EVALUATION**

This Coordinated Programme will form the basis for the preparation of a detailed medium-term national development policy framework to be implemented over the period 2018-2021. The MDAs and MMDAs will be required to prepare and implement their respective medium-term development plans on the basis of the detailed medium-term national development policy framework. The sector

and district medium-term plans of the MDAs and MMDAs respectively will serve as the basis for the annual national budget during the programme period.

Government has, for the first time in the history of the nation, elevated the monitoring and evaluation (M&E) function at the Presidency to a ministerial portfolio, to complement existing national statutory M&E bodies, like the NDPC, to discharge strengthened M&E functions. This decision underscores the importance Government attaches to effective delivery of public policies and programmes. The newly created Ministry of Monitoring and Evaluation (MM&E) will work together with NDPC to ensure timely and reliable data on all facets of the M&E process. While NDPC is charged with the responsibility of developing a comprehensive framework for monitoring the implementation of Government policies and programmes across all sectors, the MM&E will be responsible for monitoring the implementation of flagship interventions in real time. The Minister for MM&E will provide regular M&E and performance reports to the President, Cabinet and the Economic Management Team (EMT), while NDPC prepares and submits a progress report to Cabinet and Parliament on an annual basis. The President will use the annual Message on the State of the Nation to update Parliament on progress of implementation of policies, programmes and projects outlined in this Coordinated Programme.

To keep citizens informed and actively engaged, a comprehensive communications and stakeholder engagement strategy will be rolled out as part of the overall implementation of the Coordinated Programme. The strategy will have clearly defined target groups, messages, and a feedback management mechanism.

# CHAPTER ONE INTRODUCTION

## 1.1 BACKGROUND TO THE PROGRAMME

Article 36, Clause 1 of the Constitution of the Republic enjoins the State to:

*“... take all necessary action to ensure that the national economy is managed in such a manner as to maximise the rate of economic development and to secure the maximum welfare, freedom and happiness of every person in Ghana and to provide adequate means of livelihood and suitable employment and public assistance to the needy.”*

To ensure the implementation of the foregoing, Article 36, clause 5 requires that:

*“... within two years after assuming office, the President shall present to Parliament a co-ordinated programme of economic and social development policies, including agricultural and industrial programmes at all levels and in all the regions of Ghana.”*

In presenting this document, I am responding to this constitutional requirement within the context of the *“Change: Agenda for Jobs- Creating Prosperity and Equal Opportunity for All”*, which is the theme of the New Patriotic Party’s 2016 election manifesto. Successful implementation of the interventions outlined in this Coordinated Programme is expected to move Ghana closer to the long-term national development vision enshrined in Article 34 (1) of the Constitution, which requires every Government to pursue policies towards the *“establishment of a just and free society”*, where every Ghanaian has the opportunity to live a long, productive, and meaningful life.

This Coordinated Programme is being presented at a historic period, when Ghana is celebrating its 60 years of existence as an independent nation. It presents a unique opportunity for introspection on how much progress has been made in achieving long-term socio-economic aspirations. An assessment of current socio-economic conditions does not present an attractive picture of where we have reached, so long after independence. The country has been experiencing significant socio-economic difficulties, characterised by low economic growth, relatively high unemployment especially among the youth, high fiscal deficits, high and rising debt, persistent depreciation of the cedi, high cost of housing and utilities, and high volumes of non-performing loans. These difficulties reveal endemic structural problems, which require a radical approach to resolving them on a more permanent basis.

It is in this context that my Government has made a commitment to implement some tough, prudent and innovative policies to address this socio-economic malaise, restore fiscal discipline and debt

sustainability, and place the economy on the path to attaining a society, where every Ghanaian has the opportunity to live a long, productive and meaningful life.

## 1.2 VISION OF THE PRESIDENT FOR ECONOMIC AND SOCIAL TRANSFORMATION

### 1.2.1 Vision

Within the framework of the long-term vision for the country of a *just and free society*, my vision under this Coordinated Programme is to pursue policies and programmes that will create:

*“an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resource, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all.”*

This vision is informed by the need for a strong economy that expands opportunities, inspires people to start businesses, stimulates expansion of existing businesses, and ultimately leads to the creation of jobs, increased economic growth and aggregate incomes. In this regard, citizens are able to expand their scope of choices in consumption and saving decisions, while Government is able to enhance its capacity to provide basic goods and services that citizens desire, enhance access to social services such as education, training and skills development, healthcare; and direct investment in infrastructure development such as transportation, electrical power, affordable housing and water.

The vision, policies and programmes outlined in the Coordinated Programme, however, cannot be achieved without effectively addressing the scourge of corruption in public life. Corruption has permeated the fabric of society, affecting even the revered judiciary. The solution will be preventive, detective, corrective and punitive actions based on institutional reform, legislative reform, attitudinal change and public education.

### 1.2.2 Goals and Objectives

Derived from this vision are four main goals to be pursued under this Coordinated Programme:

- creating opportunities for all Ghanaians;
- safeguarding the natural environment and ensuring a resilient built environment;
- maintaining a stable, united and safe country; and
- building a prosperous country.

**Creating opportunities for all.** The strategic objectives to be pursued include: (i) expanding opportunities where large-scale job creation is possible; (ii) expanding access to and improving the quality of education at all levels for all socio-economic groups; (iii) expanding access to and improving the quality of healthcare; and (iv) strengthening social protection, especially for children, women, persons with disability and the elderly.

**Safeguarding the natural environment and ensuring a resilient built environment.** The strategic objectives to be pursued include: (i) rehabilitating degraded areas and supporting the conservation of biodiversity and priority ecosystems; (ii) developing modern and integrated infrastructure; (iii) promoting proactive planning for disaster risk prevention and mitigation; and (iv) upgrading inner cities, Zongos and slums and preventing the occurrence of new ones.

**Maintaining a stable, united and safe country.** The strategic objectives to be pursued include (i) deepening democratic governance and public accountability; (ii) enhancing public sector management and service delivery; (iii) promoting the rule of law and equal access to justice; (iv) promoting peaceful co-existence of all segments of society; (v) ensuring public safety and security; and (vi) strengthening Ghana's role in international affairs.

**Building a prosperous country.** The strategic objectives to be pursued include: (i) building a strong and resilient economy that is capable of withstanding internal and external shocks; (ii) enhancing a competitive and enabling business environment; and (iii) optimizing the key sources of economic growth.

### 1.3 NEW DIRECTIONS IN NATIONAL DEVELOPMENT

The overall direction for national development during this programme period is encapsulated in the following quotation from the President's maiden Message on the State of the Nation to Parliament

*“we should break the shackles of the colonial economy and a mind-set of dependency, bailouts and extraction. It is an economy where we look past commodities to position ourselves in a global marketplace...it is a country with a strong private sector” (Message on the State of the Nation, 2017).*

This entails creating the conditions for the creative potential of the Ghanaian private sector to emerge through invention, innovation, adoption and adaptation, especially in the industrial sector of the economy, thereby, creating more and better quality jobs and generating incomes.

The charge to Government, in this regard, is to initiate and implement a set of transformative policies to build one of the most business-friendly and people-centred economies in Africa, capable of bringing work and prosperity for all Ghanaians. However, stimulating the private sector to lead the job-creation agenda will require some effort on the part of Government to restore confidence in the economy, by improving overall macroeconomic management, reducing the cost of doing business, fighting corruption in the public sector, ensuring the availability of reliable power, facilitating access to land and promoting skills development.

Thus, the policy direction will be anchored on five key pillars of growth and development, namely: revitalizing the economy; transforming agriculture and industry; revamping economic and social

infrastructure; strengthening social protection and inclusion; and reforming public service delivery institutions. In our quest to transform the economy, we will promote the effective application of science, technology and innovation.

While sound monetary policies are necessary, the greatest policy pivot is effective fiscal policy management, including maintaining fiscal discipline by narrowing the public spending-revenue gap, reducing Government borrowing, and creating the fiscal space to reduce the vulnerabilities of the economy to shocks. Good fiscal management will create favourable conditions for reducing interest rates to spur private sector investment, expansion and higher productivity. Establishing a national identification system as the primary identifier of individuals will create the necessary impetus for addressing the challenges of the informal sector, and enhance financial inclusion. The comprehensive policy aims to increase agricultural productivity and its nexus with industry, and to identify and promote opportunities to add value to our soft and hard raw material commodities from agriculture and mining.

A well-defined industrial policy is needed to provide direction, to strengthen the operational capacity of existing firms, and to facilitate small business incubation as a way to promote the Government's *"One District, One Factory"* initiative. The complementary policy direction is to increase infrastructure expenditure as a proportion of GDP to eliminate critical bottlenecks in the areas of roads, rail, aviation, water, sanitation and energy, and distribute infrastructure fairly and comprehensively across the country.

Government's social policy regime is to invest in people by improving access to, and ensuring the provision of quality education, healthcare and affordable housing. An integrated social policy regime will also be developed to address the demands of the growing population, urbanisation, and emerging demographic and social infrastructure needs. Specific policies for social protection and inclusion will be in place to address the needs of the vulnerable including specific investment in rural, coastal, Zongo and inner city communities.

Government's strategic direction is having the private sector as the pivot of development, and using the expanded opportunities for job creation as the trigger for creating wealth and prosperity. Government's role is to signal the direction and provide the enabling environment for the private sector to thrive, and to put in place social policies to protect the vulnerable in society.

#### **1.4 FLAGSHIP PROJECTS AND INITIATIVES**

The flagship projects and initiatives, that define Government policies, are for implementation in the short-to-medium term. The list of interventions includes:

##### **1.4.1 Revitalizing the Economy:**

- i. establishment of a national database, using the National Identification System as the primary identifier, with linkages to the databases of institutions;

- ii. establishment of an electronic payments system;
- iii. special development authorities for the Savannah, Middle Belt, Coastal Belt and the Zongo Development Fund;
- iv. implementation of accelerated export development strategy;
- v. establishment of a machine tool industry;
- vi. revision and implementation of the National Industrialisation Policy; and
- vii. establishment of a national tax evasion hotline.

#### **1.4.2 Revamp Economic and Social Infrastructure:**

- i. dedicated energy supply sources for industrial enclaves and zones;
- ii. expand the railway network to northern Ghana to open up economic opportunities and link the country with neighbouring countries; and
- iii. build a Tema-Akosombo rail link to tie in with a vibrant and revived Volta Lake transportation system for expanded transportation, and thereby boosting local and national economic activity.

#### **1.4.3 Transform Agriculture and Industry:**

- i. launch a national campaign dubbed *“Planting for Food and Jobs”* to stimulate food production and generate incomes;
- ii. implement *“One Village, One Dam”* initiative to ensure all year-round farming, especially in the northern regions;
- iii. institute incentive schemes for the development of specific renewable energy projects for industrial development;
- iv. implement the *“One District, One Factory”* initiative, through public-private partnerships, to establish at least one industrial enterprise in each of the 216 districts in Ghana; and
- v. implement subsidy programmes on retail prices of seeds, fertilisers and other agrochemicals.

#### **1.4.4 Social Development:**

- i. redefine basic education to include senior secondary education;
- ii. implement the policy on free SHS for all Ghanaian children;
- iii. implement reforms in school curriculum to emphasise the 4Rs (i.e. Writing, Arithmetic, Reading and Creative Arts, including History of Ghana and French and Arabic as options);
- iv. strengthen and align Technical and Vocational Education and Training institutions in the Ministry of Education;
- v. popularise and demystify the teaching and learning of Science, Technology, Engineering and Mathematics (STEM) and ICT education in basic/secondary schools;
- vi. implement accelerated programme for teacher development and professionalisation;
- vii. reform and strengthen regulatory agencies operating under the Ministry of Education;
- viii. implement the Accelerated Programme for the Rationalisation and Expansion of Educational Infrastructure;
- ix. restructure the National Health Insurance Scheme (NHIS);

- x. strengthen Technical and Vocational Education and Training;
- xi. expand the coverage of the Livelihood Empowerment Against Poverty (LEAP) programme;
- xii. renew and enhance the Ghana School Feeding Programme (GSFP);
- xiii. enforce the Disability Act, including improving access to public buildings for the physically challenged;
- xiv. introduce a quota system of women in 30 percent of public appointments;
- xv. implement a programme on affordable housing for all working Ghanaians and families in modern communities;
- xvi. implement a policy of reserving 30 percent of poverty alleviation/credit funds of MMDAs to service women' enterprises; and
- xvii. develop a National Human Development Strategy.

#### **1.4.5 Reform the Delivery of Institutions of Governance:**

- i. establish, by an Act of Parliament, an Office of the Special Prosecutor, to investigate and prosecute certain categories of cases and allegations of corruption;
- ii. implement public procurement reforms;
- iii. implement policy on direct election of MMDCEs;
- iv. pass the Right to Information Bill;
- v. pass the Affirmative Action Bill to increase women's involvement in decision making at all levels;
- vi. amend the relevant sections of the Criminal Offences Act, 1960 (Act 29), particularly sections 3, 151, and 239-257, to make corruption a felony, rather than a misdemeanor;
- vii. implement public sector reforms and innovation; and
- viii. develop online database of national and sub-national infrastructure assets.

#### **1.4.6 Leveraging on Science, Technology and Innovation for Development**

- i. establish a Presidential Advisory Council on Science, Technology and Innovation (PACSTI), to ensure high-level attention on STI;
- ii. establish an Inter-Ministerial Coordinating Council on Science, Technology and Innovation to coordinate STI interventions across all ministries;
- iii. establish a platform for collaboration between Government, research institutions, academia and industry;
- iv. improve public funding for research and development (R&D) to at least 1 percent of GDP;
- v. enact STI Bill to ensure continuity in STI programmes from one political administration to another;
- vi. strengthen and aggressively promote Science, Technology, Engineering and Mathematics (STEM) education; and
- vii. promote the development of foundry-based manufacturing and precision machine tooling, using computer-aided design (CAD)/computer-aided manufacturing and computer numerical control (CNC) systems as the initial phase of developing strategic technologies.

## **1.5 LINKAGE TO THE NATIONAL DEVELOPMENT POLICY FRAMEWORK, AND SECTOR AND DISTRICT DEVELOPMENT PLANS**

This Coordinated Programme will form the basis for the preparation of a detailed medium-term national development policy framework, to be implemented over the period 2018-2021. It will be the reference document that informs the entire country, as well as the international community, of the enabling environment to be provided by Government in support of private investment, initiative and innovation, and also informs civil society organisations (CSOs) about the priority social and economic activities in the various districts of the country.

The MDAs and MMDAs will be required to prepare and implement their respective medium-term development plans on the basis of the detailed medium-term national development policy framework. The sector and district medium-term plans of MDAs and MMDAs, respectively, will serve as the basis for the annual national budget during the programme period.

## **1.6 STRUCTURE OF THE DOCUMENT**

This document is presented in six chapters. After the introductory chapter, Chapter Two provides an assessment of recent national efforts in the areas of economic, social, environmental, infrastructural and governance development. Chapter Three assesses current opportunities in the development landscape that can facilitate the attainment of the President's vision, and identifies the key constraints to be overcome. The priority interventions to be implemented over the programme period are outlined in Chapter Four, while Chapter Five is a summary of selected flagship projects to be implemented during the programme period. Chapter Six presents the implementation, monitoring and evaluation arrangements.

## **CHAPTER TWO**

### **REVIEW OF RECENT PERFORMANCE**

#### **2.1 INTRODUCTION**

This chapter reviews the record of development performance over the past decade and a half, and how this record shapes the priority choices under this Agenda for Jobs: Creating Prosperity and Equal Opportunity for All. The review covers the following areas:

- economic development;
- social development;
- environment, infrastructure and human settlements development; and
- governance, corruption and public accountability.

#### **2.2 ECONOMIC DEVELOPMENT**

The economic situation over the last decade has been characterised by slow growth, rapid depreciation of the cedi, rising and erratic rates of inflation, increasing Government budget deficits, and high interest rates, amidst growth in trade deficits and pervasive unemployment. At 3.6 percent, real GDP growth in 2016 was the slowest in over 20 years. Progress in addressing these vulnerabilities is crucial to restoring the health of the economy, and placing it on the path to high and employment-intensive growth.

##### **2.2.1 Economic growth and income**

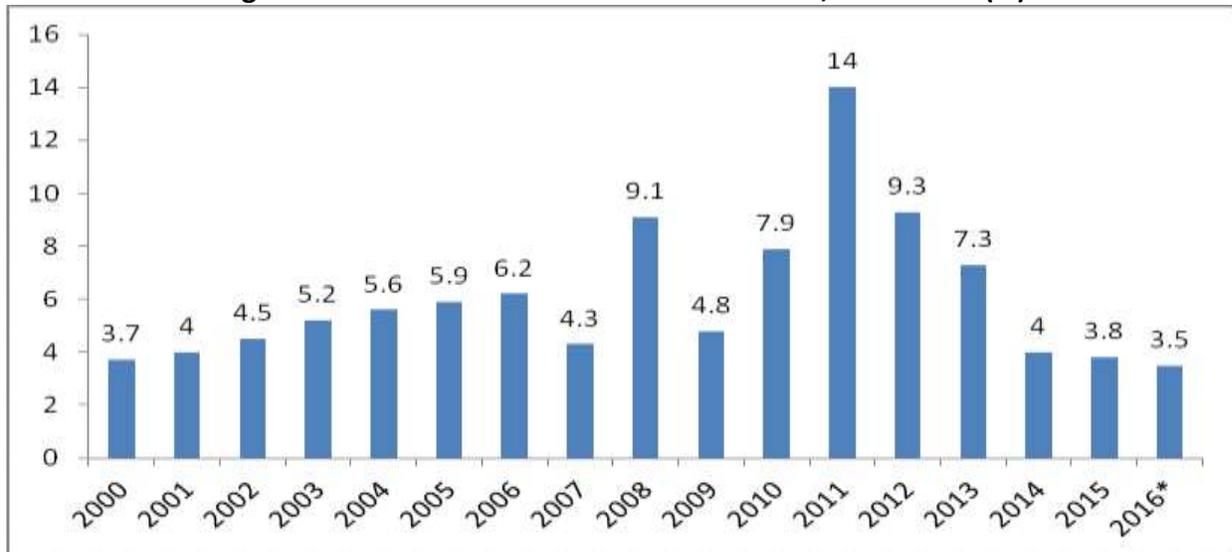
###### ***Trends in Economic Growth***

Overall economic growth in the past 16 years has followed a generally upward trend, rising from 3.7 percent in 2000 to 14.05 percent in 2011 – the year Ghana commenced full commercial production of oil – before slowing down from 2012 onwards, amidst several economic challenges. For the period 2000-2016, growth averaged 6.03 percent per year, compared to the 4.3 percent registered for the preceding 16 years.

Commercial production of oil coincided with the levelling off of global oil prices, following a steady rise from US\$25.0 per barrel in January 2000 to as high as US\$123.0 in April 2011, after which it began a steady decline, ending 2016 at US\$54.0 per barrel.

There was a resulting slowdown in oil production from a growth rate of 21.6 percent in 2012 to less than 1.0 percent in 2015, and then a contraction of 16.9 percent in 2016. Other major challenges, included pervasive shortfalls in electricity production from 2011 onwards, and fiscal dislocations caused by a rapid rise in Government debt partly to finance a growing wage bill. All this led to a massive deceleration in growth of about 75.0 percent from 14.05 percent in 2011 to 3.6 percent in 2016.

**Figure 2.1: Growth in Gross Domestic Product, 2000-2016 (%)**

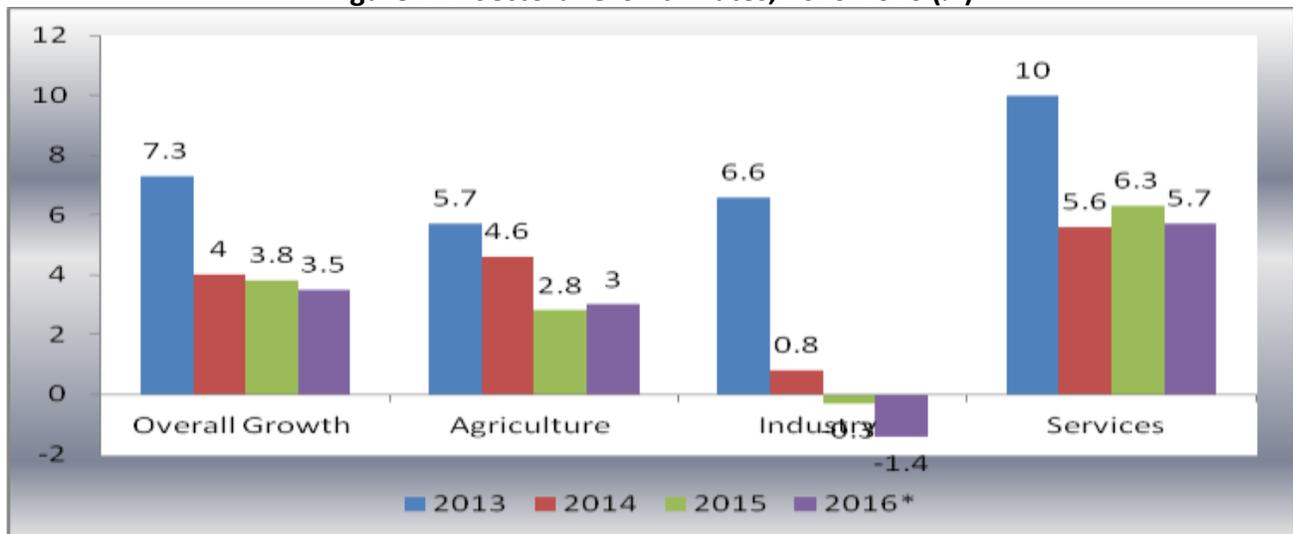


Source: NDPC, based on data from Ghana Statistical Service (2016)

### Sources of Growth

Except for industrial sector growth, which surged from 6.95 percent in 2010 to 41.64 percent in 2011 as a result of oil production, overall economic growth since 2000 has been driven largely by the services sector, where growth averaged 6.9 percent per year between 2000 and 2016. Over the same period, growth in agriculture averaged 4.2 percent, while that of industry averaged 7.6 percent (almost all of it due to the jump in oil production in 2011). In 2016, overall output in the industrial sector declined by 1.4 percent, largely as a result of a 16.9 percent decline in oil production. However, the services sector grew by 5.7 percent, while agriculture expanded by 3.0 percent.

**Figure 2.2: Sectoral Growth Rates, 2013-2016 (%)**



\*Provisional figures

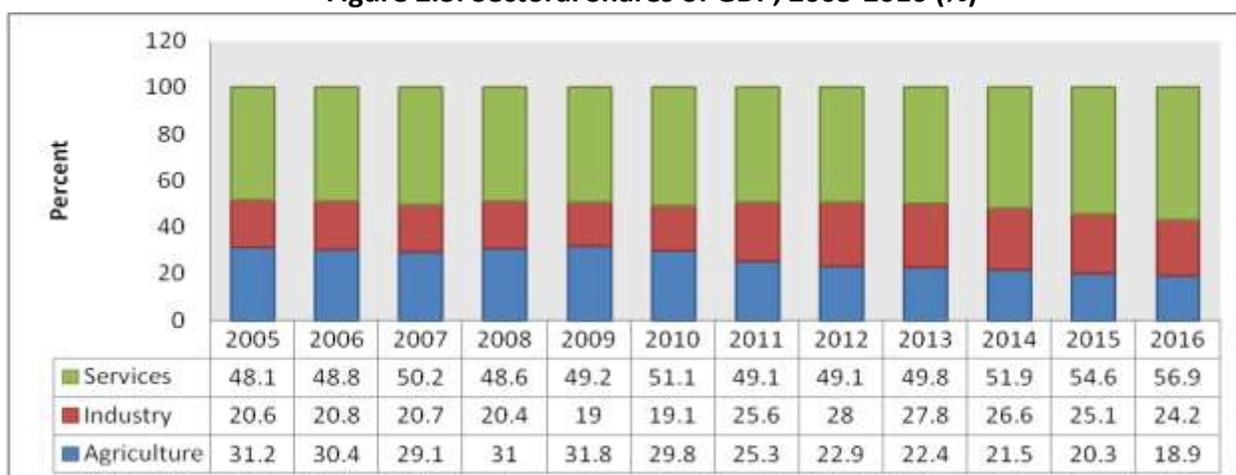
Source: NDPC, based on data from GSS (2016)

The manufacturing sub-sector, which was the hardest hit at the height of the energy crisis, recorded declines of 0.5 percent and 0.82 percent in 2013 and 2014 respectively, but recovered in 2016 to 2.45 percent growth. With the exception of Community, Social and Personal Service activities, which shrank by 1.10 percent in 2016, all other sub-sectors in the services sector recorded positive growth rates in 2016.

### Structure of the Economy

With the rapid growth in services came a steady rise in its overall share of GDP, which reached 56.9 percent in 2016, up from 48.1 percent in 2005. Similarly, industry's share of GDP increased from 20.6 percent to 24.2 percent over the same period. The share of agriculture, however, continued to decline, reaching 18.9 percent, down from 31.2 percent in 2005. In absolute terms, agricultural output, adjusted for inflation, increased from GH¢5.4 billion in 2006 to GH¢6.8 billion in 2016. However, given overall low productivity in the sector, it can be concluded that the increase in real output could have been higher.

**Figure 2.3: Sectoral Shares of GDP, 2005-2016 (%)**



Source: NDPC, based on data from GSS (2016)

### 2.2.2 Employment

Employment levels in Ghana rose from 5.77 million in 1992 to 12.03 million in 2013 (Table 2.2), representing 3.7 percent average annual employment growth. Employment growth in Ghana has generally been slower than overall economic growth, raising concerns about the quality of Ghana's economic growth. The distribution of employment by economic sector shows agriculture still the leading source of employment in Ghana. However, its share has declined from 61.1 percent in 1984 to 44.7 percent in 2013 (Table 2.1). At the same time, the services sector share has increased from 25.2 percent to 40.9 percent during the same period.

The size of Ghana's working age population was 15.9 million in 2013, up from 11.1 million in 2000. The size of the labour force also increased from 8.3 million to about 12.7 million during the same

period. This indicates that there are 3.9 million people who are jobless, representing 24.4 percent of the working age population. Estimates shows that unemployment has doubled from 3.1 percent in 2006 to 6.5 percent in 2013, while youth unemployment remained high at 13.5 percent in 2013. The availability of jobs and their quality are among key indicators of the health of an economy.

**Table 2.1: Trends and Distribution of Employment 1984-2013**

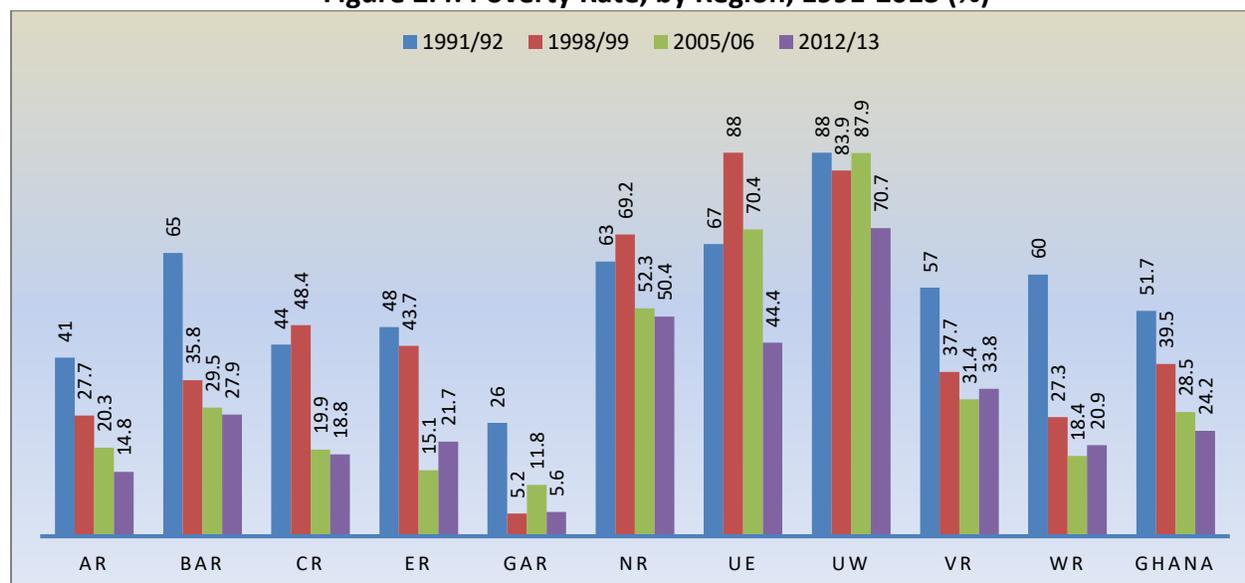
Pattern in the Labour Force	1984	1992*	2000*	2006	2010	2013
Working age population (millions)	6.76	7.91	11.08	13.58	15.21	15.95
Size of labour force (millions)	5.58	6.19	8.29	9.42	10.88	12.70
Total employment (millions)	5.42	5.77	7.43	9.14	10.42	12.03
Employment-to-population ratio Ghana	80.2	75.7	73.9	67.3	67.4	75.4
<b>Sectoral Distribution of Employment (%)</b>						
Agriculture	61.1	62.2	53.1	54.9	41.6	44.7
Industry	13.7	10.0	15.4	14.2	15.4	14.6
Services	25.2	27.8	31.5	30.9	43.0	40.7

*Source: NDPC, based on data from GSS population censuses and GLSS 3, 5 and 6 data*

### 2.2.3 Poverty and Inequality

In 2006, Ghana achieved the MDG 1 target of halving the proportion of people living in extreme poverty well ahead of the target date of 2015. Since then, the country has continued to make significant progress in further reducing poverty. Results of the 2012/13 Ghana Living Standards Survey (GLSS 6) showed that overall poverty fell to 24.2 percent in 2013 from 31.9 percent in 2006, while extreme poverty declined from 16.5 percent to 8.4 percent over the same period.

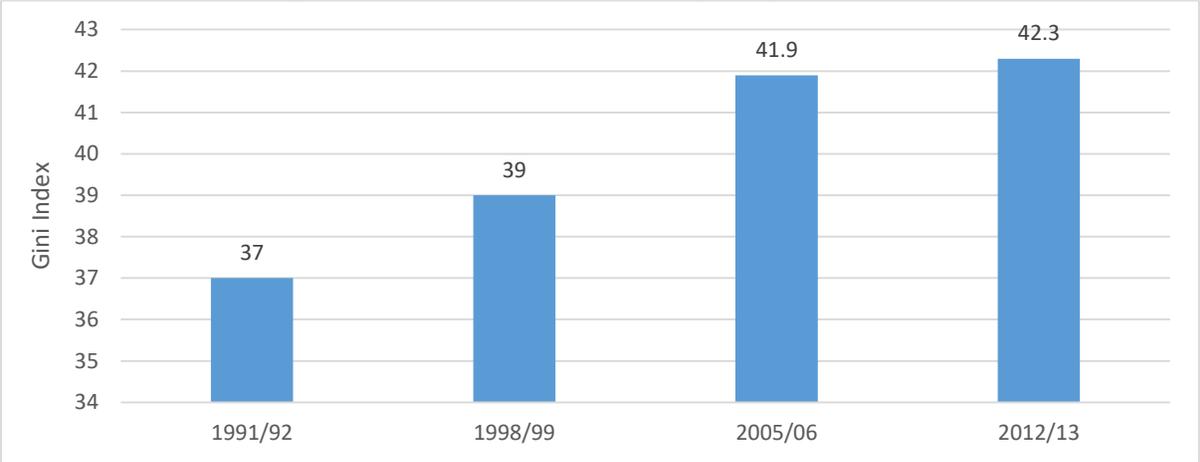
**Figure 2.4: Poverty Rate, by Region, 1991-2013 (%)**



*Source: NDPC, based on GSS data*

Although the reduction in overall poverty and extreme poverty occurred in both rural and urban localities and across the country, an analysis of poverty gap ratios (which measure the depth of poverty) shows that poverty is more severe in rural areas and parts of the three northern regions than it is elsewhere in the country. Poverty is most severe in the Upper West Region (57.0 percent), followed by Upper East Region (39.0 percent) and Northern Region (38.8 percent), implying that disproportionately more effort will be required to bring down poverty in these areas. Although the rapid economic growth recorded in Ghana over the years has led to a significant reduction in poverty, there is evidence of widening income inequality. Analysis of income inequality, using the Gini Index, reveals inequality widening from 37 percent in 1991/92 to 42.3 percent in 2012/13. All the regions recorded widening income inequality with the exception of Western, Central, Greater Accra and Ashanti regions, which recorded declining income inequality.

**Figure 2.5: Trends in Income Inequality, 1991/92-2012/13**



Source: NDPC, Annual Progress Report of GSGDA II (2014)

**2.2.4 Macroeconomic Situation**

**2.2.4.1 Monetary and Financial Policy Management**

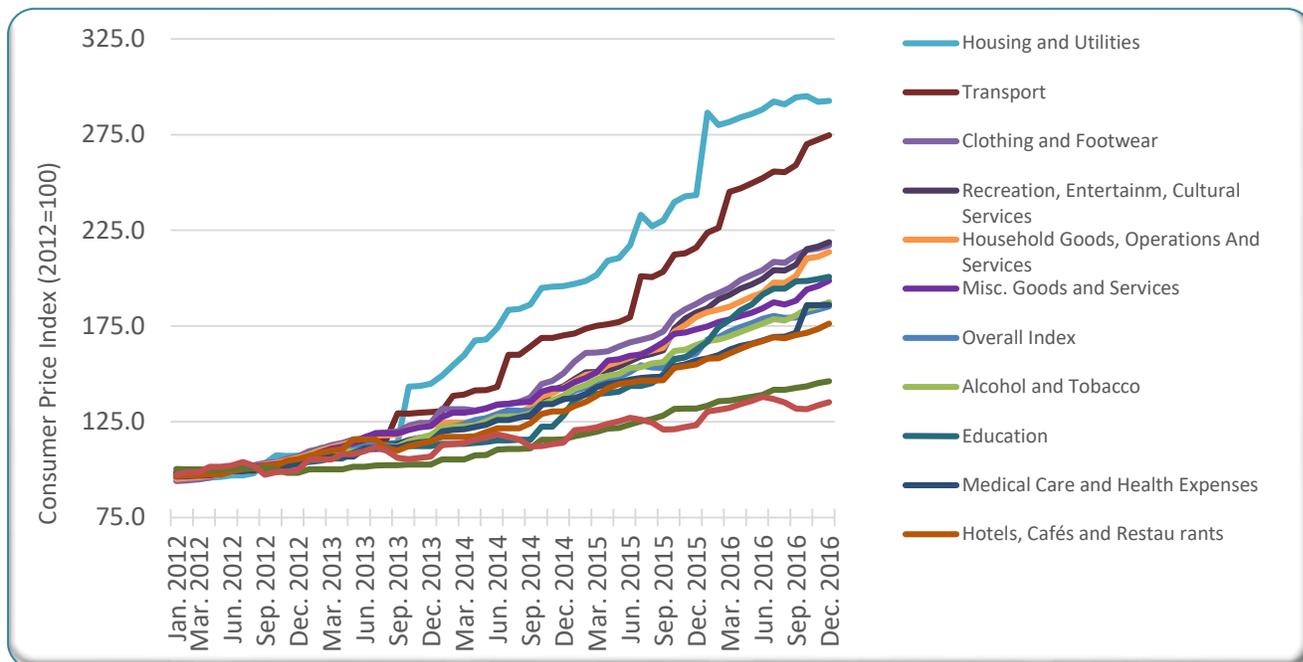
*Inflation, exchange rate and interest rates*

In June 2010, year-on-year inflation fell to single digits for the first time in several years. Inflation remained single digit until January 2013, when it rose to 10.1 percent. The increase was attributed, in part, to a rapidly depreciating cedi and a worsening energy crisis, with a severe negative impact on manufacturing in particular. The situation was aggravated by a series of increases in fuel and utility prices, as well as the removal of various consumer subsidies by the Government. Among the consumer items disproportionately affected by these policies were transportation and housing and utilities, which created widespread public dissatisfaction and led to the collapse of many businesses, especially SMEs (Figure 2.6).

Prices continued to rise until March 2016, when year-on-year inflation peaked at 19.2 percent and then began to decline, partly in response to the tight monetary policy stance introduced as part of

the Extended Credit Facility of the International Monetary Fund (IMF) in 2015. In the event, year-on-year inflation ended 2016 at 15.4 percent. For the year as whole, inflation was 17.7 percent, the highest annual rate since 2009, when it stood at 19.29 percent (Figure 2.7).

**Figure 2.6: Decomposition of Inflation Rates, 2012-2016**



Source: NDPC, based on GSS data (2016)

NB: (Inflation rates for utilities and transportation far outpaced overall inflation from 2013 onwards)

**Figure 2.7: Annual Inflation, 2000-2016 (%)**

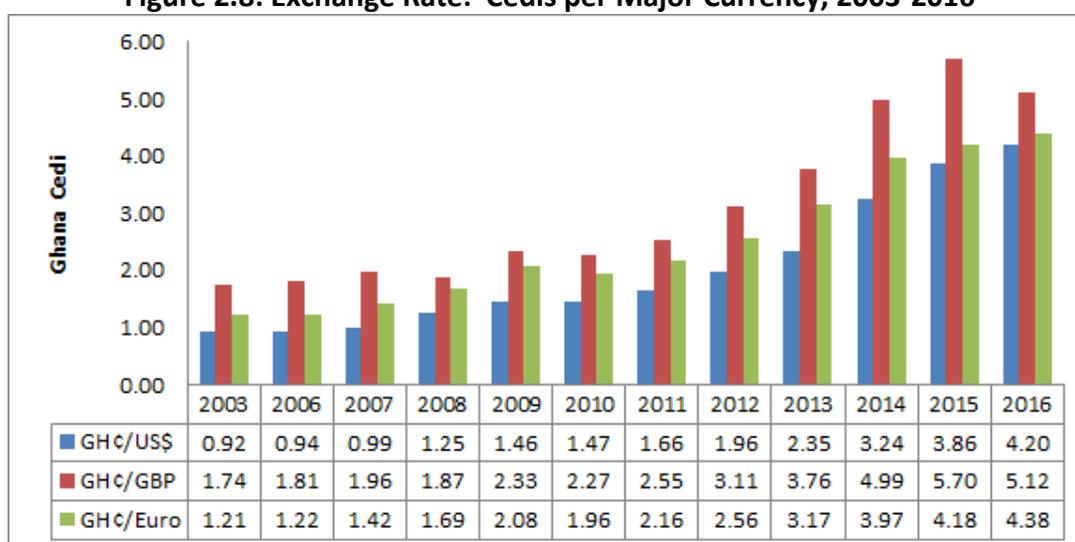


Source: NDPC, based on GSS data (2016)

## Exchange Rate Developments

The past decade and half showed the cedi depreciating rapidly against major currencies such as the US dollar, the euro and the British pound (Figure 2.8). This was largely because Ghana is an import-dependent economy, and efforts to diversify and strengthen exports beyond primary commodities like cocoa and gold have had mixed results, at best. In 2013, for example, manufactures made up 77.0 percent of the country's merchandise imports, compared to only about 17.0 percent of merchandise exports. The comparable figures for lower middle-income countries were 55.1 percent for imports and 50.1 percent for exports. This and other structural problems have been at the heart of the cedi's poor performance over the years. Between 2007, when the currency was re-denominated with the removal of four zeros, and the end of 2016, the exchange rate to the US dollar increased from GH¢0.9893 to GH¢4.2, implying a cumulative depreciation of 76.4 percent against the US dollar.

**Figure 2.8: Exchange Rate: Cedis per Major Currency, 2003-2016**



Source: NDPC, based on data from Bank of Ghana, 2003-2016

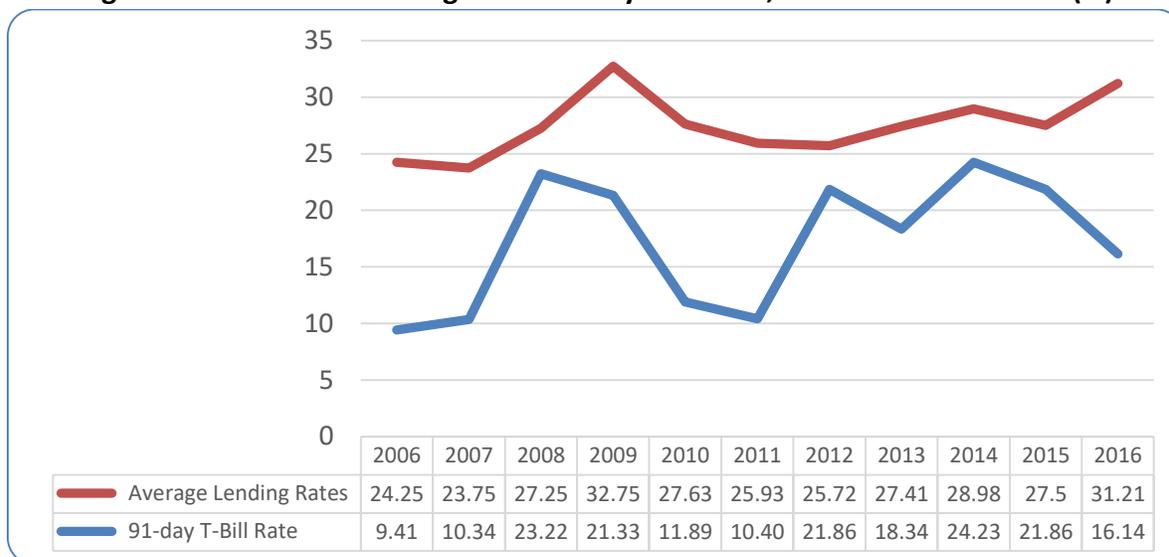
## Movements in Interest Rates

The cumulative effect of high inflation, a fast-depreciating cedi, and rapid expansion in Government spending (facilitated by borrowing from the central bank) was a steady increase in interest rates, which constricted growth of credit to businesses and, ultimately, economic growth. Between 2006 and 2009, for example, lending rates increased from 24.25 percent to 32.75 percent, along with rising Treasury bill rates (a key driver of other interest rates in the Ghanaian economy) from 9.41 percent to 21.33 percent (Figure 2.9).

This was a period of tight monetary policy as the central bank consistently raised its policy rate to bring down consumer inflation. Between August 2007 and September 2009, the Bank raised its rate from 12.5 percent to 18.5 percent as the year-on-year inflation rate increased from 10.41 percent to 18.37 percent, having peaked at 20.74 percent in June 2009. As inflationary pressures eased, so did

the policy rate, which fell back to 12.5 percent by mid-2011. By the end of 2011, however, inflationary pressures were building up again, and, with that, the onset of another series of policy rate hikes by the central bank and a corresponding increase in Treasury bill and lending rates.

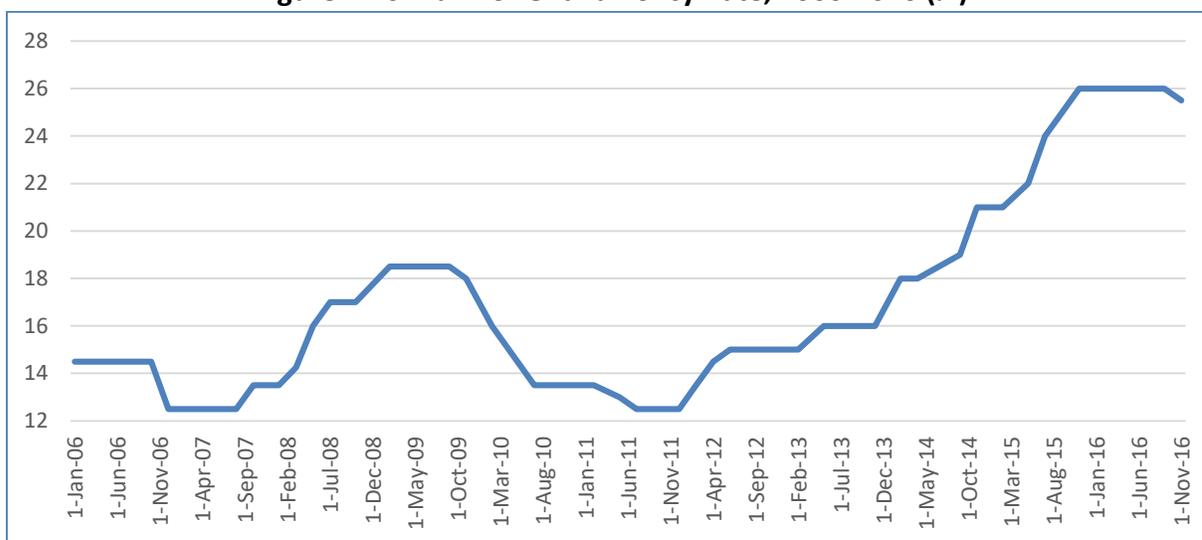
**Figure 2.9: Trends in Lending and Treasury Bill Rates, December 2006-2016 (%)**



*Source: NDPC based on data from the Bank of Ghana, 2006-2016*

In the event, the policy rate ended 2016 at 25.5 percent, with an average lending rate of 31.21 percent, among the highest in the world. However, the historically positive relationship between the lending rate and the Treasury bill rate broke down from 2015 onwards, as inflation continued to rise even as the Treasury bill rate declined, a possible indication of the overwhelming influence of other factors that determined interest rates besides the policy rate (Figure 2.10).

**Figure 2.10: Bank of Ghana Policy Rate, 2006-2016 (%)**



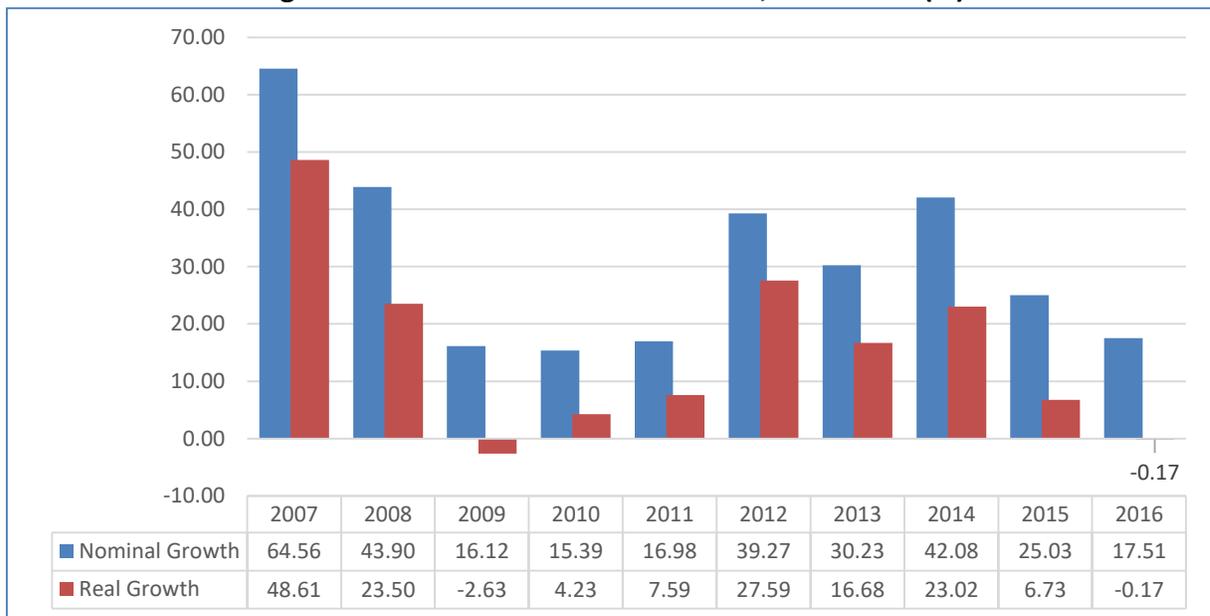
*Source: NDPC based on data from the Bank of Ghana, 2003-2016*

## Access to credit

Inadequate access to affordable credit remains a major constraint on business growth and private sector development in Ghana. This is largely due to a domestic savings rate which is among the lowest in the world. In 2013, for instance, the gross domestic savings rate for Ghana was 13.7 percent, compared to 33.14 percent for India and 48.94 percent for China. Consistent with this pattern, lending rates in India and China were 10.1 percent and 4.35 percent, respectively, in 2013, compared to 27.5 percent in Ghana.

The low domestic savings rate for Ghana is compounded by high inflation rates which reduce the purchasing power of the little credit that is available to Ghanaian businesses. Between 2007 and 2016, nominal growth in credit to the private sector averaged 31.1 percent per annum. When adjusted for inflation, however, the growth rate was only 15.2 percent. Indeed, while credit to the private sector in 2016 grew by 17.5 percent in nominal terms, in real terms (inflation-adjusted), it actually declined by 0.17 percent, a further reflection of the woes of the economy that year.

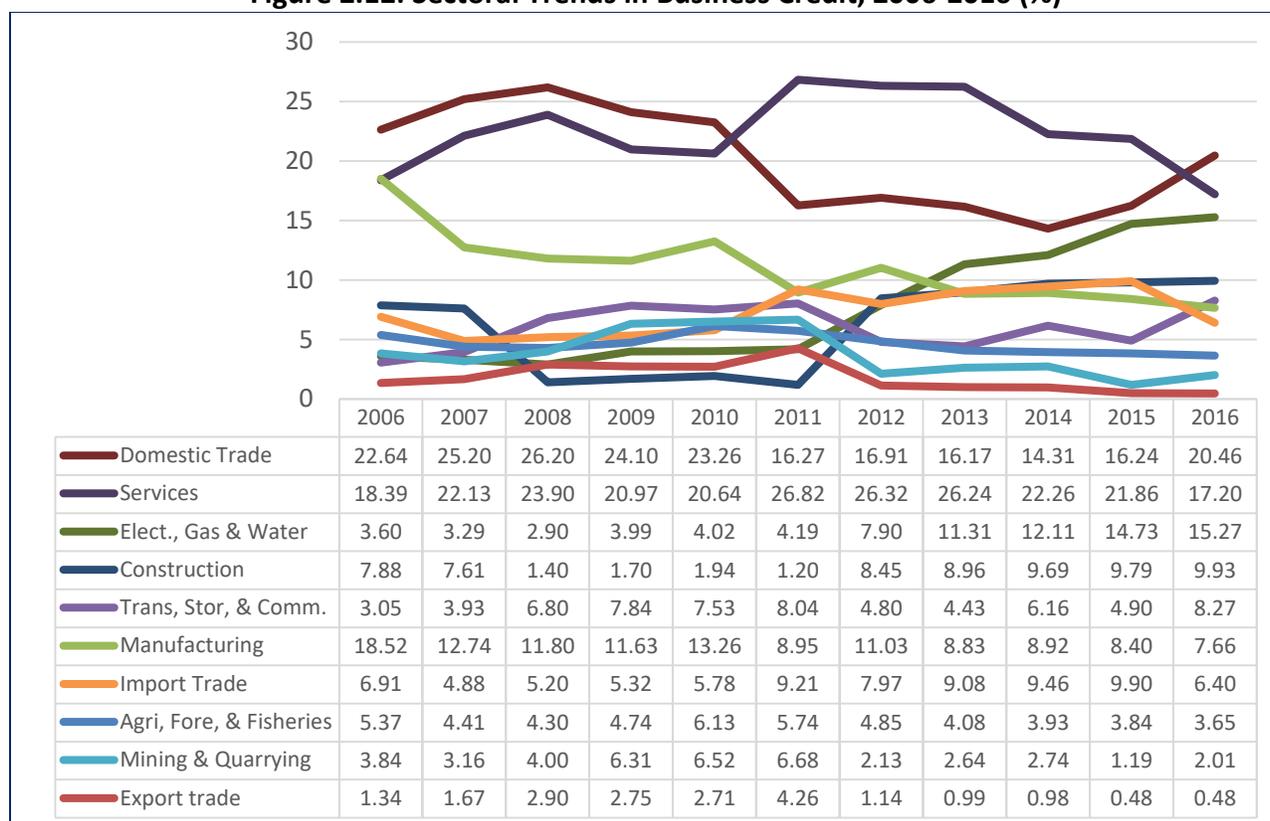
**Figure 2.11: Growth in Business Credit, 2007-2016 (%)**



*Source: NDPC, based on Bank of Ghana data (2016)*

Besides high interest rates, credit from the deposit money banks to critical sectors of the economy such as manufacturing, agriculture, and the export sector also declined steadily in favour of “less productive” sectors, such as import trade. Between 2006 and 2016, the share of credit to manufacturing declined from 18.52 percent to 7.66 percent; for agriculture, it fell from an already low of 4.37 percent to 3.65 percent, while for export trade it declined from 1.34 percent to 0.48 percent (Figure 2.12).

**Figure 2.12: Sectoral Trends in Business Credit, 2006-2016 (%)**



Source: NDPC, based on Bank of Ghana Data, 2006-2016

### Financial Inclusion

Financial inclusion has been recognised globally as critical to achieving sustainable economic growth and overall national development. Despite three decades of financial sector reforms, however, a significant proportion of Ghanaians remains unbanked, although some progress has been made in recent years to expand access. According to a 2016 study by the Consultative Group to Assist the Poor, between 2010 and 2015, “access to financial services expanded significantly from 41.0 percent in 2010 to 58 percent of the adult population in 2015”, largely in the non-bank financial sector. In the traditional banking sector, however, the increase was only from 34.0 percent to 36.0 percent over the period. The reasons included high transaction costs, high account maintenance fees and the inconvenience of long travel times and poor customer care.

The same study reported that the proportion of Ghanaians with active mobile money accounts doubled between 2010 and 2015 to 17.0 percent, adding that Ghana was “the most digital financial services-ready country in Africa”. A recent Bank of Ghana publication indicated that the value of mobile money accounts in 2015 was GH¢35.4 billion, up from GH¢11.2 billion in 2014. Most of the accounts, however, are for banking purposes and money transfer. Actual commercial transactions will increase with the greater formalisation of the economy.

## 2.2.4.2 Fiscal Policy Management

The attainment of low budget deficits relative to GDP has long been the objective of successive governments, with mixed results. The deficit-to-GDP ratio moved from a low of 1.8 percent of GDP in 2005 (following debt relief after the HIPC Initiative) to a high of 11.1 percent in 2013. In spite of the non-attainment of revenue targets, Government revenue as a percentage of GDP has improved from a low of 14.2 percent in 2002 to 20.0 percent in 2016. However, just as revenue performance has improved, expenditure as a percent of GDP increased from 15.4 percent in 2002 to 30.3 percent in 2016 (Table 2.2). The increase in expenditure was partly the result of an increase in the wage bill – a statutory expenditure which must be honoured, irrespective of the Government’s capacity to do so – and the need to finance infrastructure, sometime from Treasury bills, which led to a rapid build-up of debt financing obligations.

**Table 2.2: Fiscal Performance of Central Government, 2002-2016 (%)**

Item	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
	<b>Percent of GDP</b>														
Budget Deficit	-2.3	-2.3	-2.0	-1.8	-4.7	-5.6	-8.5	-6.0	-7.4	-4.3	-10.3	-11.1	-10.1	-6.9	-8.7
Government Revenue	14.2	15.7	18.4	17.8	17.1	19.5	18.2	18.8	19.1	21.4	22.1	20.8	21.8	23.1	20.0
Government Expenditure	15.4	17.3	20.2	18.9	21.4	24.6	26.5	23.0	25.0	22.5	27.8	29.4	28.2	27.8	30.3
<i>Recurrent</i>	13.0	14.0	15.7	14.6	17.0	19.3	20.2	17.3	19.9	18.6	23.1	24.3	22.8	22.7	25.7
<i>Capital</i>	2.5	3.3	4.5	4.3	4.4	5.3	6.4	5.7	5.2	3.9	4.8	5.1	5.4	5.1	4.5

*Source: NDPC, based on data from Ministry of Finance, 2016*

Added to the expenditure slippages is the narrow space within which fiscal policy is implemented, mainly as a result of the impact of earmarking for statutory funds (such as GETFund and DACF), workers’ compensation, and debt servicing. Known collectively as “budget rigidities,” these three expenditure items took up an average of 87.3 percent of domestic revenue between 2002 and 2016. Together, they encumbered 73.6 percent of domestic revenue in 2004, rising to 88.8 percent in 2008, 98.4 percent in 2013 and further to 103.1 percent in 2016 (Table 2.3). This has reduced the discretionary powers of the Minister for Finance, leaving little room for contingencies.

**Table 2.3: Budget Rigidities: Earmarked Expenditure Share of Domestic Revenue, 2002-2016 (%)**

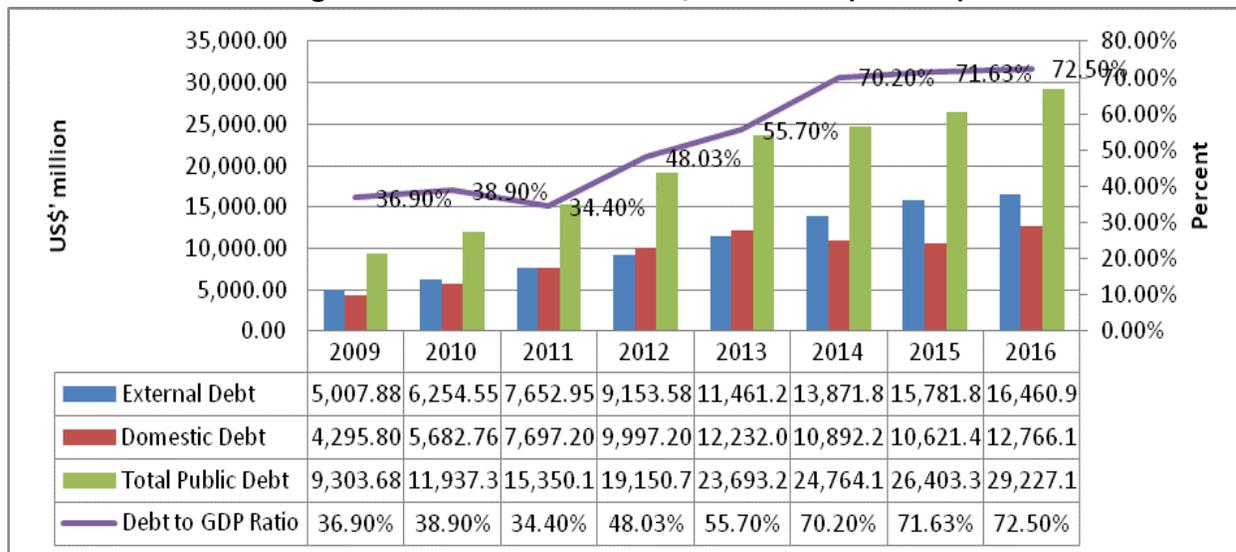
Item	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Statutory	8.8	13.6	12.0	16.7	15.0	24.9	24.1	17.2	23.5	21.4	24.3	24.3	20.3	23.2	26.5
Interest Payments	25.9	26.4	18.3	15.3	15.4	12.1	14.5	18.2	18.6	13.8	15.7	23.5	29.6	30.9	33.1
Compensation	49.4	48.3	43.3	42.6	53.7	46.8	50.2	50.9	46.8	45.4	46.3	50.6	43.7	41.3	43.5
<b>Total</b>	<b>84.2</b>	<b>88.3</b>	<b>73.6</b>	<b>74.6</b>	<b>84.1</b>	<b>83.7</b>	<b>88.8</b>	<b>86.3</b>	<b>89.0</b>	<b>80.7</b>	<b>86.3</b>	<b>98.4</b>	<b>93.6</b>	<b>95.3</b>	<b>103.1</b>

*Statutory = DACF, NHF, GETFund, Road Fund, Retained IGF, Petroleum-Related Funds, Transfers to GNPC, and Other*  
*Source: NDPC, based on data from Ministry of Finance, 2016*

## Public Debt Management

The widening fiscal deficit has fed into gross public debt, which has been increasing in both Ghana cedi and US dollar terms. Increasing public debt in recent years has become a major source of macroeconomic instability. Between 2006 and 2016, public debt as a share of GDP increased from 25.4 percent in 2006 to 72.5 percent in 2016. In nominal terms, total public debt increased from GH¢4,976.89 million (US\$5,311.57 million) in 2006 to GH¢122,263.00 million (US\$29,227.32 million) in 2016 (Figure 2.13). External debt made up 56.3 percent of total debt stock in 2016.

**Figure 2.13: Gross Public Debt, 2006-2016 (US\$ mn)**

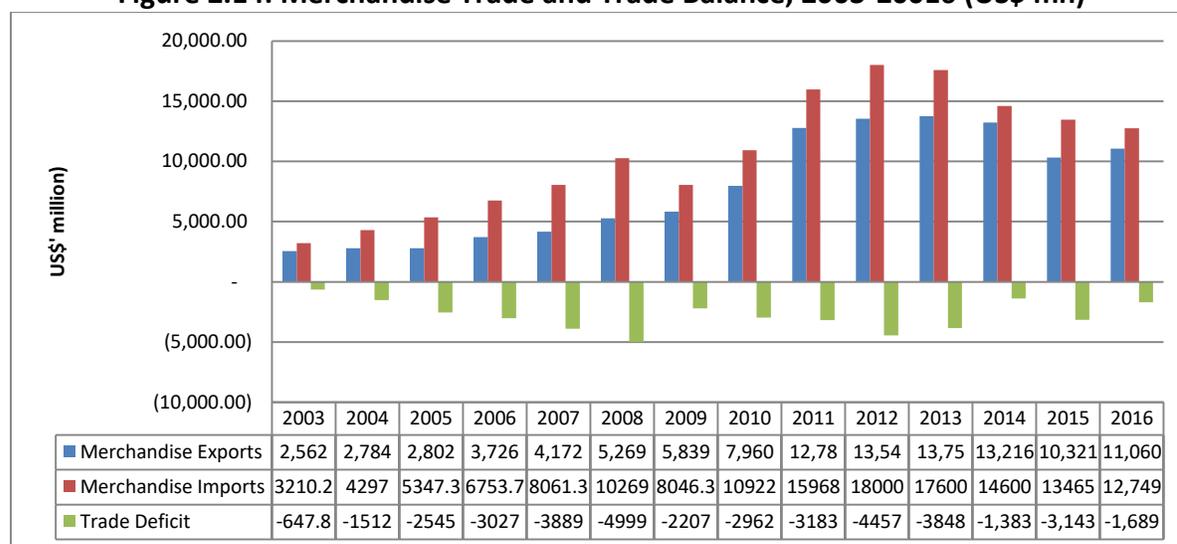


Source: NDPC, based on data from Ministry of Finance, 2016

### 2.2.4.3 External Sector Developments

Significant trade deficits persist, resulting in a deteriorating balance of payments position and weakening of the cedi. Between 2003 and 2013, the value of merchandise exports increased from US\$2,562.4 million to US\$13,752 million, representing an average annual growth rate of 22 percent over the period (Figure 2.14). However, the value of merchandise exports declined substantially afterwards, even after the production of crude oil. A combination of low volume of production and decline in commodity prices accounted for the fall in export receipts from US\$13,552.4 million in 2012 to US\$10,438.10 million in 2015. They increased marginally to US\$11,060.74 million in 2016 on account of a moderate commodity price recovery. However, merchandise imports have increased much more than exports, resulting in a substantial widening of the trade deficit. Imports increased from US\$3,210 million in 2003 to US\$17,600 million in 2013. However, as a result of a decline in the value of non-oil imports, mainly on account of sharp depreciation in the value of the cedi, import receipts declined from US\$17,600 million in 2013 to US\$12,749 million in 2016. Consequently, the trade deficit increased from US\$647.80 million, in 2003 to US\$3,848 million in 2013. In 2014, the trade deficit declined by 64.1 percent, but began rising in 2015 and 2016.

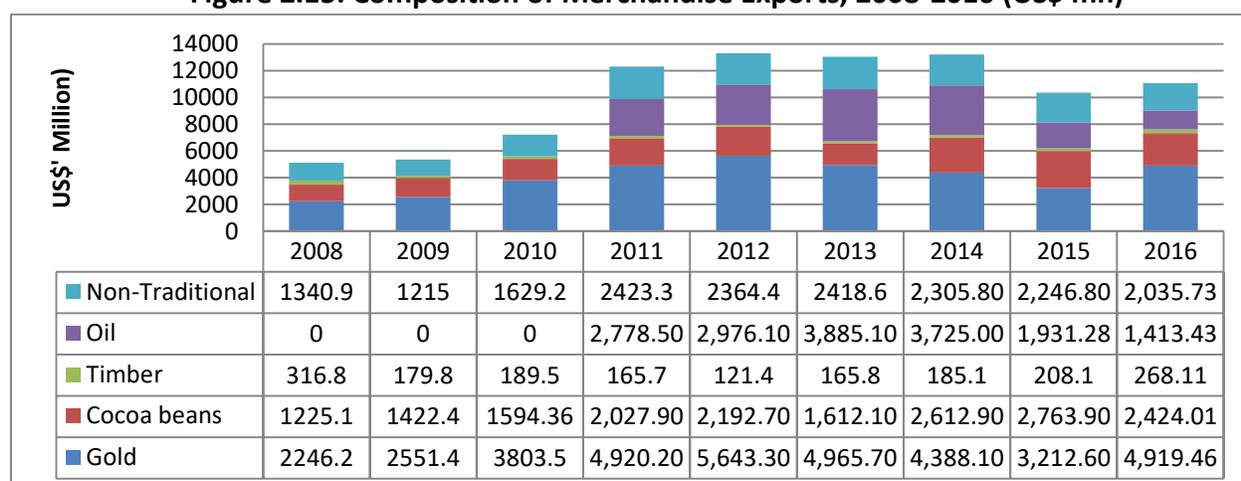
**Figure 2.14: Merchandise Trade and Trade Balance, 2003-2016 (US\$ mn)**



Source: NDPC, based on data from Bank of Ghana, 2016

The composition of Ghana's merchandise exports has not experienced any transformation over the years. The country continues to export primary commodities such as unprocessed minerals, raw agricultural products, and crude oil, together contributing about 86 percent of the country's total exports. Mineral exports are dominated by gold, which accounted for US\$4,965.7 million (96.6 percent) of total mineral export earnings, and contributed 37.1 percent to the country's total export earnings in 2016 (Figure 2.15). Cocoa beans, which used to be the second leading export earner before oil production began, in 2016 contributed just about 11 percent to total export earnings, with a value of US\$1,612.1 million. Their annual growth rate over the last five years has been sluggish, about 7.4 percent, compared to 19 percent for gold. Non-traditional exports (NTEs) have also been on the decline, despite attempts at diversification. Earnings from NTEs have declined from US\$2,423.3 million to US\$2,035.73 million in 2016.

**Figure 2.15: Composition of Merchandise Exports, 2008-2016 (US\$ mn)**



Source: Source: NDPC, based on data from Bank of Ghana and Ghana Export Promotion Authority, 2016

## **2.2.5 Private Sector Development**

Over the years, Governments have characterised the private sector as the engine of economic growth and employment. It currently employs 94.1 percent of all economically active persons, although largely in the informal economy. In spite of the number of interventions targeted at the sector over the past decade and half, including programmes such as Private Sector Development Strategy (PSDS) I & II, Trade and Investment Programme (TIP), Trade and Investment Reform Programme (TIRP) and Trade and Investment Programme for a Competitive Export Economy (TIPCEE), structural problems persist. These include the high cost of doing business (notably, high and multiple taxes), high cost of credit, lack of access to long-term financing for businesses, bureaucratic bottlenecks, and lack of supportive economic infrastructure. These have led to a generally unfriendly business environment, globally uncompetitive industries, weak private sector growth and a shrinking manufacturing sector.

According to the World Bank's Ease of Doing Business reports, Ghana's rank has declined from 63<sup>rd</sup> out of 183 countries surveyed in 2011 to 111<sup>th</sup> out of 190 countries surveyed in 2015. At the same time, Ghana's global competitiveness rankings index has moved from 114<sup>th</sup> out of 133 countries survey in 2011 to 119<sup>th</sup> out of 140 countries surveyed in 2015. The slow progress made in private sector development is reflected in the weakening of growth in key sectors and sub-sectors of the economy, especially agriculture and manufacturing, which hold high potential for economic growth and job creation.

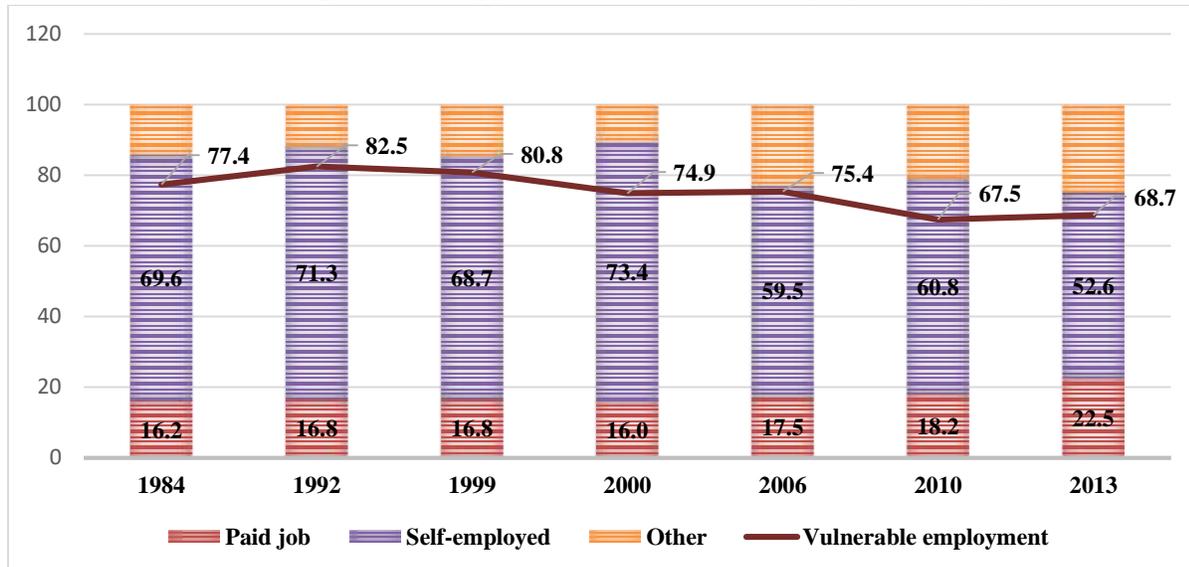
To build an industrialised, inclusive, and resilient economy, manufacturing must be revived by tackling the core constraints, including a persistently unstable macroeconomic environment, underdeveloped and weak financial markets that put long-term capital beyond the reach of most business operators, relatively weak economic infrastructure, and poor public sector service delivery.

## **2.2.6 The Informal Economy**

The informal economy is the term used to characterise the economic activities of low-income actors in the economic space. It consists of self-employment in small, unregistered enterprises, and wage employment in unregulated and unprotected jobs. The three broad informal economy types in Ghana are (1) the self-employed (or own-account operators who do not hire others), (2) micro-small-medium-sized enterprises which hire others, and (3) employees (paid and unpaid family workers) (Figure 2.16).

The 2016 Integrated Business Establishment Survey (IBES) report, which is a census of all sectors undertaking some legal activity in Ghana, shows that about 9.5 percent of business establishments in Ghana are formal, with the remaining 90.5 percent being informal. More than three quarters (79.8 percent) of the establishments are micro-sized, suggesting that medium-sized and large-sized firms are relatively less represented in Ghana.

**Figure 2.16: Types of Informal Economy Operators (%)**



Source: NDPC, based on GSS, Ghana Living Standards Survey (GLSS) Rounds 3 to 6; 1984, 2000, 2010 population censuses

In 1984, informal employment constituted 83.8 percent of all employment in Ghana, and, by 2013, it had increased to 88.0 percent. This shows that the Ghanaian economy is increasingly becoming informal with 52.6 percent in self-employment in 2013. The major concern for the informal economy in Ghana is the increasing risk and vulnerability of the actors in the sector. Even though those characterised as vulnerable in the sector have decreased from 77.4 percent in 1984 to 68.7 percent in 2013, the proportion remains high. They are least likely to have social protection and safety nets to guard against economic shocks. They are often incapable of generating sufficient savings to offset these shocks and to expand their businesses.

### 2.2.7 Corporate Governance

Good corporate governance is at the core of efficient utilisation of public and private resources to achieve results. It is essential for ensuring accountability at the corporate, industry, sector and national levels. Assessment of the corporate landscape has shown that Ghana has not made significant progress in transforming local systems of economic and political governance from highly personalised, relationship-based structures, to effective rules-based systems, capable of fostering growth and development of businesses. The annual reports from the Auditor-General on the use of public resources, for instance, continuously cite weaknesses in institutional decision making as responsible for loss of significant state resources. In the private sector, poor corporate governance has contributed to the dismal performance of many enterprises.

## **2.2.8 Agricultural Transformation and Rural Development**

The agricultural sector has historically played a significant role in the economy. Though the growth rate of the sector and its corresponding contribution to GDP have declined over the past decade, it remains the primary source of employment in the country, accounting for 44.7 percent in 2013.

### **2.2.8.1 Production efficiency**

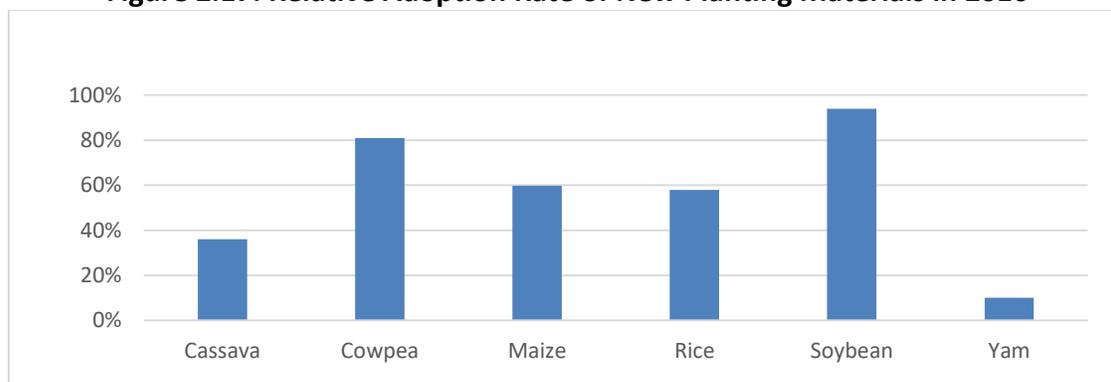
Despite the relevance of the sector to the economy, it operates below its potential. The yields of most crops in Ghana are significantly lower than what could be achieved by adopting good agricultural practices. Productivity in the cocoa sub-sector remains low at 0.4 mt/ha, compared to potential yield of 1.0 mt/ha and 0.6 mt/ha recorded by farmers in neighbouring Côte d'Ivoire. Cassava yield was estimated at 18.8 mt/ha in 2015, compared with a potential of 28.0 mt/ha, while those for maize and rice were 1.92 mt/ha and 2.75 mt/ha, respectively, compared to their potential yield of 6 mt/ha and 7.2 mt/ha, respectively.

Production inefficiencies and the high cost of production have negatively affected the profitability of agricultural production locally, and made imports cheaper and more attractive to traders. In the livestock sector, where more intensive management skills and technologies are required, the impact of the high cost of production is severe on the rate of growth in the production of the various species. This has led to a thriving meat and other livestock import sector, with attendant negative impact on the domestic livestock industry and pressure on the cedi. In a report commissioned by NDPC for the long-term national development policy framework under preparation, it was estimated that the unit price of local poultry products in Ghana (US\$6.17) is more than twice that in Brazil (US\$2.83), which has led to a steep rise in imports of poultry from Brazil.

#### *Improved Seeds and Planting Materials*

The green revolution that raised agricultural productivity in Asia and Latin America was based largely on the “package of inputs”, comprising improved seeds, fertilisers, irrigation, and improved farm management made possible through farmer education (including extension services). In Ghana, successive Governments have introduced policies and programmes to improve farmer access to production inputs, including planting materials and access to extension services, with various degrees of success. In 2016, in an effort to increase the productivity of farmers, a total of 88 varieties of food crops, (including varieties of cassava, cowpea, maize, rice, soybean, and yam), were released to farmers. However, very few of these varieties have so far been adopted (Figure 2.17). While more than 90 percent of soybean-planted area use improved seeds, only 10 percent of yam-planted area use improved varieties.

**Figure 2.17: Relative Adoption Rate of New Planting Materials in 2016**

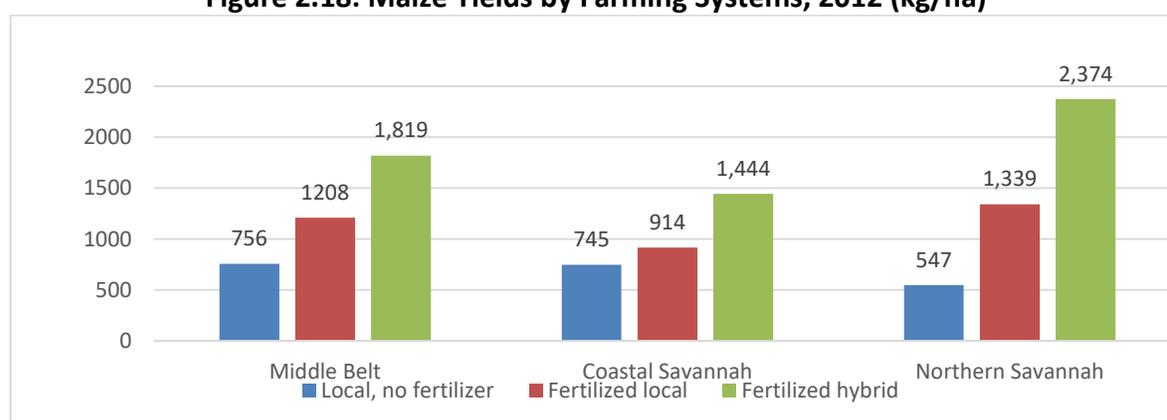


Source: NDPC, based on MOFA data, 2016

### Fertiliser Application

In Ghana, inorganic fertiliser consumption stands at 25.3 kg per hectare of arable land, less than half the rate in sub-Saharan African countries such as Nigeria (64 kg/ha) and Malawi (56 kg/ha). While Ghana’s figure has been growing from a low base of 6 kg/ha in 2002, it is still below the average of sub-Saharan Africa countries that have implemented fertiliser subsidy programmes over the past two decades. One of the main reasons for low fertiliser use in Ghana is the poor credit market and its associated high costs. A survey, conducted in 2012 in various Ghanaian production zones, showed notable differences in yield, particularly when fertiliser use was combined with hybrid seed planting.<sup>1</sup> On average, local maize seed varieties on fertilised fields were observed to be 70 percent more productive than when fertiliser was not used. Also, fertilised fields planted with hybrid seeds recorded an additional 60 percent improvement, compared with fertilised fields using local varieties. The need to combine different inputs to ensure higher returns leads to higher production cost, and puts the technological package out of reach of most farmers.

**Figure 2.18: Maize Yields by Farming Systems, 2012 (kg/ha)**



\*Average maize yield, 2012, is 1,319 kg/ha

Source: Adapted from Ragassa et al. (2014).

<sup>1</sup>Ragassa et al. (2014)

### *Irrigation Development*

The agricultural production system, being mainly rain-fed, is highly dependent on climate vulnerability, resulting in low yields and incomes for farmers. Ghana's total land area is approximately 24 million hectares (23,884,245 ha). Agricultural land area accounts for 59 percent (14,038,224 ha). According to the Statistics, Research and Information Directorate (SRID) of MOFA, by 2013, an estimated 56 percent (7,834,000 ha) of the agricultural land area was under cultivation, of which only about 0.4 percent was under irrigation. This presents unfavourable conditions for year-round agricultural production and poverty reduction among farmers.

### *Mechanisation*

The number of tractors per square kilometre of arable land in Ghana remained low in 2007. Compared to Nigeria and Kenya with an estimated 7 and 25 tractors respectively per square kilometre of arable land, Ghana has 5, even though it had 14 in 1964, higher than Nigeria at the time and almost at the same level as Kenya. In response to this trend and to reduce the burden of hired labour, Government launched the Agricultural Mechanisation Service Centres (AMSEC) programme in 2007. The programme was aimed at making mechanisation services available to farmers at their doorsteps, by ensuring that each district with potential for mechanisation has at least one AMSEC. The idea was to improve the tractor-to-farmer ratio while reducing the average age of tractors (estimated at more than 15 years) by replacing aged tractors. Assessment of progress of implementation has shown modest results, with the total number of AMSECs rising from 67 in 2009 to 89 in 2015, while the tractor-to-farmer ratio has improved from 1:1,800 in 2009 to 1:1,500 in 2015. Current challenges for the intervention include the high maintenance cost of these Centres and the increasing cost to farmers of accessing tractor services from AMSEC. This has led to low tractor utilisation rates and, ultimately, the profitability and sustainability of the Centres.

## **2.2.8.2 Product Development**

### *Crop Production*

The major crops cultivated in Ghana can be grouped in four broad areas, namely, cereals (maize, rice, sorghum and millet), starchy staples/roots and tubers (cassava, yam, cocoyam and plantain), legumes (groundnuts, soybean, cowpea), and fruits and vegetables.

Past efforts to promote selected crop development have focused on diversifying agricultural production for the purposes of ensuring food security, increasing export revenue and securing the raw material base to support industry. The selection of crops to be promoted has been done based on their viability and suitability in the three main agro-ecological zones. Some progress has been recorded in promoting selected staples for food security. Ghana continues to be self-sufficient in the production of roots and tubers, and to some extent maize. However, it continues to record a deficit in rice production, which is met through imports. The development of horticultural and cash crops for export has continued to be challenged by value chain constraints, including the high cost of

production inputs; low application of technology, especially among smallholder farmers leading to comparatively lower yields; poor storage and transportation systems; poor marketing systems; and inadequate development of and investment in processing and value addition.

### *Livestock and Poultry Development*

The national development objective of attaining food security also entails access to an adequate supply of quality meat, animal and dairy products. Past strategies for promoting livestock and poultry development have focused on intensifying disease control and surveillance, especially for zoonotic and scheduled diseases, increasing research into large-scale breeding and production of guinea fowl, cattle, sheep, and goats, especially in the northern regions, and facilitating access of operators to technology and appropriate financial instruments to enhance their competitiveness. Assessment of progress in the sector over the past decade and half, using data from the Annual Progress Reports (APR) of NDPC, has shown that the sector is relatively stagnant, with an average growth rate of about 5 percent over the past decade. A large proportion of domestic meat consumption is met through imports, with poultry and milk products constituting over 50 percent.

### *Fisheries Development*

The fisheries and aquaculture sector is a component of the real sector of the economy of Ghana. It contributes significantly to real GDP and agricultural sector growth, and provides a source of livelihood for fisher folk. The sector also contributes to the protein intake of the population, and supports our national food and nutrition security. In 2016, the national per capita fish consumption was estimated at 19.85 kg, as against the global average of 20.2 kg. During the same period, total annual fish requirement stood at 1,121,335 tonnes, as against total national fish production of 419,330.79 tonnes. This leaves a production deficit of 702,004.21 tonnes, part of it is met through imports.

Fish production in Ghana comprises of marine, inland and aquaculture production. In 2016, marine production constituted 70.3 percent of total fish production, followed by inland fisheries (20.1 percent), and aquaculture production (9.6 percent). Aquaculture production rose from 1,667 tonnes in 2006 to 52,470 tonnes in 2016, in part due to interventions such as the Tilapia Breeding Programme and the training of cultured fish producers by the government and other stakeholders. At this rate, aquaculture production is projected to surpass inland fisheries by 2025.

#### ***2.2.8.3 Storage, transport and processing***

Overall post-harvest losses of major staple crops declined by about 16 percent over the past eight years, representing an average of 2 percent per annum (Table 2.4) but average post-harvest losses remain very high. Average post-harvest losses for cereals as of 2015 were estimated at 8.8 percent, while those for roots and tubers were 19.9 percent. Programmes continued to be implemented to improve the situation, including the construction of pack houses. However, their impact has not

been significant. Post-harvest losses stem from poor farm-level practices, poor transport and handling, and poor storage that expose produce to moulds, rodents and other pests. Conventional storage solutions usually tend to be very expensive for smallholder farmers.

**Table 2.4: Post-Harvest Losses of Selected Crops, 2008-2015 (%)**

Year	2008	2009	2010	2011	2012	2013	2014	2015
Maize	18.25	17.79	17.35	16.91	16.49	16.08	15.68	15.29
Rice	5.54	5.40	5.27	5.14	5.01	4.88	4.76	4.64
Sorghum	7.68	7.49	7.30	7.11	6.93	6.76	6.59	6.43
Cassava	25.46	24.82	24.20	23.60	23.01	22.44	21.88	21.33
Yam	21.96	21.41	20.87	20.35	19.84	19.34	18.86	18.39
Fish (Marine)	31.79	30.99	30.22	29.46	28.72	28.00	27.30	26.61
Fish(Artisanal)	31.10	31.90	30.20	29.46	28.82	28.10	27.39	26.70

*Source: NDPC, 2015 Annual Progress Report, 2016*

Poor road conditions imply high costs for long-haul motorised transportation in rural markets. Furthermore, many smallholder farmers produce only small quantities for sale so regular transport options have a much bigger capacity than a farmer needs, making unit costs higher unless farmers bulk together and share the capacity. Cheaper transport solutions from the farm gate to the next market – in the form of motorised tricycles with small capacity that meet the needs of smallholder farmers – will lower costs, and eventually reduce the incidence of losses through theft, bushfires, destruction by insects and animals, and physical damage.

## **2.2.9 Tourism and Creative Arts Sector Development**

Ghana’s historical, cultural and ecotourism assets provide a significant opportunity to preserve our heritage and generate quality jobs. Indeed, tourism can be leveraged with support services infrastructure to improve the participation of Ghana on the world tourism circuit. The sector has recorded considerable growth over the years, accounting for 6 percent of total employment in Ghana, contributing 5.3 percent to GDP, and growing at an average of 9 percent per annum. It is also estimated that each tourist spends between US\$1,000 on the low side, to about US\$2,000 on the medium/high side, thereby, holding significant potential for foreign exchange earnings. In addition, the tourism supply chain links closely to agricultural produce (e.g. agro-processing, packaging, etc.), light manufacturing, construction to expand hospitality facilities, and the growth of SMEs, which mainly populate the service supply side of value chains. The potential for job creation is consequently significant. However, considerable challenges exist, including poor infrastructure, poor service culture, low skills development, high hotel rates and unreliable utilities, thereby, making Ghana a high-cost tourist destination.

The World Economic Forum (WEF) 2015<sup>2</sup> Travel and Tourism Competiveness Index (TTCI) puts Ghana’s overall ranking at 120 out of 141 countries, compared with South Africa (48), Mauritius (56)

<sup>2</sup> Source: World Economic Forum, 2015

and Kenya (78). This weak performance is accounted for by Ghana's poor tourism infrastructure (hotels, car rentals, and ATM service), inadequate air transport infrastructure, relatively higher airport taxes and charges, poor ICT readiness for tourists, and poor customer orientation. Ghana's good performance in the area of safety and security can, however, serve as a strength to promote the industry.

The opportunities emerging around the creative industry present strong prospects for creating jobs, accelerating economic growth and reducing poverty. The United Nations Educational, Scientific and Cultural Organisation (UNESCO) 2013 Creative Economy Report indicated that both private and formal cultural activities accounted for 1.5 percent of Ghana's GDP in 2013. Available data from NDPC's Annual Progress Reports show that, in 2015, a total of 948,820 jobs were estimated to have been created by the industry. The current challenges for the development of the sector are informality and the lack of an effective legal, regulatory and institutional regime.

## **2.3 SOCIAL DEVELOPMENT**

### **2.3.1 Education and Training**

Education is a key aspect of development. It is the vehicle through which knowledge, skills, attitudes, values and character are acquired to build the human capital necessary for socio-economic development. Successive Governments in Ghana have, therefore, prioritised education policies in their plans for accelerated development.

#### *Facilities and Access*

Public and private investment in education over the past decade has led to significant expansion of facilities across all sectors of education. Between 2009/10 and 2013/14, the number of educational facilities increased as follows: from 17,471 to 20,100 at kindergarten level (a 13.0 percent rise); from 18,579 to 20,502 at the primary school level (9.0 percent); from 10,768 to 13,082 at junior high school level (17.6 percent); and from 697 to 840 at senior high school level (17.0 percent). Similarly, the number of tertiary institutions, made up of public and private universities, teacher training colleges, polytechnics, and specialised/professional colleges, increased from 124 in 2011/12 to 141 in 2014/15 (12.0 percent). However, several of these facilities at the various levels of education are dilapidated and need rehabilitation, or are simply inadequate. In some cases, children still study under trees, while others walk long distances to school. At tertiary level, tens of thousands of qualified applicants are rejected yearly, due to inadequate facilities.

Despite these challenges, the annual progress reports of the Ministry of Education, as well as the Annual Progress Reports of NDPC, point to increased access to basic education, although much work

remains to be done, especially from junior high school level onwards. While the gross enrolment ratio (GER) has traditionally been used to measure access to pre-tertiary education, it has a tendency to overstate progress in educational development, because it does not account for the age of pupils at the relevant stage of the educational system. The net enrolment rate (NER), on the other hand, measures the proportion of children of school-going age at school in their relevant age category (for example, 6-11 years for primary schools), and is, therefore, of greater policy relevance than the GER. In the 2014/2015 school year, for example, the GER for kindergarten was 128.8 percent, while the NER was 82.7 percent, indicating that only 82.7 percent of children aged 4-5 were in kindergarten, as required by Government policy, and that the rest in kindergarten were outside that relevant age range.

According to data from the Education Ministry, the NER for primary school in 2014/2015 was 91.0 percent, compared to a GER of 110.4 percent. For junior high schools, it was 49.0 percent and 85.4 percent respectively, while for senior secondary schools, it was 22.5 percent and 45.6 percent. These statistics show a high degree of attrition as students progress through the educational system. The causes range from parents' inability to pay certain fees, to limited admission space from students at junior and senior high school level. Another area of concern is the large number of out-of-school children in the country. In 2014/2015, there were 354,861 children who should have been in primary school but were not, although the figure represented a substantial drop from the 659,187 recorded in 2009/2010. For junior high school children, there was an increase from 859,835 in 2009/2010 to 950,490 in 2014/2015, and for senior high school children it was 1,365,914 in 2014/2015, with no comparable data for the preceding years. In total, the out-of-school children population between primary school and senior high school in 2015 stood at a 2,671,265, a major challenge for the education authorities in the years ahead.

Low transition rates from basic to secondary education, and from secondary to tertiary education, are key areas of concern. During the 2014/15 and 2015/16 academic years, about 140,176 JHS 3 students, representing about 31 percent, failed to progress to SHS. The fees charged at SHS level pose a significant barrier, resulting in low transition from basic to secondary level. This pattern is more pronounced in the transition to tertiary level, where nearly 75 percent of all candidates, who undertake the West Africa Senior Secondary Certificate Examination (WASSCE), are unable to secure admission into tertiary education. In the 2016, WASSCE, 216,519 candidates, representing about 75 percent, failed to qualify for entry into tertiary institution.

### *Inclusive and Special Education*

Ghana has been implementing policies to ensure that children with disability are not denied access to education. As of 2014/15, there were 38 special schools in the country with a total of 6,853 children enrolled. Some of the key challenges, facing the delivery of inclusive education, are the inappropriate architectural design of schools impairing easy access for the disabled, inadequately trained to handle children with special needs, inability to provide disability-friendly school environments, and inadequate provision of teaching and learning materials. In 2016, Government

developed an inclusive education policy, which provides the framework for integrating children with mild to moderate disability in the regular school system. Sustaining the implementation of this policy will ensure that no child is denied basic education by virtue of his/her disability.

### *Gender Parity*

Ghana continues to make considerable progress towards the attainment of gender parity, especially at the lowest level of education. Gender parity has already been achieved at the kindergarten level, while at the primary and SHS levels gender parity remains high. The gender parity index at kindergarten and primary levels remained at 0.99 and 0.97 respectively in 2016. At the JHS level it is estimated at 0.93 in 2016, representing a worsening situation from 0.95 in 2013. Gender parity continues to be a major challenge at SHS and tertiary levels. The proportion of females enrolled in SHS was 48.2 percent and 44 percent in tertiary institutions in 2015/16 academic year.

### *Quality of Education*

Quality education remains an important concern of both Government and the general public. Evidence indicates that only 2 percent of learners can read with proficiency, and a majority of learners are unable to read in their local languages. The result of the most recent National Educational Assessment (NEA) of pupils' competence at Primary 3 and Primary 6 levels, conducted in 2013, shows that majority of pupils lacked the foundation skills for understanding concepts in mathematics, while very few pupils attained proficiency in English and mathematics. These are symptoms of the structural challenges underlying learning achievement in Ghana. The education system continues to be challenged by inadequate numbers of teachers, poor state of education infrastructure, and shortages of teaching and learning materials. Pupil-teacher ratios remain relatively high, with the percentage of trained teachers at KG estimated at 47 percent, primary at 56 percent, and JHS at 78 percent during the 2014/2015 academic year. This situation is worsened by the high incidence of teacher absenteeism, poor use of teacher time on tasks, lack of clearly defined achievement standards in literacy and numeracy at primary level; and lack of a national standards test for assessing primary pupils' attainment of critical foundational competencies in literacy and numeracy. Failure to acquire these foundational competencies constrain learning at the later stages. Such students are likely to perform poorly or drop out of the school system.

### *Mathematics and Science Education*

Across the levels of education, performance in mathematics and science has been poor. During the 2016 WASSCE, for instance, 18.1 percent and 38.1 percent failed in integrated science and core mathematics, respectively. As a result of this low performance, most students were unable to pursue science, technology and engineering programmes at the tertiary level. For Ghana to develop and be globally competitive, it is important to pursue an aggressive programme that will enable a significantly greater proportion of the youth to benefit from science, technology and engineering education.

## *Skills Training*

The delivery of technical and vocational education and training (TVET) is currently spread across multiple providers in the formal and informal sectors, posing problems for effective coordination and supervision. Currently, TVET and skills training in the public sector is spread under 10 ministries with different enabling Acts and mandates. According to the 2015 Annual Progress Report by NDPC, there were 46,528 students enrolled in 767 TVET institutes, comprising 304 public institutions and 463 private institutions across the country in 2015. For a large section of youth, the informal economy remains the dominant avenue for skills acquisition but apprenticeship in the informal economy is characterised by a lack of standards and proficiency certification.

### **2.3.2 Health and Health Services**

Steady progress has been made in improving the health of Ghanaians. According to the 2015 Human Development Report, life expectancy in Ghana has improved over the last decade and now stands at 60.5 years for males and 62.5 years for females in 2016 (UNDP, 2005, 2016). Improvement in life expectancy is the result of enhanced access to quality healthcare and nutrition. For example, the number of Community-based Health Planning Services (CHPS) compounds has increased from 2,315 in 2013, to 3,951 in 2015. Outpatient services have improved due to the introduction of the National Health Insurance Scheme (NHIS) in 2003. NHIS coverage has increased in the past four years from 38.0 percent of the total population in 2013 to 41.0 percent in 2015.

The infant mortality rate has declined from 64 per 1,000 live births in 2003 to 50 per 1,000 live births in 2008. However, under-5 mortality stagnated at 111 per 1,000 live births from 2003 to 2006, but declined to 80 per 1,000 live births in 2008. The institutional maternal mortality ratio (iMMR) recorded a decline from 155 deaths per 100,000 live births in 2013, to 142 per 100,000 in 2015. Although maternal healthcare has improved over the past 20 years, the pace has been slow and remains a challenge to national development. The major cause of morbidity and mortality, especially among children under 5 years and pregnant women, has been malaria.

Despite progress made in healthcare, there are challenges that need to be addressed. These include huge imbalances in geographical access to quality healthcare; inadequate and inequitable distribution of critical staff, increased cost of healthcare delivery, and poor quality of healthcare services.

### **2.3.3 Nutrition and Food Security**

Ghana has made considerable progress in improving the nutritional status of children. The proportion of stunted children in the country declined from 33 percent in 1993 to 19 percent in 2014, while the prevalence rate of underweight children declined from 23 percent to 11 percent. The prevalence rate of wasting also dropped from 14 percent to 5 percent in 2014.

In the recent past, Ghana has not suffered from food insecurity because of improved food production. Domestic production of selected staple food crops continues to exceed national demand, reflecting surpluses. Despite this positive outcome, the incidence of hunger persists in pockets of Ghana. There is unacceptably high child malnutrition and an increased incidence of diet-related non-communicable diseases. There is also a prevalence of nutritional deficiencies, a weak food and nutrition security (FNS) institutional framework and coordination, and a weak food control system.

#### **2.3.4 Water and Sanitation**

According to the 2015 APR of NDPC, the percentage of the population with access to safe drinking water in urban areas increased from 55.9 percent in 2014 to 76 percent in 2015. This was due to expansion and rehabilitation works. However, the percentage of the rural population with access to safe drinking water increased from 64.0 percent in 2014 to only 65.0 percent in 2015. Distribution losses of water have worsened from 49.0 percent in 2014 to 55.0 percent in 2015. The proportion of districts benefiting from safe water services in the country has improved from 88.0 percent in 2014 to 92.0 percent in 2015. Major challenges in improving access to safe water include weak water resource management, pollution of water bodies, deforestation along river systems; general lack of maintenance of water systems, high maintenance cost of obsolete systems; inadequate funding and lack of investment, unreliable service delivery, high cost of maintenance of water systems, obsolete systems, high levels of wastage, inadequate distribution networks and lack of modern technologies to produce potable water.

The state of sanitation remains poor, particularly in urban areas. Currently, only 15 percent of the population has access to improved sanitation, with about 20 percent of the population practising open defecation. In major towns and cities, it is estimated that 22 percent of solid waste and 97 percent of liquid waste are not properly disposed of. The main challenges confronting sanitation improvement in the country, include inadequate financing of sanitation; poor sanitation and waste management systems; inadequate policy and institutional coordination; high prevalence of open defecation; limited capacity at MMDA level to address sanitation concerns adequately; and ineffectiveness of environmental health officers.

#### **2.3.5 Child and Family Welfare**

Children are an integral part of the family system and so their welfare is critical. The family system, both nuclear and extended, contributes in the support of children. The Children's Act, 1998 (Act 560) sets the minimum age for light work at 13 years, and hazardous work at 18 years. However, according to Human Rights Watch, thousands of Ghanaian children aged 12-17 and some, as young as 9 years, continue to work in hazardous conditions, especially in unlicensed gold mines. Data from the Ghana Living Standards Survey (GLSS) found that 18.0 percent of children, aged between 7 and 9 years, and 35.4 percent of children, aged between 10 and 14 years, were actively engaged in some form of economic activity and, in 2015, the number of reported cases of child abuse increased significantly by 34.4 percent.

Children remain vulnerable to maltreatment, domestic violence, sexual abuse, child labour and exploitation. In the recent past, internal trafficking of children has also become prevalent. Most children, especially from the rural and poorest communities, are forced into manual work such as agriculture, illegal mining, fishing, hawking, head portering, ritual servitude and commercial sexual exploitation. Most of these children are deprived of schooling, parental love, early socialisation, discipline and the right to play. Online cyber abuse of children, child marriage, female genital mutilation, rape and defilement of young girls remain a challenge to development.

### **2.3.6 Support for the Aged**

The 2010 Population and Housing Census, which has the latest data on the aged, estimates the total number of the population, aged 60 years and above, to be 1,643,381, as of the end of 2010. This represents an increase of about 65 percent over the 2000 estimate of 998,940, and constitutes an average annual growth of 6.5 percent during that period. On the basis of this average annual growth, the total number of persons, aged 60 years and above, is projected to be 2,177,480 by the end of 2015, representing 7.9 percent of the estimated total population. The characteristics of the elderly population show that it is becoming more female, with the bulk residing in five regions, namely the Central, Greater Accra, Volta, Eastern and Ashanti regions. Notwithstanding the growing elderly population, the traditional family system, which has over the years provided significant social support to the aged, is gradually giving way, due to social changes caused by the breakdown of the extended family system that provide safety net, modernisation and urbanisation, without replacement by an effective, formal support system. Although a national ageing policy was launched in 2010 with the aim of ensuring the aged live in security and dignity, not much progress has been made in implementation, as a result of the absence of the National Council on Ageing proposed in the policy to coordinate implementation.

The social protection and social safety net mechanisms, introduced over the past decade to provide support to the vulnerable and excluded in society have not been adequate in guaranteeing protection and social support to the aged. While the Pensions Act, 2008 (Act 766), provides the necessary framework for extending social security coverage to a majority of workers outside the SSNIT pensions scheme, a significant number of workers in the informal sector (which constitutes about 88 percent of total employment) do not have any form of retirement income. The implication is that over 88 percent of persons, aged 60 years and above, are not covered by any form of pension. Available data from Social Security and National Insurance Trust (SSNIT) indicate that only about a tenth of the elderly above 60 years receive regular payments. The key challenges for development policy, therefore, are poor implementation of interventions aimed at the aged, weak institutional care for the aged, and inadequate funding to support the implementation of interventions.

### **2.3.7 Gender Equality, Empowerment of Women and Girls**

The Constitution of the Republic, in Article 17 (2), guarantees equal rights to all citizens, and prohibits discrimination against all persons on the grounds of gender, race, colour, ethnic origin, religion, creed or social or economic status. On the basis of this, successive Governments have implemented several

interventions to promote gender equality, with various degree of success. Ghana has in place the necessary legislative framework and institutional architecture to promote gender equality, including the preparation of a gender policy, and establishing a Ministry of Gender, Children and Social Protection, as well as gender desks in ministries, departments and agencies to mainstream gender issues in their sector plans and programmes. Ghana has also adopted several of the international gender conventions/treaties in its legal framework, and has made high-profile political appointments of women, including Chief Justice, Speaker of Parliament, Chairperson of the Electoral Commission and Chief of Staff. However, significant barriers exist in women's access to economic resources and participation in public life, which is a manifestation of entrenched socio-cultural constructs and traditional practices. There is under-representation of women in Parliament and the general political and economic landscape. Making further gains requires a radical approach to addressing the underlying structural barriers, including the economic, political, educational, socio-cultural and traditional beliefs that negatively affect the promotion of gender equality.

### **2.3.8 Sports and Recreation**

Globally, the sports industry has become a major economic activity, creating jobs and incomes for a significant section of the population. It also creates a spirit of competitiveness and team work. Although current data on the contribution of sports to the socio-economic development of Ghana are unavailable, the impact is estimated to be high, through direct and multiplier effects. Ghana has participated in various sporting events over the years. Most of the investments in sports over the years in Ghana have been in football, at the expense of others. In addition, not enough attention has been paid to school sports, which although they promote health and career pathways.

Sports and recreational facilities remain inadequate and in poor condition, due, in part to the poor maintenance culture. Land for sports and recreational lands continue to be encroached on, while the legal framework for sports development and promotion remains weak.

### **2.3.9 Youth Development**

According to the 2015 Labour Force Survey, the youth constitute 35.9 percent of the population. Empowering the youth, with the knowledge and skills, to play a full role in nation building is therefore of paramount importance. Currently, 16.9 percent of the youth are estimated to be unemployed, and given the high youth labour underutilisation rate of 42.0 percent, the proportion of unemployed youth could be more. A number of contributory factors have been identified. These include lack of employable skills, mismatch of education and industry, inability of the economy to create new jobs, and limited access to start-up capital for the youth. Evidence from GLSS 6 shows that about 77 percent of the youth have only basic education qualifications or less, making it difficult to get decent jobs. Arresting the situation will require accelerated large-scale training and re-skilling interventions. Meanwhile, the National Youth Authority (NYA) and youth training centres continue to be under-resourced.

In addressing the youth unemployment situation, it is important to review the conceptualisation and implementation of youth development programmes. Past youth development interventions have overly concentrated on unemployment concerns, to the neglect of the other aspects of youth development. They have failed to address the youth question in a holistic manner, including their participation in political governance, and, especially, measures to address their vulnerability to violence and crime. Young people have been involved in the electoral process since independence, especially, playing a role in community mobilisation and canvassing for votes. However, their involvement in political party decision making and the public policy-making process has been limited. The National Youth Policy, which addresses some of these issues, has been implemented on an *ad hoc* basis at best.

### **2.3.10 Social Protection**

Ghana has been implementing social protection interventions since 2003. These include National Health Insurance Scheme (NHIS) (2003), Ghana School Feeding Programme (GSFP) (2005), Capitation Grant (2005), and Livelihood Empowerment against Poverty (LEAP) (2008). For most of these social protection initiatives, coverage remains extremely low, due to limited funding and poor targeting of intended beneficiaries. The inefficient targeting mechanism has led to an imbalance in beneficiaries of the Ghana School Feeding Programme in favour of urban schools instead of the poor rural schools, which are very much in need of such an intervention. Yet, another important concern for these interventions is the delay in the development and implementation of an exit strategy, especially for the LEAP programme. Since its introduction, the number of beneficiary households has increased from 1,645 in 2008 to 213,048 in 2016. The original design of LEAP was not to create life-long dependents, but to help households “leap” out of poverty, through the implementation of productive and financial inclusion interventions in addition to the LEAP cash grant. Under the NHIS, most non-registered Ghanaians have complained about the high costs of the premium to get registered in the scheme. Others have bemoaned the frustrations of accessing services provided by the NHIS.

### **2.3.11 Disability and Development**

About one-fifth of Ghana’s population is estimated to be living with either a physical, intellectual or emotional disability. This group faces severe social stigma in an entrenched culture of discrimination, evident in inequalities in access to employment, education, healthcare and use of public places. Despite constitutional and legislative guarantees on the rights of persons with disabilities, the disability laws have not been effectively implemented and discrimination against the disabled continues. In spite of the passage of the Disability Act 2006 (715) in 2006, a number of public facilities remain inaccessible to PWDs. Lack of enforcement of the Act, lack of accessibility standards in the built environment to guide the construction industry; the high cost of designs to incorporate the needs of the disabled, and the limited and unstructured consultation and involvement of PWDs in decision making continue to pose a challenge to mainstreaming PWDs in the national development process. To address the issue of access to public infrastructure in the built environment, the

Government developed and launched the Ghana Accessibility Standards for the built environment in 2016.

The Disability Act makes provision for the establishment of a National Council on Persons with Disability (NCPD) to implement and coordinate the disability policy. However, about 40 percent of districts that receive funds do not have NCPD representatives on their Disability Fund Management Committee (DFMC), rendering monitoring partially ineffective. Employment policies favouring PWDs have, so far, had limited impact. The share of the District Assemblies Common Fund (DACF) for PWDs, which is meant to be used for providing employable skills and assistance for PWDs, continues to have teething problems arising from the poor management, allocation and recovery of the funds. Misapplication of funds by MMDAs continues to be reported.

### **2.3.12 Employment and Decent Work**

The 2015 Labour Survey Report estimated that 76.7 percent of persons 15 years and older of the population were economically active (i.e. the labour force). Within the labour force population, 67.6 percent were employed and 9.1 percent unemployed. The distribution of the employed labour force was 71.4 percent male and 64.6 percent female. In the case of the unemployed, the males were 8.9 percent and the females 9.3 percent. The report also shows that three out of every five (60.8 percent) people employed are own-account workers, while more than one out of every five (22.9 percent) are paid employees. The current labour force participation rate of the population 15 years and older is 75.2 percent, and it is higher for males (79.0 percent) than for females (72.4 percent). Some 23.3 percent of the population were accounted as “not in the labour force” for various reasons, including education and training.

However, the total unemployment rate is recorded as 11.9 percent, and is higher for females (12.5 percent) than for males (11.5 percent). This indicates that females are more likely to be unemployed than males. Unemployment is also highest amongst the persons with education (except at tertiary level) than among those with little or no education – the unemployment rate is 19.3 percent for senior high school leavers, 11.3 percent for junior high school leavers or Basic Education Certificate Examination holders, and 7.3 percent for persons with tertiary qualifications.

The report estimates that a little over 1.8 million people are in paid employment, and the majority of the unemployed are in vulnerable employment, given that about 5 million of currently employed persons are own-account workers, while about 847,001 of them are contributing family workers. In addition, it is estimated that about 10 percent of the working population are underemployed, and most of them are in unskilled agriculture/fishery (42.2 percent). The rest of the underemployed are in service/sales (20.4 percent), as well as craft and related trades (19.3 percent). The highest proportions of underemployed persons are in the 25-29 (15.3 percent) and 30-34 (15.2 percent) age groups. It is also estimated that the child labour rate is 21.8 percent, representing 1.9 million children. The high incidence of poor working conditions is associated with the fact that there is ineffective coordination of employment issues and weakness in the labour protection systems (social security,

minimum wage, better working conditions, etc.) and labour administration systems, including occupational safety and health in both formal and informal economies. This has resulted in the creation of huge deficits in decent work, particularly in the informal economy, which employs nearly 90 percent of the labour force.

### **2.3.13 Population Management**

Population and development are inextricably linked. The proper management of the population issues, including migration, is, therefore, critical for ensuring and sustaining economic growth and development. According to the Ghana Statistical Service, the population of Ghana was estimated to be growing annually at the rate of 2.5 percent between 2000 and 2010, which is far above the long-term target of 1.5 percent set for 2020 (National Population Council, 1994). With its high growth rate, the total population of Ghana more than tripled from 6,726,815 in 1960 to 24,658,823 in 2010, and 28,308,301 in 2016. Just over half of the population is female. Population density has increased significantly since 1960, from 28.6 people per square kilometre to 103.4 in 2010. Ghana has also been experiencing rapid urbanization, and passing the 50 percent mark in 2010, with implications for urban development and management.

The current population structure also has important implications for the national long-term development strategy of the country. Ghana has a youthful age structure, with about 38.3 percent under 15 years old, followed by young adults (15-24 years) with 20 percent. There is also evidence of the ageing of the population, with the elderly population (65 years and older) increasing from 3.2 percent in 1960 to 4.7 percent in 2010. Meanwhile, the age dependency ratio, measured per 100 active population (15-64), has declined substantially from 90 dependents (children and elderly) per 100 employed population in 1960 to 76 per 100 in 2010, creating an opportunity for savings. The country's current population growth rate and resultant age structure are the result of relatively high, but declining fertility and declining mortality.

## **2.4 ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS**

Ghana's natural resources, land and physical infrastructure constitute major resources for the accelerated growth and development of the country. For Ghana to achieve its long-term development aspirations, the environment and natural resources – including minerals, land, inland water bodies, the oceans, forests and the atmosphere – must be managed well for them not to serve as a constraint on national development. Physical, economic and social infrastructure should be improved in support of growth and development while ensuring that human settlement planning does not lag behind economic and social development planning.

### **2.4.1 Deforestation, Desertification and Soil Erosion**

Estimates from the Forestry Commission and the World Bank suggest that Ghana loses about 65,000 hectares of forest per year, representing about 2.03 percent average annual loss. At this rate, the

country is likely to lose all its forests by 2040. The Forestry Commission launched a 25-year programme to replant 20,000 hectares of degraded land, with 10,000 hectares on-forest reserves and 10,000 off-forest reserves. However, the implementation of the programme has been slow on account of inadequate resources. According to a United Nations Convention to Combat Desertification (UNCCD) Report, one-third of Ghana's land area is affected by desertification. This poses a major threat to our food and energy security. About 69 percent of the total land surface area of the country is prone to severe soil erosion. This results in loss of soil fertility, and silting of drains and water bodies, including the Volta lake.

#### **2.4.2 Protected Areas**

Ghana has 266 gazetted forest reserves and 18 wildlife protected areas, including seven national parks, six resource reserves, four wildlife sanctuaries, and one strict nature reserve. Despite the efforts of the Forestry Commission, infractions in the protected areas remain high. The main infractions include illegal farming and harvesting of plantation timber, forest fires, illegal mining and sand winning. This situation has come about as a result of inadequate staff, non-enforcement of regulations and lack of logistics to maintain the boundaries of protected areas.

#### **2.4.3 Mining and the Environment**

Ghana has diverse mineral resources, including reserves of gold, bauxite, iron ore, manganese and diamonds. The country also has industrial minerals such as limestone, brown clay, mica, silica sand, and aggregate and dimension stone materials. The minerals sector continues to contribute to the growth of the economy in terms of revenue generation, foreign exchange and employment.

However, the sector is challenged by its role in environmental degradation, poor compensation to affected communities, and unaccounted financial flows of mineral revenues. The upsurge in illegal artisanal mining (*galamsey*) in particular has resulted in the destruction of forests and farmlands, pollution of water bodies and an increase in truancy, especially among school-going males in mineral-rich communities. This presents a major threat to the peace, stability and socio-economic development of the country. This situation has come about due to the weak enforcement of the relevant environmental and mining laws and regulations.

#### **2.4.4 Coastal Erosion**

The coastal zone constitutes about 6 percent of total land area. However, it accounts for about 30 percent of the nation's population and some critical infrastructure. The relatively high population density and over-concentration of industries in the coastal zone, coupled with poor sanitation, have worsened environmental pressures in both the coastal and marine zones. The coastal zone remains vulnerable to the impact of climate change. The potential rise in sea level would result in wetland flooding, contamination of agricultural soil, loss of habitat, and the wiping away of entire communities.

#### **2.4.5 Waste, Pollution and Noise**

An estimated 22 percent of solid and 97 percent of liquid waste generated in major towns and cities in Ghana are not properly disposed of. Inadequate engineered landfill sites and waste water treatment plants continue to be a major challenge for waste disposal across the country. The menace of plastic and electronic waste is perhaps one of the most serious environmental pollution issues confronting the country. Its negative impact is evident on terrestrial, aquatic and marine ecosystems.

Similarly, air and noise pollution are of great concern, especially in urban areas. According to a WHO report, acute respiratory illness, caused by air pollution, is now one of the top 10 causes of outpatient hospital visits in the country, with over 6,500 deaths each year. Emissions from poorly maintained vehicles, leaky charcoal and wood stoves, factories, burning of refuse and vegetation, and dust from exposed soil, constitute the major sources of air pollution in Ghana. Ineffective enforcement of noise regulations also continues to be a problem.

#### **2.4.6 Wetlands and Water Resources Management**

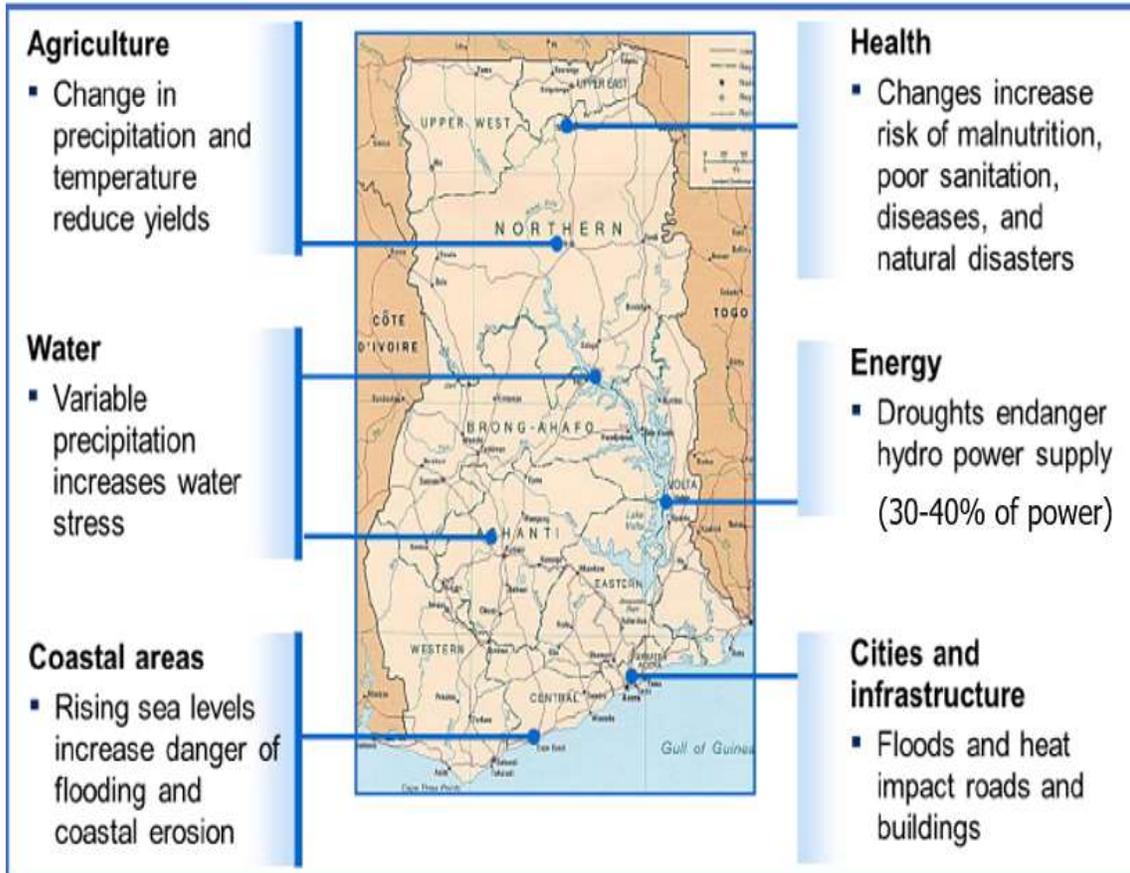
Ghana has three main river systems, namely the Volta, South-Western and Coastal River systems, with a mean annual runoff of 39.4 billion m<sup>3</sup>. The runoffs are characterised by wide disparities between wet season and dry season flows. Additionally, water distribution in Ghana is far from uniform, with the south-western part better watered than the coastal and northern regions. Ghana has a rich collection of wetlands, which provide resources for basic necessities of life, ranging from building materials, hunting, and fishing areas, as well as sources of water for humans and livestock. Five of these wetlands are designated as sites of international importance (Ramsar sites).

Freshwater resources are at risk because of inappropriate management, poor agricultural practices, surface mining, desertification, and the negative impact of climate variability and change. Widespread pollution of surface water bodies, due to the discharge of all manner of waste into water bodies without any form of control or treatment, remains a major problem. Availability of reliable and comprehensive data is a major challenge to the proper management, protection and development of water resources. A further important concern, requiring appropriate hydrological data, is the current and future development of urban drainage in Ghana's major cities, for which flood and storm runoff data are required for proper planning and design.

#### **2.4.7 Climate Change**

Ghana's vulnerability to climate change is manifested in increased flooding, drought and extreme temperatures, vector-borne diseases, declining soil fertility and seismic hazard. A projected rise in sea level of 80 cm by 2100 will result in flooding and shoreline recession, putting coastal communities, ecosystems and some critical infrastructure at risk. Figure 2.19 shows a summary of the dominant climate change impact in different ecological locations in the country.

**Figure 2.19: Summary of Projected Climate Change Impact**



Source: NDPC, National Infrastructure Plan (NIP), 2016

Ghana’s total greenhouse gas (GHG) emissions have seen a 136.37 percent increase between 1990 and 2012. The agriculture, forestry and other land uses (AFOLU) sector is the largest contributor to GHG emissions (45 percent), followed by the energy sector (40 percent) and the waste sector (13 percent).

The National Climate Change Policy (NCCP), launched in July 2014, provides the strategic direction for achieving a climate-resilient and climate-compatible economy, through equitable, low-carbon economic growth. Under the Paris Climate Agreement (COP21) signed in December 2016, Ghana has committed to reducing greenhouse gas emissions by 15 percent by 2030 relative to the business-as-usual scenario. An additional 30 percent emission reduction is attainable on condition that Ghana receives external support in the form of finance, technology transfer and capacity building to cover the full cost of implementing the identified mitigation action.

#### **2.4.8 Energy and Petroleum**

The energy sector drives the social and economic development of Ghana. Recent challenges, with power supply arising from the sector’s huge debt, have emphasised the importance of power for the

nation's development and the need to manage these debts. As demand grows (estimated at 10 percent per annum), there is the need for a corresponding expansion in capacity. Total installed capacity stood at 4,132 MW as of end-2016, out of which 61.2 percent was thermal, 38.2 percent hydro, 0.5 percent solar and 0.1 percent was from other sources.

### ***Power Generation***

Total energy supplied in 2016, including imports from Côte d'Ivoire, was 13,693 GWh. This comprised 5,560 GWh hydro generation (40.6 percent), 7,378 GWh (53.9 percent) thermal generation, and 745 GWh (5.4 percent) imports. With the exception of Ameri Power, Karpower, Akosombo Dam, Bui Dam and the TICO thermal plant, which operated at 90 percent capacity or more, all other power plants operated at 76 percent or less of their capacity due to fuel supply and maintenance issues.

### ***Finances of state-owned power companies***

As of December 2016, power sector debt was US\$2.4 billion, which has negatively affected the balance sheet of not only the sector, but of major financial institutions as well. This debt is a result of inefficiency, non-payment for power consumed by private and public institutions, non-payment of subsidies, and a poor contracting regime, that places the supply of fuel to independent power producers at the doorstep of the Volta River Authority (VRA) and the Government. This debt overhang has affected the ability of the Electricity Company of Ghana (ECG) to function as a credible off-taker to power generators, while VRA is similarly unable to pay for lean gas from the Ghana National Gas Company (GNGC) and crude oil suppliers, without resort to Government. This debt situation also threatens the survival of some local banks, which are owed in excess of US\$800 million. The liquidity issues bedeviling ECG and VRA have effectively rendered redundant the inter-agency clearance house for reconciling flows in the sector with GOG.

Contracting in the power sector for all additional capacity was uncoordinated, and through sole sourcing instead of competitive tender. This has resulted in value-for-money issues and expensive power capacity procurement in some contracts. By the end of 2016, 43 power purchasing agreements have been signed within the energy sector. With current estimated demand growth of 10 to 12 percent per annum, this can lead to redundant capacity, if proper plans are not put in place to rationalise the resulting additions to generation capacity and to align potential supply to available load or effective consumption.

### ***Energy Conservation and Efficiency***

Inefficiency, both in generation, transmission, distribution and use of power, is a major challenge in the energy sector. It has been estimated that about 30 percent of final electricity is unaccounted for through technical and commercial losses. Thermal power plants in the country also generally operate below their rated capacity factor, owing to low efficiency, resulting from technical and fuel supply constraints.

## ***Petroleum***

### *i. Upstream Production*

Ghana lifted 5,856,921 barrels of oil, made up of 4,824,417 barrels from the Jubilee field, and 996,459 barrels from the Tweneboa, Enyenra, Ntomme (TEN) fields in 2016. A total of 21,580 mmscf of raw gas was supplied to Ghana National Gas Company (GNGC).

### *ii. Natural Gas*

Natural gas presents a relatively cheaper and cleaner option for power generation than crude oil. Current gas production of about 80 million standard cubic feet per day (mmscfd) from Jubilee Field has been intermittent, and, therefore, affected gas availability for power generation over the past three years. The addition of 50 mmscfd of gas from the TEN fields is expected to improve the supply situation for the production of electricity. The development of the Sankofa fields are expected to supply about 170 mmscfd for over 17 years. These are key for power generation and the industrial sector, as it has been estimated that domestic gas demand by VRA and independent power producers (IPPs) will reach 360-400 mmscfd by 2018.

### *iii. Petroleum Contracting*

All petroleum contracts, that have been issued, were awarded through direct negotiation. This has led to the award of some of the oil blocks to inexperienced companies, without the technical and financial capacity to comply with their work obligations. Award of petroleum contracts through open and competitive bidding processes, as now mandated under the Petroleum (Exploration and Production) Act, 2016, will address this problem. Disclosure of information on beneficial owners will also promote transparency.

### *iv. Implementation of Local Content Policy and Linkages to other sectors*

As of the beginning of 2016, approximately 7,000 people have been employed in the petroleum industry. Out of this, 5,590 (or 80 percent) are Ghanaian. Further, out of the 3,616 people employed by the international oil companies between 2010 and 2015, a total of 2,315 of them are Ghanaians. However, only 170 Ghanaians are in managerial positions (7 percent). In addition, between 2010 and 2015, the total value of contracts awarded amounted to US\$6.26 billion. Indigenous companies received US\$1 billion, representing about 16 percent. This shows a low level of local content in value retention, as well as in high-end employment.

### *v. Midstream and Downstream activities*

Tema Oil Refinery has capacity to refine 45,000 barrels of oil per day, but has been affected by financial challenges and inefficiency over the years. The Bulk Oil Storage Company, established to store strategic stocks, has recently ventured into commercial operations, which threaten its core

mandate. Downstream, the deregulation policy allows bulk oil distributors to import petroleum products and oil marketing companies to set and vary their prices, subject to the pricing window of the National Petroleum Authority. However, implementation has been a challenge, due to the imposition of several taxes on petroleum products during periods of low oil prices.

#### *vi. Petroleum Sector Regulations and Mandates*

Although the Petroleum Revenue Management and Exploration and Production laws have been passed, regulations for these laws are yet to be completed. Moreover, there is still lack of clarity in the operational mandates and revenue application of the two major entities, the Ghana National Petroleum Corporation (GNPC) and the Ghana National Gas Company (GNGC). GNPC, the national oil company, with a mandate to explore and produce oil, has over the past years ventured into non-core activities, that can threaten its effort to build internationally acceptable capacity. Its mandate is, therefore, required to be re-examined, in order to focus its resources effectively.

#### *vii. Petroleum Revenue Management*

The priority areas for the last three years were modernisation of agriculture, capacity building, amortisation of loans for oil and gas infrastructure, and roads and other infrastructure. Reports from the Public Interest and Accountability Committee highlight challenges, such as the inefficient and thin spread of oil revenue expenditure and depletion of the Stabilisation Fund.

### **2.4.9 Transportation**

The transport system in Ghana consists of one international airport; five domestic airports (Kumasi, Tamale, Sunyani, Takoradi and Wa); a national road network of about 72,380.65 kms in 2015, of which 39 percent is in good condition; a limited rail network in the southern half of the country, which has deteriorated considerably; and an underdeveloped inland water transport system.

#### ***Road Transport***

Road transport is the predominant mode of travel in Ghana, with an estimated 95 percent and 90 percent share of passenger and cargo traffic respectively. As of 2015 the network size of roads comprised 42,045 km feeder roads, 15,462 km of urban roads and 14,874 km of trunk roads. Overall, 77 percent of the total network was unpaved as of 2015. The paved network, including national roads, are either uneven or in very poor condition. Limited road capacity and poor transportation management, particularly in urban areas, are reflected in the heavy traffic congestion. Road transport in Ghana are largely private sector-led, consisting of large informal operators, who account for the largest modal share of 62.2 percent. Currently, public road transport is associated with long delays, unpredictable travel schedules, and no operational standard for services.

Available statistics in 2016 indicate that annual average fatalities and injuries in Ghana resulting from road crashes amount to approximately 2,000 and 14,000, respectively. However, it is worth noting that the trend of fatalities and injuries has been declining since about 2002.

### ***Rail Transport Infrastructure***

The current rail network is confined to the southern part of the country, forming a triangle connecting Accra, Kumasi and Takoradi. There is also central line connecting Kotoku to Huni Valley. The track is mostly deteriorated, with only 13 percent of the 947 km network in operation.

### ***Aviation Infrastructure***

Although Ghana has the vision of becoming an aviation hub in the West Africa region, it captures only 12 percent of the aviation market in the region, second to Nigeria which captures 54 percent of the market. Kotoka International Airport (KIA) is the most frequently used airport for both domestic and international travels, handling nearly 2.38 million passengers and 47,677 tonnes of freight in 2016. All the airports handle domestic air travels, with the Wa airport expected to be opened for domestic use soon. There are other facilities used for emergency, medical and tourism purposes, including airstrips with shorter runways. Total domestic passenger throughput in 2016 was 421,986.

Kotoka International Airport (KIA) has seen tremendous expansion in recent years, in response to growth in passenger and freight traffic. The number of passengers travelling through it continues to grow, and is expected to reach 10 million by 2020. However, space for further expansion, in response to anticipated growth in passenger traffic, is limited. A proposal is currently under consideration for the construction of an aerotropolis (airport-centred urban economic region) in Ningo Prampram in the Dangme West District, as a long-term response to growth in the sector. Airports all over the world are becoming increasingly multimodal, multifunctional enterprises, creating considerable opportunities for local commercial development – there is clear evidence that airports tend to attract investment and, therefore, generate jobs. Many countries are considering airport cities, or aerotropolis (airport-centred urban economic regions) as a vital means of expanding opportunities and creating employment. The introduction of sector-targeted free zones, as a major driver for capital inflows to the sector, is considered as an attractive proposition. It needs to be further investigated to determine its feasibility in the major airports in Ghana.

### ***Water Transport Infrastructure***

Ghana's water transport infrastructure includes two sea ports and inland water transport, mainly on the Volta Lake. The two sea ports are Tema and Takoradi, which have been going through recent infrastructure and facility improvements. Despite the improvements, congestion remains high, with average turnaround time for Tema and Takoradi estimated at 103.66 hours and 78.25 hours, respectively, in 2016. The major physical constraints, facing the ports, are berth capacity on account of increased container traffic, and limitation of depth. At Tema, the maximum depth at the container terminal is 11.50 metres, which cannot accommodate modern container vessels, while the maximum

depth at Takoradi Port, where the main traffic is export of bauxite and manganese, is 9.5metres which cannot support bulk carriers, resulting in double handling of cargo using barges to load ships at the buoys, causing additional costs and delays. In addition, there are inefficiencies in intermodal infrastructure, while hinterland movements and cargo dwell times are relatively longer than normal for modern ports.

The Volta Lake serves as the main avenue of inland water transport in Ghana. It runs approximately 450 kms from south to north, with ports at Akosombo, Buipe and Yapei. Total cargo traffic reported by the Volta Lake Transport Company (VLTC) has declined from 101,495 tonnes in 2010 to 54,824.20 tonnes in 2015, while total passenger traffic has increased marginally from 544,478 persons in 2009 to 549,937 persons in 2015. The existing infrastructure, and equipment supporting inland water transport on the Volta Lake, include vessels for tramping cargo routes; landside infrastructure; port infrastructure at Akosombo; warehousing and logistics installations; roads connecting to lake transport services; and transport connections (road and rail) between Tema and Akosombo. These facilities are generally not in good condition, and need maintenance or rehabilitation. There is ageing equipment, inadequate navigational aids, poorly equipped ports to handle existing shipments, few standards or regulations for boat construction, use and operations on the lake, and insufficient institutional and logistics capacity to regulate effectively the waterways. Lastly, the periodic drops in the lake level expose sand banks, tree stumps and other underwater obstructions that significantly hinder navigation.

### ***Logistics***

Ghana has made some advancements regarding simplification of trade procedures through the Ghana Community Services Network (GCNet) system, operating in major ports. This is complemented by the use of global positioning (GPS) in tracking truck movements on major road corridors, servicing cargo transit. Similarly, improvements of infrastructure (such as expansion of ports) facilitate the flow of international cargo. There are, however, many practices that significantly hinder the freight industry. These include the excessive number of checkpoints on road corridors, resulting in delays; inadequate enforcement of axle load control; inefficient cross-border procedures (including the strong presence of informal intermediaries); double execution of guarantee funds (at Tema port and border crossing); and an old vehicle fleet. These bottlenecks in the logistics chain contribute to excessive costs in cargo transportation, particularly to landlocked countries. A study by the US Agency for International Development in 2012, observed that the cost and delays associated with transporting cargo from Tema port to Ouagadougou were nearly 2 to 3 times more than from Newark to the Port of Chicago in USA.

#### **2.4.10 Information and Communications Technology**

Information and communications technology (ICT) is a major facilitator of economic and social transformation. It is an important tool for increasing efficiency and effectiveness in both public and private sectors, by providing efficient storage and quick access to information. As of 2015, internet penetration was estimated at 70 percent, while mobile penetration stood at 128 percent. The total

number of mobile data subscribers at the end of March 2016 was 18,813,686. However, the total number of broadband wireless access data points at the end of March 2016 was 101,851, which remains low. Major challenges to be addressed in the ICT sector to enhance the use of technology include: inadequate ICT infrastructure across the country; poor quality ICT services; limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services; and inadequate online privacy and security of data.

#### **2.4.11 Technology, Science, Research and Development**

Over the years, significant investments have been made by Government in public research institutions across the country to promote science and technology development. These institutes, who employs large number of scientists, engineers, planners and others using public resources have produced volumes of relevant research outputs, but have receive limited attention and utilisation. Most of these research outputs remain on shelves, and those which get adopted find their way to foreign organisations that funded the research, thereby, depriving Ghana of the benefits of the intellect of our scientists and the education provided to them. Meanwhile, little collaboration exists between public research institutions and businesses on product, service and process innovation, an area which holds a lot of prospect for product and industrial development, as well as job creation, if adequate mechanisms are in place to turn research outputs into viable commercial ventures.

#### **2.4.12 Human Settlements and Housing**

Many Ghanaian cities are facing critical challenges due to demographic, social and economic realities. Perhaps the most important one is rapid urbanisation, outstripping the capacity of Government and local authorities to guide effectively the physical growth of urban areas, and to provide essential urban services to their citizens. This has resulted in uncontrolled urban sprawl and rapid growth of slums in Ghanaian cities and towns.

Housing provision is dominated by individual households that engage in self-build or self-managed processes, attracted by the lower priced peripheral land on the edge of settlements. The 2010 Population and Housing Census (PHC) indicates that these provide about 70 percent of total housing stock. The *compound house*, with its distinct architecture, traditionally catering for the extended family system, has remained the principal housing form. Supply of housing in the country is hindered by challenges relating to inputs, finance, construction technology and materials, land, labour, regulations and complementary infrastructure services. Construction finance in the country is based on household personal savings, which significantly prolongs home building for an estimated average of 20 years. Access to formal housing provision is limited, with low incomes and mortgage rates averaging 32 percent. Less than 1 percent of households can afford housing provided by formal developers. These factors have contributed to a housing deficit, that is estimated by UN-Habitat to be approximately 1.7 million units as of 2015, with a significant segment of the population living in sub-standard houses and other unsuitable structures, such as kiosks.

### **2.4.13 Spatial Planning**

Currently, spatial planning and development management lag behind rapid urban growth, resulting in haphazard land use, physical development and informal settlements throughout the country. These issues are compounded by the challenges of acquiring land, that include complicated land tenure systems and cumbersome land title registration procedures.

### **2.4.14 Rural and Urban Development**

Rural development currently lags behind that of urban areas. The gap is reflected in the disparities in infrastructure services and quality of life between rural and urban communities. Available information from the National Spatial Development Framework (NSDF) shows that about 16 percent of households do not have access to mains electricity (7 percent in large cities of over 500,000 people; 29 percent in the smallest towns); 50 percent do not have access to piped water (37 percent in large cities, 74 percent in the smallest towns); 75 percent do not have a WC (63 percent in large cities, 93 percent in the smallest towns); 78 percent do not have solid waste collection (64 percent in the largest cities, 97 percent in the smallest towns); 73 percent dispose of liquid waste improperly (59 percent in the largest cities, 92 percent in the smallest towns). These statistics show that urban areas are also very challenged with regard to infrastructure services.

The rising trend in Ghana's urbanisation, reported to be about 3.4 percent annually, is outpacing urban infrastructural development and services. More than 50 percent of Ghanaians are currently living in urban areas. The rise in urban population has resulted in increased strain on limited social, commercial and physical infrastructure. This has in turn brought about congestion, overcrowding, urban sprawl and the growth of slums. A characteristic of rising urbanisation is the concentration of large towns in the southern sector of the country, as compared to the northern part, which has only one metropolitan area (Tamale), and several small and a few intermediate-sized towns. Another dimension of the rapid increase in rural-urban migration is its impact on urban land use and planning.

## **2.5 GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY**

### **2.5.1 Democracy and Institutional Reforms**

Democratic governance continues to serve as an effective framework for safeguarding the peace, stability and development of the country. Since Ghana returned to democratic governance in 1992, the country has organised seven successful presidential and parliamentary elections, and has witnessed three changes in power between two parties. However, there are concerns about the credibility of the systems that support the democratic process. The balance of power between the three arms of Government (the Executive, the Judiciary and the Legislature) remains uneven, while the capacity of governance institutions (including the security agencies, ministries, departments and agencies) remains relatively weak.

The institution of Parliament, besides its law-making functions, performs oversight, financial, socio-economic and other regulatory functions, which aim to deepen, consolidate and enhance good governance. The annual public hearings of the Public Accounts Committee (PAC) of Parliament on the Auditor-General's reports are geared towards ensuring public accountability by public institutions. The Executive continues to support the Judiciary to fulfil its statutory functions of ensuring peace, law and order. The political space continues to expand through the active engagement of civil society organisations, including think tanks. However, concerns have been raised about the lack of a clear framework for such engagement with Government.

## **2.5.2 Local Governance and Decentralisation**

Ghana's decentralisation process, as enshrined in the Constitution and reinforced by the Local Governance Act (Act 936) of 2016, designates District Assemblies as the highest political, legislative, budgeting and planning authority at the local level. The local government system in Ghana has the following structure:

- Regional Coordinating Council;
- Four-tier Metropolitan Assembly; and
- Three-tier Municipal and District Assembly

Currently, there are 10 Regional Coordinating Councils, 6 Metropolitan, 55 Municipal and 155 District Assemblies. The number of Metropolitan, Municipal and District Assemblies (MMDAs) has increased from 58 in 1974 to 216 in 2016. Being an integral part of the public administration system, they serve as the interface between the central government and citizens at local level, and are the vehicle for implementing national policies, programmes and projects. They are responsible for the development of their respective districts through the formulation and implementation of medium-term development plans. To enable MMDAs to perform these tasks effectively, a number of reforms have been undertaken, including devolution of several departments of central government to local level to serve as departments of MMDAs. They include agriculture, trade and industry, social welfare and community development. Education and health are yet to be devolved to complete the process.

To improve MMDAs' performance and increase in funding, the District Development Facility (DDF), with the associated performance measuring tool – the Functional Organisational Assessment Tool (FOAT) – were introduced in 2008. In addition, the performance-based Urban Development Grant (UDG) was introduced to boost further funding for infrastructure and service delivery in Metropolitan and Municipal Assemblies (MMAs). The introduction of District Composite Budgeting has harmonised, rationalised and integrated the hitherto fragmented budgeting at local level, while social accountability platforms (including town hall meetings,) were instituted to strengthen the governance and accountability process. This decentralised system of governance is considered a deliberate Government strategy for ensuring rapid, equitable and balanced development across the country. Therefore, strengthening the existing, and creating new and viable MMDAs is considered essential for ensuring balanced and equitable development at local level.

Although progress has been recorded, especially, in administrative decentralisation, major challenge exists in the area of fiscal decentralisation. Fiscal autonomy remains weak, arising out of low capacity and limited opportunity for mobilising local revenue, while many expenditure decisions are taken at central government level.

### **2.5.3 Public Accountability**

Over the years, Government has introduced systems and structures to improve transparency and accountability in the management of public funds. Key among them is the introduction of the Financial Administration Act (FAA), 2003 (Act 654), Public Procurement Act, 2003 (Act 663), Internal Audit Agency Act, 2003 (Act 658). Also vital are the implementation of the Ghana Integrated Financial Management Information System (GIFMIS) and the examination of the audited accounts of public sector institutions by the Public Accounts Committee (PAC) of Parliament. The recent passage of the Public Financial Management Act 2016 (Act 921) and the Public Procurement (Amendment) Act, 2016 (Act 914) provide other instruments to ensure financial integrity in the system. However, there is concern that these mechanisms have weak sanctions regimes.

Through the Local Government Capacity Support Project (LGCSP), efforts have been made to deepen public accountability by engaging citizens in local governance in Municipal and Metropolitan Assemblies. Town Hall meetings and other strategies of citizen engagement have been instituted in all the MMDAs.

### **2.5.4 Development Policy Management**

Governance institutions, including MDAs and MMDAs, have been established to ensure effective development policy management. Progress has been made in aligning the programmes and projects of MDAs and MMDAs with the national development policy framework and the national budget, in line with the National Development Planning Systems Regulations 2016 (LI 2232) and the Public Financial Management (PFM) Act, 2016 (Act 921). However, mobilisation and release of resources for implementation of approved programmes and projects remain a challenge.

The effective performance of public sector institutions is constrained by weak inter-sectoral coordination and clarity in roles and functions of MDAs; duplication and overlap of functions among the MDAs; misuse and waste of resources; poor incentive structures; ineffective supervision; inadequate infrastructure to ensure an effective working environment; and lack of a comprehensive human resource development policy.

### **2.5.5 Public Sector Reform**

Over the years, a number of reforms have been undertaken in the public sector to promote rapid and sustained economic growth and poverty alleviation. The overall objective of Government's public sector reform agenda has been to transform state institutions into a modern and responsive machinery with the capacity to deliver efficient public services to the general public. This effort has

primarily focused on pay, productivity and pension reforms; organisational restructuring and training; development of a human resource management framework; subvented agency reform and central management agency reform. However, none of these have been effective in bringing about the needed reforms, and the public sector is perceived to be inefficient and unresponsive to the needs of clients.

### **2.5.6 Rule of Law and Justice**

Over the past two decades, a number of interventions have been made to ensure the rule of law and enhance access to justice. Among such interventions are modernisation of some court processes through automation; training of more lawyers; expanding the alternative dispute resolution (ADR) mechanism; strengthening the Legal Aid Scheme; and introducing special programmes such as “Justice for All” to ensure access to justice for the vulnerable. These notwithstanding, there is still a high perception among the general public that justice is expensive and slow.

### **2.5.7 Public Safety and Security**

Central to peace and stability of the country is public safety and security. The Ghana Police Service (GPS) continues to discharge its obligations of maintaining internal peace, law, order and safety of property. Recruitment into the GPS continued in order to meet the United Nations-recommended police-population ratio (PPR) of 1:500. Ghana’s PPR stood at 1:875 in 2015, and the proportion of police in frontline duties continues to increase. The capacity of the Ghana Armed Forces (GAF) continues to be strengthened to forestall external aggression, safeguard territorial integrity and contribute to international peacekeeping efforts. The percentage of Armed Forces personnel deployed for peacekeeping operations was estimated at 16.4 percent in 2015.

The current threats to peace and security in Ghana are violent crimes such as armed robbery, tribal and chieftaincy conflicts, terrorism, vigilantism and electoral violence. The sophisticated nature of crime today requires a well-equipped security service with the capacity to act faster than the perpetrators. Current concerns for the security services include inadequate and poor quality equipment, politicisation of the security services, insufficient personnel, and weak collaboration among agencies.

### **2.5.8 Corruption and Economic Crimes**

Corruption is considered a major constraint on growth and development. Over the past two decades, Ghana has enacted a number of laws and established a number of institutions to deal with corruption in the public sphere. These include the Economic and Organised Crime Office (EOCO), the Commission for Human Rights and Administrative Justice (CHRAJ), the Internal Audit Agency, the Public Procurement Authority, the Central Tender Board, and the Public Accounts Committee of Parliament. Successive Governments have pursued strategies and initiatives to deal with corruption and other economic crimes, with varying levels of success.

CHRAJ has pursued an anti-corruption and a conflict-of-interest campaign for public office holders. The extent to which corruption was perceived to exist among public office holders remains high. The 2016 Corruption Perception Index (CPI) report, released by Transparency International, showed that Ghana ranked 70<sup>th</sup> out of 176 countries included in the survey, after scoring 43 points on the index scale of 0 (highly corrupt) to 100 (very clean). This was a deterioration in performance from the 48 points scored in 2014 and 47 in 2015.

### **2.5.9 Culture and Development**

The Constitution of the Republic of Ghana recognises the important role of culture in the development of the country, and, therefore, enjoins Government to take steps to sustain it, including by integrating appropriate customary values in the fabric of national life, especially through education and national planning. Over the years, Government continues to build the appropriate capacity for integrating culture in development. Policies and programmes have been implemented to promote the development of literary works; maintain cultural assets and skills; promote centres of national culture; and sustain the institution of chieftaincy. However, growing foreign influence and chieftaincy disputes are becoming a major threat to preserving our cultural heritage and its contribution to national development. In 2015 alone, 324 chieftaincy disputes were recorded across the country, with attendant loss of life and property. The prevalence of outmoded and negative cultural practices is serving as a disincentive to promoting national culture, especially to the youth. The key challenges to be addressed, therefore, are weak frameworks, regulations and institutions for promoting national culture; poor appreciation of national culture; and weak traditional institutional mechanisms to provide alternative frameworks for settling chieftaincy disputes.

### **2.5.10 Civil Society Organisations, Media and Civic Engagement**

Several dialogue platforms exist at the MDA and MMDA levels, where CSOs and private sector representatives effectively participate to influence public policy. In addition, CSOs and private sector representatives continued to serve on ministerial advisory boards and statutory committees. Meanwhile, a number of avenues exist for engagement with citizens in general. These include the organisation of town-hall meetings and community engagements, policy fairs and regular budget literacy programmes. These have helped promote transparency in the governance process, as citizens are able to hold state officials to account. However, significant gaps exist in awareness, advocacy and enforcement of citizens' rights and responsibilities. These are mainly due to the relatively high levels of illiteracy in Ghana, especially in rural areas, as well as ineffective advocacy strategies by the relevant institutions responsible for public education on the rights and responsibilities of citizens.

Ghana has achieved many successes in the area of press freedom, and is considered as one of the freest countries in Africa. Government continues to implement an open Government policy, which allows citizens to be informed about development policies and programmes, and ultimately promotes transparency and accountability in Government operations.

## **CHAPTER THREE**

### **OPPORTUNITIES AND CONSTRAINTS**

#### **3.1 INTRODUCTION**

This chapter assesses current opportunities in the development landscape for the attainment of the President's vision under this agenda for change, while outlining the key constraints that ought to be overcome. The ultimate objective of these assessments is to identify policy and programme interventions that will optimise these opportunities, while mitigating the impact of potential constraints.

#### **3.2 DEVELOPMENT OPPORTUNITIES**

##### **3.2.1 Political Stability**

Ghana's position as a model of democracy in Africa has been strengthened with the smooth transition from one Government to another, the fourth time during the 4<sup>th</sup> Republic, and the third from one political party to another. This represents 25 years of multiparty democratic governance and constitutes the longest stretch in Africa. Ghana, therefore, has a unique opportunity to pursue its development aspirations in uninterrupted peace. Political stability reduces the risk to planning, engenders predictability, creates the environment for sustainable implementation of policies and programmes, and facilitates local and international partnerships for mutually beneficial activity. During the implementation of this Programme, political stability will be safeguarded and strengthened to ensure that it serves as a fundamental platform for the improvement of the economic wellbeing of citizens.

##### **3.2.2 Extractives Development**

The discovery of oil and gas in commercial quantities and its production since late 2010 has provided some impetus to the pursuit of socio-economic development. The proven reserves of oil and gas, the discovery of new fields, and the presence of other exploitable mineral resources indicate that the extractive industry will continue to play a pivotal role in economic development, at least over the next two decades, both in terms of revenue, jobs and ancillary investment and businesses. Mineral processing can boost industrialisation through the production of petrochemicals and agrochemicals including fertiliser. However, policy and regulations must ensure that the mining, oil and gas industry does not become an exploitative enclave, but is guided by effective and sustainable management principles, and is linked to the rest of the economy.

##### **3.2.3 Citizen engagement**

The evolution of democratic governance in Ghana has come with greater protection of rights and entitlements, transparency and access to public information, and promotion of social accountability

in the public policy cycle. Ghana has a pluralistic media landscape, with considerable success in press freedom. The media continue to play their watchdog role over the executive, legislature, and judiciary. This freedom and respect for rights and rule of law have emboldened citizens to participate more effectively in development discourse and demand accountability from public office holders. As the country continues to deepen democratic governance and fight corruption, citizen engagement will remain an important asset in ensuring inclusiveness and ownership of the development process.

### **3.2.4 Youth**

The increasing proportion at the middle of the population structure indicates the youthfulness of the population, and provides an opportunity for creativity and entrepreneurship. In 2016, the Ghana Statistical Service projected that the population aged between 15 and 24 is about 19 percent, with a median age of 21.7 years. The youth are beneficiaries of urbanisation, and are exposed to modern technology and have easier access to information. The youth are prepared to take risks, a necessary ingredient for entrepreneurship. However, the exuberance of the youth should be guided through training and the creation of job opportunities to turn their potential into positive development outcomes.

### **3.2.5 Growing Middle Class**

The growing middle class in Ghana is a reflection of the shift from subsistence, mainly in the agriculture sector, to income-earning opportunities in the services sector. While the percentage of the workforce employed in agriculture decreased from 61.1 percent to 44.7 percent between 1984 and 2013, the services sector in the same period registered an increase from 25.2 percent to 40.9 percent. With GDP per capita rising from US\$1,260 in 2008 to a peak at US\$1,841 in 2013, disposable income has increased, expanding the middle class in terms of effective demand and sophistication. The increasing demand for modern accommodation, new technology and personal appliances creates a market that domestic production and services can take advantage of to expand. This new demand, when not readily responded to by local production systems, opensgrow to satisfy. Until then, the door is open for imports to satisfy the demand, which may lead to widening trade deficits. The demand of the growing middle class, however, retains its great potential for propelling local production and, subsequently, jobs job creation.

### **3.2.6 Advances and Opportunities in Science, Technology and Innovation**

The policy decision by the President to place science and technology development and application at the centre of national development, and to allocate significant resources to research and development (R&D) presents a unique opportunity to accelerate economic growth and social development. Opportunity exists in the use technology to manage the environment by adding value to our waste, repairing and sustaining the environment from degradation by illegal mining, increasing agricultural yields, transforming research into industrial applications, and manufacturing tools, equipment and parts to support industry. Harnessing these opportunities properly will lead to significant creation of jobs, increased incomes and a clean and sustainable environment.

### **3.3 BINDING CONSTRAINTS ON DEVELOPMENT**

#### **3.3.1 Internal Factors**

There are some constraints that must be taken into consideration in shaping the strategic trajectory of Ghana's development.

##### ***Governance Constraints***

Although Ghana has recorded successes in the consolidation of democratic governance, significant aberrations exist, characterised by extreme partisanship in political discourse and the lingering threat of electoral violence. These tend to undermine the political system and national development imperatives. Another unfortunate aspect of the democratic experiment is the lack of continuity in major policies, programmes and projects, which leads to waste of national resources even though the Constitution requires successive Governments to continue, as far as possible, the projects initiated by predecessor Governments. This trend, unfortunately, permeates the administrative fabric even to the district level, where almost all Government appointees are changed and initiated projects are discontinued. Building consensus to respond to national development issues in such circumstance is costly, and serves as a major constraint to national development efforts.

##### ***Institutional Constraints***

Although national institutions are endowed with all the needed expertise in skills, knowledge and capabilities, the delivery of public services remains weak. The civil service has done well in helping to plan, prioritise and harmonise activities of Government. However, it has not performed well in helping to get the best value for money and ensuring the highest professional standards in the delivery of public services to accelerate national development. Duplication of roles and responsibilities, as well as weak institutional coordination, remain problematic. Successive Governments have embarked on public sector reforms, but their impact on the delivery of public services is limited.

#### **3.3.2 External Factors**

Some of the constraints emanate from external sources, and dealing with them may require a different approach, since the causal parameters may be remote. It may require containing or adeptly avoiding them by reviewing and changing the policy trajectory. While many of these external factors may be economic, others may be political. Some of these factors are presented below.

##### ***Macroeconomic Environment***

The macroeconomic fundamentals of the country remain weak, with provisional estimates showing poor outturns in 2016, partly as a result of the impact of global commodity prices. International prices for gold, cocoa and oil all fell throughout the past year and overdependence on these primary

commodities hit Ghana's economy. The country needs to identify new areas of export growth and diversify away from the traditional raw material exports.

### ***Price Fluctuations***

The prices of all the major exports of Ghana have fluctuated over the years. The price of oil fell by half between 2012 and 2015, and dropped further last year to below US\$45 per barrel. Gold prices also fluctuated for the past five years, and took a dip at the end of each year, while cocoa prices have followed a similar trend, dipping for the past four years since the conflict in Côte d'Ivoire ended. Estimated revenues from exports may therefore not be realised, thereby, leading to shortfalls in Government revenue, especially from oil, and pressure on the country's currency.

### ***Global Economic Developments***

The impact of any global economic downturn remains severe on a small open economy, such as that of Ghana. With the European Union (EU) and United Kingdom (UK) as major trading partners, the economic decline of the last four years has reduced demand for Ghana's primary exports, and hence market prices. In a situation where it is predicted that the economic woes of the EU are not over and will be worsened by BREXIT, at least for the short term. This might constrain their contribution and flow of resources. Alternative trade sources must be explored, and the fast-growing Asian and ECOWAS markets present the opportunity.

### ***Climate Change***

The impact of climate change is real in Ghana. The rainfall pattern has changed, becoming less predictable, while the average sea surface temperature and annual upwelling index are negatively affecting fish catch per unit effort, especially for artisanal fisheries. Rising sea levels, due to climate change and other anthropogenic factors (e.g. sand mining and mangrove destruction), have led to sea surges and storms, leading to loss of livelihoods and property of significant proportion of the population. The situation is made worse as illegal artisanal mining (*galamsey*) continues to destroy vast tracts of arable land, pollute rivers and deliberately destroys age-old ecosystems in search of gold. Future interventions should aim at intensifying mitigation of climate change impact in development planning and implementation.

### ***Terrorism***

Terrorism remains the number one threat to global peace and security. Until recently, terrorism was not identified as a major threat to national development in the West African region. However, recent incidents in Nigeria, Mali, Niger and Burkina Faso, with significant adverse effects on investments and tourism, have made efforts to combat terrorism a high priority. Even more alarming is cyber terrorism, which could easily paralyse an economy by hacking into data sources or vital ICT-based installations. This Coordinated Programme, therefore, considers it imperative to develop strategies and measures to combat this threat, and safeguard the peace and stability of the country.

## **CHAPTER FOUR**

### **POLICIES AND PROGRAMMES FOR JOBS AND PROSPERITY, AND CREATING EQUAL OPPORTUNITIES FOR ALL**

#### **4.1 INTRODUCTION**

This chapter presents the priority policies and programmes to be implemented to achieve the vision of the President under the *Agenda for Jobs: Creating Prosperity and Equal Opportunity for All*. The priority interventions cover the following broad policy areas:

1. economic development
2. social development
3. environment, infrastructure and human settlements development;
4. governance, corruption and public accountability; and
5. strengthening Ghana's role in international affairs.

#### **4.2 ECONOMIC DEVELOPMENT**

##### **4.2.1 Economic Growth and Incomes**

The overall aim of Government economic development policies is to double, at least, the per capita GDP by 2024. To this end, the objective of macroeconomic policy is to stabilise the economy and stimulate growth to an average of at least 7.2 percent between 2017 and 2024, with a particular focus on reviving and strengthening manufacturing, putting the perennial energy crisis behind us once and for all, and aggressively promoting exports, especially high-value manufactures. This is expected to translate into an increase in per capita GDP from US\$1,515.6 in 2016 to at least US\$2,500 by 2020, rising further to at least US\$3,500 by 2024. The highest GDP growth rate of 9.1 percent is projected to be achieved in 2018 on account of an increase in petroleum production, and manufacturing sector utilisation of idle capacity caused by the energy crisis. The attainment of these targets is predicated on the following actionable assumptions:

1. pursuit of aggressive economic management by Government, including:
  - a. maintaining an average annual inflation rate of not more than 10 percent;
  - b. undertaking structural and institutional reforms to stimulate growth and utilise idle industrial capacity caused by the energy crisis;
  - c. effectively implementing the “*One District, One Factory*”, “*Planting for Food and Jobs*”, and associated activities that will further free the productive potential of the economy;
  - d. addressing the energy crisis in a more sustainable manner;
2. purposefully growing the manufacturing sub-sector to offset the potential slowdown in overall growth as the effects of oil growth decline from 2019 onwards, and even turn negative in all but one of the succeeding years;

3. aggressively implementing an export strategy, with emphasis on manufactures and strategic products (high-value manufactures);
4. achieving an average annual real growth in agriculture of at least 6 percent, compared with the current growth rate of 3 percent in 2016;
5. achieving an average annual real growth in manufacturing of at least 6 percent, compared with a current growth rate of 2.7 percent in 2016;
6. achieving an average annual real growth in electricity of at least 7 percent; and
7. maintaining the US\$-Ghana cedi depreciation rate of not more than 4.2 percent per annum.

#### **4.2.2 Sources of Economic Growth**

Between 2017 and 2020, industry will lead growth, due to an increase in oil production, as new fields come on stream, especially in 2017 and 2018. Thereafter (2021-2024), oil production tapers off but services take over as the primary source of broad growth, with manufacturing maintaining consistent accelerated growth during the period 2017-2024.

##### ***Industry***

During the period 2017-2024, annual real growth of industry is projected to average 7 percent compared to the current rate of -1.4 percent in 2016, with the highest growth rates expected to be recorded in 2017 (11.1 percent) and 2018 (17.4 percent), primarily due to increased production of oil and gas from the Jubilee, Tweneboa, Enyenra, Ntomme (TEN) and Sankofa-Gye Nyame fields. The production of petroleum is projected to decline in 2021, however improvements in growth of construction, electricity and particularly manufacturing is expected to sustain broad industrial sector growth. The manufacturing sub-sector is projected to be boosted by the expected gradual increase in capacity utilisation by VALCO and other manufacturing industries, due to the expected restoration of reliable electricity supply, a reduction in taxes on imported intermediate inputs, and the overall reduction in the cost of doing business in the country under the Government's "stimulus package". The One District, One Factory programme is also expected to spur manufacturing activity over the period, alongside interventions to promote the development of integrated aluminum and pharmaceutical industries.

##### ***Services***

The services sector is projected to grow at an average annual rate of 8.5 percent over the eight-year period, compared to growth 5.7 percent in 2016. The highest growth – averaging 11 percent – is projected in 2022, 2023 and 2024, on account of projected double-digit growth in the financial and insurance services, and the information and communications sub-sectors. Technological innovations in the payments system and interventions to promote financial inclusion – including the implementation of the National Identification System – are expected to stimulate economic activities and draw more economic agents into the formal sector. Growth in the transport and storage sub-sector is projected to more than double from its current 2.1 percent on account of the expected increased demand for storage and haulage services in the agricultural and industrial sectors, as productivity increases.

## ***Agriculture***

The agriculture sector is designated as a major driver for improving household incomes and rural development. Over the period 2017-2024, the sector is projected to grow at an annual average rate of at least 6 percent compared to the current growth rate of 3 percent in 2016. The sector's growth is projected to be supported by strong growth in the crops, livestock and fisheries sub-sectors. Interventions such as "One Village, One Dam", "Planting for Food and Jobs", "Creating job opportunities along the fisheries-aquaculture value chain for rural youth and fishmongers and traders", and "Expanding aquaculture enterprises for jobs and food" are expected to improve productivity and incomes in the sector significantly and, ultimately, bring about improvements in rural livelihoods.

### **4.2.3 Restoring and Maintaining Macroeconomic Stability**

The medium-term macroeconomic policy objective of the Government is to restore and sustain macroeconomic stability, by enhancing fiscal and monetary discipline, and financial stability. The central bank will strengthen its inflation targeting regime, and pursue a complementary monetary policy to promote monetary discipline, while supporting economic growth. To promote fiscal discipline, Government will ensure transparent institutional arrangements for providing quality fiscal information to the public, ensure accountability in implementing fiscal policies, and ensure the credibility of fiscal projections. Consistent with the Public Financial Management (PFM) Act, Government will adopt and implement fiscal rules to anchor fiscal policy implementation. A Fiscal Council will be established to promote sound fiscal policy making and implementation. In addition, a Financial Stability Council will be established to assess the vulnerability of the financial system. Specific policy objectives are as follows:

#### ***4.2.3.1 Monetary and Financial Policy Management***

1. ensure price and exchange rate stability, through the pursuit of sound policies on the basis of an enhanced institutional framework;
2. stabilise the exchange rate for the long term, through prudent and disciplined macroeconomic management, an increase in domestic production, and an increase in exports. In addition, reinforcement of Section 40 of the Bank of Ghana Act, 2002 (Act 612) will keep the ratio between currency in circulation and foreign exchange cover relatively stable;
3. Government will establish a Financial Stability Council with the mandate among other things, to assess the vulnerabilities of the financial system and provide oversight;
4. support Bank of Ghana to review the existing methodology for the determination of base rates across banks in order to reduce lending rates, and enhance efficiency and transparency in the determination of lending rates in the banking industry. This new methodology will put to rest industry concerns about the challenges of implementing the current framework and to engender further transparency in loan pricing by banks;

5. undertake financial sector reforms to deepen financial markets, promote financial inclusion, enhance the supervision and regulation of financial institutions and move the country away from cash towards an electronic payments system;
6. implement policies aimed at repositioning the country as an International Financial Services Centre (IFSC) within the region; and
7. pursue decisive measures in the short-to-medium term to deepen the capital markets, increase liquidity and trading activities and encourage more companies to list.

#### ***4.2.3.2 Ensuring improved fiscal performance and sustainability***

Government will abide by its commitment to protect the public purse by guaranteeing value for money in all public transactions, and exercising prudence and discipline in fiscal management to meet the aspirations of Ghanaians. Inefficiencies and waste in Government spending will be eliminated, and there will be strict enforcement of all relevant laws and regulations, especially the new Public Financial Management Act, 2016 (Act 921). Specific measures to be implemented include:

- strengthening of on-going revenue administration reforms;
- improving public financial management and expenditure rationalisation to enhance the efficiency of public spending; and
- implementation of new debt-management strategies.

##### *Enhance revenue mobilisation*

To boost revenue mobilisation, Government will strengthen tax administration, reduce tax exemptions, plug revenue loopholes and leakages, and combat tax evasion. Policy measures will seek to broaden the tax base, while reducing and abolishing some taxes and levies. An intervention that will anchor the widening of the tax net will be the implementation of the National Identification Scheme, a priority project of Government. This will support efforts to rope in economically active, but undocumented citizens and the informal economy, thereby, broadening the tax base and accelerating financial inclusion. The following specific measures will be introduced to ensure efficient tax administration and a widening tax net:

- deploying electronic point-of-sale devices to ensure that VAT collections are monitored on a real-time basis by the Ghana Revenue Authority (GRA) to improve revenue collection;
- Government will pursue the full implementation of the Excise Tax Stamp Act, 2013 (Act 873) to boost revenue collection and also curtail under-invoicing and smuggling; and
- reviewing, in collaboration with all key stakeholders, legislation and all administrative instructions regarding Non-Tax Revenue/Internally Generated Funds (NTR/IGF), to develop an IGF Policy.

##### *Strengthen expenditure management*

Ghana continues to grapple with weak expenditure management and budgetary controls. This results in excessive expenditure overruns and payment arrears, adding to the persistent fiscal deficit.

Government will implement the following expenditure control measures in the short-to-medium term to improve fiscal performance and sustainability:

1. strengthen and strictly enforce the PFM Act, 2016 (Act 921) to promote fiscal discipline;
2. establish a Fiscal Council that will adopt and implement rules to anchor fiscal policy implementation. The Fiscal Council will be responsible for setting up medium-term fiscal policy anchors to guide fiscal policy as well as monitor compliance;
3. ensure that all public institutions comply with the robust sanctions regime provided for in the law. There will be functional, independent Audit Committees along with other required institutional arrangements to promote and enhance the effectiveness of the law;
4. enforce the provisions of the Public Procurement Act, 2003 (Act 663) as amended by the Public Procurement (Amendment) Act, 2016 (Act 914), especially with regard to sole sourcing, which has proven to be a significant risk to sound fiscal policy management. To ensure that public procurement is done within budgetary constraints, Government intends to strengthen the procurement process by introducing another level of approval for MDAs and MMDAs;
5. embark upon SOE reforms to consolidate the state's ownership role, improve performance and ensure effective and efficient service delivery by SOEs. This will include implementation of a credit risk assessment framework to guide SOE borrowing, and to ensure that the necessary security structures and instruments are put in place by SOEs to honour their debt obligations. In addition, Government intends to establish a single entity with oversight responsibility for SOEs;
6. strengthen the Ghana Integrated Financial Management Information System (GIFMIS) and extend it across all MDAs and MMDAs; and
7. strengthen the Treasury Single Account (TSA).

#### *Ensure effective debt management policies*

The strategy for the medium term is to manage public debt at the lowest cost and at prudent levels of risk. In accordance with the requirements of the Public Financial Management (PFM) Act, 2016 (Act 921), the Ministry of Finance will conduct and publish a Debt Sustainability Analysis (DSA) and update the Medium-Term Debt Strategy (MTDS) to guide borrowing plans and operations. The reports will inform policy decisions, serving as a guide to reducing the debt burden and insulating the economy against unanticipated fiscal vulnerabilities. Other measures to be implemented include:

- pursuing an effective debt management strategy to ensure debt sustainability;
- adopting global standards of risk and treasury management to ensure accountability in the use of state resources in the country; and
- reducing domestic borrowing and the resulting crowding out of the private sector.

#### **4.2.3.3 Promoting International Trade and Investment**

The broad policy objective for the external sector is to build up reasonable levels of foreign reserves, consistent with the development needs of the country, maintain a solid balance of payments

position, and maintain the overall stability of the Ghana cedi against currencies of its major trading partners. Specific policy measures to be pursued are:

1. effectively promote the Made-in-Ghana (MiG) policy, value addition and seek marketing opportunities within Africa and beyond;
2. pursue pragmatic measures to remove bottlenecks along the entire supply chain of exports, including addressing port access and capacity issues, transport links, finance, trade facilitation, and market access issues;
3. support the implementation of the National Export Strategy;
4. work towards the realisation of all the objectives of ECOWAS, including rapid establishment of an ECOWAS regional market;
5. promote the effective implementation of the ECOWAS Trade Liberalisation Scheme (ETLS) and ensure that member states adhere to the protocols. Pragmatic actions will be taken to remove some of the bottlenecks in the scheme. Needs assessment of the ETLS and the industrial entities under the scheme will be undertaken to resolve any implementation issues, as they come up;
6. continue to play an important role in the adoption and implementation of the ECOWAS Common External Tariff (CET). Implementation of the CET is expected to reduce cross-border smuggling, combat dumping, and bring economic benefits to the people of the sub-region;
7. fully commit to the objectives of the African Union (AU). In particular, Government will play an active role in the effort to create the African Continental Free Trade Area (ACFTA); and
8. pursue measures that will position the country to take full advantage of multilateral trade agreements, such as the African Growth and Opportunity Act (AGOA) of the US Government, and the EU-ECOWAS Economic Partnership Agreement (EPA).

#### **4.2.4 Industrial transformation**

Industrialisation in general presents opportunities to expand the economy, and create more jobs. Government has, therefore, embarked on a comprehensive industrial transformation and private sector development agenda with the following components:

##### ***i. Energy for Industry***

Sound industrial development and competitiveness of local industries require Government to go beyond the objective of ensuring energy availability and reliability. More is required, especially to reduce the cost of doing business and lowering production costs. The interventions to be implemented, therefore, include:

1. re-aligning the electricity tariff structure in support of industrial development;
2. identify and boost the long-term generation of base load power at the lowest possible cost configuration;
3. ensuring the necessary investment to upgrade, renew, and expand the power transmission and distribution network. This will modernise and improve efficiency of power generation and distribution and ultimately lower technical losses and costs; and

4. tackling the corporate governance deficiencies in the energy sector that contribute to inefficiency, waste, and poor services.

### ***ii. Raw Materials for Industry***

To enhance industrial production, incentives will be provided for the production and supply of quality raw materials. For agro-processing, a programme of support will be introduced for the cultivation of selected agricultural products as raw materials (including, tomato, cassava, cocoa, soya beans, maize, oil palm, cashew, cotton, shea nut), selected fruits, groundnuts and rice. For others, support will be given to recycling and reprocessing of industrial waste to extend the industrial value chain, as well as create a new raw material base for industries. A programme will be introduced in collaboration with industry, especially the beverage industry, to replace imported raw materials with local ones.

### ***iii. Research and Development (R&D) for industrial development***

Industrial development, especially manufacturing, requires significant investment in research and development (R&D), in order to build technical competencies and technological capabilities. To ensure that national industrialisation initiatives gain the necessary traction, the operation of public research institutions will be re-focused to support the development of selected strategic industries. In addition, specific incentives will be established for R&D laboratories, set up by the private sector, to support the value chain in targeted industries. Science, technology and innovation will be leveraged for industrial development.

### ***iv. Skills Development for Industry***

To address the challenges faced by industry in sourcing and aligning skilled personnel to their production needs, the following policy initiatives will be implemented:

- establish apprenticeship and skills development centres to train skilled labour for specific industrial sub-sectors;
- develop, in collaboration with trade unions, a database of trained apprentices and artisans, and establish a National Apprentice Recruitment Agency;
- in partnership with the private sector, transform the apprenticeship training model from a supply-driven approach to a market-demand model; and
- create an information portal, and set up a task force to assist the youth and artisans in making their products and services visible on a local, national, and global scale.

### ***v. Access to Land for Industrial Development***

Access to land remains a major constraint to industrial development, establishment of industrial and special export zones, and large scale agro-investments. Targeted interventions will, therefore, be introduced to resolve the problem with access to land. These will include:

- facilitating access to dedicated land in every region for the establishment of multi-purpose industrial parks, sector-specific industrial enclaves, and enterprise free zones;
- supporting the development of existing and new industrial clusters and manufacturing enclaves, with a renewed focus on value addition, skills development and jobs creation; and
- developing vibrant commercial zones in our proximate international boundary areas to the north, east, and west, and explore the possibility of working jointly on industries in these commercial zones with our neighbours, as part of our efforts towards stronger economic integration of the ECOWAS region.

#### ***vi. Flagship Industrial Development Initiatives***

In addition to these components, Government has rolled out the following flagship industrial development initiatives.

##### ***1. Building the Competitiveness of Local Industries by Supporting them with a Stimulus Package:***

The programme involves, among others, the creation of a Stimulus Fund to be disbursed rapidly to local companies, based on specific criteria. Government has identified a number of companies that are currently distressed or are facing operational challenges but are deemed to be viable. They have been screened and selected to benefit from this stimulus package.

The criteria for selection of beneficiary companies include the following:

- high potential for enhanced job creation;
- competent management team (evidence of qualified personnel for key functional areas);
- sound financial and accounting reporting system;
- good corporate governance, including effective Board structure;
- good track record of operational and commercial performance;
- clear evidence of existing/available market for its products or services;
- interest and willingness of shareholders and Governing Board, including but not limited to, providing a board resolution to take advantage of proposed Stimulus Package;
- potential to export products to markets outside Ghana is an added advantage; and
- location in peri-urban and rural communities is an added advantage.

##### ***2. One District, One Factory (1D1F) Initiative***

Government is aggressively pursuing the One District, One Factory initiative, through public-private partnerships (PPPs) under which at least one medium-to-large scale industrial enterprise will be established in the 216 Districts. The Programme, also referred to as the District Industrialisation Programme (DIP), will address the challenge of severe poverty and underdevelopment among peri-urban and rural communities, through the establishment of an institutional framework that will attract private sector investments in rural development activities. It also seeks to promote local

participation in economic development, and encourage new community-based public/private partnerships.

The 1D1F initiative seeks to achieve the following five strategic objectives:

- to create massive employment, particularly for the youth, in rural and peri-urban communities, and, thereby, improve income levels and standard of living, as well as reduce rural-urban migration;
- to add value to the natural resources of each district and exploit the economic potential of each district based on its comparative advantage;
- to ensure balanced spatial spread of industries and thereby stimulate economic activity in different parts of the country;
- to enhance the production of local substitutes for imported goods and thereby conserve scarce foreign exchange; and
- to promote exports and increase foreign exchange earnings.

The DIP has the potential to transform the industrial landscape of Ghana, and contribute significantly to the socio economic development of the country. It is estimated the programme would create over 350,000 direct and indirect jobs in all parts of the country.

### 3. Strategic Anchor Industrial Initiatives

As part of its comprehensive plan to develop new growth poles for economic transformation, Government has identified a number of strategic anchor initiatives as new pillars of growth for the Ghanaian economy. These include: petrochemical industry; iron and steel; integrated aluminium industry; pharmaceuticals; vehicle assembly and automotive industry; industrial salt; garments and textiles; and manufacture of machinery, equipment and component parts.

In order to attract investment for these initiatives, Government is using its foreign trade and investment offices in selected countries, including the USA, UK, Belgium, Switzerland, China, Turkey, Japan, Nigeria and South Africa, to attract potential investors, as well as identify export market opportunities in those countries. In addition, Government will work with other important entities, including multilateral Financial Institutions, and development partners to attract global companies to invest in these sectors.

### 4. Industrial Sub-Contracting Exchange

Government has established a mechanism, known as the Industrial Sub-Contracting Exchange, to link large-scale companies with SMEs. This aspect of the industrialisation programme is critical to ensuring that SMEs develop productive capacity, to feed large-scale enterprises. In order to achieve this objective, Government will complete and implement a National Local Content and Participation Policy and Bill. The policy and the bill will aim at building the capacities of domestic businesses and facilitating sub-contracting arrangements with larger companies.

#### **4.2.5 Private Sector Development**

The main thrust of private sector development policy is to establish Ghana as the most business-friendly country in Africa. This will entail creating an enabling environment to attract both domestic and foreign investors, with the aim of growing businesses and expanding the private sector.

To this end, Government will, as a matter of priority, identify and address the systemic structural and institutional bottlenecks that constrain the environment for business expansion and growth. These will be supported by lowering the overall tax burden on business, and instituting new incentives aimed at rapid industrialisation and agricultural transformation, targeted at agro-processing, pharmaceuticals and light manufacturing, especially garments and textiles.

To create a globally competitive private sector environment, specific interventions will aim at: enhancing the business-enabling environment; promoting public-private sector dialogue; improving business financing; supporting entrepreneurship and SME development; promoting export development; enhancing domestic trade; and ensuring consumer protection.

##### ***i. Enhancing the Business-Enabling Environment***

In order to improve the business environment to make Ghana one of the most attractive destinations for investment in Africa, Government will aggressively implement major reforms of the business environment, through its business environment and regulatory reforms initiatives.

The business environment reform agenda is focused on the following strategic components:

- Improve Ghana's ranking on the World Bank Ease of Doing Business Index, which targets ten indicators, as well as on the Global Competitiveness Index;
- establish an electronic register for business regulations, legislation and processes, which should lead to a complete on-line repository of business laws and transparency for investors;
- conduct a rolling review of business regulations using the Guillotine approach, which will ensure significant reduction in cost and volume of regulatory compliance;
- set up a centralised web portal for business regulations, to act as a one-stop portal for two-way public consultations;
- design targeted regulatory reliefs for SMEs, in order to reduce entry barriers for young entrepreneurs and start-ups;
- establish regulatory reform units within MDAs, and conduct periodic regulatory impact assessments (RIA) across Government. This should lead to the creation of a permanent system of quality controls; and
- develop communication, advocacy and public-private dialogue with stakeholders to enhance the inclusive and open process of stakeholder engagement.

These measures are intended to ensure a significant improvement in Ghana's business regulatory environment. To this end, all Ministries, Departments and Agencies will coordinate their

interventions to ensure the removal of bottlenecks and impediments that are adversely affecting businesses operating in Ghana.

### ***ii. Promoting Public-Private Sector Dialogue***

The involvement of the private sector and inclusion of its views in policy and programme formulation is a critical component of policy planning. In view of this, Government will institutionalise and formalise the dialogue between Government, representing policy makers, and the private sector, which ordinarily must leverage policies developed by Government. Government will develop a framework to foster this high-level engagement, which will lead to the organization of periodic dialogues. This will provide the platform to bring together Government agencies and the business community to engage at the highest level of policy formulation to promote inclusiveness.

### ***iii. Improving Business Financing***

To address the high cost of capital, limited availability of medium-to-long term financing and improve access to credit by SMEs, Government will:

1. refocus the National Investment Bank (NIB) on its original mandate of providing financing to the industrial sector. In the past, NIB facilitated the creation of the local subsidiary of the processing giant Nestlé, the operations of Agip (now GOIL), ELF (now subsumed into TOTAL), among others;
2. establish an Industrial Development Fund (IDF) to finance critical private sector industrial initiatives;
3. re-align the Ghana Investment Promotion Centre (GIPC) to attract investments into selected strategic industries;
4. eliminate the current system of political patronage and restructure state-sponsored microfinance schemes, such as the Microfinance and Small Loans Centre (MASLOC,) to provide credit for SMEs, while strengthening monitoring of privately-financed micro finance institutions; and
5. position EXIM Bank to assist in financing production for export, especially in the agriculture and agribusiness value chain.

### ***iv. Supporting Entrepreneurship and SME Development***

SMEs serve as a major source of employment, and their capacity to create jobs can be enhanced through the provision of targeted support. To this end, Government is determined to create an entrepreneurial culture, especially among the youth, and has launched a comprehensive National Entrepreneurship and Innovation Plan (NEIP), to support start-ups and early-stage businesses with financing and business development services, including incubator hubs and business accelerator services. In addition, Government will tackle the currently poor management of entrepreneurship training facilities across the country.

#### ***v. Promoting Export Development***

In view of the need for a clear national export strategy aimed at diversification, competitiveness and the development of more export markets for an expanded range of products, Government will implement a number of interventions such as:

- develop and implement a comprehensive, project-based export diversification action plan, based on the national export strategy;
- restructure the operations of the Ghana Export Promotion Authority (GEPA) to enhance export diversification and take advantage of EPA, AGOA, and intra-African trade; and,
- provide support for organisations such as the Association of Ghana Industries (AGI), Ghana Exporters' Association (GEA), and the Ghana Chamber of Commerce (GCC) for export promotion activities.

#### ***vi. Enhancing Domestic Trade***

To create the enabling environment to facilitate domestic trade, medium-term interventions will focus on the following:

1. improving the macro-economic fundamentals, including minimizing exchange rate uncertainties, reducing inflationary pressures and lending rates, rationalising taxes and the high cost of utility services, and reducing excessive bureaucracy, corruption and high charges at the ports;
2. introducing reforms in port clearing systems and benchmark Ghana's ports against best practices;
3. restructuring the Customs Division of the GRA to improve its operational efficiency;
4. ensuring that rules and regulations regarding the reservation of areas of the retail trade for Ghanaians, are strictly enforced;
5. introducing a local content law, that will require that a substantial proportion of all Government of Ghana (GoG) contracts and procurements are executed by domestic corporate entities;
6. introducing a Competition Law; and
7. developing modern markets and retail infrastructure in every district to enhance domestic trade.

#### ***vii. Ensuring Consumer Protection***

Government will facilitate the passage of a Consumer Protection Law, and strengthen the operations of the Ghana Standards Authority (GSA). The goal is to deepen the functioning of domestic markets, enhance market access for domestic products and local production, and also protect consumers from inferior quality goods, and services.

#### **4.2.6 Promoting Good Corporate Governance**

To promote good corporate governance in the private sector, Government will work closely with private sector organisations, such as the Association of Ghana Industries (AGI), Ghana Chamber of

Commerce and Private Enterprise Federation (PEF), to roll out programmes to make good corporate governance a key part of private sector support packages. In addition, Government will strengthen state institutions responsible for ensuring strong corporate governance such as the Securities and Exchange Commission, CHRAJ, PSC, Audit Service and GIPC, to perform their functions effectively. Government will pursue a vigorous programme of improving corporate governance of SOEs. This will start with inculcating the tenets of good corporate governance practices in the management and boards of all public enterprises, while making their observance part of the periodic performance contract signed with public institutions, and a key benchmark for performance monitoring.

#### **4.2.7 Formalising the Economy**

Formalising the informal economy is an important medium-term goal of Government. The first concrete step to this end is to implement the National Identification System as the primary identifier of all citizens. The second step is to record digitally all properties (state and non-state) in a centralised national database. Together, these systems should facilitate the tracking of both formal and informal enterprises, an individual's credit history, credit rating and credit performance from different sources related to that fixed location. Identifying individuals and informal economy enterprises using the National Identification System will make for easy targeting of needed Government interventions to where help is most needed.

In addition, the strategy for formalising the informal sector will aim at rapidly and sustainably expanding financial inclusion. The strategy will focus on (i) deepening the reach of financial services; (ii) improving financial literacy, especially among youth and women in the informal sector; (iii) improving access to finance by informal sector operators and agricultural enterprises in the rural areas; and (iv) strengthening consumer financial protection.

To consolidate the institutional basis for supporting small- and medium-size enterprises, the National Board for Small-Scale Industries (NBSSI) and the Rural Enterprises Project (REP) will be merged and provided with resources to conduct entrepreneurship training and business development services.

#### **4.2.8 Agriculture and Rural Development**

The growth of agriculture will be the main driving force for rural development and transformation. One of the main objectives of agricultural development is to promote agro-industrial enterprises as the basis for the One District, One Factory initiative. To this end, there will be a complete paradigm shift in agricultural development from a supply driven-approach, to a more strategic, business-centred and demand-driven approach. This new orientation will constitute the new operational framework for agricultural development, while at the same time safeguarding food adequacy in the short term, and food security in the medium-to-long term.

In this regard, the main pillars for agricultural development will be (i) marketing; (ii) institutional reforms; (iii) production efficiency; (iv) post-harvest management; (v) cost minimisation; (vi) promoting youth in agricultural development; and (vii) enhancing communication.

#### ***4.2.8.1 Marketing-Focused Product Development***

Government will promote a demand-driven approach to agricultural development, with a focus on quantity, quality and timely delivery of produce. Key measures include setting grades, standards and regulations to guide the conduct of actors. Government will facilitate capacity building in negotiations and skills development in contracting for actors along the value chain.

#### ***4.2.8.2 Institutional Reforms for Coordinated Public Investment***

Government will reposition and strengthen key public institutions – including the Ministry of Trade and Industry (MOTI), Ministry of Food and Agriculture (MOFA), Ministry of Local Government and Rural Development (MLGRD), and Ministry of Finance (MOF) – to provide essential services to the private sector as part of a broader effort to create a business-friendly environment. Government will, therefore, ensure the provision of: (i) critical infrastructure, such as feeder roads, electricity and water; (ii) tailor-made agricultural financing; (iii) needs-based technical assistance and extension support; and (d) tax relief and incentives. A specific innovation will be a restructuring of MOFA, introducing a marketing department to work with MOTI to support the demand-driven agenda.

To accelerate the drive towards industrial development, District Chambers of Agriculture, Commerce and Technology (DCACT) will be introduced with the mandate to promote agri-business through better collaboration between the private and public sectors at the district level. DCACT will promote the agricultural potential of each district, and support the development of at least two exportable agricultural commodities in each district.

#### ***4.2.8.3 Production Efficiency through Yield Improvement***

To promote production efficiency, Government will (a) establish modalities and regulatory frameworks for production of seed/planting materials, and other agro inputs; (b) increase investment in research and development; (c) provide irrigation infrastructure; (d) intensify mechanisation; (e) reinvigorate extension services; and (f) promote commercial and block farming. Government will strengthen the relevant institutions to ensure effective implementation of the yield improvement programme.

#### ***4.2.8.4 Post-Harvest Management***

Government will support selected products beyond the farm gate in post-harvest activities, including storage, transportation, processing, packaging and distribution. Government will provide incentives to the private sector and District Assemblies to invest in post-harvest activities; provide support for sustained raw material supply to small- and medium-scale agro-processing enterprises, through the One District, One Factory initiative; ensure continuous expansion and upgrading of road infrastructure, connecting farms to marketing centres. The National Food Buffer Stock Agency will be re-organised to be more efficient and market oriented, to give incentives for private sector

participation. Government will facilitate the provision of storage infrastructure, with a drying system at district level and a warehouse receipt system.

As part of the efforts to boost agricultural production, facilitate trade and improve the environment for commercial activities, commodity trading centres (i.e. a modern Farmers' Market) will be introduced across all MMDAs to transform agriculture and to address post-production challenges in agri-business. The commodity trading centres will focus on the marketing of grains, vegetables and tubers.

#### **4.2.8.5 Cost Minimisation through Technology Application**

Government will promote the application of information and communications technology (ICT) in the agricultural value chain in order to minimise cost in all operations. This will include setting up a database on all farmers, drawn from the national identification system; promotion of an electronic payments system; technology transfer and input delivery; and dissemination of information on weather and prices.

#### **4.2.8.6 Youth and Agriculture Development**

Government will promote agriculture as a business among the youth. This will call for extensive sensitisation, education, and re-orientation. The youth will be encouraged to go into agricultural enterprises along the value chain, if there is demand for their output. They will be guided to go into off-farm activities such as handling, processing, packaging and transportation. Government will provide support by way of (i) linking the youth to financial institutions, for start-up capital; (ii) capacity building in agricultural operations; and (iii) access to land.

#### **4.2.8.7 Communication strategy**

Government will place emphasis on communication as a major tool for promoting its demand-driven approach to agricultural development. Slogans such as the following will be popularised:

- production: *planting for food and for jobs;*
- marketing: *the right produce, at the right place, at the right time, for the right prices;*
- institutional reform: *enhancing the rural business environment for the private sector to respond to opportunities for jobs and prosperity;*
- yield improvement: *your yield is your insurance cover;*
- post-harvest management: *every grain, bean, fruit lost – is money lost.*

#### **4.2.9 Fisheries and Aquaculture Development**

The structure of fish production in Ghana is projected to change significantly over the period 2017-2025, with marine production estimated to constitute 52 percent, followed by aquaculture (28

percent) and inland production (20 percent). This structural transformation will be driven largely by efficiency gains, and increased private sector investment in aquaculture. These will entail (i) deliberate provision by Government of adequate economic incentives to stimulate private sector investment; (ii) consistent and high-quality extension service delivery; (iii) injection of applied research, technology, science and innovation to promote efficiency and effectiveness of operations; and (iv) change in organisational culture. The special initiatives to be implemented include extensive fish farming programmes; increased private sector investment in fisheries industry; aquaculture for jobs and food; and youth in aquaculture.

#### ***4.2.9.1 Re-energise Aquaculture Development Programme***

Government will revitalise the aquaculture sub-sector to increase domestic fish production, reduce fish imports and create additional job opportunities. Specific programmes to be implemented are the fisheries nucleus-outgrower scheme; construction of culturing facilities (hatcheries, laboratories and fish feed mills); development of aquaculture parks; and diversification of culturable species with high economic value through adaptive research on the Volta and Bui Lakes.

#### ***4.2.9.2 Sustainable Management of Aquatic Fisheries Resources***

The aim of this programme is to increase policy implementation efficiency in marine conservation and protection in a sustainable manner, so as to reduce income poverty among fishers in the medium-to-long term. Targeted interventions to be implemented are improving fisheries infrastructure development to support the private sector; reducing illegal fishing and post-harvest losses; transforming the fisheries sub-sector and industry through science, research, technology and innovation; and providing economic incentives, including financing, to stimulate private sector investment.

#### **4.2.10 Tourism and Creative Arts Development**

Tourism remains one of Ghana's most promising sectors for growth, jobs and development, despite some challenges. Ghana has an extensive array of natural tourist attractions, which include United Nations Heritage Sites, forts and castles, ancient mosques, major shrines and cathedrals, slave trade artefacts, as well as indigenous craft villages. Others include national parks, resource reserves, wildlife sanctuaries, wetland reserves, beaches, lakes and rivers, waterfalls and general scenic beauty. Ghana also possesses significant cultural/historical heritage and creative arts, with festivals for harvest, migration, purification and war, among other categories. These natural and cultural/historical and creative arts assets provide great opportunities for the creation of wealth and generation of jobs.

Government will, therefore, focus on transforming the country into a major Meetings, Incentives, Conferences and Exhibitions (MICE) centre, as well as on expanding the tourism sector, through investment, innovation, the pursuit of service excellence and meaningful partnerships. This will

enable tourism to become a major revenue-generating sector that provides safe, memorable and enjoyable experiences for tourists. Government will also focus on supporting the creative arts sector to enable it to realise its full potential for generating wealth for its practitioners, create jobs and contribute to the economy.

## **4.3 SOCIAL DEVELOPMENT**

The objective of Government's social development policies and programmes is to achieve a fair and inclusive society, with opportunity for all. In this regard, interventions will focus on the following key areas (i) education and training; (ii) health and health services; (iii) food and nutrition security; (iv) population management; (v) poverty and inequality; (vi) water and sanitation; (vii) child and family welfare; (viii) support for the aged; (ix) gender equality, empowerment of women and girls; (x) sports and recreation; (xi) youth development; (xii) social protection; (xiii) disability and development; and (xiv) employment and decent work.

### **4.3.1 Education and Training**

Government policies for education and training will focus on improving inclusive and equitable access to, and participation in, education at all levels; intensifying education in science, mathematics and technology at all levels; raising the quality of education at pre-tertiary levels, with emphasis on mathematics and science; facilitating the implementation of the language policy; strengthening the school management system; and ensuring sustainable sources of financing for education.

Key strategies to be implemented to achieve these objectives will include: making secondary level the first terminal point of education by redefining basic education to include secondary education; undertaking curriculum reforms with emphasis on competency in reading, writing, arithmetic, creativity at primary level, and introduction to history of Ghana, French and optional Arabic language at pre-tertiary level; developing curriculum and pupil achievement standards and designing a common national test to assess pupil achievement of foundational literacy and numeracy competency at primary level; implementing free SHS to remove cost barriers at secondary school level, thereby expanding free and compulsory education to all Ghanaian children up to senior high school; ensure inclusive education for children with special needs.

Other strategies will include: popularizing and demystifying the teaching and learning of science, technology, engineering and mathematics (STEM), and ICT education in basic and secondary educations to include programming and robotics; raising the quality of education at primary and Junior high school level with emphasis on science and mathematics; building an effective partnership with religious bodies, civic organisations and the private sector in the delivery of quality education; re-aligning and revamping existing public TVET institutions to ensure effective coordination and standardisation, policy coherence, targeted support for expansion, effective resource mobilisation, uniform accreditation, and training and certification; implementing accelerated programmes for

teacher development and professionalisation; implementing reforms and strengthening the regulatory agencies that operate under the education sector; and shifting the structure and content of the education system from merely passing examinations to building character, nurturing values, and raising literate, confident, and engaged citizens who can think critically.

#### **4.3.2 Health and Health Services**

Government will ensure a healthy population, capable of contributing fully to national socio-economic development. Key policy objectives to be pursued include: providing affordable, equitable, easily accessible and quality Universal Health Coverage (UHC); scaling up disease prevention strategies; and strengthening the health system.

To ensure financial protection and affordability, especially for the poor, the National Health Insurance Scheme (NHIS) will be strengthened and the health financing strategy effectively implemented. Equity in access to quality healthcare will be achieved through the implementation of the Community-based Health Planning and Services (CHPS) policy; expanding and equipping health facilities; revamping emergency services (ambulance); and strengthening emergency preparedness and response. In addition, special attention will be paid to maternal and child health services, nutrition services, mental health and communicable diseases. The use of ICT and E-health strategies will be fundamental to the success of health care delivery system. Other strategies to be pursued for improved quality healthcare delivery include vigorous human resource and health infrastructure development; comprehensively addressing the increasing incidence of non-communicable diseases; and adoption of a strategy for development of domestic pharmaceutical production.

#### **4.3.3 Food and Nutrition Security**

To ensure food security and promote good nutrition, the interventions to be implemented include: instituting measures to prevent food losses; promoting the production and utilisation of locally grown and nutrient-rich food; strengthening early warning and emergency preparedness systems; developing and implementing a nutrition strategy, which adopts a life-cycle approach to reduce malnutrition at all levels; reviewing and scaling up the Regenerative Health and Nutrition Programme (RHNP); eliminating child and adult overweight and obesity; and promoting research and development in food and nutrition security (FNS).

#### **4.3.4 Population Management**

Over the medium term, Government will pursue a population policy aimed at a population growth rate of 2.2 percent in the medium-to-long term, through a combination of policies focused on education, family planning (FP) and the integration of population targets in development planning processes. To harness the demographic dividend, interventions to be implemented include strengthening coordination, planning, implementation, monitoring and evaluation of population policies and programmes, particularly in education, governance, health and employment; and

intensifying public education on population issues at all levels of society. Other interventions to improve population management will include developing a reliable system for the collection, compilation, analysis and dissemination of relevant and timely demographic data; restructuring and repositioning of the Births and Deaths Registry, and strengthening civil registration and vital statistics; and reviewing curricula on population and development to include reproductive health from basic schools and beyond, including training institutions and colleges.

To harness the benefits of migration for socio-economic development and mitigate its negative impact, special programmes will be instituted, such as improving the economy of districts to curb the migration phenomenon. A plan will be formulated to carry out periodic surveys to monitor key migration indicators for development planning purposes. The living conditions of *kayaye* will be improved.

#### **4.3.5 Poverty and Inequality**

To eradicate poverty in all forms and dimensions, and minimise inequality among socio-economic groups and between geographical areas, interventions, such as the Youth Employment Programme, Free Maternal Care, Microfinance and Small Loans Centre (MASLOC), mass cocoa spraying exercise, Youth Enterprise Support Programme, and Metro Mass Transit Transport Service will be strengthened. In addition, the basket of social protection interventions – including the Ghana School Feeding Programme (GSFP), the free school uniform and exercise books, the Livelihood Empowerment Against Poverty (LEAP) Programme, the Capitation Grant, the National Health Insurance Scheme (NHIS) for the exempt category, and Labour Intensive Public Works – will be strengthened and effectively implemented. A production and financial inclusion policy will be developed and implemented alongside the LEAP cash grant, to facilitate the graduation of LEAP beneficiaries from the cash transfer programme. The strengthening and restructuring will be underpinned by the passage of a National Social Protection Law to provide the legal framework to ensure the sustainability of social protection programmes in Ghana. This will help create a fair and inclusive society, and ensure that all citizens share in the country's wealth and prosperity. In addition, measures will be introduced to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs; empower the vulnerable to access the basic necessities of life; and accelerate the establishment of special development authorities for selected areas.

#### **4.3.6 Water and Sanitation**

To improve access to water services for all, Government will ensure sustainable financing of operations and maintenance of water supply services. Specific activities include providing mechanised boreholes and small town water systems; improving the water production and distribution system; increasing water services in urban communities; and implementing public-private partnerships as an alternative source of funding for water services delivery.

To improve access to environmental sanitation, interventions will include: developing innovative financing mechanisms, and scaling up investments in the sanitation sector; creating space for private sector participation in the provision of sanitation services; establishing a National Sanitation Fund; promoting a National Total Sanitation Campaign; increasing and equipping front-line staff for sanitation; implement the “Toilet For All” and “Water For All” programmes under the Infrastructure for Poverty Eradication Programme (IPEP); and effectively monitoring and evaluating the implementation of the sanitation plan. The private sector will be supported to invest in recycling and recovery plants, to sustainably address the menace of plastics and electronic waste. Public education will be accompanied with solid waste management services, to prevent the dumping of waste into gutters and drains.

#### **4.3.7 Child and Family Welfare**

To reduce the policy gaps in child and family welfare, child protection interventions will be mainstreamed in MDA and MMDA development plans, and implemented under the Child and Family Welfare and Justice for Children policies. In addition, an inter-sectoral framework will be established for implementation, collaboration, reporting and accounting on child protection and family welfare issues. Technical and financial resources will be prioritised at all levels, to ensure effective implementation of child protection and family welfare programmes. The capacity of institutions to implement these policies and programmes will be strengthened, while decentralising the Department of Children for effective coordination and implementation of interventions. Other interventions to be pursued are developing a child protection management information system; improving reporting on child protection issues; implementing the national social protection floor for children; expanding social protection interventions to reach all categories of vulnerable children; and maintaining policies that increase enrolment and retention in schools, such as the School Feeding Programme and Capitation Grant.

To protect the rights and entitlements of children, interventions will be pursued to end harmful traditional practices, such as female genital mutilation and early child marriage; improve inclusion of children with disability in all spheres of child development; increase access to education and educational materials for orphans and vulnerable children and children with special needs; introduce a District Integrated Social Services programme for children, families and vulnerable adults; promote justice for children, including strengthening the capacity of correctional facilities and caregivers; and eliminate the worst forms of child labour, by enforcing laws on child labour and child trafficking. Other interventions will include setting up juvenile panels, promoting family values, implementing the right to education for all children, improving birth registration system; compiling a database on street children and child beggars and providing skills training for street children aged 18 years.

#### **4.3.8 Support for the Aged**

In the medium term, the National Ageing Bill will be passed and the Ageing Council established to coordinate implementation of an ageing policy. Attention will be paid to generation of relevant data

on ageing, including creation of a database on the aged to support policy making, planning, monitoring and evaluation; building the capacity to formulate, implement, monitor and evaluate policies on ageing; and mainstreaming ageing issues in national development frameworks and poverty reduction strategies. Specific measures will be implemented to ensure the economic wellbeing of the aged, especially in the area of income security and house ownership. Socially supportive community care systems will be promoted for the aged, based on positive traditional and modern values, devoid of stereotyping, discrimination and disrespect. Safe spaces and recreational day care centres and homes, and a database, will be created for the elderly.

To guarantee peaceful and decent pensions for beneficiaries, implementation of the National Pensions Act, 2008 (Act 766) will be strengthened, and National Pensions Regulatory Authority (NPRA) funds will be applied for the development of the pensions industry. Section 103 of the National Pensions Act, 2008 (Act 766), which assigns pension benefits for housing of workers, will fully implemented, and payment of all outstanding contributions to pension funds, including Tier 2 contributions for public sector workers, fully complied with. Desks will be established in each MMDA to decentralise and automate pension payments, in addition to undertaking a comprehensive review of SSNIT investments and costs to ensure its financial sustainability. To address the health challenges of the elderly, geriatric healthcare will be enhanced in the Ghana Health Service, through the training of geriatric healthcare professionals (geriatric doctors and nurses), as well as professional geriatric care givers.

#### **4.3.9 Gender Equality, and Empowerment of Women and Girls**

The overall goal of women's empowerment policies is to attain gender equality and equity in political, social and economic development systems and outcomes. For the attainment of this goal, policy measures to be implemented over the medium term will include ensuring the passage into law and implementation of the Affirmative Action (Gender Equality) Bill; attaining gender balance on all Government-appointed committees, boards and official bodies; passing the Domestic Workers' Bill into law; and strengthening GOG funding to institutions responsible for gender issues. In addition, gender-responsive budgeting and training on gender equality will be instituted in the civil and public services, while introducing measures to promote change in the socio-cultural norms and values inhibiting gender equality.

To promote economic empowerment of women, especially in the informal economy, the administrative directive on the reservation of 30 percent of poverty alleviation funds of MMDAs to service women's enterprises will be re-introduced and enforced, while ensuring that at least 50 percent of MASLOC funds continue to be allocated to female applicants. Also, measures will be taken to ensure that men and women have equal access to title to land. Head porters (otherwise known as *Kayayei*) will be exempted from paying market tolls and taxes to MMDAs, in addition to improving their access to education and healthcare as well as skills training in income-generating activities. Fair pay, conditions of service, and promotions will be legislated and enforced in both the formal and informal sectors, while ensuring that women's access, participation and benefits in all labour-related

issues are protected. A mentoring programme for girls will be introduced to create a pool of potential female leaders. A database on *Kayayei* will be generated, and an exit plan will be developed and implemented to eradicate head portage.

#### **4.3.10 Sports and Recreation**

Nothing unites Ghanaians more than sports. Sports also have the potential to create millions of jobs, contributing significantly to GDP, and boosting the image of the country. To this end, interventions to be implemented to promote sports and recreation will include developing and maintaining sports and recreational infrastructure; promoting gender equity in sports disciplines; promoting the less recognised sporting activities and community-level sporting activities; promoting inter-school sports competition; and creating space for private sector participation in sports development.

To improve maintenance of sports and recreational infrastructure, specific interventions to be implemented will include training and employing sports facilities maintenance officers; initiating legal processes to reclaim all lands earmarked for sporting and recreational activities; developing a strong maintenance culture; and enforcing club licensing. To ensure affordability of sports and recreational equipment, tax exemptions and waivers on sports equipment will be granted, and local manufacturing of sports and recreational equipment promoted.

To promote sports development at the local level, specific measures to be implemented will include promoting the formation of sports clubs in all communities and educational institutions; and strengthening existing agencies and sporting federations to develop and promote various sporting disciplines. In addition to ensuring that all sports and recreational facilities are user friendly for PWDs, measures will be introduced to ensure that PWDs are offered equitable opportunities to participate in national and international games.

Athletes and coaches will receive training to make them internationally competitive. This will entail building the capacity of sports managers, trainers, and trainees; providing adequate logistics and equipment for sports competition; encouraging athletes to participate in competitive sporting events at all levels; and establishing educational and training centres for sports administrators and managers.

To ensure sustainable funding sources for the growth and development of sports, a Sports Development Fund will be established. The funds will be used to train the necessary sports personnel and support the cash award scheme for the purpose of enhancing competitiveness among the country's sports men and women. It is also to elevate the sports industry which has a huge potential of creating income opportunities for our youth through sports professionalism. A Youth in Sports module will also be created to support young sportsmen and women.

#### **4.3.11 Youth Development**

To ensure comprehensive development of the youth, the medium-term objective is to create the opportunity for them to participate effectively and positively in national socio-economic

development and political governance. This will entail mainstreaming youth issues in national development policies, programmes and projects across all sectors. Specific measures to be pursued include equipping the youth with employable skills; strengthening the link between education and the labour market; building the capacity of the youth to discover opportunities; creating youth desks at the MMDAs for the youth to access reliable labour market information; strengthening key national institutions, including NYA and YEA, for them to discharge their mandates effectively; and build integrated youth centres in all districts to serve as an information hub for youth development.

Other interventions are introducing new initiatives for youth employment, including entrepreneurial skills training; rebranding, creating awareness and encouraging science, and technical, vocational and entrepreneurship education at all levels of education; facilitating the creation of partnerships between educational institutions and corporate Ghana through attachments, internships and volunteer opportunities; increasing quality of and access to post-basic education skills training; providing apprenticeships and employable skills training for out-of-school youth and graduates; and providing resources for the youth to participate in modern agriculture.

To promote the participation of the youth in politics, electoral democracy, and governance, the interventions to be pursued are strengthening the inclusion in school curricula of civic education and capacity building on governance and democracy; creating opportunities for young people to practice political and civic engagement throughout the electoral cycle; introducing programmes to break the cycle of violence and crime; and promoting awareness of the rights and responsibilities of the youth.

#### **4.3.12 Social Protection**

The Livelihood Empowerment against Poverty (LEAP), National Health Insurance Scheme (NHIS), Free School Uniforms/Free Exercise Books, and Ghana School Feeding Programme are among the social protection initiatives being implemented. Their legal, institutional, monitoring and evaluation frameworks will be strengthened to make them effective and efficient in delivering social protection services in the long run. This will entail enacting a National Social Protection Law, which establishes a Ghana Social Protection Floor; expanding the coverage of current social protection interventions to cover all vulnerable groups, especially in rural communities; and introducing effective and more accurate means testing to identify and enrol beneficiaries. The Ghana National Household (Single Registry) Registry Database will be expanded to cover all 10 regions, to provide data for the selection of beneficiaries of social protection interventions. In addition, priority attention will be given to gender- and health-related areas of vulnerability such as adolescent reproductive health, malnutrition, maternal mortality, HIV/AIDS and mental health. Access to justice, rights, and entitlements for vulnerable groups, and education and awareness against stigma, abuse, discrimination, and harassment, will be strengthened. The social protection interventions in the fisheries and aquaculture sector that will be sustained include re-stocking of productive dams and dugouts; promotion of viable and sustainable livelihood schemes for fishers; and fishers' input support schemes (e.g. premix fuel, outboard motors, prescribed gear, and hooks); will be sustained.

#### **4.3.13 Disability and Development**

To promote full participation of PWDs in society and ensure that they enjoy all the benefits of citizenship, the Disability Act, 2006 (Act 715) will be amended to conform to the UN Convention on Disability, and ensure its implementation. Other relevant legislative instruments for implementation of the Mental Health Act, 2012 (Act 846) and the Disability Act, 2006 (Act 715) will be passed, and the National Council on Persons with Disability (NCPD) provided with resources to perform effectively its function. The NCPD will be decentralised fully to district level to coordinate responses to issues of disability, while ensuring that the 3 percent increase in District Assemblies' Common Fund disbursements to PWDs is effectively implemented. The Ghana Accessibility Standards will be implemented to ensure access for PWDs to the built environment as well as to goods, services and assistive devices. Special training schools for PWDs will in turn receive more funding to provide them with technical skills and formal education.

Other policy measures to be pursued are promoting inclusive education and lifelong learning for PWDs; ensuring availability of trained educators, relevant professionals, parents and caregivers and personal assistants; empowering parents and caregivers to provide the needed support; promoting eradication of disability-related discrimination; and providing sustainable employment opportunities and decent living conditions for persons with disability. In addition, rehabilitation centres will be improved for skills training; sign language encouraged in public institutions; the Marrakesh Treaty ratified; a database compiled on PWDs; and productive social inclusion interventions implemented. This will ensure that no one is left behind in the attainment of the Sustainable Development Goals (SDGs) by 2030.

#### **4.3.14 Employment and Decent Work**

Increasing the creation of more decent jobs requires accelerated activity in the productive sectors, and the removal of decent work deficits. Government will therefore, focus on placing job creation at the centre of the national development agenda through priority interventions such as improving the business environment, and facilitating the transition of the informal economy to formality.

This would be done through tailor-made support services for businesses to growth and create more decent jobs. This entails: labour protection; enforcement of labour laws and regulations, as well as the labour administration systems; harmonious industrial relations; strengthening the linkages among social protection and employment services, and enhancing livelihoods and entrepreneurship. Other measures include: strengthening the cooperative system to engage in business-oriented ventures; mainstreaming labour-intensive methods in specific Government interventions; preventing informalisation of jobs in the formal economy; strengthening employment coordination and the extension of social security and occupational safety and health measures to all sectors of the economy; developing and promoting schemes for skills training, internship and modern apprenticeship; ensuring affirmative action or positive discrimination in favour of vulnerable groups in public sector activities; as well as promoting and enforcing deeper and wider application of local

content and participation laws. Government will also set up an effective coordination system for managing labour migration issues, and the elimination of child labour for decent work outcomes.

As part of the job creation and skills development efforts, Government will introduce a mandatory job impact assessment for all public sector projects or initiatives. Job impact assessment will also be required of private sector entities working on Government projects and contracts.

#### **4.4 ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS**

The objective of Government's environment, infrastructure and human settlements development policies and programmes is to safeguard the natural environment and ensure a resilient environment. In this regard, interventions will focus on the following: (i) protected areas; (ii) mineral extraction; (iii) coastal erosion; (iv) waste, pollution and noise; (v) deforestation, desertification and soil erosion; (vi) greening the environment; (vii) climate variability and change; (viii) disaster management; (ix) transportation; (x) water for development; (xi) information and communications technology; (xii) energy and petroleum; (xiii) construction industry development; (xiv) drainage and flood control; (xv) infrastructure maintenance; (xvi) land administration and management; (xvii) human settlements (xviii) rural development; (xix) urbanisation; and (xx) Zongos and inner cities development.

##### **4.4.1 Protected Areas**

The policy objective of Government in this focus area is to extend forest conservation areas and protect existing forest reserves. These will be achieved by re-surveying and demarcating forests with permanent concrete pillars, and protecting the remaining network of natural forest and biodiversity hotspots in the country. Government will set aside gene banks for indigenous species and refuge areas for threatened, endemic and rare species. In addition, beehives will be made available to forest fringe communities as a forest protection mechanism and income-generating incentive. Government will also strengthen the Forestry Commission and related institutions to implement the National Environmental Protection Programme (NEPP) and the Environmental Action Plan (EAP) effectively.

##### **4.4.2 Mineral Extraction**

The overall aim of Government's mineral exploration policy is to ensure sustainable extraction of our mineral resources, with effective linkages to the rest of the economy. Policy interventions will aim at ensuring that mining and logging activities are undertaken in an environmentally sustainable manner; promoting the development of mining communities; developing a framework for mineral revenue management; ensuring that land restoration is undertaken after mining operations; tackling comprehensively the menace of illegal and unsustainable mining; and providing incentives to attract private investors into sustainable exploration of unexploited minerals resources, especially in the Upper West, Upper East and Northern Regions, and other parts of the country.

Government will urgently promote the restructuring of small-scale mining, so that it operates within the appropriate regulations. Government will develop and implement a Multilateral Mining Integration Project (MMIP) that will involve collaboration with chiefs, queenmothers, embassies, media, religious and other recognised civil society bodies for sensitisation and prevention as necessary. Government will facilitate technology deployment to track and report illegal mining activities, and ensure that law enforcement agencies arrest and prosecute offenders engaged in illegal artisanal mining (*galamsey*). In addition, the Minerals Commission will be fully decentralised.

#### **4.4.3 Coastal Erosion**

In order to reduce coastal erosion, Government will invest in control structures (including the establishment of gabions and boulder revetments) and promote mangrove forest replanting; and planting of other vegetative cover. Further efforts will be made to control sand mining along the beach and minimise the use of beach sand for building, and strengthening the participation of local communities in sustainable coastal management practices.

#### **4.4.4 Waste, Pollution and Noise**

To halt the increase in environmental pollution, science and technology will be employed to promote waste recycling and waste-to-energy technologies. The private sector will be engaged to invest in recycling and recovery plants to tackle the menace of plastic and electronic waste.

Government will promote the use of environmentally friendly methods and products; intensify enforcement of regulations on noise and air pollution; promote cleaner production and consumption technology and practices. In addition, environmentally sound management of chemicals and all types of waste will be enforced throughout their life cycles.

#### **4.4.5 Deforestation, Desertification and Soil Erosion**

As part of the strategy to curb deforestation, an estimated 30,000 hectares of degraded areas within and outside forest reserves will be planted using fast-growing indigenous and exotic species. Government will also involve chiefs, queen mothers and traditional authorities in the afforestation of Ghana with the support of the Forestry Commission. Alternative livelihoods, including eco-tourism, will also be promoted in forest fringe communities.

#### **4.4.6 Greening the Environment**

Ghana's effort to shift, from an unsustainable development pathway to a sustainable and inclusive green economy, is aimed at ensuring accelerated low-carbon economic growth for human well-being and social equity. This will significantly reduce environmental risks and ecological scarcities. Priority interventions will focus on the energy, agriculture, forestry and waste sectors. A Green Ghana campaign will be initiated with chiefs, queen mothers, traditional authorities, civil society, religious

bodies and other recognised groups. The use of Strategic Environmental Assessments (SEA) will be intensified in public policy processes and implementation of projects.

#### **4.4.7 Climate Variability and Change**

Ghana is a signatory to the Paris Climate Agreement (COP21), which seeks to reduce greenhouse gas emissions by 15 percent by 2030, compared to the business-as-usual scenario. Government is, therefore, committed to implementing this agreement and achieving the target as specified in the Paris Climate Agreement (COP21). The implementation of the Ghana REDD+ Strategy (2016-2036) will also be accelerated, in addition to working with international partners to access, in a more effective manner, the \$30 billion Global Fund available for climate change purposes.

#### **4.4.8 Disaster Management**

Over the medium term, policy interventions will aim at promoting proactive planning for disaster prevention and mitigation. The strategies to be implemented to achieve this objective include: educating public and private institutions on natural and man-made hazards and disaster risk reduction; operationalise an early warning and response mechanism on disasters; implementing gender sensitivity in disaster management; and strengthening the capacity of the National Disaster Management Organisation (NADMO) to perform its functions effectively.

#### **4.4.9 Transportation**

The long-term objective of Government's transport policy is to develop modern, integrated, and well-maintained transportation infrastructure for accelerated growth and development. It also seeks to make Ghana the transportation hub of the West African region. In this regard, interventions will be targeted at improving roads; road safety; ports and harbours; inland water and maritime; aviation and airports; railways; and logistics.

##### ***Road Transport***

The preservation of road assets is programmed to be the first priority of Government under this sector. Roads are expensive national assets, and the inability to maintain and preserve them leads to early deterioration, resulting in reconstruction and rehabilitation at high cost. Poor road conditions have a considerable negative impact on the cost of moving persons, goods and services. In this regard, the road maintenance and axle load control programmes will be re-focused towards asset preservation. Furthermore, major road rehabilitation and international corridor development will be undertaken, with priority given to completing the Western, Central and Eastern corridors. Capacity will also be enhanced by constructing missing links; tarring the road networks in district capitals and areas of high agricultural production and tourism; expanding and maintaining the road network; and developing a more robust public transport system to help alleviate congestion in urban areas. Through private-public partnerships, Government will create space for the participation of the private sector in the construction, rehabilitation and management of road transport services.

To ensure efficiency in the procurement, management and supervision of road contracts, local contractors and consultants will be provided with regular training to improve quality of delivery in road infrastructure. Local content, and participation provisions will be introduced in the award of international contracts, including making provisions in bidding documents requiring contractors to use both local raw materials and labour in executing their respective contracts, so as to create employment and inject capital in local communities.

In line with the Road Traffic Act and Road Traffic Regulations, 2012, LI 2180, regulations for urban transport will be developed to ensure oversight responsibility, and prescribe standards for operations of all commercial road transport services in the country. To improve mobility within urban areas, a Bus Rapid Transit (BRT) system has been introduced in the Greater Accra Region on pilot basis. To improve on efficiency, the institutional arrangement governing the system will be reviewed and strengthened, while steps are taken to develop other pilot corridors including the Accra to Adenta and Accra to Kasoa routes.

### ***Road Safety***

Strategies to ensure safer roads will include: incorporating pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure; providing adequate training for motor vehicle operators; amend the law to empower the National Road Safety Commission to enforce and sanction road sector operators who do not comply with the laws; developing standards for public transport vehicles in line with international best practices; and integrating the databases of Driver and Vehicle Licensing Authority (DVLA), police and insurance companies to assist with traffic law enforcement.

### ***Ports and Harbours***

To improve ports and harbours, the strategy is to expand private sector participation in the development and management of seaport facilities; continue expanding port infrastructure to minimise congestion and turnaround time; facilitate the establishment of a new deep water port to enhance economic activities in the oil and gas industry; automate fully the process of clearing goods and vehicles, which will lead to a reduction in port charges and fees; construct new harbours in James Town in the Greater Accra Region and Keta in the Volta Region; continue the development of the logistics centre in Sekondi to support the oil and gas industry; and continue the implementation of ports and harbours master plans.

### ***Inland Water Transport***

Government will develop the Volta River into a major transportation artery by building modern ferry ports and providing upgraded ferries and pontoons in collaboration with the private sector. The laws, regulations and standards for operations on inland waterways will be strictly enforced to help

improve services and safety. Furthermore, the capacity of the Ghana Maritime Authority will be strengthened to enable it to play its regulatory role in the maritime industry effectively.

### ***Aviation and Airports***

The Government will collaborate with the private sector to develop the aviation industry in support of Ghana's role as an aviation hub serving West Africa, by providing modern air transport infrastructure, building capacity and establishing an institutional and policy framework to enhance the safety and security of air transport services. The aviation sector master-plan will effectively be implemented to ensure the development of airport infrastructure in the country, to meet the objective of making Ghana the aviation hub in the region. Entrepreneurs and local airlines will be encouraged to set up stronger private airlines to make full use of the nation's route rights. The establishment of a home-based carrier will be considered to boost the vision of making Ghana the regional hub for air travel.

### ***Rail Transport***

The strategy for railway development is to revamp the existing rail network and expand the capacity to northern Ghana, to support industrialisation and other economic activities. This will involve reconstructing the western and eastern lines to facilitate passenger and freight movement. In major urban areas, integrated light rail transit systems will be developed to support public transportation. Rail transport will also be integrated with other modes to ensure a sustainable transport system in Ghana. The Tema-Akosombo multimodal route will be connected to the Volta Lake transport system, which connects the north and the south at Buipe and continues to Paga. Programmes will be introduced to ensure inner connectivity with neighbouring countries, initially with Burkina Faso, and, subsequently, with Togo and Côte d'Ivoire.

### ***Logistics***

Government will establish an efficient multimodal logistics system, by implementing related key elements such as competitive cost, and secure and damage-free cargoes. There will be upgrading of logistics infrastructure; modernisation of operations; development of human resources and professionalism; and the gradual abolition of outdated systems governing the industry.

## **4.4.10 Water for Development**

### ***Water Resources Management***

Government will harmonise and enforce legal and regulatory instruments for strategic development and use of water resources. It will promote efficient water use, and integrate water resources planning into national and sub-national development planning. The regulatory regime for small-scale miners will be strengthened to protect our water bodies, while liquid and solid waste management will be improved to prevent the discharge of untreated waste into water bodies and contamination of groundwater sources. The Clean Rivers Programme (CRP) will be implemented across the country,

with the participation of voluntary organisations and collaboration of traditional leaders. Tree planting will be undertaken along the banks of all major water bodies and their tributaries, to reduce silting and pollution from human activities. To protect further our water resources, efforts will be made to set up permanent security posts at major water treatment plants in the country such as Barekese, Daboase, and Owabi to ward off encroachment and also protect these critical national assets.

With regards to wetlands, priority interventions to halt the destruction of both inland and coastal wetlands include mapping and assigning conservation status to wetlands; enforcing appropriate legislation to protect wetlands; and strengthening the involvement of local communities in the wetlands management. Government will also increase investment in both hard and soft engineering control structures, and regulate harvesting of wetland resources.

#### *Waste water Management*

Recycling and safe re-use of waste water will be actively promoted, including waste-to-energy technologies. Government will facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities in major towns and cities, and partner the private sector to invest in wastewater management infrastructure.

#### *Irrigation Infrastructure*

In the medium term, Government will promote investment to expand and rehabilitate irrigation infrastructure to support agricultural modernisation. Government will also facilitate the provision of community-owned and managed small-scale irrigation facilities across the country, especially in the Afram Plains and the northern savannah, through the One Village, One Dam initiative. Irrigation infrastructure will also be developed to absorb water released by the annual spillage of the Bagre dam in Burkina Faso. The challenge of the high cost of energy for irrigation will be addressed through the use of solar and wind mini-grids, through the support of public-private partnerships (PPPs) and other private investment.

#### *Water supply Infrastructure*

Government will develop the 'Water for All' programme, in line with SDG 6, to ensure that every Ghanaian has access to sustainable and affordable water supply. Significant investments will be made in new water supply systems and the rehabilitation and expansion of existing ones. Private sector investment will be attracted into the provision and management of improved water supply systems, especially in urban areas, where significant infrastructure network expansion is required.

### **4.4.11 Information and Communications Technology**

The policy direction will focus on entrenching ICT, and especially data science, (including analytics), at the centre of the national development agenda, and also as part of a strategy to position the country as a regional ICT hub. To achieve this, Government will mainstream ICT in the public sector;

improve telecommunications accessibility; create opportunities for entrepreneurship; increase citizens' accessibility to data platforms; and collaborate with the private sector to increase the broadband bandwidth and speed of connections nationwide. Significant investment will be made to develop the ICT infrastructure, in addition to improving the quality of ICT services, especially internet and mobile telephony. Overall, Government will serve as a digital market maker to:

1. build a holistic national ICT digital infrastructure (National ID system, addressing system; interoperability of payments and telecommunications systems, citizen's services centres nationwide using available Government infrastructure such as post offices, and community information centres etc.);
2. make progressive regulations aimed at using this infrastructure as a platform for e-Government services to enable Government deliver services to citizens and residents efficiently and quickly. Government regulations will also facilitate the participation of private capital, knowhow and risk taking in public-private partnerships (PPPs) to guarantee quality outcomes, aimed at achieving excellent citizen service delivery;
3. create the right environment to promote e-commerce and online and offline cashless payments;
4. provide real -time information to all segments of the population and economy by building customised content for each population and economic segments, including farmers;
5. deepen the digital index of citizens through increased internet availability and accessibility nationally (especially in all schools), increased internet capacity and quality training in and out of school;
6. promote Business Process Outsourcing and IT Enabled Services to create thousands of high - paying sustainable jobs for the youth; and
7. establish innovation hubs and promote a software and applications industry.

#### **4.4.12 Science, Technology and Innovation (STI)**

The overall approach by Government to place science and technology application at the centre of development is to ensure that STI is mainstreamed in all socio-economic activities. To this end, all ministries will be required to collaborate with the Ministry of Environment, Science, Technology and Innovation (MESTI) to ensure that technology drives the implementation of all Government policies, programmes and projects. Significant investment will be made towards research and development to ensure that researchers are motivated to find local solutions to the nation's problems. An appropriate environment will be created to promote formation of strong partnerships with research institutions, academia and industry, to ensure that research outputs are turned into industrial applications. This will ultimately lead to a reduction in imports, increase in exports, and serve as a catalyst for job creation and economic growth.

#### **4.4.13 Energy and Petroleum**

##### **A. Power**

###### *ii. Sustainable Power Generation*

The overall objective of Government's energy policy is to ensure that energy is available, clean, affordable and accessible. Government will, therefore, ensure that least-cost environmentally friendly technologies are prioritised in the expansion of the country's generation portfolio, in line with Ghana's obligations under the Clean Development Mechanism (CDM) of the UN Framework Convention on Climate Change (UNFCCC). In particular, regulations for the Renewable Energy Law will be developed to incentivise investments in renewable technologies such as solar, wind, geothermal and tidal wave energy.

Government will also facilitate the building of solar parks in the northern part of the country to deploy utility-scale solar photovoltaic systems. In addition, one-time tax credits will be provided to owners of commercial, industrial, and utility-scale solar photovoltaic (PV) and wind power systems for qualified installed costs, and to producers to ensure local supply of solar panels. Furthermore, a Renewable Energy Industrial Zone will be established, while the private sector will be supported to build factories for the production and assembling of full components for solar power systems. There will be promotion of distributed solar energy solutions for all Government and public buildings to reduce demand on the national grid, and reduce Government expenditure on electricity. Government will also develop solar and wind mini-grids for irrigation and community water supply around the country through PPPs.

Government will intensify the pro-poor National Electrification Scheme, which aims at (i) reducing poverty, especially in the rural areas; (ii) increasing the overall socio-economic development of Ghana; (iii) increasing living standards of Ghanaians, especially those in rural areas; (iv) enhancing activities in other sectors of the economy, such as agriculture, health, education and tourism; (v) creating small- and medium-scale enterprises in rural areas; and creating jobs in the rural economy, and, thereby reducing the rate of rural-to-urban migration.

Government will also expand the provision of mini-grids to lakeside and island communities, in order to facilitate the productive use of energy, and improve livelihoods in the communities.

Government will conduct a technical audit on all power sector infrastructure, and develop and implement a 10-year Power Sector Master Plan, which will be reviewed, thereafter, to meet national medium-to-long term energy needs.

Government intends to make gas the primary fuel of choice for power generation, and will direct the flow from Jubilee, TEN and Sankofa to boost power generation. In order to enhance and ensure the security of natural gas supply, Government will provide incentives for the aggressive development of indigenous natural gas potential.

### *iii. Finances of the state power companies*

The financial stability and sustainability of the utility power companies is key to the survival and growth of the power sector. In the short term, Government will end the power crises through liquidity injection, restructuring of debts, and by securing firm commitments for the reliable supply of fuel. In the medium term, Government will implement an Energy Sector Financial Restructuring and Recovery Plan, incorporating a liquidity management mechanism (cash waterfall mechanism) to extend liquidity to all sector players in the energy value chain. Government will acquire all new capacity through an open and competitive tender process, to ensure prudent and efficient procurement of additional capacity, which offers value for money and lower the cost of generation.

### *iv. Energy Efficiency*

Interventions will target a reduction in generation, transmission and distribution losses and promote demand-side management to reduce significantly the operational inefficiencies in energy supply and distribution, and the inefficient use of electricity by households and industry, and, thus, conserve energy.

## ***B. Petroleum***

### *i. Attracting Investments into the Petroleum Sector and Contracting*

Government's priority objective is to sustain interest in petroleum exploration activities, by making Ghana an attractive destination for investment, and the hub for petroleum operations in the West Africa region. This will require improvements in the infrastructure, governance, legislative and investment conditions in the petroleum sector to create an enabling environment for international oil companies (IOCs) to bring in their needed technology and capital to partner the state. Government will conduct transparent, legally sound, and effective transactions to maintain investor confidence.

In accordance with the Petroleum Exploration and Production Act, 2016 (Act 919) to deepen transparency in the sector, Government will accelerate work on the development of regulations and the competitive bidding process for the award of blocks for petroleum exploration and production.

To grow the nation's petroleum reserves, Government, through the Ghana National Petroleum Corporation (GNPC), will accelerate the reconnaissance exploration programme in the Voltaian basin, with the objective of delineating areas that merit detailed exploration. Government, also through the Petroleum Commission (PC), will also continue to unearth and showcase Ghana's hydrocarbon prospectively in the open onshore and offshore areas to the Ghanaian and the international petroleum industry as a prelude to, and following Ghana's first competitive bidding blocks for exploration and production rights in Ghana.

## *ii. Ghanaian Participation in the Petroleum Sector*

Government has decided to promote the development of indigenous capabilities and the use of local capacity in the exploitation of our petroleum resources, by creating an enabling environment for indigenous Ghanaian companies to succeed in the sector. The strategy includes measures to:

- i. maximise the benefits of oil and gas wealth generation through job creation and the use of local expertise, goods and services, businesses and financing in all aspects of the oil and gas industry value chain; and
- ii. develop local capacity in all aspects of the oil and gas value chain through education, skills and expertise development, partnerships, and transfer of technology and know-how.

The petroleum local content and local participation policy agenda, being vigorously pursued by the Petroleum Commission, will be given the needed support to ensure that Ghana will not only receive direct revenues from petroleum operations, but create value through local content and Ghanaian participation. The Petroleum Commission will be supported to implement effectively various strategies to give full effect to the Petroleum (Local Content and Local Participation) Regulations, 2013, LI 2204, the Financial Services Guidelines being key among them.

The Petroleum Commission, as the lead agency of Government's focused policy intervention, will implement skills enhancement initiatives under an "Accelerated Oil Capacity Development Programme", through the development and implementation of targeted policy actions, such as the Ghana Upstream Technical, Vocational and Apprenticeship Stream and Ghana Upstream Sector Internship Programme (GUSIP), to promote education and skills enhancement for Ghanaians to manage the petroleum sector.

Furthermore, the Enterprise Development Centre (EDC) – which is currently not operating, – will be revitalised to support small- and medium-scale enterprises to enable them to position themselves to take advantage of business opportunities in the oil and gas sector.

## *iii. Petroleum Sector Linkages for Economic Development*

Government recognises the oil and gas industry as a catalyst for economic development through linkages with other sectors of the economy, and it will leverage it to propel national economic development. The sector can provide the impetus to build new growth poles in the economy, especially in the Western Region. There is an urgent need for a planning outlook that locates the development of these resources strategically at the heart of the national development agenda. In this regard, the priority policy interventions for the industry will aim at building local capacity for the oil and gas industry; positioning and strengthening local financial institutions to compete with their foreign counterparts for opportunities in the oil and gas industry; and diversifying the economy, with emphasis on the processing of crude oil and natural gas.

#### *iv. Midstream and Downstream Activities*

To achieve Government's vision, of "Energy Economy", and to facilitate universal access to adequate, reliable and cost-effective petroleum products, such as liquefied petroleum gas (LPG), Government will expand the national crude oil refining capacity, through public and private sector investment, and the reorganisation of Tema Oil Refinery (TOR,) to improve its operational efficiency. In addition, Government will seek private investment to expand national refining capacity in order to create a petroleum hub on the back of trading, refining, storage and transportation, to service neighbouring countries and landlocked nations in the sub-region.

Petroleum products storage capacity and operations will also be expanded through mobilisation of domestic capital for needed investments. The petroleum bulk transportation and distribution infrastructure will be extended to all parts of the country, to improve access for all Ghanaian households. In this regard, Government will address institutional and market bottlenecks that hamper access to petroleum products. BOST will be restructured to focus on national strategic reserves to ensure petroleum security.

The significant discovery of domestic associated and non-associated gas reserves has changed the gas supply dynamic in Ghana. With the completion of onshore infrastructure and the processing plant at Atuabo, Ghana has become less reliant on gas from Nigeria through the West Africa Gas Pipeline (WAGP). Ghana's gas potential has also expanded the gas utilisation options beyond power generation. To optimise the use of our gas resources, Government will (i) encourage the increasing use of gas, instead of liquid fuels in power generation, in order to lower the cost of generating power; (ii) encourage the increasing use of gas as fuel in the public transportation system; and (iii) venture into strategic, capital-intensive industries such as urea, methanol and aluminium.

#### *v. Petroleum Revenue Management*

The overall objective of Government's petroleum revenue management policy is to utilise the oil and gas revenue efficiently to promote growth and development of the country, create wealth for future generations, ensure expenditure smoothing, and avoid the resource sector-related curse known as the "Dutch Disease". Government will ensure that the development opportunity, which oil represents, will not be wasted, and will initiate policies to ensure improved conditions of living through the transformative effect of oil. To this end, oil and gas revenues will be invested in growth-inducing and pro-poor programmes to promote balanced development and address rising inequality. Government will ensure fiscal discipline in the utilisation of oil revenue by adhering to the guidelines enshrined in the Petroleum Revenue Management Act (PRMA). Between 2017-2020, petroleum revenues will be allocated to the priority sectors of agriculture, education, health, and railway development and modernisation.

Government will also improve transparency in the management and utilisation of our oil and gas resources and revenues. The Right to Information Bill will be passed into law; the amended

Petroleum Revenue Management Act, Oil and Gas Extractive Industry Transparency Initiative (EITI) will fully be implemented; and the Public Interest and Accountability Committee (PIAC) will be strengthened to enhance further transparency and accountability in the oil and gas sector.

#### *vi. Environmental Protection*

Government will focus on protecting the environment to ensure sustainable development. The Environmental Protection Agency (EPA) and the Petroleum Commission will be supported to ensure that exploration and production technologies, being employed in the industry, are environmentally friendly. Government will maximise the utilisation of natural gas reserves, by ensuring that all companies are committed to the zero gas flaring policy and, as such, no gas is flared or vented in normal operating conditions.

#### *vii. Coexistence with the Fishing Industry*

As offshore activity increases, so does competition for space among various users of the sea. Through the Petroleum Commission, Government will intensify community education, and ensure that oil and gas activities are not carried out at the expense of fishing and other lawful economic activities.

#### **4.4.14 Construction Industry Development**

Strategies to address challenges in the construction industry will begin with the establishment of a central agency to improve efficiency in the industry. This agency will also lead efforts to improve and standardise techniques and materials used to ensure quality in all aspects of construction.

#### **4.4.15 Drainage and Flood Control**

In the short term, Government will construct storm drains in Accra and other cities and towns to stem the recurrence of devastating floods. However, as a long-term measure, a National Hydrology Authority (NHA) will be established to develop long-term solutions to flooding and the protection of our inland and sea coastlines. Public education will be accompanied with solid waste management services to prevent the dumping of waste into gutters and drains.

#### **4.4.16 Infrastructure Maintenance**

In the medium term, the overall strategy will aim at establishing a timely and effective preventive maintenance plan for all public infrastructure. This will involve clearing the huge backlog of existing maintenance works, and instituting a robust maintenance scheme for rail, roads, ports, harbours and other critical infrastructure. Government will also introduce preventive measures by enforcing relevant standards in various sectors to reduce rapid deterioration, including strengthening axle load control on roads.

#### **4.4.17 Land Administration and Management**

The overall objective of Government's land administration policy is to ensure that land serves as a catalyst for socio-economic development. To this end, Government will continue the ongoing land reforms to address title and ownership, as well as reviewing laws and regulations on land and consolidating them. Government will fully decentralise the Lands Commission, and digitise its operations to speed up services, enhance the accuracy of land certificates and ensure high standards of land data security.

In support of Government's industrialisation drive, land will be secured at strategic locations for industrial and business parks and enclaves across the country. These will be provided with integrated infrastructure and made accessible to export-oriented, import-substitution industries, light industries, technology companies and sales outlets. Government will also free up surplus and underutilised lands, held by public departments for housing and commercial developments, to boost economic development and reduce the housing deficit.

#### **4.4.18 Human Settlements and Housing**

Policy interventions will aim at promoting sustainable, spatially integrated, balanced and orderly development of human settlements, and providing adequate, safe, secure, quality and affordable social housing and private housing solutions. To this end, the recently passed Land Use and Spatial Planning Act, 2016 (Act 925), and the accompanying National Spatial Planning Framework (NSDF), will be implemented fully, while the national housing policy will be reviewed and effectively implemented. A key element of this policy will be to roll out a social housing scheme that relies wholly on local inputs. The social housing scheme will be provided in urban, peri-urban and rural areas, through a combination of several best-practice approaches.

#### **4.4.19 Rural Development**

The overall goal for rural development, during the programme period, is to achieve economic and social advancement for rural people, through the provision of better opportunities for poverty reduction and enhancement of quality of life, using agricultural regeneration and industrialisation as the main vehicle. Government will, therefore, fully implement the rural development policy, with a focus on promoting agricultural production and agro-processing, rural enterprise development; financial inclusion; infrastructure provision and service delivery; capacity building and local economic development. Specific interventions will include establishment of rural service centres to promote agriculture and agro-based industries; provision of agricultural investments; promotion of small- and medium-scale industries; and provision of basic infrastructure such as potable water, sanitation, electricity, road networks, schools, health facilities and low-cost housing.

#### **4.4.20 Urban Development**

Government will establish special growth centres and urban networks, with spatially targeted investment. The urban networks identified so far are Sekondi-Takoradi Urban Network, Cape Coast

Urban Network, Tamale Urban Network, Sunyani Urban Network, North-East Urban Network, Aflao Urban Network, and Wa Urban Network. The five-tier hierarchy of urban centres, comprising of villages, towns, secondary cities, cities and city regions (conurbations),) – will be implemented, in addition to the creation of structured metropolitan city regions around Accra, Kumasi and other metropolitan areas. A district capital and small town improvement programme will be implemented, with a focus on supporting District Assemblies to plan towards infrastructure provision; improving on linkages between emerging secondary cities and towns; and building resilience in these secondary cities. A structural plan for all grade 1, 2 and 3 settlements will be prepared, in support of the implementation of the National Urban Policy and Action Plan and the United Nations New Urban Agenda adopted at Habitat III.

Government will also mainstream security and disaster prevention in urban planning and management systems; create awareness of the greening of human settlements; facilitate implementation of urban renewal programmes; and facilitate public-private partnerships in the development and maintenance of urban infrastructure.

#### **4.4.21 Zongos and Inner Cities Development**

Over the medium term, policy interventions to be implemented will aim at upgrading inner cities, Zongos and slums, while preventing the occurrence of new ones. Government will establish a Zongo and inner city development fund to finance appropriate programmes. Key interventions to be implemented will include introducing major slum renewal and redevelopment programmes; strengthening and enforcing the legal framework on slum development; encouraging the participation of slum dwellers in improving infrastructure facilities; and promoting investment in social programmes, including education and training, supporting local businesses and culture and arts.

### **4.5 GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY**

Since the return to constitutional rule in 1992, successive Governments have pursued policies and programmes aimed at maintaining peace and stability. Over the medium term, Government policy will aim to deepen governance, fight corruption and enhance public accountability as a means of maintaining a stable, united and safe country. Interventions to be implemented will focus on the following priority areas (i) deepening democratic governance; (ii) reforming and transforming public institutions; (iii) effective management of public policy; (iv) improving human security and public safety; (v) accelerating and sustaining decentralisation; (vi) fighting corruption and economic crimes; (vii) promoting respect for law and order; (viii) promoting culture for national development; (ix) promoting values for national development; and (x) engaging with civil society, religious bodies, traditional authorities and the media.

#### **4.5.1 Deepening Democratic Governance**

The attainment of the long-term goal of socio-economic development depends largely on continuous democratic governance, political stability and peace. To this end, over the medium term, Government will implement policy interventions to deepen good governance, and ensure effective operation of institutions that protect citizens' rights. The specific policy measures to be implemented will include supporting democratic institutions to perform their functions effectively; strengthening the three arms of state and promoting the effective separation of powers; strengthening independent governance institutions to perform their functions effectively; completing the constitution review process; and reforming the electoral process to make it support the development process. In addition, the security services will be modernised to make them more responsive to the demands of contemporary times.

#### **4.5.2 Reforming and Transforming Public Institutions**

Building a Government machinery, that works, remains a major goal of Government over the medium-term. This entails undertaking institutional reform, as well as strengthening the capacity of public sector institutions to deliver public goods and services efficiently. Specific strategies to be implemented include re-aligning institutions to address conflicting mandates and improve coordination; modernising public service institutions for efficiency and productivity; improving leadership capability and delivery in the public service; improving accountability in the public service by introducing a Citizen's Charter; and restructuring SOEs to make them more productive and efficient. In addition, citizens will be empowered to demand quality public services, and the National Commission for Civic Education (NCCE) supported to educate and sensitise citizens continuously on their rights and responsibilities enshrined in the Constitution.

#### **4.5.3 Effective Management of Public Policy**

Government will enhance its capacity for policy formulation and coordination, by introducing guidelines for formulation of policies and preparing a *policy and legislative almanac* to serve as a central reference point. The capacity of state institutions, responsible for public policy management, including NDPC, OoP and MoF, will be enhanced to coordinate effectively the implementation, monitoring and evaluation of Government policies and programmes. National capacity, for undertaking policy analysis, development planning, monitoring and evaluation, will be strengthened, including by introducing e-planning, e-monitoring and macro-econometric modelling and forecasting.

#### **4.5.4 Improving Human Security and Public Safety**

Government recognises public safety and security as central to peace and stability, and *sine qua non* for national development. Government will continue to improve public safety and security, by transforming the security services into world-class institutions with modern infrastructure, including accommodation, health and training facilities. In addition, pre-trial detention, sentencing (including

non-custodial sentences) will be reformed, and a robust and comprehensive anti-narcotic drug and anti-organised crime policy introduced. The proportion of security persons on frontline duties will be enhanced, while ensuring that personnel on peacekeeping missions are paid at their duty post.

#### **4.5.5 Accelerating and Sustaining Decentralisation**

The long-term agenda of Government to bring governance to the doorsteps of the people is to ensure effective and efficient decentralisation through greater grassroots participation, better planning and improved service delivery in local communities. Government's medium-term policies will aim for: deeper political and administrative decentralisation; decentralised planning, fiscal decentralisation; and improving popular participation.

***Deepening political and administrative decentralisation:*** To improve political decentralisation, Government will implement the policy of electing Metropolitan, Municipal and District Chief Executives (MMDCEs), as well as resolve or substantially reduce inter-district boundary demarcation issues.

***Strengthening the sub-district structures:*** To strengthen the sub-district structures to function effectively for decentralised planning, service delivery and revenue mobilisation, the Town/Zonal/Area Councils will be adequately staffed and resourced with appropriate equipment to deliver services to the people. The unit committee system will be critically assessed to fashion out a strategy to make it more functional and able to superintend the overall development of their communities.

***Improve administrative decentralisation:*** To ensure administrative decentralisation and improve the quality of service delivery at the decentralised level, the medium-term objective is to strengthen the administrative and human resource capacity of MMDAs. This will entail completing the establishment of departments of the MMDAs, and instituting a mechanism for effective inter-service/inter-sectoral collaboration and cooperation at district, regional and national levels. In addition, Government will re-develop the Institute of Local Government Studies in Tamale to focus on building capacity in the Upper West, Upper East, and Northern Regions.

***Improve decentralised planning:*** Medium-term policy interventions to improve decentralised planning will include strengthening local level capacity for participatory planning and budgeting; strengthening local capacity for spatial planning; facilitating local economic growth, employment and income generation; and creating the enabling environment for the implementation of Local Economic Development (LED) and PPP policies at district level.

***Strengthen fiscal decentralisation:*** The sustenance and effectiveness of local Governments depend on their fiscal independence. In Ghana, internally generated funds account for about 21 percent of total revenue of MMDAs. Thus, MMDAs are vulnerable to delays and inadequate transfers from central Government. This affects their ability to implement fully their medium-term development

plans and budgets. To enhance revenue mobilisation, medium-term policy interventions will aim at implementing new strategies, including introducing PPPs in IGF mobilisation and working with relevant MDAs to devolve the Land Valuation Division of the Lands Commission to simplify valuation and rating for MMDAs. Other measures, for improving funding and financial management of MMDAs, will include implementing the approved Inter-Governmental Fiscal Framework (IGFF) and the Inter-Governmental Fiscal Transfers (IGFT); reviewing and harmonising financial sector legislation; enhancing the financial capacities of regional administrations; improving the revenue mobilisation capacity and capability of MMDAs; and improving MMDA service delivery.

***Improving popular participation:*** To improve local democracy, participation and accountability, the interventions to be pursued over the medium-term include promoting effective stakeholder involvement; and strengthening the roles of key stakeholders such as chiefs and traditional authorities, civil society groups, private sector operators and NGOs.

***Strengthening the coordinating and administrative functions of regions:*** The process of devolution of power requires that the regional structures of our country are reviewed from time to time, to make them more efficient and be better positioned to support rapid and balanced development. To this end, the existing 10 administrative regions will be reviewed and re-organised in accordance with popular expectations. The re-organisation of the regions will entail creation of new regions from some of the existing regions to improve the distribution of development across the country, augment the potential contribution of regional administrations, and ultimately deliver accelerated development. In reorganising the regions, due consideration will be given to regional cohesion and optimisation of the economic potential of designated areas.

#### **4.5.6 Promoting Respect for Law and Order**

Government will initiate policies to promote respect for the rule of law. The independence of the Judiciary will be strengthened, and the Judicial Service provided with adequate resources and funding. In addition, the court computerisation process will be continued and completed to make the court system responsive to global demands. The Ghana Legal Aid Scheme will be replaced with a Legal Aid Commission to make legal aid more accessible and workable to the benefit of poor and vulnerable people. This will give impetus to Government's commitment to the promotion of justice and the preservation of the fundamental human rights of all citizens. The operation of the Alternative Dispute Resolution (ADR) system will be strengthened to ensure speedy administration of justice. The institutions for training personnel of the judicial system, including lawyers and judges, as well as the security services, especially the Police Criminal Investigation Department (CID) and prosecutors, will be expanded and strengthened.

#### **4.5.7 Fighting Corruption and Economic Crimes**

Fighting corruption and economic crimes is a major priority of Government. This will entail undertaking comprehensive institutional and legislative reforms, as well as pursuing an effective campaign for attitudinal change.

Despite the proliferation of anti-corruption agencies in Ghana, public perception of corruption among public office holders remains high. Government will continue to guard and protect the independence of the Judiciary, Parliament, security services and other anti-corruption institutions and strengthen them to perform their functions effectively. In addition, Government will establish an Office of the Special Prosecutor to investigate and prosecute certain categories of cases, including corruption and violations of the Public Procurement Act. The Office of the Special Prosecutor will be an independent body, established by Act of Parliament. The operations of the office will be insulated from executive control, and the Special Prosecutor will have a secured tenure provided in the Act.

To foster transparency and accountability, Government will implement an effective assets declaration regime. The President will, within 14 days of assumption of office, submit a list of appointments, made pursuant to Chapter 24 of the Constitution, to the Auditor-General and institute mechanisms for effective monitoring of asset declarations, including amending the law requiring the Auditor-General to publish periodically the list of all persons appointed under Chapter 24 of the Constitution. In addition, the law relating to asset declaration will be amended to provide for sanctions, as well as public disclosure of asset declarations.

As part of the fight against corruption, a comprehensive code of conduct for public officials shall be enacted, popularised and enforced so as to give full meaning and effect to the provisions of Article 284 of the Constitution. As part of the measures to ensure the implementation of the National Anti-Corruption Action Plan (NACAP) by MDAs, the Office of Head of Civil Service (OHCS) will develop educational materials and institute an anti-corruption competition among civil service institutions. Furthermore, Government will pursue a two-pronged strategy, aimed at increasing the benefits of being honest and the costs of being corrupt, using a sensible combination of reward and punishment as the driving force of reforms.

Legislative reform will focus on reviewing the legal, regulatory and institutional framework for anti-corruption, to bring it in line with the UN Convention against Corruption. This will include: making relevant legal amendments that will make corruption a felony; reforming laws to set time limits within which an appointing authority must fill any vacancy or confirm a person acting in that office, where that institution has a watchdog role; ensuring passage of the Right to Information Bill; resourcing the Auditor-General's Department to set up a Procurement Audit Unit to conduct value-for-money audits, with a view to detecting and prosecuting corrupt practices. In line with Article 32 of the United Nations Convention against Corruption, 2003 (UNCAC), Government will pass the Witness Protection Bill to provide protection against retaliation or intimidation of witnesses, experts and victims, who provide testimony in the investigation of crime or provide evidence in court proceedings. Other policy measures to ensure transparency will include establishing a transaction price databank, which will be periodically reviewed to conform with market trends; and ensuring the implementation of the recommendations of the Auditor-General and Public Accounts Committee (PAC) of Parliament.

The National Commission on Civic Education (NCCE) will be resourced to provide public education and sensitisation on the negative effects of corruption. This should strengthen the citizen's role in resisting, condemning, and reporting corruption, and demanding accountability. Government will sponsor the establishment of an interactive website for public reporting of corrupt practices, in accordance with the Whistle Blowers' Act.

#### **4.5.8 Promoting Culture for National Development**

To promote culture in the development process, the interventions to be pursued include reviewing and updating the cultural policy framework and ensuring its implementation; mainstreaming culture in all aspects of national development; revamping the Centres for National Culture; supporting the establishment of national theatres and museums as legacy projects; restructuring the National Commission on Culture; and developing capacity for the development of an arts and culture industry as a major contributor to GDP. Other interventions are establishing a reliable national database for culture; developing a legal regime and processes for safeguarding the intellectual property and creative heritage of Ghana; strengthening institutions and improving the coordination framework of cultural and creative arts sectors; establishing mechanisms to eradicate negative cultural practices and preserve Ghana's cultural heritage; promoting the holistic development of the tourism, culture and creative arts sector; and creating awareness of the importance of tourism, culture and creative arts.

#### **4.5.9 Promoting Attitudinal Change and Patriotism**

To promote discipline in all aspects of life, Government will pursue strategies that will promote patriotism and attitudinal change to ensure the attainment of internal cohesion and national unity. Furthermore, interventions will be introduced to instil patriotism in the citizenry, especially among children and the youth.

#### **4.5.10 Engaging Civil Society, Traditional Authorities, Religious Bodies and the Media in National Development**

Cooperation and collaboration with civil society will be pursued to improve governance and enhance the well-being of Ghanaians. An enabling legislative and economic environment will be created in support of philanthropism for the vulnerable, weak and excluded, particularly women, children and PWDs. An appropriate framework will be established for collaborative engagement with the media, in addition to sustaining the freedom of the press as enshrined in the Constitution. The capacity of the media will be strengthened for them to play their watchdog role, while the National Media Commission will be re-tooled to exercise its oversight functions.

Traditional authorities are critical in the development of communities and, therefore, will be supported and encouraged to play significant roles through the following interventions: creating space for the engagement of traditional authorities to engage in the development and governance process; increasing support to chieftaincy institutions; and strengthening the National and Regional Houses of Chiefs to promote development.

To strengthen the role of religious bodies in national development, interventions to be implemented will include building the capacity of religious bodies to promote religious tolerance; promoting coordinated action, involving religious bodies, to ensure that there is respect for authority, honesty and integrity; and engaging religious bodies in the formulation and implementation of development programmes and projects.

#### **4.5.11 Promoting Development Communication**

The dissemination of information is critical to good democratic governance. To this light, the Ministry of Information will be re-established as the main vehicle for delivering timely and accurate information to the citizenry, Government policies, as well as soliciting feedback on the impact of those policies. The mandate of the Ministry will, therefore, be re-focused on development communication, as a way of ensuring that development projects and programmes are responsive to the needs and aspirations of the people. To achieve the objective of Government, in this regard, the key instruments to be used are national policy summits, town hall meetings and the meet-the-press series.

National Policy Summit will be organised periodically on key Government initiatives, with a view to engaging major stakeholders and civil society to deepen the process of accountability and ensure that there is collective ownership of Government policies, programmes, and projects. To bring ordinary Ghanaians face-to-face with Government officials at local level, regular town hall meetings will be organised in all 216 districts of the country, while the Meet-the-Press series, – which have become a practice in the fourth republican politics, will continue to be organised. This will bring Ministers of State face-to-face with the media to explain to them on what they have been doing, and answer questions on the activities of their respective ministries.

It is the aim of Government to demystify the Presidency and bring the President closer to the people. To this end, a programme will be introduced, which will allow the President to visit a region every month, to interact with the people and hear their concerns at first hand. In addition, a weekly programme, to be known as the “Presidential Diary,” will be introduced to showcase the activities of the President during the week. The President shall also meet with the press at least every six months to account to them on his stewardship, and to take questions and suggestions for improving on the process of governance.

#### **4.6 STRENGTHENING GHANA’S ROLE IN INTERNATIONAL AFFAIRS**

To strengthen Ghana’s role in international affairs, policy interventions will aim at: leveraging Ghana’s governance and security credentials to promote our political and economic interests abroad; enhancing Ghana’s international image and influence in international organisations; promote a globally competitive foreign service; creating a favourable business environment; and integrating the Ghanaian diaspora into national development.

#### **4.6.1 Leverage Ghana's Governance and Security Credentials to Promote Political and Economic Interests Abroad**

To leverage Ghana's governance and security credentials to promote our political and economic interests abroad, the interventions to be pursued include: reviewing existing policies to take into account the new world order with respect to development; working towards reducing Ghana's vulnerability to shocks and threats from the international system; defending its national interests, and maintaining its sovereign independence, yet taking decisions with its more powerful friends, partners and allies without deferring to them; and diversifying the economy to reduce excessive dependence on commodity exports.

#### **4.6.2 Enhance Ghana's International Image and Influence in International Organisations**

Policy measures to enhance Ghana image internationally will include leveraging Ghana's democratic heritage to enhance our international image; making Ghana a favoured destination for business, education and tourism; committing to membership of relevant regional and international organisations; creating a competent group of experts to be promoted to take leadership roles regionally and internationally; improving Ghana's stake and role in a strong and vibrant regional market; and supporting democracy in all parts of the world. In addition, the ECOWAS Strategic Policy document developed by the Ministry of Foreign Affairs and Regional Integration (MOFARI) will provide the direction and serve as the guide for all engagement with other ECOWAS member states. It will give Ghana an opportunity to play a more purposeful and coordinated role as a member of ECOWAS in the interests of peace, stability and economic development, while enhancing national capacity to implement effectively ECOWAS programmes, projects and commitments.

#### **4.6.3 Promote a Globally Competitive Foreign Service**

Interventions to promote global competitiveness will include: contributing strongly to bilateral and multilateral arrangements; improving the efficiency and effectiveness of our foreign missions; developing a globally competitive foreign service; and expanding markets for intra-regional trade and economic cooperation. In line with the Government policy of emphasising economic diplomacy as a vehicle for rapid socio-economic development, the Economic Trade and Investment Bureau (ECTIB), established in the MOFARI, will be strengthened to serve as the link between Ghana's missions abroad and various MDAs and other stakeholders.

#### **4.6.4 Create a Favourable Business Environment**

Government will pursue policies to create a favourable business environment through: supporting the implementation of policies to create a favourable legislative and business environment that attracts foreign investment; re-opening of markets for Ghanaian goods and services; linking Ghanaian business people with foreign counterparts in strategic alliances and partnerships; and facilitating linkages between members of the Diplomatic Corps and MMDCs, with a view to maximising investment and trade opportunities for local authorities.

#### **4.6.5 Integrate Ghanaian Diaspora into National Development**

To ensure the integration of the Ghanaian diaspora in national development, interventions to be pursued include: promoting and protecting the welfare of Ghanaian nationals abroad, and ensuring participation of Ghanaians abroad in national development; developing and implementing a diaspora engagement policy; attracting and retaining mutually beneficial and sustainable partnerships with Ghanaians in the diaspora; relocating the Diaspora Affairs Bureau from the Foreign Ministry to the Office of the President; and facilitating the implementation of the Representation of the People Amendment Law (ROPAL).

### **4.7 GHANA AND INTERNATIONAL DEVELOPMENT FRAMEWORKS**

Ghana continues to play an active role within the comity of nations in operationalising global and regional development frameworks, and contributing towards achieving agreed development aspirations. Over the years, Ghana has signed up to, and ratified several international protocols. In 2015, Ghana signed three major international agreements, namely the UN 2030 Agenda for Sustainable Development, the Africa Union's Agenda 2063 and the Paris Agreement on Climate Change (COP21). These agreements are expected to influence development interventions both locally and internationally in the short-to-medium term by Government, private sector organisations and civil society. In recognition of Ghana's active participation, the President has been appointed Co-Chair of the United Nations Secretary-General's Sustainable Development Goals (SDGs) Group of Advocates of Eminent Personalities.

#### **4.7.1 Agenda 2063: The Africa We Want**

In January 2015, the African Union adopted *Agenda 2063: The Africa We Want*, as a 50-year strategic framework for the socio-economic transformation of the continent. Agenda 2063 is anchored on seven aspirations that reflect the desire of Africans for prosperity and well-being, for unity and integration, for a continent of free citizens with freedom from conflict and improved human security. As a first step towards realisation of the vision of the Agenda, the first 10-year implementation plan, spanning 2013 to 2023, has been prepared for integration in national development strategies. It comprises 20 goals, 172 targets and 12 flagship projects and initiatives, as well as a set of 68 core indicators that member states are expected to report on.

#### **4.7.2 Agenda 2030: Sustainable Development Goals (SDGs)**

The Agenda 2030 for Sustainable Development builds on the achievements of the Millennium Development Goals (MDGs), with the overarching aim of eliminating all forms of poverty, while protecting the planet from degradation, so that it can support the needs of present and future generations. The new global development framework, comprising 17 Sustainable Development Goals (SDGs) and 169 targets, addresses the three dimensions of sustainable development – economy, social development and environment – and are expected to stimulate action in areas of critical

importance for humanity and the planet. At the heart of the new agenda is the principle of equity, which promotes the inclusion of marginalised, disempowered and excluded groups to ensure that no one is left behind.

#### **4.7.3 Paris Agreement on Climate Change (COP21)**

In recognition of the threat of climate change, 195 countries adopted the first-ever universal, legally binding global climate agreement at the Paris Climate Conference (COP21) in December 2015. The agreement sets out a global action plan to put the world on track to avoid dangerous climate change, by limiting global warming to below 2°C. Ghana has committed to reducing its greenhouse gas emissions by 15 percent by 2030, compared to the business-as-usual scenario, and an additional 30 percent, on condition that external support is made available in the form of finance, technology transfer and capacity building to cover the full cost of implementing the mitigation actions.

Ghana has identified a set of 20 climate mitigation and 11 climate adaptation actions as its Intended Nationally Determined Contribution (INDC) to support the global effort. Actions aimed at reducing greenhouse gas emissions will focus on the energy, transportation, agriculture, forestry and other land use, waste and industry sectors. Proposed adaptation actions will focus on agriculture and food security, sustainable forest resource management, resilient infrastructure, health, water resources, gender and vulnerable people.

#### **4.7.4 Localisation Process**

To integrate Ghana's global development agenda commitments in national development strategies, a three-step approach has been adopted. They are:

- i. Alignment** – assess the extent of convergence between local, regional and global frameworks;
- ii. Adaptation** – identify suitable targets and indicators and make amendments, if necessary, to suit the Ghanaian context;
- iii. Adoption** – adopt targets and indicators for use in national and sub-national plans without modification if they are consistent with national aspirations.

Interventions responding to this approach will be implemented through the medium-term development plans of MDAs and MMDAs. NDPC, in collaboration with GSS and other stakeholders, will develop a set of harmonised indicators to be used in tracking and reporting on progress of implementation. A national implementation committee, comprising representatives of public agencies and civil society, has been formed to provide strategic direction for coordinating the implementation of the SDGs, Agenda 2063 and COP21. In addition, a civil society platform on the SDGs has been set up to enhance collaboration between civil society organisations and Government on the implementation and monitoring of the SDGs in Ghana.

## **CHAPTER FIVE**

### **PRIORITY PROGRAMMES AND INITIATIVES**

#### **5.1 INTRODUCTION**

This chapter presents a summary of priority programmes and initiatives to be executed during the implementation of this Coordinated Programme. These programmes and initiatives will be monitored directly by the Office of the President through the Minister for Monitoring and Evaluation, and will complement the activities of the Medium-term Development Policy Framework that is to give broad expression to the Agenda for Jobs: Creating Prosperity and Equal Opportunity for All.

#### **5.2 PRECONDITIONS FOR SUCCESS**

For the attainment of the goals and objectives of this Coordinated Programme, the following pre-conditions must exist.

##### **5.2.1 Macroeconomic Stability - Low Inflation, Stable Currency, and Affordable Credit**

Macroeconomic policies shape the pace and pattern of growth in a country. They prepare an economy for growth by buffering it against external shocks. The Ghanaian economy has been confronted over the years with deep structural problems at the macro level, notably low growth; relatively high unemployment among the youth; high fiscal deficits; high and rising debt; increased depreciation of the cedi; high cost of housing and utilities; and a high ratio of non-performing loans that threaten the viability of the financial sector. Government, in its short tenure in office, has taken steps to implement prudent and innovative policies that will revitalise the economy, restore fiscal discipline and debt sustainability, and accelerate economic growth. Government will continue to implement prudent and sustainable economic policies that will restore macro-economic stability and create opportunities for all.

##### **5.2.2 Energy Sufficiency**

Energy is a key tool and major driver of economic growth and social development for any country. The broader benefits of energy sufficiency cannot be overemphasised because the availability and affordability of energy has the potential to boost economic growth. A growth diagnostic study, undertaken in 2011 as part of the Millennium Development Authority (MiDA) Compact II project, identified the lack of reliable and affordable energy as the major binding constraint to the growth of the economy. According to a study by the Institute of Statistical, Social and Economic Research (ISSER) in 2014, the country lost about US\$680 million in productivity as a result of inadequate energy supply, representing about 2 percent of GDP. Indeed, the success of Government plans, programmes and interventions depends on the availability of reliable and affordable energy.

Presently, the major problem confronting the energy sector is the huge indebtedness, with net debt reaching US\$2.4 billion by December 2016. A third of the debt (US\$800 million) is owed to local banks, which threatens their stability, and that of the entire financial sector of the country. Government has proposed a number of policy interventions to address the problem of the debt overhang, including the injection of private sector capital and expertise in the generation and distribution of power.

### **5.2.3 Land Reforms**

Land reforms have been pursued in Ghana over the past two decades, with a limited degree of success. Access to land remains by far one of the major bottlenecks to the growth and development of the country, as it inhibits private sector investment in industrial and agricultural production. It is far easier to secure land for *galamsey* activity than for industrial establishment or agricultural production. The acquisition of land has been characterised by multiple sales; lack of contiguous land for large-scale agricultural production; communal conflicts; and multiple agencies in land administration and management, making the land registration process cumbersome and unduly long. Government will, therefore, embark on comprehensive land reforms to remove bottlenecks in access to and registration of land as a precondition for the accelerated growth and development of the country.

### **5.2.4 National Identification and Civil Registration**

The importance of data and information for policy and management decision making cannot be over emphasised. The positive relationship between big data and success highlights the relevance of quality and timely data. In Ghana, data production, management and dissemination are characterised by inadequate systems, poor quality and delays. Capacity remains weak in producing, analysing and disseminating data, and opportunities in the area of civil registration, administrative data and big data sources remain underutilised. In spite of over a decade of effort, Ghana remains without an efficient national identification system.

As a major strategy for accelerating the growth of the economy; supporting public policy decision making; facilitating engagement with many formal institutions, including financial institutions, security outfits and even national social protection schemes; an efficient national identification system will be introduced within a year. The administrative data and civil registration system will be strengthened to provide the necessary data for policy and management decision making. National capacity to utilise big data sources will be enhanced, alongside strengthening the capacity of public institutions, including the Ghana Statistical Service (GSS), to produce, manage, analyse and disseminate relevant data.

### **5.2.5 Street Naming and House Numbering**

In many emerging economies, streets are named and houses assigned numbers, even before they are completed and assigned to rightful owners. The Ghanaian context is different, as construction is

actually ahead of planning, and streets are named and houses numbered many years after. This poses a significant challenge to the security and socio-economic management of the country. A fixed address for individuals, property and businesses reduces risk for transactions, accelerates formalisation of the economy and improves revenue mobilisation, especially at the local level. The past attempt at introducing a street naming and property addressing system was botched, to say the least. There was no common concept underlying the exercise, leading to disparities in naming conventions and systems of numbering. In this light, Government will introduce an efficient street naming and digital addressing system as a prerequisite for the accelerated economic development envisaged under this Coordinated Programme.

### **5.2.6 Targeted Public Sector Reforms**

The public sector reforms, undertaken over the past decade and half, have so far failed to bring about the desired results. The public sector is still characterised by a high level of ascription, with assessment based on presence, instead of results, and promotion based on years of service, instead of merit. The sector has so far not been responsive to the needs of the private sector, and those who encounter the public sector on a regular basis recount unpleasant experiences. For the cost of doing business to be reduced and private investment improve, interventions have to be directed at the following areas:

- *Registrar-General's services;*
- *Tax Administration*
- *Port Administration; and*
- *Labour Market Information System*

#### *Registrar-General/business services*

The Registrar-General will be resourced and equipped for it to become a strategic partner to business and other stakeholders. This will ensure efficient and effective administration of estates, and provide customer-friendly services to business entities and communities. Government will continue to improve the One-Stop Business Registry, where all required business registrations and transactions are provided in a single location. A campaign will be launched to create awareness of online registration to expedite and enhance business registration. The concept of the One-Stop Online Business Registration System will be operationalised to reduce the time spent on business registration. Bureaucratic procedures for business permit applications will be reduced.

#### *Tax Administration*

As part of its commitment to re-energising the private sector, Government has introduced a number of tax measures. Some of these taxes have been proven to be “nuisance taxes”, and have low revenue-yielding potential. Most of these taxes have either been reviewed or cancelled to provide much needed relief for businesses in the short-to-medium term. Tax reforms will continue to be undertaken to ensure that existing taxes support private sector growth and development.

## *Port Administration*

Globally, operational efficiency of national ports is being enhanced through institutional reform, changing the role of port authorities, and increasing the use of the private sector. The trend has been to encourage decentralisation and the privatisation of port activities. The ongoing US\$1.5 billion Tema Port Expansion Project, which will allow the port to accommodate some of the world's largest container ships, is a major milestone in our maritime history. The project is expected to create substantial job opportunities for Ghanaians and efforts will be made to ensure its successful completion. To set the tone for bringing about efficiency at the ports, Government will, by the end of 2017:

- begin mandatory joint inspections at the ports. This will be a departure from the situation where about 16 agencies inspect imported items at the ports;
- fully adopt a paperless transaction processing system at all ports of entry. This is to ensure electronic transactions in the ports and eliminate physical contact with revenue officers; and
- remove all internal customs barriers on the port corridors. This is expected to clear all barriers on the transit corridors from Tema to Paga, Aflao, Hamile, Elubo, and so on.

## **5.3 DRIVERS OF CHANGE AND DEVELOPMENT**

Effective implementation of the policy proposals in this Coordinated Programme and the attainment of the overall objectives will depend to a large extent on a number of success factors, including those set forth herein.

### ***Attitudinal Change***

The success of a national economy is driven not only by economic factors, but also by intangibles, such as cultural values, attitudes of the people and pursuit of excellence. However, over the years, essential cultural values, promotion of national identity and patriotism, pursuing excellence, discipline, hard work, honesty, trust, tenacity, a sense of urgency and respect, have not been given the necessary attention in our development efforts. In this regard, culture and a good value system will be promoted as ingredients and catalysts for economic growth. A Good Society campaign will be launched to promote positive national values, attitudinal change, patriotism, the pursuit of excellence, and discipline. Mechanisms will be instituted to reward good social behavior, and sanction misbehaviour.

### ***World-Class Labour Force***

Labour productivity is an important ingredient for a productive economy, and a key measure of economic performance. Countries with strong labour productivity tend to benefit from high rates of growth. In this regard, Government will introduce programmes to improve the productivity of the labour force, and build a world-class labour force with capacity to support the accelerated growth and development of the country.

This entails production of accurate labour market data, through the operationalisation of the Ghana Labour Market Information System (GLMIS); development of national productivity indicators for productivity mainstreaming; linking public service pay to productivity; operationalising public service performance management systems; strengthening resource management and mobilisation for the public services; modernising training programmes in line with current trends; introducing life-long skill, training for workers and improving the working environment. To improve the work environment, occupational safety and health measures will be strengthened and extended to the formal and informal sectors of the economy. The Labour Department, Management Development and Productivity Institute, Fair Wages and Salaries Commission, the Public Services Commission, Office of the Head of Civil Service and Local Government Service, among others, will be resourced to improve workplace conditions and productivity.

### ***Broad-Based Innovation***

A strong positive relationship has been identified between the state of innovation in a country and the living standards of the people. Generally, there is no accepted method for measuring the performance of innovation, but, commonly, the level of technological advancement, availability of qualitative data, and investment in research and development (R&D) are some of the key prerequisites that engender innovation in an economy. In Ghana, very little attention is paid to research and development and, therefore, little investment is made, with adverse effects on innovation. Government will, as a matter of policy and urgency, adequately resource the Council for Scientific and Industrial Research (CSIR) and its 13 affiliated institutes, as well as other national research bodies, to lead the introduction of broad-based innovation in the national economy.

## **5.4 FLAGSHIP PROJECTS AND INITIATIVES**

The implementation of the following flagship initiatives and projects will serve as the broad expression of the policy interventions outlined in this Programme, and the Agenda for Jobs: Creating Prosperity and Opportunity for All. They will, indeed, serve as the signature tune of the President's overall vision, and will be monitored directly at the Office of the President by the Minister for Monitoring and Evaluation.

### **5.4.1 Improving the Business Environment**

#### ***Tax Incentives***

As part of the commitment to revitalise the private sector, Government will continue to review taxes, with a view to providing relief for businesses. In addition to tax incentives, Government will support local banks to make credit available to small- and medium-sized businesses.

#### ***Review of Import Duty and Tax Exemptions***

While Government's focus is on reducing taxes to enhance production, the systemic abuse in the exemptions regime is also a major concern. There will be a comprehensive review of the regime on

import duty exemptions and tax reliefs, with a view to eliminating abuses and improving efficiency in the application of these incentives. To this end, the review will cover the following exemptions and tax reliefs as a matter of urgency:

- import duties, taxes and levies payable by MDAs and other Government departments;
- import duties and all forms of taxes and levies payable by both domestic and foreign companies, suppliers and contractors executing projects and contracts in the country;
- import duties and all forms of taxes and levies payable by employees, directors and senior officials of both domestic and foreign companies, suppliers and contractors executing projects in the country;
- import duties and all forms of taxes and levies payable by both domestic and foreign companies and investors doing business in the country; and
- import duties and all forms of taxes and levies payable by non-governmental and charity organisations.

### ***Local Content***

Government believes in empowering the local private sector, and will pass legislation to require that, over time, a substantial proportion of all Government projects and procurement is executed by local corporations and enterprises, with special attention to entities owned by women, persons with disability, and those established under the Youth Enterprise Fund (YEF), among other initiatives.

Government will introduce and enforce a local content policy for Government projects, and procurement that will focus on job creation and local value addition, with emphasis on skills improvement. To ensure the success of this policy, Government will require, among other things, a job impact analysis of all qualifying projects that must clearly demonstrate positive job creation with skills improvement, and other local value addition that must pass strict criteria established by Government.

Government will establish an industrial sub-contracting exchange scheme to link large-scale companies with SMEs as a mechanism to enforce local content policy, by providing efficient and competitive local supplier networks for goods and services that industry needs, and that can realistically be sourced locally.

### ***Job Impact Analysis***

In a push towards job creation and skills development, Government will introduce a mandatory job impact assessment for all public sector projects or initiatives. Job impact assessment will also be required of private sector entities that work on Government projects or contracts. In other words, all public sector projects, whether executed by public sector or private sector contractors, must undergo an assessment to evaluate the potential job-creation impact. This will enable Government to analyse how various jobs are being created so as to better structure incentives and stimuli for higher skill jobs and opportunities for Ghanaians.

## ***Banking Sector Initiatives***

Strong private sector credit growth is needed to support economic growth, increase productivity and create jobs. To improve financial intermediation, Government will strengthen the financial sector by harmonising and streamlining some policies to make the sector more efficient. In addition, attention will be paid to improving liquidity for banks through the payment of SOE-related debts due banks over the short-to-medium term, in line with Government's debt sustainability framework. In this regard, specific measures to be pursued include:

- streamlining the Energy Sector Levy Act, 2015 (Act 899) (ESLA) to accommodate all legacy debts for the banking and the private sector, such as energy sector debt, bulk distribution companies (BDCs), and other energy sector-related debts;
- ensuring that revenue streams from ESLA are properly used to ensure certainty of cash flow for the payment of all corresponding debts; and
- working with commercial banks to ensure that they are able to issue bonds on the back of streamlined ESLA revenue for immediate liquidity.

In addition, the Bank of Ghana, in collaboration with Government, will undertake the following structural reforms in the banking sector:

- increase the banking industry's minimum capital requirements and strengthen the licensing and regulatory framework;
- introduce risk capital requirements in addition to minimum capital requirements for banks;
- strengthen corporate governance by enforcing the term limits for board chairpersons and managing directors of commercial banks in accordance with the Banking Act;
- enhance enforcement of single obligor limits for commercial banks; and
- support mobile money and mobile banking businesses to enhance and expand financial inclusion.

### **5.4.2 Capital Market Development Initiatives**

The growth of Ghana's capital market is impeded by lack of depth and liquidity. Addressing these challenges requires the implementation of decisive measures in the short-to-medium term to deepen capital markets, increase liquidity and trading activities, and encourage more companies to list. Specific measures to be implemented to improve capital market performance will include:

- exempting from taxation the gains from realisation of securities listed on the Ghana Stock Exchange or publicly held securities approved by the Securities and Exchange Commission (SEC);
- exempting the financial services industry from Stamp Duty for two years to enable the recapitalisation of the industry as per the new SEC law;
- encouraging a capital market local content policy, that enjoins companies operating in the energy, oil and gas, financial services, telecommunications, and mining sectors to list a minimum percentage of their shares on the Ghana Stock Exchange within five years of commencement of operations;

- divesting Government holdings in some SOEs with a view to ensuring efficiency. This will include the sale of Government shares in some SOEs and companies via the Ghana Stock Exchange; and
- working with the Securities and Exchange Commission (SEC) to develop the regulations governing asset-backed instruments, including Real Estate Investment Trusts (REIT) and mortgage-backed securities, and enable the pensions industry to support the development of these asset classes and other alternative investment schemes.

The Ministry of Finance and the Ministry of Employment and Labour Relations will be designated to supervise the operations of the National Pensions Regulatory Authority (NPRA), while taking the necessary steps to completely wean off NPRA in the short-term.

#### **5.4.3 Building an Entrepreneurial Nation**

To build an entrepreneurial nation, Government will implement the National Entrepreneurship and Innovation Plan (NEIP), as the primary vehicle for providing integrated support for early stage (start-ups and small) businesses, focusing on the provision of business development services, business incubators, and funding for youth-owned businesses.

The NEIP will enable qualified new businesses to emerge and give them the space to grow, position them to attract financing, and provide business development support services. The programme will assist these businesses to secure markets during the critical formative years, and tap into a wide supply chain and network during their growth years. The NEIP will be boosted by the establishment of a multi-purpose industrial park in each of the 10 regions.

#### **5.4.4 National Industrial Revitalisation Programme – A Stimulus Package for Industry**

Growth in the manufacturing sector and some other parts of industry has significantly declined over time, contributing to high unemployment. This situation could be attributed to a variety of factors, including the high cost of capital; limited access to medium-to-long term financing; high cost of electricity and unreliable power supply; limited access to land for industrial activity; as well as weak logistic and infrastructure support for industrial development. It is against this background that a National Industrial Revitalisation Programme, with a stimulus package for industry, will be established to provide technical and financial support to companies that are currently distressed or are facing operational challenges, but are deemed to be viable enough to benefit from a stimulus package, which will put them in operation in the shortest possible time. In addition, the stimulus package will support Ghanaian industries to improve their competitiveness. There will also be improvement in the business environment through regulatory and other reforms, and the establishment of a permanent consultative forum for public-private sector dialogue.

#### **5.4.5 Industrialising Ghana from the Ground Up: One District, One Factory**

Government will implement its flagship industrial initiative of One District, One Factory, alongside the National Industrial Revitalisation Programme. This intervention is designed as a comprehensive programme for rural industrialisation, driven by the private sector and involving the setting up of at least one medium-to-large-scale factory in each of the 216 administrative districts of Ghana. It is aimed at creating mass employment for the youth, especially in rural and peri-urban communities; adding value to the natural resources of each district; ensuring even spatial distribution of industries to stimulate economic activity in different parts of the country; enhancing the production of local substitutes for imported goods; and promoting exports, and increasing foreign exchange earnings.

It has the potential to transform the industrial landscape of Ghana, and will contribute significantly to socio-economic development. Government estimates that over 350,000 direct and indirect jobs will be created in all parts of the country, as a result of the programme.

#### **5.4.6 Science, Technology and Innovation as an Enabler**

To support the “One District, One Factory” initiative, a foundry-based manufacturing and precision machine tooling plant, using computer-aided design (CAD)/computer-aided manufacturing and computer numerical control (CNC) systems, will be established in order to produce basic tools, equipment and parts. The foundry and associated machinery will be used to produce agro-processing machines and equipment, farm implements, and spare parts for maintenance and repairs in support of the factories. This will be combined with the existing infrastructure of regional and district centres of production that have already been set up under the GRATIS project.

Technology and innovation incubation centres will be set up on campuses of public research institutions to provide basic facilities that the technology innovators need, in order to scale up and pilot their innovations. Those innovations that prove to have industrial potential will be supported to scale up and go commercial. In addition, a Technology Commercialisation Unit (TCU) will be set up in MESTI to spearhead the partnership between Government, research institutions, industry and academia.

#### **5.4.7 National Identification Programme**

The benefits of having a modern, reliable and unique national identification system are enormous and imperative for the development of our nation. A robust identification system, and the issuance and use of integrated, multipurpose national identification cards, will enable us to advance economic, civic and social activities in Ghana, and to target particular developmental programmes. In this regard, the new leadership of the NIA will be supported and resourced to establish an efficient national identification system. Government has commenced stakeholder consultations to revive and roll-out the National Identification Scheme in 2017. All registered persons will be provided with a Unique Identification Number, and an ID Card. Subsequently, a national ID Card shall be required for

the provision and efficient delivery of public and private services, including financial services, mobile banking, m-commerce, social safety nets, health insurance, and revenue collection, among others.

### ***National Digital Addressing System***

The last time the country was mapped was in 1974. The lack of a modern property addressing system in Ghana is a serious impediment to our development agenda. As part of the plan to enhance economic development and growth, Government will develop and implement a National Digital Property Addressing System for the country in 2017. The aim of the National Property Addressing System is to have digital addresses for parcels of land and properties throughout the entire country. Every plot or property will be assigned a unique identifier. This will facilitate improved ownership data and unique identification of properties. Proper addressing of properties will ensure efficient delivery of services for economic development.

### ***e-Services Portal***

In order to improve efficiency of service delivery by Government institutions with regard to acquisition of licenses and payment for services, Government established the e-services portal (<http://www.eservices.gov.gh/>) in 2012. This platform has helped in the delivery of Government services (licenses and permits, etc.). Government will expand coverage to all parts of the country and improve efficiency of service delivery, through private sector participation in the e-services portal. This is expected to help reduce corruption, promote compliance and improve the tracking of Government resources.

## **5.4.8 Expenditure Management and Commitment Control**

Ghana continues to grapple with weak expenditure management and budgetary controls, leading to massive expenditure overruns and payment arrears, culminating in persistent fiscal deficits. Prudent expenditure management and commitment controls are, therefore, crucial in order to achieve the goals and objectives of Government.

### ***Enforcement of the PFM Act 921***

The Public Financial Management Act 2016, (Act 921,) has the sole objective of strengthening the public financial management system in the country. The PFM Act regulates the financial management of the public sector, within a sound macroeconomic and fiscal framework; defines the responsibilities of persons entrusted with the management and control of public funds, assets, liabilities and resources in a manner consistent with the level of public debt; provides for the accounting and audit of public funds; and provides for more robust sanctions and penalties.

The effectiveness of the law depends to a large extent on strong enforcement and compliance with its sanctions regime. Government will ensure that the sanctions regime, provided under the law, is

complied with by all public institutions. The required institutional arrangements, including functionally independent Audit Committees, will be made to promote and enhance the effectiveness of the law.

In addition to the assignment of responsibilities and enforcement of sanctions, two provisions are crucial for effective implementation of the law. First, is the commitment control provision to curb the build-up of expenditure arrears. Second, is the provision that prohibits MDAs from entering into agreements with financial commitments that bind Government for more than one financial year or that result in contingent liability, unless approved by the Minister for Finance and authorised by Parliament. These will be enforced strictly to ensure sound public financial management. The oversight of SOEs, public corporations and local Government will also be strengthened to help mitigate fiscal risk emanating from contingent liabilities. To fully operationalise the law, Government will ensure the introduction of the necessary regulations in collaboration with PFM stakeholders.

### ***Establishment of the Fiscal Council***

Ghana has been facing significant long-term fiscal slippages and an escalating public debt stock, leading to a high risk of debt distress. This is principally due to the fact that fiscal policy implementation lacks a transparent institutional arrangement for providing quality fiscal information to the public, a mechanism for ensuring accountability in implementing optimal fiscal policies to guarantee the stability of the system, and an institution to ensure the credibility of fiscal projections provided by the Government.

To address this, Government will initiate processes towards the establishment of a Fiscal Council, with the mandate to institute and enforce rules to anchor fiscal policy implementation. The Fiscal Council will contribute to the accountability of Government, being responsible for setting up medium-term fiscal anchors to guide fiscal policy, as well as monitor compliance. The Council will be ensured of legal backing by amending the Public Financial Management Act, 2016 (Act 921) to capture all elements of a fiscal responsibility law.

### ***Re-alignment of Statutory Funds***

The reality of the fiscal situation in Ghana is that Government revenue is consumed by three main budgetary lines: wages and salaries, interest payments and amortisation, and statutory payments. These three items alone account for 99.6 percent of Government revenue. This means that anything else that Government has to do outside of these lines will have to be financed by borrowing or aid. The persistent resort to borrowing, for any additional expenditure to meet the aspirations of our people, is not sustainable.

This current condition has led to the inability of Government to comply with statutory requirements of the Budget in relation to earmarked funds, due to the extreme rigidity they impose on public expenditure and development strategies. To address this situation and create the necessary fiscal

space and flexibility in the Budget, Government will introduce a policy to cap these earmarked funds at 25 percent of tax revenue. However, provision will be made for constitutionally mandated earmarked funds to be honoured in full. The capping of the earmarked funds in any particular year will allow a re-alignment of budget revenues to Government priorities, as well as increased expenditure in sectors, such as education, health, agriculture and infrastructure.

### ***Treasury and Risk Management***

Efficient budget implementation requires proper alignment of cash inflows and outflows. This will improve the predictability of budget implementation and cash allocations. In line with this, Government will strengthen its treasury management functions by creating a Treasury Management Unit in the Ministry of Finance to handle all treasury management and related functions. The provisions, under the PFMA (Act 921,) with regard to the utilisation of the Treasury Single Account (TSA), will be strictly enforced. In pursuance of this, transfer of bank accounts of all Government institutions to the central bank will be enforced, for ease of management and monitoring. Additionally, Government will eliminate all payments in cash at service delivery points in public service institutions, including MDAs and MMDAs, in order to improve efficiency in service delivery and revenue collection.

### ***Improving Payroll Management***

The size of the public sector compensation bill (wages, salaries, and benefits), which accounts for 43.5 percent of domestic revenue, is a major concern for Government. It constitutes one of the three major items on the Budget, and continues to narrow Government choices in pursuing higher economic growth and development programmes. To address the situation, Government will initiate a process to clean the public sector payroll using the SSNIT database. Starting in April 2017, all workers, who have not been biometrically registered with SSNIT, will be taken off Government payroll.

#### **5.4.9 Recruitment and Promotion Related Arrears**

In spite of the Public Services Commission policy on recruitments and promotions, delays in their processing persist. These delays create frustration for new recruits, and demotivate serving officers due for promotion. These delays also lead to unexpected accumulation of arrears, with negative consequences for the integrity of fiscal planning. To control the wage bill, and avoid compensation arrears, Government will strictly enforce the policy and guidelines on the effective dates of promotions and recruitments in the public services.

#### **5.4.10 Strong Enforcement of the Public Procurement Act**

As part of our expenditure management framework, Government will strictly enforce the provisions of the Public Procurement Act, 2003 (Act 663), as amended by Public Procurement (Amendment)

Act, 2016 (Act 914), especially with regard to sole sourcing. To ensure that public procurement is done within budgetary constraints, Government will strengthen the procurement process by introducing another level of approval for MDAs and MMDAs. To this end, sole-sourced procurement by MDAs and MMDAs, beyond the threshold of GH¢50 million, will be subject to explicit approval by Cabinet, before submission to the Public Procurement Authority for consideration and approval.

#### **5.4.11 Improving Debt Management**

To ensure the sustainability of public debt within the framework of the PFMA, Government will develop and implement a short-to-medium term debt management strategy, which will aim at lengthening the maturity profile of public debt; reducing cost/risk factors associated with the debt portfolio through effective liability management; and supporting development of the capital market.

##### ***Liability Management***

To improve the structure of public debt, a sound liability management initiative will be introduced with the aim of reducing interest cost, and mitigating interest rate risk associated with the current debt portfolio. This will entail the implementation of a wide variety of instruments, including the buy-back of existing debt using the Sinking Fund Account, interest rate hedging, and the use of structured financial instruments, as market conditions permit.

##### ***Implementation of a Credit Risk Assessment Framework for SOEs***

The current financial state and governance structures of the SOEs, particularly in the energy sector, continue to pose challenges for fiscal policy management. In this regard, Government will implement a credit risk assessment framework to guide SOE borrowing, and continue to ensure that necessary security structures and instruments are adequate for honouring their debt obligations. As part of the reforms of SOEs to consolidate the state's ownership role, improve performance and ensure effective and efficient service delivery by SOEs, a single entity with oversight responsibility of the SOEs will be established.

#### **5.4.12 Infrastructure for Poverty Eradication Programme (IPEP)**

Government intends to pursue an inclusive development strategy, aimed at radically improving the state of basic infrastructure at constituency level, especially in rural and deprived communities. The Infrastructure for Poverty Eradication Programme (IPEP) will be the main vehicle for tackling these challenges. The IPEP is designed to direct capital expenditure towards specific infrastructure at constituency level and economic development priorities, with particular emphasis on rural and deprived communities. Under the IPEP, every one of the 275 constituencies will be allocated the equivalent of US\$1 million annually to be invested in development initiatives of their choice. It is expected that the projects selected, under standardised guidelines, will fall in the following categories:

- One District, One Factory;
- One Village, One Dam;
- Small Business Development;
- Agricultural Inputs, including Equipment;
- “Water for All” Projects; and
- Sanitation Projects.

#### **5.4.13 Establishment of Development Authorities**

In order to ensure that IPEP and other local initiatives are implemented in a well-coordinated manner, Government will set up a Northern Development Authority (NDA), a Middle Belt Development Authority (MBA), and a Coastal Development Authority (CDA). The Development Authorities will be the main economic development implementing agencies in the areas they cover.

Government will restructure and transform the Savannah Accelerated Development Authority (SADA) into a more focused Northern Development Authority (NDA), as originally envisaged. Government will make the NDA a flagship programme, which will serve as the vehicle for delivering Government’s economic transformation agenda in the Upper West, Upper East and Northern Regions. The Middle Belt Development Authority (MBA) will serve as the main development agency for the middle belt of the country, comprising Ashanti, Brong Ahafo and Eastern Regions, while the Coastal Development Authority (CDA) will serve as the principal development agency for the coastal regions of the country, comprising Western, Central, Greater Accra and Volta Regions.

#### **Zongo Development Fund**

As part of the efforts to develop Zongo communities, Government will set up a Zongo Development Fund (ZoDF) with seed funding of GH¢219.5 million. The Fund will support the provision of critical infrastructure in education and training, health and sanitation, local businesses and centres of culture, as well as improve security in the Zongo communities. The ZoDF is expected to leverage its seed fund to attract additional funding from international partners, private sector institutions, civil society organisations, and other non-governmental organisations.

#### **5.4.14 Free Public Senior High School**

As part of the commitment to improve access to education at all levels, Government will implement a comprehensive free public senior high school (SHS) programme, starting with the 2017/2018 academic year. This will include technical and vocational institutes. The intervention will extend basic education from the JHS level to SHS level.

#### **5.4.15 Transforming Agriculture**

Agriculture provides the best opportunity to turn around the economic fortunes of the country, and change the lives of many people, especially those in rural areas. To this end, Government will launch

a flagship agricultural transformation initiative known as "*Planting for Food and Jobs*". The initiative will be anchored on: provision of improved seeds; supply of fertilisers; provision of dedicated extension services; a marketing strategy; and the use of e-agriculture. To implement the intervention, District Assemblies will be asked to identify and register progressive farmers in each of the 216 districts.

Yet, another complementary initiative in the agriculture sector is the "*One Village, One Dam*" initiative. For too long, farmers have been left at the mercy of the vagaries of the weather. To break this cycle, this initiative is being introduced, especially in the Upper West, Upper East and Northern Regions, to ensure availability of water for all-year farming. This is expected to improve food security, and curtail migration from the north to the south in search for jobs during the off-farm season.

Government will pursue aggressive industrialisation and value addition of agricultural produce, and implement an aggressive programme for export development, targeting primarily regional and continental markets, especially for value-added agricultural produce and light manufacturing. Government will also enhance domestic retail market infrastructure, and active promotion of the marketing and distribution of domestically produced goods, to capture value and reduce post-harvest losses.

#### **5.4.16 Establishment of Airport Free Zone**

Airports all over the world are becoming increasingly multimodal, multi-functional enterprises, creating considerable opportunities for commercial developments in areas they are located. Airports tend to attract investment and, therefore, generate jobs. Many countries are considering airport cities, or aerotropolis (airport-centred urban economic regions), as a vital means of expanding opportunities and creating jobs. Government has identified sector-targeted Free Zones as a major driver for capital inflows and job creation for Ghanaians. Government will, therefore, aggressively promote the establishment of the Airport Free Zone (AFZ), using private sector investment, with Government only facilitating the process.

#### **5.4.17 Financial Stability Council**

Exposure to debts from bulk distribution companies, state-owned energy entities, as well as non-performing private sector loans, continues to exert enormous pressure on the banking sector, posing a systemic risk to the entire economy. A significant number of banks have capital adequacy ratios below the required 10 percent, even after the restructuring of the VRA and TOR debts. To address this over the long term, Government will establish a Financial Stability Council, with the mandate to assess continuously the vulnerabilities of the financial system, and provide oversight to avert these risks.

#### ***Optimising Energy Assets***

To achieve a least-cost power generation infrastructure, and optimise energy assets, Government will expand opportunities for private sector participation in the energy sector. This will partly entail

the restructuring of the power sector, by bringing all hydro generation exclusively under the Volta River Authority (VRA), and creating a separate thermal market. A new entity will be established to hold the thermal assets, which are currently held by VRA, and make available a significant portion of this entity for private sector investment, in pursuit of our private sector participation policy.

### ***Ghana Infrastructure Investment Fund (GIIF)***

In 2007, Government announced its intention to set up a Ghana Investment Corporation (GIC), as its principal sovereign wealth fund vehicle. Pursuant to that, in April 2008, a memorandum was presented to Cabinet for approval to commence the processes of forming the GIC, which was approved. A draft Bill was prepared, but could not be passed before the Kufuor Administration left office.

Government will review the GIIF law to make it consistent with the original objectives of the Ghana Investment Corporation (GIC). This has become imperative, as we seek to take a more aggressive posture in leveraging the assets side of our balance sheet, to create wealth to support the development of the country. The GIIF will manage the National Asset Protection Project (NAPP), a programme designed to conduct physical and financial audits to locate, identify and value uncompleted Government assets.

Government will use the GIIF to develop strategic anchor initiatives as new pillars of growth for the Ghanaian economy, including the establishment of petrochemical industries; an iron and steel industry; an integrated aluminium industry; expansion of domestic production of pharmaceuticals; establishment of a vehicle assembly plant and an automotive industry; production of industrial salt; establishment of garment and textiles enterprises; and manufacture of machinery, equipment and component parts.

### **5.4.18 International Financial Services Centre**

The Banking (Amendment) Act, 2007 (Act 738) was passed to enable Government to set up the International Financial Services Centre (IFSC). The purpose is to attract foreign direct investment; income from license fees payable in foreign currencies; create employment; enhance local skills and knowledge; strengthen the financial sector through expansion in the use of investment banking instruments; and increase the general competitiveness of the financial sector. To reactivate the process, which started in 2007, Government will re-establish the International Financial Services Centre (IFSC).

### **5.4.19 Millennium Challenge Corporation**

The Ghana Compact II programme has officially come into force. Both parties to the Compact, the Governments of Ghana and United States of America, are committed to complying with their obligations. However, the implementation of Ghana's commitments has faced some challenges due

to disagreements between stakeholders, particularly between labour, Electricity Company of Ghana (ECG) and the Millennium Development Authority (MiDA). To address the concerns raised by stakeholders, and position Ghana to implement the Compact, Government will open up dialogue on the key issues that have generated these disagreements.

#### **5.4.20 Education Fund**

To re-inforce community involvement in governance and improve the quality of education in senior high schools, Government will introduce an innovative initiative that will allow stakeholders to adopt a senior high school of their choice in their communities. Parents, school alumni, religious organisations, the diaspora, will be encouraged to establish a funding mechanism to support high schools of their choice.

#### **5.4.21 Establishment of a ‘Diaspora Fund’**

Ghanaians in the diaspora continue to make significant contributions to the economy, and Government fully intends to continue engaging them in developing solutions to the challenges we face as a country. To strengthen diaspora engagement, the Diaspora Affairs Bureau will be moved from the Ministry of Foreign Affairs to the Office of the President in order to provide our compatriots with direct access to Government at the highest level. Government will establish a Diaspora Fund, which will focus on tapping into and leveraging the vast resources of Ghanaians in the diaspora in a more structured manner, towards the development of the country.

#### **5. 4.22 Integrated Aluminium Industry**

Ghana has, since 1962, explored the possibility of establishing an integrated aluminium industry, using its natural resources in bauxite, hydro, gas and its existing smelter. The aluminium industry remains a key prospect for industrial development, especially in its capacity to feed several light manufacturing industries and spur labour-intensive job creation in fabrication of various goods for the domestic and regional markets. In line with Government’s vision to industrialise and transform the economy, an Integrated Bauxite Authority will be set up to oversee development of the industry. This development will require six main components, namely:

1. development of the bauxite mines which are located in Awaso, Nyinahin and Kyebji;
2. establishment of a refinery at one of the bauxite sites in close proximity to Tema, where the VALCO smelter is located;
3. allocation of a dedicated, reliable and affordable source of power supply for the smelter;
4. development of railway infrastructure between the mines and Tema;
5. conversion of alumina to aluminium at the VALCO plant; and
6. establishment of an industrial park, dedicated to manufacturing aluminium-related products.

In pursuant of this initiative, a Bill will be submitted to Parliament to ensure the establishment of the appropriate authority to spearhead the development of this critical industry.

### **5.4.23 Fighting Corruption**

Corruption holds back economic growth, increases the cost of doing business, reduces revenue to the state, leads to capital flight, and inflates the cost of running Government. It also results in a loss of legitimacy and respect for legally constituted authority. In this regard, Government will pursue a combination of institutional and legislative reforms as part of the anti-corruption policy, including establishing the Office of the Special Prosecutor, and strictly applying the provisions in the PFM and PPA Acts, as well as amend, in particular, Sections 3, 151 and 239-257 of the Criminal Offences Act, 1960 (Act 29), which will make corruption a felony, instead of a misdemeanour. The Right to Information Bill will also be passed as part of the tools for fighting corruption, in addition to aggressive implementation of the National Anti-Corruption Action Plan.

### **5.4.24 Job Creation**

The centrepiece of this policy document is to create an environment that will stimulate the private sector to create jobs, especially for the youth. Government will create an enabling environment to build the capacity of the youth to take on more active roles in the development of the country. This is reflected in the key policy initiatives announced in this document, such as:

- entrepreneurship development;
- One District, One Factory;
- One Village, One Dam;
- Small Business Development;
- provide incentives for the hospitality and creative industries enabling them to create jobs;
- invest in skills training and apprenticeships;
- stimulus package for distressed industries; and
- Planting for Food and Jobs.

Significant resources and time will be devoted to these interventions to ensure that the ultimate objective of creating jobs is achieved.

## **CHAPTER SIX**

### **IMPLEMENTATION, MONITORING AND EVALUATION ARRANGEMENTS**

#### **6.1 INTRODUCTION**

The implementation, monitoring and evaluation arrangements will outline the role of specific agencies in the implementation, monitoring and evaluation of policies and programmes, as well as specific activities to be undertaken to ensure that the policies and programmes are incorporated in sector and district plans and effectively implemented. They will also outline how development outcomes are going to be monitored and evaluated, and the mechanism for communicating the development results to stakeholders. The implementation, monitoring and evaluation arrangements will ensure the priority programmes and initiatives are executed, according to plan and the overall development outcomes achieved. It will give the opportunity to estimate and control for any potential risks that are likely to hamper the successful execution of selected programmes.

#### **6.2 IMPLEMENTATION ARRANGEMENTS**

The execution of the Coordinated Programme is situated in the context of the national planning system of Ghana. The national planning system outlines the implementation arrangements from the national to sector and district levels, which constitute the basic planning entities of Government programmes. NDPC, as the apex planning body of the Government of Ghana, will work with the Office of the President, particularly with the Minister for Monitoring and Evaluation, to coordinate the implementation of all programmes, both the priority programmes as outlined in this document, and the broader set that will be articulated in the medium-term development policy framework.

MDAs and the MMDAs will act as the basic structures of the implementation mechanisms in line with the Directive Principles of State Policy. Flowing from the national goal – *the Agenda for Jobs: Creating Prosperity and Equal Opportunity for All* – MDAs and MMDAs will execute their programmes and activities, based on their respective institutional mandates. However, the priority programmes and initiatives will require cross-sectoral, functional and ministerial arrangements, and strong collaborations to realise the objectives of the specific programmes and interventions.

Consequently, the expenditure will be based on the sector and district medium-term development plans, which serve as the basis for the annual national Budget. Resources will be prioritised in favour of the flagship programmes and initiatives, in addition to creating space for participation of the private sector in the delivery of key outcomes.

For successful implementation, public sector institutions will be strengthened to enhance timely implementation of programmes and projects. This will entail providing adequate resources through the annual Budget and other inter-governmental transfers, as well as strengthening inter- and intra-institutional collaboration, to avoid conflicts and ensure complementarity.

### **6.2.1 Role of the Office of the President**

The Coordinated Programme for Economic and Social Development Policies (CPESDP) outlines the vision of the President during his tenure. It also forms the basis for the development of the medium-term national development policy framework, and the medium-term development plans of MDAs and MMDAs. The policy prescriptions in the Coordinated Programme serve as the basis for the implementable programmes and projects of MDAs and MMDAs, as well as other relevant stakeholders. These programmes inform the budgets to be prepared at the national and sub-national levels of Government for the same period. As part of the monitoring arrangements, specific indicators are developed to measure performance in the implementation of these programmes and projects.

The Office of the President, through the Minister for Planning and the Minister for Monitoring and Evaluation, will serve as the main focal point for coordinating the implementation, monitoring and evaluation of key interventions, in collaboration with NDPC.

#### ***Role of Minister for Planning***

The Minister for Planning will ensure that activities of Government institutions are in line with the Coordinated Programme. The Minister will work with NDPC and the Ministry of Finance to ensure that the priorities of the Government, as expressed in the CPESDP, are mainstreamed in the sector and district medium-term development plans, and that the annual budget reflects these priorities. The Ministry will serve as liaison and facilitator between NDPC and the Office of the President on the implementation of planned activities in line with the CPESDP, as well as facilitate reporting on progress during implementation to the Office of the President.

#### ***Role of Minister for Monitoring and Evaluation***

The overall responsibilities of the Minister for Monitoring and Evaluation (MM&E) are to facilitate, influence and support effective monitoring and evaluation of Government programmes, aimed at improving service delivery, outcomes and impact on society. In addition, the Minister is responsible for developing a performance-based results architecture to facilitate a transformational delivery of the Government's strategically prioritised programmes. The Minister, under the directive of the President, is currently coordinating with all sector Ministers to agree on a set of high-priority initiatives within the flagship programmes, which will subsequently be presented to the Cabinet for approval and adoption. The Minister will then roll out a Government-wide dashboard, colour-coded performance rating systems, communication tools and other templates, to complement the existing M&E national system to conduct real-time monitoring of agreed high priorities. The Minister will provide regular performance reports to the President, Cabinet, Economic Management Team, and Parliament, to initiate timely discussions and corrective measures on stagnant, delayed and under-performing projects. This approach will help to remove obstacles to the implementation of programmes, to foresee challenges and forestall them.

The Minister will play an oversight and coordinating role, and work collaboratively with MDAs, development partners, and NDPC, which is a key partner for monitoring and evaluating deliverables of the Coordinated Programme at the sector and district levels. The Minister and NDPC will work together to ensure that public services discharge their mandates effectively, efficiently and in a timely manner.

### **6.2.2 Role of National Development Planning Commission**

The National Development Planning Commission (NDPC) is mandated to advise the President on national development policies and strategies, and is responsible for coordinating the decentralised planning system. It is also responsible for formulating and coordinating the implementation, monitoring and evaluation of national development policies and plans. To implement this Coordinated Programme, NDPC will prepare a medium-term national development policy framework based on the priorities of the Coordinated Programme, 2017-2024. Based on this medium-term development policy framework, prepared by NDPC, the MDAs and MMDAs will be assisted to prepare their respective sector and district medium-term development plans, including the M&E plan, which will be integrated and harmonised into national medium-term plans. In addition to coordinating the development of action plans by MDAs and MMDAs, NDPC will work with the sectors and districts to ensure that monitoring and evaluation arrangements are instituted, and that regular and periodic review of programme deliverables are undertaken. This will include determining the appropriate monitoring and evaluation (M&E) indicators for regular assessment of progress, and will largely be done through the Policy Planning, Monitoring and Evaluation Divisions (PPMEDs) of ministries, the Regional Planning Coordinating Units (RPCUs) and the District Planning Coordinating Units (DPCUs). NDPC will ensure that the medium-term plans of MDAs and the MMDAs are in consonance with the national medium-term development policy framework, and that the inherent priorities of the Agenda are well reflected.

### **6.2.3 Role of Ministries, Departments and Agencies**

Sections 1, 10 and 11 of the National Development Planning Act, 1994 (Act 480), stipulates that MDAs undertake development planning functions with NDPC, based on the prevailing national development goals and with the sectoral development guidelines designed by NDPC. Against this background, MDAs will prepare and execute their respective sector and medium-term development plans, covering the period 2018-2021. The MDAs, based on the sectoral medium-term development plans, will also design a monitoring and evaluation framework, including agreed sets of objectively verifiable indicators (OVIs) to track the progress of programme goals, outcomes, outputs, objectives, targets and activities. Ultimately, MDAs will ensure that their activities are harmonised and reported regularly to NDPC, as well as to the Office of the Minister for Monitoring and Evaluation.

### **6.2.4 Role of Metropolitan, Municipal and District Assemblies**

The National Development Planning (System) Act, 1994, Act 480, prescribes that responsibility for sub-national development planning is placed on MMDAs, and will function through their respective

Executive Committees and the District Planning Coordinating Units (DPCU). In the light of the decentralised approach to governance and development planning, districts are the basic planning units in Ghana. They form the administrative and political authority at local and, therefore, to realise the ***Agenda for Jobs: Creating Prosperity and Equal Opportunity for All***, the MMDAs, drawing from the medium-term national development policy framework prepared by NDPC, will ensure the preparation of plans and budgets of Districts for transmission to the Government for final approval. MMDAs, using a general set of indicators agreed with NDPC, will implement an M&E framework to track the results of the ***Agenda for Jobs: Creating Prosperity and Equal Opportunity for All*** at local level.

### **6.2.5 Role of the Private Sector**

To deliver on the Coordinated Programme partnership with the private sector, both domestic corporate bodies and multinationals have been identified as critical. Consequently, private sector entities, through PPP initiatives, are going to be key partners in implementing the President's Agenda. In this regard, the private sector will be supported to develop its capacities and position itself to partner Government in implementing the key initiatives identified under the Coordinated Programme, especially for those where the private sector has comparative advantage, with respect to capacity, expertise and resources.

### **6.2.6 Role of Civil Society**

Civil society organisations (CSOs) have become an active partner in national development efforts. The role they have played has been crucial for sustaining the development dialogue and management of the development process. Their role has also expanded over the years to include information dissemination on the development process, especially at community level. In recent times, CSOs have become direct agents of implementation of development programmes at community and national levels, for example, in the provision of water and sanitation facilities.

CSOs are recognised as the third sector, and have stepped in to fill the gaps in areas that Government and the private sector leave unattended. This ongoing collaboration will be strengthened, and strategic partnerships and alliances formed with MDAs and MMDAs in the implementation of interventions outlined in the Coordinated Programme.

## **6.3 MONITORING AND EVALUATION OF PROGRESS**

Monitoring and Evaluation (M&E) has served as an essential management tool, and has provided the necessary incentive for the pursuit of policy, programme and project effectiveness, as well as ensuring accountability, responsiveness and transparency in the allocation of resources. Monitoring progress of implementation of policies and programmes, and evaluating their overall outcome has been an integral part of the national development planning process. The current arrangement, for monitoring and evaluating the implementation of Government policies and programmes, entails M&E at national, sectoral and district levels. It involves assessment of the performance of agreed

sets of indicators and targets on a quarterly and annual basis, and undertaking evaluation of the impact of selected interventions on a regular basis. The newly created ministry (MM&E) will introduce real-time monitoring of key flagship initiatives, as well as results-based delivery approaches, to ensure timely implementation of high Government priorities.

M&E activities begin with the development of the M&E framework, the main purpose of which is to guide the continuous tracking, periodic review and conduct of mid-term or final evaluation. The framework provides a comprehensive set of agreed indicators, linked to key activities, outcomes, outputs and impact at MDA and MMDA levels that must be tracked.

As part of performance assessment and measurement, the MM&E will provide regular reports to the President, Cabinet and Parliament on the implementation progress of flagship programmes. In addition, periodic implementation reports will be prepared on all other programmes. These reports will be quarterly or annually. Implementing institutions, such as MDAs and MMDAs, are expected to prepare quarterly and annual progress reports as well.

### **6.3.1 Outputs of M&E activities**

M&E activities will help to ascertain whether or not deliverables of the Coordinated Programme, especially the priority programmes, are on track in order to initiate corrective actions where necessary. During the implementation of the Coordinated Programme, the results of M&E will inform national development planning, support sector policy and programme design, and inform budget and resource allocation. M&E activities will validate budget quality, scope, risk and time lines agreed on at the outset of implementation for the attainment of deliverables.

M&E serves as one of the requirements for transparency and accountability at MDAs and MMDA levels. M&E activities will also ensure whether effectiveness, efficiency, relevance, economy and impact (which are accepted as the hallmark of effective implementation) are achieved or not. The process will also form the basis of dialogue with other non-state actors, such as CSOs and Ghana's international partners. The major institutions, that will be involved in M&E activities under the Coordinated Programme, will be as follows:

- Office of the Minister for Planning;
- Office of the Minister for Monitoring and Evaluation
- National Development Planning Commission;
- PPMEDs of MDAs at sector level;
- District Planning Coordinating Units (DPCUs) of MMDAs; and
- Ghana Statistical Service (with regard to the Ghana Statistical Development Plan).

To enhance M&E activities for timely delivery of results, the following will be undertaken:

- a) putting in adequate capacity to ensure the effectiveness of M&E;
- b) setting up effective communications systems to achieve timely reporting of deliverables;
- c) managing the information flow to ensure that feedback arrangements are in place to make usable data available to Government, private sector and civil society organisations; and

- d) ensuring that the entire exercise has a participatory approach in terms of design, data collection and reporting.

### **6.3.2 Communication and Stakeholder Engagement**

A comprehensive communications and stakeholder engagement strategy will be rolled out to support the prioritised objectives of the Coordinated Programme. The goal of this communication and stakeholder engagement is “to keep citizens well informed, actively engaged and committed”. The communication and stakeholder engagement strategy fits within the implementation strategy, with clearly defined target groups, messages, channels of communication and feedback management mechanisms.

The principal audience of the communication campaign will be the Ghanaian populace. However, specific target audiences will be Cabinet, Members of the Council of State, Members of the Judiciary, Members of Parliament, Ministers of State and their Deputies, Chief Directors and Heads of organisations, MDAs, Regional Coordinating Councils (RCCs), and MMDAs. Other institutions that will be targeted are political parties, private sector, professional bodies and associations, international partners, the general public, traditional authorities, communities, media, academics, academic institutions, research institutions and think-tanks. Community-based organisations (CBOs), civil society organisations (CSOs), including trade and labour associations, student unions, non-governmental organisations (NGOs), farmer-based organisations, faith-based organisations (FBOs), women’s associations and groups, interest groups, and any other institutions that may have an interest or a right to information on the implementation of the agenda will also be targeted.

Progress made needs to be disseminated in as many different ways as possible among all interest groups and stakeholders, in order to generate ownership, contribute to implementation and hold implementers accountable. The channels for dissemination and communication will include both the traditional media and the social/online media. Other channels will include communication ambassadors, infographics, and durbars. The feedback management system will be anchored on the creation of strategic partnerships with identifiable stakeholders (state and non-state actors), Parliament, professional associations, private sector, international partners, academics, the media and other interest groups, through feedback mechanisms and/or channels identified above.

Over the period of implementation of this Coordinated Programme, current institutional arrangements and processes will be strengthened to make them more effective in providing timely feedback on the implementation of interventions outlined in the Coordinated Programme. The output of the M&E process will be used to inform the national development planning process; support sector policy and programme design; inform the budget allocation process; enhance transparency and accountability in the management of national resources; encourage continuous improvement in public policy management; and inform the continuing policy dialogue within Government on national priorities. It will also inform policy dialogue with other non-state actors such as the private sector and CSOs, as well as international partners. The monitoring reports will also be used for decision making that could lead to possible policy review.