



Republic of Ghana

MEDIUM-TERM NATIONAL DEVELOPMENT POLICY FRAMEWORK

GHANA SHARED GROWTH AND DEVELOPMENT AGENDA (GSGDA) II, 2014-2017



GOVERNMENT OF GHANA
NATIONAL DEVELOPMENT PLANNING COMMISSION (NDPC)

December 2014



REPUBLIC OF GHANA

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VOLUME I:
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GOVERNMENT OF GHANA
NATIONAL DEVELOPMENT PLANNING COMMISSION (NDPC)
DECEMBER 2014

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LIST OF ACRONYMS

ATAG	Aid to Artisans of Ghana
AU	African Union
BDCs	Bulk Distribution Companies
BDR	Births and Deaths Registry
BOG	Bank of Ghana
BOST	Bulk Oil Storage and Transport Limited
BPA	Bui Power Authority
Bpd	Barrels per Day
BRIC	Brazil, Russia, India and China
BRRRI	Building and Road Research Institute
BRT	Bus Rapid Transit
BTS	Blood Transfusion Service
CAADP	Comprehensive Africa Agriculture Development Programme
CAGD	Controller and Accountant-General's Department
CBOs	Community-Based Organisations
CBT	Competency-Based Training
CDB	China Development Bank
CDD	Centre for Democratic Development
CEDECOM	Central Region Development Commission
CEPS	Customs Excise and Preventive Service
CERSGIS	Centre for Remote Sensing and Geographic Information System
CET	Common External Tariffs
CHAG	Christian Health Association of Ghana
CHASS	Conference of Head of Assisted Secondary Schools
CHPS	Community-Based Health Planning and Services
CHRAJ	Commission on Human Rights and Administrative Justice
CICs	Community Information Centres
CIS	Construction Industry Scheme
CLFZS	Child Labour-Free Zones
CLTS	Community Led Total Sanitation
CMAs	Central Management Agencies
CO ₂	Carbon Dioxide
CPI	Consumer Price Index
CPO	Crude oil palm
CPESDP	Coordinated Programme of Economic and Social Development Policies
CRC	Constitution Review Commission
CREMAs	Community Resource Management Areas
CSIR	Centre for Scientific and Industrial Research
CSM	Cerebro-Spinal Meningitis
CSOs	Civil Society Organisations
CSPGs	Cross-Sectoral Planning Groups

CSR	Corporate Social Responsibility
C-TPAT	Customs-Trade Partnership Against Terrorism
CWIQ	Core Welfare Indicators Questionnaire
CWSA	Community Water and Sanitation Agency
DA	District Assembly
DAAS	District Agricultural Advisory Services
DACF	District Assemblies Common Fund
DDF	District Development Facility
DDF	District Development Fund
DFR	Department of Feeder Roads
DHIMS	District Health Information Management System
DMBs	Deposit Money Banks
DMTDP	District Medium-Term Development Plans
DOT	Directly Observed Therapy
DPCUs	District Planning and Coordinating Units
DPD	Directorate of Public Defenders
DPs	Development Partners
DRH	Doctors for the Right to Health
DSDA	Danish Support for District Assemblies
DSW	Department of Social Welfare
DUR	Department of Urban Roads
DVLA	Driver Vehicle and Licensing Authority
DWSP	District Water and Sanitation Plan
EC	Electoral Commission
EC	Energy Commission
ECCDA	Early Childhood Care and Development Policy
ECG	Electricity Company of Ghana
ECOWAS	Economic Community of West African States
ECRAG	Entertainment Critics and Reviewers Association of Ghana
EDAIF	Export Development and Agriculture Investment Fund
EDIF	Export Development and Investment Fund
EEZ	Exclusive Economic Zones
EFA	Education for All
EITI	Extractive Industries Transparency Initiative
eMTCT	Elimination of Mother-To-Child Transmission
EOCO	Economic and Organised Crimes Office
EPA	Environmental Protection Agency
ESIA	Environmental and Social Impact Assessment
ETLS	ECOWAS Trade Liberalisation Scheme
EU	European Union
EXIM	Export and Import
FAO	Food and Agriculture Organisation

FASDEP	Food and Agriculture Sector Development Programme
FBOs	Farmer-Based Organisations
FCUBE	Free Compulsory Universal Basic Education
FDI	Foreign Direct Investment
FFB	Fresh Fruit Bunch
FIC	Financial Intelligence Centre
FINSSP	Financial Sector Strategic Plans
FLEGT	Forest Law Enforcement, Governance and Trade
FP	Family Planning
FWSC	Fair Wages and Salaries Commission
GAC	Ghana Aids Commission
GACC	Ghana Anti-Corruption Coalition
GACL	Ghana Airports Company Limited
GACUP	Greater Accra Community Upgrading Project
GAEC	Ghana Atomic Energy Commission
GAP	Good Agricultural Practices
GAPI	Ghana Association of Phonographic Industries
GAPs	Good Agriculture Practices
GCAA	Ghana Civil Aviation Authority
GDHS	Ghana Demographic and Health Survey
GDP	Gross Domestic Product
GEA	Ghana Employers Association
GEPC	Ghana Export Promotion Council
GER	Gross Enrolment Ratio
GES	Ghana Education Service
GETFund	Ghana Education Trust Fund
GFD	Ghana Federation of the Disabled
GHA	Ghana Highway Authority
GHATOF	Ghana Tourism Federation
GHF	Ghana Heritage Fund
GHS	Ghana Health Service
GIFMIS	Ghana Integrated Financial Management Information System
GIMPA	Ghana Institute for Management and Public Administration
GIPC	Ghana Investment Promotion Centre
GIS	Geographic Information System
GLSS	Ghana Living Standard Survey
GMA	Ghana Medical Association
GNADP	Ghana National Aquaculture Development Plan
GNAT	Ghana National Association of Teachers
GNFS	Ghana National Fire Service
GNGC	Ghana National Gas Company Limited
GoG	Government of Ghana
GPFs	Ghana Petroleum Funds

GPHA	Ghana Ports and Harbours Authority
GPRS	Growth and Poverty Reduction Strategy
GPRTU	Ghana Private Road Transport Union
GPS	Global Positioning System
GRA	Ghana Revenue Authority
GRATIS	Ghana Regional Appropriate Technology Industrial Service
GRCL	Ghana Railway Company Limited
GRIDCO	Ghana Grid Company
GRMA	Ghana Registered Midwives Association
GSDP	Ghana Statistical Development Plan
GSE	Ghana Stock Exchange
GSF	Ghana Stabilization Fund
GSGDA	Ghana Shared Growth and Development Agenda
GSS	Ghana Statistical Service
GTB	Ghana Tourist Board
GUMPP	Ghana Urban Management Pilot Project
GUTP	Ghana Urban Transport Project
GWCL	Ghana Water Company Limited
GYEEDA	Ghana Youth Employment and Entrepreneurial Development Agency
H1N1	Hemagglutinin1 Neuraminidase1
HACCP	Hazard Control and Critical Analysis
HELPAGE	Help Age Ghana
HFZ	High Forest Zone
HIPC	Highly Indebted Poor Countries
HIRD	High Rapid Impact Delivery
HIV	Human Immunodeficiency Virus
HOTCATT	Hotel Catering and Tourism Training Centre
HRD	Human Resources Development
HRMIS	Human Resource Management Information System
HSC/A	Human Settlements Commission/Authority
HTC	HIV Testing and Counselling
ICAO	International Civil Aviation Organization
ICD	Independent Complaints Directorate
ICE	Information, Communication and Education
ICT	Information and Communications Technology
IDA	International Development Association
IDF	Industrial Development Fund
IDRS	Integrated Disease Surveillance and Response
IEA	Institute of Economic Affairs
IGF	Internally Generated Fund
IGFF	Inter-Governmental Fiscal Framework
IGIs	Independent Governance Institutions
ILGS	Institute of Local Government Studies

ILO	International Labour Organisation
IMD	Institute for Music and Development
IMF	International Monetary Fund
IMO	International Maritime Organization
IMTs	Intermediate Means of Transport
INSET	In-Service Education and Training
IPPs	Independent Power Producers
IPT	Intermittent Preventive Treatment
IPTP	Intermittent preventive treatment in pregnancy
IRS	Indoor Residential Spraying
IRS	Internal Revenue Service
ISD	Information Services Department
ISSER	Institute of Statistical, Social and Economic Research
ISSP	Industrial Sector Support Programme
ITN	Insecticides Treated Nets
ITO	International Trade Organization
ITTU	Intermediate Technology Transfer Unit
IWRM	Integrated Water Resources Management
JASMES	Joint Agenda for Strengthening M&E and Statistics
JEC	Job and Enterprise Centres
JFFLS	Junior Farm Field and Life Schools
JHS	Junior High School
KIA	Kotoka International Airport
KWh	Kilowatt Hour
L.I.s	Legislative Instruments
LAP	Land Administration Project
LCG	Low Carbon Growth
LEAP	Livelihood Empowerment Against Poverty
LED	Local Economic Development
LGS	Local Government Service
LI	Legislative Instrument
LLINs	Long Lasting Insecticide Treated Nets
LMIC	Lower Middle Income Country
LPG	Liquefied Petroleum Gas
LRC	Legal Resource Centre
LUPMP	Land Use Planning and Management Project
LUS	Lesser Used Species
M&E	Monitoring and Evaluation
MA	Maritime Academy
MAB	Ministerial Advisory Boards
MAF	MDGs Accelerated Framework
MARPs	Most at Risk Populations
MASTESS	Mathematics, Science and Technology Scholarships Scheme

MCC	Millennium Challenge Corporation
MDAs	Ministries, Departments and Agencies
MDBS	Multi-Donor Budgetary Support
MDGs	Millennium Development Goals
MDPI	Multidisciplinary Digital Publishing Institute
MELR	Ministry of Employment and Labour Relations
MEST	Ministry of Environment, Science and Technology
MESW	Ministry of Employment and Social Welfare
MFA	Ministry of Foreign Affairs
MICS	Multiple Indicator Cluster Survey
MiDA	Millennium Development Authority
MINT	Ministry of Interior
MLGRD	Ministry of Local Government and Rural Development
MLNR	Ministry of Lands and Natural Resources
MM	Maternal Mortality
MMDAs	Metropolitan, Municipal and District Assemblies
MMTL	Metro Mass Transit Limited
MOC	Ministry of Communications
MOD	Ministry of Defence
MoEn	Ministry of Energy
MoEP	Ministry of Energy and Petroleum
MoF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MOH	Ministry of Health
MOI	Ministry of Information
MoJ& A-G	Ministry of Justice and Attorney General
MOT	Ministry of Tourism
MOTI	Ministry of Trade and Industry
MoTr	Ministry of Transport
MOWAC	Ministry of Women and Children's Affairs
MoYS	Ministry of Youth and Sports
MRH	Ministry of Roads and Highways
MSMEs	Micro, Small and Medium-Scale Enterprises
MTEF	Medium-term Expenditure Framework
MTTU	Motor and Traffic Transport Union
MUSIGA	Musicians Union of Ghana
MWRWH	Ministry of Water Resources, Works and Housing
NABPTEX	National Board for Professional & Technician Examinations
NACAP	National Anti-Corruption Action Plan
NACP	National Aids Control Programme
NADMO	National Disaster and Management Organisation
NAGRAT	National Association of Graduate Teachers
NAMAS	National Appropriate Mitigation Actions

NBSSI	National Board for Small Scale Industries
NCA	National Communication Authority
NCCE	National Commission on Civic Education
NCDs	Non-Communicable Diseases
NCPD	National Council on Persons with Disabilities
NCWD	National Council on Women and Development
NDAP	National Decentralisation Action Plan
NDPC	National Development Planning Commission
NEA	National Education Assessment
NED	National Economic Dialogue
NEPAD	New Partnership for African Development
NFE	Non-Formal Education
NFED	Non-Formal Education Division
NGOs	Non-Governmental Organisations
NHIA	National Health Insurance Authority
NHIS	National Health Insurance Scheme
NIA	National Identification Authority
NIC	National Insurance Commission
NIP	National Infrastructure Plan
NLC	National Labour Commission
NMC	National Media Commission
NPA	National Petroleum Authority
NPL	Non-Performing Loan
NPRA	National Pension Regulatory Authority
NRSC	National Road Safety Commission
NTDs	Neglected Tropical Diseases
NVTI	National Vocational and Technical Institute
NYC	National Youth Council
NYEP	National Youth Employment Programme
ODA	Official Development Assistance
OHCS	Office of the Head of Civil Service
OoP	Office of the President
OPD	Out Patient Department
PAC	Project Advisory Committee
PC	Petroleum Commission
PEF	Private Enterprise Foundation
PES	Post Enumeration Survey
PFI	Press Freedom Index
PHMHB	Private Hospitals and Maternity Homes Board
PIAC	Public Interest Accountability Committee
PIP	Public Investment Programme
PLHIV	People Living with HIV/AIDs
PMTCT	Prevention of Mother-To-Child Transmission

PMU	Project Management Unit
PPA	Public Procurement Authority
PPAG	Planned Parenthood Association of Ghana
PPMED	Policy Planning, Monitoring and Evaluation Division
PPP	Public-Private Partnership
PPR	Pest De Petit Ruminant
PROMAG	Professional Musicians Association of Ghana
PSC	Public Services Commission
PSDS	Private Sector Development Strategy
PSIAs	Poverty and Social Impact Analysis
PSRS	Public Sector Reform Secretariat
PURC	Public Utilities and Regulatory Commission
PWDs	Persons With Disability
R&D	Research and Development
RCC	Regional Coordinating Council
REDD+	Reducing Emission from Deforestation and Forest Degradation plus
RELCs	Research Extension Farmer Linkages
REP	Rural Enterprises Programme
RH	Reproductive Health
RHNP	Regenerative Health and Nutrition Programme
RPCU	Regional Planning Coordination Unit
RTTU	Regional Technology Transfer Unit
RUEAP	Rural and Urban Entrepreneurship and Artisan Project
SADA	Savannah Accelerated Development Authority
SBA	Small Businesses Association
SDZ	Special Development Zone
SEA	Strategic Environmental Assessment
SEC	State Enterprise Commission
SFO	Serious Fraud Office
SHS	Senior High School
SIP	Strategic Investment Plans
SMEs	Small and Medium Enterprises
SMTDPS	Sector Medium-Term Development Plans
SNA	System of National Accounts
SNNIT	Social Security and National Insurance Trust
SOE	State Owned Enterprise
SONA	State of the Nation's Address
SOP	Standard Operations Procedure
SSNIT	Social Security and National Insurance Trust
SSPP	Single Spine Pay Policy
STD	Sexually Transmitted Diseases
STI	Sexually Transmitted Infections

STI	Science, Technology and Innovation
STIDEP	Science, Technology and Innovation Development Programme
TB	Tuberculosis
TCPD	Town and Country Planning Department
TEN	Tweneboa, Enyenra and Ntomme
TLM	Teaching and Learning Material
TOR	Tema Oil Refinery
TUC	Trade Union Congress
TVET	Technical Vocational Education and Training
TVI	Technical and Vocational Institution
U5M	Under-5-Mortality
UDG	Urban Development Grant
UG SPH	University of Ghana School of Public Health
UNCRPD	UN Convention on the Rights of Persons with Disability
UNCTAD	United Nations Conference on Trade and Development
UNFPA	United Nations Population Fund Agency
US	United States
UTDE	Untrained Teachers Diploma Education
UTTDBE	Untrained Teachers Diploma in Basic Education
VALCO	Volta Aluminium Company
VAT	Value-Added Tax
VLTC	Volta Lake Transport Company
VOC	Vehicle Operating Costs
VPA	Voluntary Partnership Agreement
VRA	Volta River Authority
WAMZ	West Africa Monetary Zone
WAPP	West African Power Pool
WCO	World Customs Organisation
WFCL	Worst Forms of Child Labour
WHO	World Health Organisation
WIRA	Women in Reproductive Ages
WRC	Water Resources Commission
WTO	World Trade Organisation
YES	Youth Enterprise Support

EXECUTIVE SUMMARY

1.0 BACKGROUND AND STRATEGIC CONTEXT OF GSGDA II (2014-2017)

i. Background

The Ghana Shared Growth and Development Agenda (GSGDA) II, 2014-2017, is the fifth in the series of medium-term national development policy frameworks prepared over the past two decades. It is the operational framework of the President's *Coordinated Programme of Economic and Social Policies, 2014-2020 – An Agenda for Transformation*, which was submitted to Parliament in December 2014 in fulfilment of Article 36, Section 5 of the Constitution, which requires him to present such a programme within two years of being in office.

To ensure continuity in overall national development, however, the GSGDA II also builds on the predecessor framework, GSGDA I (2010-2013), drawing lessons from its successes and challenges to enhance overall development management and the transformation agenda that the *Coordinated Programme* represents. Both the *Coordinated Programme* and GSGDA II in turn are informed by the government's "Advancing the Better Ghana Agenda", the Millennium Development Goals, and the President's State of the Nation Address.

As with previous frameworks, the GSGDA II provides a consistent set of policy objectives and strategies to guide the preparation and implementation of medium-term and annual development plans and budgets at sector and district levels. It also serves as a platform for donor coordination.

The GSGDA II was prepared in a participatory manner, with the active involvement of public and private sector agencies as well as civil society groups (including traditional authorities), using the mechanism of cross-sectoral planning groups (CSPGs), as required by the National Development Planning Commission Act of 1994 (Act 479) and the National Planning System Law (Act 480).

GSGDA will serve as a guide to the formulation of medium-term and annual development plans and budgets at sector and district levels.

ii. Context of GSGDA II (2014-2017)

The GSGDA II is being prepared within the context that Ghana has attained lower middle-income status in 2010 and recorded significant expansion in the economy over the period of the previous GSGDA (2010-2013). However, the expansion did not manifest itself in adequate job creation and decent work (or *ejuma pa*, as outlined in the president's *Coordinated Programme*). The proportion of workers in the informal sector, for instance, with all its

vulnerabilities and high incidence of poverty, continued to rise, reaching 86.2% in 2010, up from 83.9% a decade earlier, according to the 2010 population census. This figure is likely to have increased further in view of the recent economic challenges.

Whilst overall levels of poverty have declined, they remain high in some places, such as the three northern regions, and among certain socio-economic groups, especially those in the informal sector. Inequality has also risen with economic growth and the fall in poverty rates. In addition, although Ghana has begun the production of oil in commercial quantities, the resulting revenue has not yet been enough to support critical investments in priority areas like infrastructure.

The situation has been further compounded by dwindling donor inflows as a result of Ghana's attainment of middle-income status, leading to substantial fiscal and balance of payments challenges. To achieve the medium-term national development objectives under this development policy framework, it is imperative that the necessary fiscal space is created for increased investment in key priority sectors whilst ensuring that the dividends of growth benefit all Ghanaians, irrespective of gender, location, socio-economic and physical status. This will serve as the basis for the accelerated transformation of the economy outlined in the Coordinated Plan.

iii. Recent Developments

Economic growth was strong during the implementation of GSGDA I (2010-2013), leading to a rise in per capita income from US\$1,260 in 2010 to US\$1,550 in 2012 (the most recent year with complete data). In line with the stabilisation policies under GSGDA I, single-digit inflation was attained in 2010. Along with calm in the currency markets, this led to broad stability in the economy until January 2013, when year-on-year consumer inflation jumped to 10.1% and the cedi came under severe pressure from the US dollar and other leading currencies.

Overall economic growth for the period averaged 9.9%, with industry leading with an annual average growth of 16.7%, followed by services at about 10.0% and agriculture with 3.4%. Government continued to implement reforms aimed at improving the competitiveness of Ghana's private sector.

The country continued to face significant infrastructure deficits, however, although some progress has been made in recent times. The road network increased marginally from 67,450 km in 2010 to 68,067 km in 2012, of which 42% is in good condition. The ICT sector continued to expand, with its contribution to GDP increasing from 3% in 2010 to 10.5% in 2011. The proportion of the population with access to electricity improved from 67% in 2010 to 72% in 2012. This puts Ghana on track to achieving the medium-term target of 90% coverage by 2016.

The share of the population with access to safe drinking water recorded some improvement over the period, with rural areas being the major beneficiaries, whilst the percentage of people with access to improved sanitation recorded a marginal improvement.

Overall, Ghana’s population aged 15 years and over who can read and write reached 71.5%, compared to 61.7% in 2007. Government’s policy of attaching pre-schools to basic schools across the country continued to impact positively on enrolment levels. The gross enrolment ratio (GER) for children in the age group 4-5years increased from 97.3% during the 2009/10 academic year to about 99.4% during the 2011/12 academic year. Similar achievements were made across the rest of the education spectrum, although challenges remain.

For the first time, in 2011, the national coverage of supervised deliveries exceeded 50% and increased to 58.5% in 2012. Overall life expectancy at birth improved from 60 years in 2008 to 66 years in 2012. Through the National Health Insurance, the number of Ghanaians accessing health also increased.

Ghana continued to make considerable progress in democratic governance, leading to continuing peace and respect for human rights, rule of law, independence of the judiciary, and freedom of expression, among others. The smooth organisation of the 2012 general elections, as well as the successful adjudication by the Supreme Court of the landmark petition that followed, further enhanced Ghana’s democratic credentials in the world.

iv. Key National Development Issues

Notwithstanding the notable progress made so far, a number of development challenges remain. These are characterised by: large fiscal deficits and balance of payments difficulties, which have become cyclical and a threat to sustainable growth and development; inefficiencies in the use and management of public funds and other national resources; the low growth of the agriculture sector, which employs 45.0% of the labour force; weak linkages between agriculture and industry; slow pace of job creation; non-competitiveness of Ghana’s private sector; significant infrastructure deficits; and growing inequality in socio-economic and spatial development.

It is imperative that the dividends of growth benefit all Ghanaians, irrespective of gender, location, socio-economic and physical status.

2.0 MEDIUM-TERM AGENDA: PROSPECTS AND PLATFORMS

The transformation of Ghana’s economy and society will be anchored in its prospects and platforms for development. The prospects include: building or strengthening the essential elements of good governance and promoting light manufacturing that builds upon Ghana’s comparative strength in natural resource endowments and the large pool of skilled and semi-

skilled labour force. On the other hand, the transformation platforms include such key pillars as institutional capacity and management; a growing infrastructure base; an enabling environment for business; social intervention and public safety net to ensure that Ghana's development process is inclusive; and an abundance of relatively high quality labour.

Consequently, the medium-term priority policies are anchored in the following thematic areas:

1. Ensuring and sustaining macroeconomic stability,
2. Enhancing competitiveness of Ghana's private sector
3. Accelerated agriculture modernisation and sustainable natural resource management
4. Oil and gas development
5. Infrastructure and human settlements development
6. Human Development, Productivity and Employment
7. Transparent, Responsive and Accountable Governance

These correspond to the President's priority areas as follows:

- Investing in People: (Human Development, Productivity and Employment);
- A Strong and Resilient Economy: (Ensuring and Sustaining Macroeconomic Stability, Enhancing Competitiveness of Ghana's Private Sector and Accelerated Agriculture Modernisation and Sustainable Natural Resource Management);
- Expanding Infrastructure: (Infrastructure and Human Settlements Development, as well as Oil and Gas Development); and
- Transparent, Responsive and Accountable Governance

A major objective of the transformation agenda is to create a significant number of quality jobs whilst promoting decent work, especially in the informal sector. With the transformation of the economy as the overall objective, initiatives in agriculture and agro-processing, value addition to our natural resource endowments, including salt, gold, bauxite, limestone, iron ore, and manganese, the composition of employment is projected to shift in favour of industry and services. Other job creation initiatives will arise from accelerated investments in public infrastructure, promotion of tourism, and provision of financial, technical and ICT services.

Over the medium-term, per capita income is projected to reach at least US\$2,400 by 2017, with a projected non-oil average real GDP growth rate of at least 8.8% per year, and oil- inclusive average real GDP growth rate of at least 10% to achieve and sustain per capita income levels consistent with Government's long-term vision of at least US\$3,000 by the year 2020.



THROUGH THE NATIONAL HEALTH INSURANCE SCHEME, THE NUMBER OF GHANAIS ACCESSING HEALTH INSURANCE INCREASED OVER THE PLAN PERIOD.

The transformation needed for the attainment of the Vision calls for dedicated, honest and selfless leadership as well as hard work by all Ghanaians. It also requires changes not only in the way we govern ourselves, but also in the way public institutions work at the national and local levels. It calls for a sea change in attitudes, beliefs and practices at all levels of our society for the better.

3.0 SUMMARY OF MEDIUM-TERM POLICY INTERVENTIONS

i. Ensuring and Sustaining Macroeconomic Stability

The overall goal of macroeconomic stability policies and strategies under the GSGDA II is to correct the distortions that have emerged of late and place the country on the path to social and economic transformation. Consequently, policy interventions will focus on the following broad areas:

- Improved monetary policy for price and exchange rate stability;
- Effective and efficient fiscal policy for sound public financial management;
- Economic policy decision-making and management; and
- International trade and regional integration.

ii. Enhancing the Competitiveness of Ghana's Private Sector

Over the medium-term, policy interventions will aim at consolidating on the gains made under the GSGDA I and removing of the risk associated with private sector operation. Priority will be given to achieving the following key objectives: improve private sector productivity and competitiveness; increase opportunities for private sector participation in socioeconomic infrastructure development; develop a financial sector that is more efficient and responsive to private sector needs; expand access to both domestic and international markets; ensure the health, safety and economic interest of consumers; the enactment of the legal framework for operationalising the PPP policy; development of the appropriate public sector institutions and capacities; and the development of private sector capacity to be able to take advantage of the opportunities outlined in the PPP policy. Government will also accelerate and fully implement the Private Sector Development Strategy (PSDS) II, as well as the Science, Technology and Innovation Development Programme (STIDEP I).

iii. Accelerated Agricultural Transformation and Sustainable Natural Resource Management

The key policy interventions for accelerated transformation of the agricultural sector will focus on doing the following: improve the productivity of agricultural production; exploit opportunities in the sector for accelerated job creation; enhance the competitiveness of the sector and ensure its integration into the domestic and international markets; reduce the risks and bottlenecks associated with agriculture; promote the development of irrigation; improve agriculture financing; ensure sustainable environment, land and water management; support

selected crop development; promote the development of agriculture estates; promote livestock and poultry development; promote fisheries and aquaculture development; and improve Institutional Coordination

Also, policy interventions will be prioritised in favour of the following environmental governance areas: natural resource management and minerals extraction; biodiversity management; protected areas management; land management and restoration of degraded forests; integrated marine and coastal management; wetlands and water resources management; waste management, pollution and noise reduction; community participation in natural resource management; climate variability and change; and natural disasters, risks and vulnerability.

iv. Oil and Gas Development

The key development challenges in the oil and gas sector include: limited capacity of national institutions to regulate, monitor, supervise, and coordinate the implementation of interventions in the oil and gas industry; potential security threats to oil and gas infrastructure; inadequate local content and local participation in the upstream oil and gas industry; inadequate local technical and financial capacity to propel Ghanaian investment and participation in the development of the industry; inadequate baseline information on environmental impact of the operations in oil and gas industry; and low capacity to manage environmental impacts.

In this regard, the policy interventions to be implemented will aim at ensuring the following: oil and gas industry development is effectively linked to the rest of the economy; ensure adequate local content and local participation in the oil and gas industry; leveraging the opportunities offered by the oil and gas industry for accelerated job creation and decent work; enhanced national capacity for the protection of the environment; and ensuring transparency in revenue management.

v. Infrastructure and Human Settlements Development

Ghana's infrastructure base includes transport infrastructure, Science, technology and Innovation infrastructure; ICT infrastructure; energy infrastructure, education and health infrastructure; and water and sanitation systems. These constitute important platforms for the transformation of the economy, although challenges abound.

Over the medium-term, the policy interventions for the development of infrastructure and human settlements will be prioritised in the following areas: Transportation (road, railway, water, air transport and logistics); science, technology and innovation (STI); information and communication technology (ICT) development; energy supply to support industries and households; social, community and recreation infrastructure; water, environmental sanitation

and hygiene; spatial/land use planning and management; urban development and management; rural development and management; human settlements development; housing; slum regeneration and prevention; settlements disaster prevention, emergency response and hazard mitigation; and settlements and infrastructure along coasts, riverbanks and floodplains.

vi. Human Development, Productivity and Decent Work

The medium-term objective in this thematic area is to pursue policies and programmes that will lead to the development of a knowledgeable, well-trained, disciplined, highly productive, and healthy work force with the capacity to drive and sustain the socio-economic transformation of the country over the long term.

Policies will also focus on addressing the critical constraints and issues in the education sector; human capital development, productivity and employment; health, including nutrition and HIV/AIDS; population management, including migration and development; youth and sports development; and poverty reduction and social protection. As noted, policies to create employment will be accompanied by measures to foster decent work, particularly in the informal sector.

vii. Transparent, Responsive and Accountable Governance

To advance good governance in the medium-term, implementation of policy interventions will focus on: deepening the practice of democracy and institutional reforms; local governance and decentralisation; public policy development and management; public sector reforms; development communication; gender equity and women's empowerment; corruption and economic crimes; rule of law and access to justice; public safety and security; access to rights and entitlements; culture for development; international relations for development and evidence-based decision-making.

viii. Facilitating Effective Development Planning

Against the realisation that weak institutions undermine national development efforts, the government's Transformation Agenda will aim to strengthen state institutions responsible for development planning and economic management as well as develop efficient mechanisms for citizens' engagement in the development process. Evidence-based public policy making and enhancing development communication will form a major part of these initiatives.

ix. Culture and Development

Directly linked to institutions is the role of culture in development. At its essence, culture goes beyond arts, crafts and festivals to embody the set of values that shape the beliefs, habits, and practices of a people across generations. The right, or developmental, values can facilitate

development whilst the wrong ones can and often do impede it. Cultures that depend disproportionately on superstition to explain their socio-economic problems, for example, invariably deprive themselves of the advantages of science and technology in solving those problems. Countries that have abandoned superstition in favour of science, technology and reason have done better at addressing their socio-economic challenges over time.

The following core values are deemed developmental and hence fundamental to the successful pursuit of this Transformation Agenda:

1. Selfless and dedicated leadership
2. Honesty
3. Discipline
4. Excellence
5. Self-reliance
6. Tolerance

They will form the bedrock of what should ultimately be the Good Society, where corruption (across all facets of national life); chronic disregard for punctuality in our public and private lives; poor quality of goods and services (which undermines our global competitiveness); indiscipline on our roads and workplaces; insanitary conditions in our communities; the lack of a maintenance culture; community conflicts; and a pervasive culture of superstition that robs us of the benefits of science and technology in solving our myriad socio-economic problems, would be a thing of the past.

At the organisational level – both in the public and private sectors – other values may be identified and applied as deemed appropriate by each organisation during the preparation of their development plans or, in the case of the private sector, business or strategic plans.

x. Monitoring and Evaluation

Monitoring and evaluation is the main instrument for measuring the effectiveness of implementation of development plans at the national, sector, and district levels in Ghana. On the basis of results achieved under the Ghana Shared Growth and Development Agenda (GSGDA), 2010-2013, the Monitoring and Evaluation arrangements under the GSGDA II (2014-2017) will focus on further strengthening the national M&E system to ensure that robust, reliable, and timely statistics are generated for the assessment of implementation of Government policies and programmes. The key policy interventions to be implemented will aim at developing a timely and accessible national M&E, statistics and reporting systems.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

The Ghana Shared Growth and Development Agenda (GSGDA) II, 2014-2017 gives expression to the Coordinated Programme of Economic and Social Development Policies (CPESDP), 2014-2020 of the President, which was presented to Parliament in November, 2014. It is the fifth in the series of medium-term national development policy frameworks prepared over the past two decades, and builds on the successes and challenges of GSGDA I, which was implemented between 2010 and 2013. The GSGDA II is also guided by the Government's commitments under the "Advancing the Better Ghana Agenda" which entails the following:

- Accelerating the pace of economic growth as the basis for rapid poverty reduction;
- Ensuring that the benefits of growth are fairly shared among the various segments of society;
- An employment-led economic growth strategy that will appropriately link agriculture to industry, particularly manufacturing;
- Ensuring gender equity in access to productive resources, such as land, labour, technology, capital/finance and information;
- Reducing gender and geographical disparities in the distribution of national resources;
- Ensuring environmental sustainability in the management and use of natural resources through science, technology and innovation;
- Improving transparency and accountability in the management and use of public funds and other national resources;
- Guaranteeing food security to all segments of the population through accelerated modernisation of agriculture; and
- Unleashing the potential of the economy to provide basic human needs through targeted development of Ghana's natural resources and the rapid development of strategic infrastructure.

This framework is prepared within the context that Ghana attained lower middle income status in 2010 and recorded significant economic growth over the period 2010-2013. However, the accelerated economic growth has not manifested in the expected levels of job creation, and poverty levels remain relatively high, especially in the three northern regions and among some socio-economic groups. In addition, though Ghana begun the production of oil in commercial quantities, the revenues from the oil production have not been enough to support critical investments in key national priority sectors.

The situation has further been compounded by dwindling donor inflows as a result of Ghana's attainment of middle income status, leading to substantial fiscal and balance of payments

challenges. To achieve the medium-term national development objectives under this framework, it is imperative that the necessary fiscal space is created for increased investment in key priority sectors whilst ensuring that the dividends of growth benefit all, irrespective of gender, location, socio-economic and physical status.

1.2 CONTENT AND STRUCTURE OF THE FRAMEWORK

The policy framework provides a consistent set of development policy objectives and strategies to guide the preparation and implementation of medium-term and annual development plans and budgets at sector and district levels. Ministries, Departments and Agencies (MDAs) as well as Metropolitan, Municipal and District Assemblies (MMDAs) are expected to use the policy framework to identify programmes and projects to be implemented in the period 2014 -2017. In this regard, it forms the basis for the budget hearings of the Ministry of Finance during preparation of the annual national budgets. The GSGDA II also provides a framework for donor coordination, as well as for monitoring and evaluating the implementation of policies and development plans by all relevant agencies.

The framework is organised in two parts. The first part contains a narrative of the main areas of policy and the corresponding strategies for achieving the associated objectives. The second part presents a matrix of policy issues, objectives, strategies and the lead and collaborative agencies to be involved in the implementation of the various strategies.

1.3 PROCESS OF PREPARING THE FRAMEWORK

This policy framework was prepared through a participatory process, involving public and private sector agencies, civil society groups, and Local Government agencies, using the mechanism of Cross Sectoral Planning Groups (CSPGs). Section 15 of the National Development Planning Commission Act 1994, Act 479, enjoins the Commission to establish CSPGs for the preparation of development policies, strategies and plans. In compliance with the Act, NDPC established CSPGs, consisting of public sector, private sector, civil society, academia, the media, identifiable stakeholders, and individual experts for the thematic areas of the policy framework.

The main function of the CSPGs is to integrate and coordinate the planning and development activities of sectors of the economy and society. Further to that, the CSPGs provide information on the state of the implementation of the GSGDA; make proposals on policy options based on their knowledge and expertise; and validate and prioritise the policies in the framework. The draft policy framework is subjected to both national and regional consultations in accordance with the National Development Planning Commission Act 1997, Act 479, and subsequently considered and approved by the National Development Planning Commission after which it is forwarded to the Office of the President for consideration by Cabinet. The entire exercise is coordinated by NDPC in accordance with Section 1 of the National Development Planning (System) Act 1994, Act 480.

1.4 RECENT SOCIO-ECONOMIC DEVELOPMENTS

i. Background

At the time of preparing the GSGDA (2010-2013), the economy was characterised by large fiscal and balance of payments imbalances, mainly as a result of fiscal overruns and external shocks, including a surge in crude oil and food prices, reduction in the prices of major exports and the global financial melt-down of 2008-2009. Remittances had also declined. In addition to macroeconomic constraints, the country faced several challenges, including:

- Underperformance of the agriculture and manufacturing sectors, both of which have the potential to generate large-scale employment and export opportunities;
- Slow progress towards the attainment of the Millennium Development Goals, especially those relating to maternal mortality, child mortality, gender equality, and environmental sanitation;
- Regional inequalities, with the three northern regions experiencing significantly higher levels of poverty than the rest of the country; and
- Gender inequality, with women and girls performing worse across all the main social indicators.

Consequently, the underlying policies and strategies of the GSGDA, 2010-2013 sought to address these challenges and lay the appropriate foundation for socio-economic transformation and equitable growth. In view of the challenges and setbacks of the pre-GSGDA period, the development policies and strategies to guide the management of the economy between 2010 and 2013 focused on the following: ensuring and sustaining macroeconomic stability; private sector development; agriculture modernisation and natural resource management; oil and gas development; infrastructure and human settlements developments; human development, productivity and employment; and transparent and accountable governance. The interventions were expected to accelerate employment creation and income generation for shared growth and poverty reduction.

ii. Macroeconomic Developments

In spite of the instability in the global economic environment, the growth of Ghana's economy was relatively strong during the implementation of the GSGDA, leading to significant improvement in per capita income from US\$1,260 in 2010 to US\$1,550 in 2012. The major source of this growth was the industry sector, especially oil, which recorded the highest average growth rate over the period, followed by the services sector and the agriculture sector.

In line with the macroeconomic stabilisation policies under the GSGDA, the single-digit inflation target achieved in 2010 was sustained until the end of 2012, leading to relative stability in prices and exchange rates, though the impact on interest rates was marginal. Total credit to the private sector continued to increase over the period of GSGDA; however, the share of credit

to agriculture and manufacturing remained relatively small and continued to fall. Notwithstanding the relative improvements recorded in key macroeconomic indicators over the period 2010-2012, considerable challenges emerged in 2013. These were characterised by major vulnerabilities emanating from continuing imbalances in the supply and demand of foreign exchange, as well as fiscal slippages arising, largely, out of outstanding arrears payment, high wage bill, interest payments, and misalignment of expenditure categories in the budget.

The diversification of trade in terms of products and destinations resulted in increased volume and revenue, whilst international reserves improved to 3.0 months of import cover by the end of 2012.

iii. Private Sector Development

Government continued to implement reforms aimed at improving the competitiveness of Ghana's private sector; however, the environment for doing business has not recorded significant improvements. Ghana's performance with respect to both its global competitiveness index and the ease of doing business ranking remain largely stagnated, especially in 2012 and 2013. Key challenges currently facing Ghana's competitiveness include unfavourable macro environment, low industry specific skills, absence of basic economic infrastructure, high and uncompetitive operational cost, access to long-term financing and high cost of credit, regressive tax regime, labour market inefficiencies, and the low productivity occasioned by low ICT application.

iv. Agriculture Modernisation

The low growth pattern of the agriculture sector observed at the beginning of the GSGDA persisted throughout the plan period, with the lowest growth rate of 0.8% recorded in 2011. The production of the major staple crops was characterised by mixed outcomes, in spite of the improvement in the availability of agricultural inputs, including fertilizer, seeds, and other agrochemicals. The reduction in the yields of staple crops during the period has been attributed to changes in rainfall patterns and low adoption of technology in the major production areas. Ghana is estimated to be self-sufficient in food production, especially in staples, as total production available for human consumption exceeds estimated national demand.

v. Infrastructure Development

Ghana continued to face significant infrastructure deficits. The road network increased from 67,450 km in 2010 to 68,067 km in 2012, of which 42% was in good condition. The declines in maritime cargo and container traffic recorded between 2006 and 2010 were reversed, whilst total air passenger movement and freight movement experienced increases, leading to the average annual growth in the aviation industry of 8%. Passenger traffic by rail improved marginally.

The ICT sector continued to expand with its contribution to GDP increasing from 3% in 2010 to 23.4% in 2012. The share of research and development (R&D) expenditure as a percentage of GDP remained at 0.5% during the period.

The proportion of the population with access to electricity improved from 67% in 2010 to 72% in 2012. This puts Ghana on track to achieving the medium-term target of 90% by 2016. Transmission, sub-transmission and distribution networks of the national utility companies continued to expand with positive impact on transmission and distribution losses, although challenges continue to emerge.

The percentage of the population with access to safe drinking water recorded a significant improvement, with rural areas being the major beneficiaries of the improvements recorded, whilst the percentage of people with access to improved sanitation recorded a marginal improvement. The proportion of solid waste generated and properly disposed of in major towns and cities is currently estimated at 77%, whilst the percentage of basic schools with adequate toilet facilities increased from 53% in 2010 to 56% in 2012.

vi. Human Development

Government's policy of attaching pre-schools to basic schools across the country continued to impact positively on enrolment levels. The gross enrolment ratio (GER) for children in the age group 4-5years increased from 97.3% during the 2009/10 academic year to about 99.4% during the 2011/12 academic year. At the primary school level, however, the gross enrolment ratio has stagnated at 96.5% since 2011, whilst gross enrolment ratio for junior high school (JHS) has remained at 80% in recent years.

Fifty percent of the pupils who completed JHS in 2012 proceeded to SHS. A major source of concern for policy action is the decreasing trend in the transition rate from primary six to JHS1 (which fell below 90% in 2011/12) and from JHS to SHS.

For the first time, the national coverage of supervised deliveries exceeded 50% in 2011 and increased to 58.5% in 2012; Out Patient Department (OPD) visits per capita more than doubled the 2006 figure of 0.55 to reach 1.17 in 2012; the coverage of Penta 3 immunisation increased from 89.3% in 2009 to 92.1% in 2011; the proportion of pregnant women who received at least four antenatal care visits increased from 66.6% in 2009 to 72.3% in 2012. Overall life expectancy at birth for both male and female continued to improve from 60 years in 2008 to 66 years in 2012.

The nurse-to-population ratio continued to improve from 1:1,510 in 2010 from 1: 1,251 in 2012; doctor-to-population ratio improved from 1:11,698 in 2010 to 1:10,452 in 2012; and the total number of midwives, from 3,780 in 2010 to 3,863 in 2012. The major health sector

challenge for policy action is the persistently high maternal and child mortality. Though data on maternal and child mortality show a declining pattern over the period 2010-2012, the levels remain high.

vii. Transparent, Responsive and Accountable Governance

Ghana continues to make considerable progress in its democratic governance, leading to continuing peace and respect for human rights, the rule of law, democratic principles and the independence of the judiciary. Among the key achievements was the successful review of the 1992 Constitution by the Constitution Review Commission (CRC) set up by the government as well as the enactment of the Presidential (Transition) Act 2012, Act 845. Ghana recorded a smooth constitutional succession following the death in office of President John Evans Atta Mills. The smooth organisation of the 2012 election as well as the successful adjudication by the Supreme Court of the landmark election petition further deepened Ghana's democratic credentials.

Efforts were made to improve women's participation in governance. Consequently, the overall participation of women in public life, including women District Chief Executives increased from 12.3% in 2011 to an estimated 23% in 2012.

To enhance democratic governance and bring government to the door-steps of the citizenry, the decentralisation process continued to be deepened with the conduct of the sixth District Assembly elections in 2010; improvement in transfer of financial resources from the central Government to the local Government agencies; successful completion of the transfer of 32,358 staff from the national Civil Service to the Local Government Service (LGS) under the decentralisation reforms agenda, leading to improved human resource capacity at the local Government level; and the successful introduction of the composite budgeting system at the local Government level to ensure adequate resource transfers to MMDAs.

The institutional capacities of the Judiciary, the Commission of Human Right and Administrative Justice (CHRAJ) and the Economic and Organised Crime Office (EOCO) were strengthened to enable them execute their statutory roles effectively and efficiently. The improved logistics for the Security Services resulted in an improvement in the maintenance of internal peace and security. This has led to a reduction in crime levels.

viii. Overall Assessment of Progress under the GSGDA (2010-2013)

An overall assessment of the implementation of the GSGDA (2010-2013) shows that in many respects considerable progress was made. That notwithstanding, critical challenges emerged. These include: the re-emergence of fiscal and trade imbalances; economic growth which has been characterised by limited number of quality jobs; socio-economic disparities; poor

performance of the agriculture sector and its adverse impact on job creation and rural incomes; weak linkages between agriculture and industry; and significant infrastructure deficits.

The persistence of some of these challenges was due to the inability of the relevant agencies to implement some of the GSGDA interventions. An analysis of the number of GSGDA activities implemented so far by the relevant agencies showed that less than 50% of the intended interventions were implemented over the plan period.

ix. Key National Development Issues

Following from the assessment of progress, the key national development issues to be addressed over the medium-term in order to sustain the gains made during the implementation of the GSGDA include:

- Large fiscal and current account deficits, which have become cyclical;
- Inefficiency in the use and management of public funds and other national resources;
- The low growth of the agriculture sector, which employs some 45.0% of the country's labour force;
- Weak linkages between agriculture and industry;
- Slow pace of job creation and the persistence of graduate unemployment as a critical socio-economic issue;
- Non-competitiveness of Ghana's private sector;
- Significant infrastructure deficits, including energy and water supply shortfalls;
- Low application of science, technology and innovation;
- Slow progress in addressing issues of sanitation and the provision of social housing;
- High incidence of environmental degradation;
- Slow implementation of interventions to improve women's participation in public life;
- Weaknesses in governance institutions and inefficiencies in the delivery of public sector services;
- Uncoordinated and uncontrolled development of human settlements; and
- Growing inequality in socio-economic and spatial development.

1.5 MEDIUM-TERM DEVELOPMENT AGENDA

i. Prospects and Platforms for Socio-Economic Transformation

The transformation of Ghana's economy will be based on its prospects and platforms. A good network of national institutions, infrastructure base, youthful and abundant labour, a rapidly growing middle class, and an evolving social safety net constitute the basic platforms which could be leveraged for accelerated socio-economic transformation. The prospects for such a transformation include opportunities in agriculture and agro-industrialisation, natural resource endowments, including oil, gas, salt, and minerals, as well as tourism.

ii. The Medium-Term Vision

Tackling the bottlenecks to transformation requires policies and initiatives that are bold and imaginative with a compelling vision to frame and drive them. Within the context of the constitutional injunction of establishing a free and just society, the medium-term vision as articulated in the Coordinated Programme of Economic and Social Development Policies, 2014-2020, of the President is summarised as follows: *“A stable, united, inclusive and prosperous country with opportunities for all”*

This Vision requires the creation of conditions for substantial increases in incomes, especially for those in poor households; improved service delivery in water, sanitation, education, health and housing across the country; a rise in agricultural productivity to ensure both food and nutrition security; an aggressive revival of the manufacturing as part of a broad strategy of production and export diversification; the creation of decent work, particularly for the youth; and the development of modern infrastructure systems, including energy, transportation and ICT, to facilitate growth.

Overcoming these challenges as a prelude to transformation calls for dedicated and committed leadership as well as changes not only in the way we govern ourselves but also in the way we think and act.

iii. The Strategic Direction

To achieve the envisaged transformation, the strategic direction for the medium-term development policy framework will be to leverage Ghana’s natural resource endowments, agricultural potential and the human resource base for accelerated economic growth and job creation through value addition, especially manufacturing. This will be underpinned by partnership with the private sector through PPPs to expand infrastructure by building roads and bridges; increasing electricity supply and reliability to support our economy’s needs; expanding access to good drinking water and providing quality healthcare for our growing population; improving sanitation and human security for all, and also transforming schools, colleges and universities to meet the demands of a new age with emphasis on mathematics, science, technology and innovation.

Consequently, the medium-term priority policies are anchored in the following thematic areas:

1. Ensuring and Sustaining Macroeconomic Stability,
2. Enhancing Competitiveness of Ghana’s Private Sector
3. Accelerated Agriculture Modernisation and Sustainable Natural Resource Management
4. Oil and Gas Development
5. Infrastructure and Human Settlements Development
6. Human Development, Productivity Decent Work
7. Transparent, Responsive and Accountable Governance

These correspond to the President's priority agenda as follows:

- Investing in People: (Human Development, Productivity and Employment);
- A Strong and Resilient Economy:(Ensuring and Sustaining Macroeconomic Stability, Enhancing Competitiveness of Ghana's Private Sector and Accelerated Agriculture Modernisation and Sustainable Natural Resource Management);
- Expanding Infrastructure:(Infrastructure and Human Settlements Development, as well as Oil and Gas Development); and
- Transparent, Responsive and Accountable Governance

CHAPTER TWO

ENSURING AND SUSTAINING MACROECONOMIC STABILITY



2.1 INTRODUCTION

Given the large fiscal imbalances experienced in 2008 and the difficult macroeconomic situation at the beginning of 2009, the overarching goal for the medium-term economic under GSGDA I was to achieve and sustain macroeconomic stability whilst placing the economy on a path to higher growth and accelerated poverty reduction. This chapter reviews the performance of the economy in the recent past, including changes in the structure of the economy, patterns of growth, relationship between growth, poverty and employment, and performance of key macroeconomic variables. It also identifies the critical interventions that would have maximum impact in ensuring and sustaining macroeconomic stability.

2.2 REVIEW OF ECONOMIC PERFORMANCE

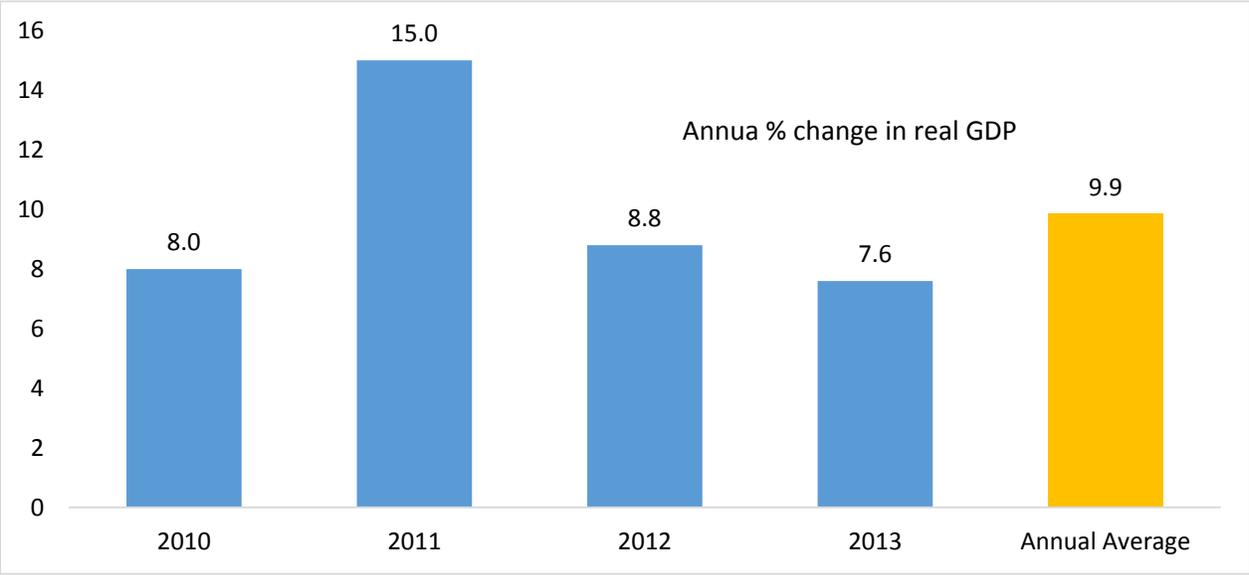
2.2.1 GDP Growth and Distribution

i. Real Sector Performance

Overall economic growth was above trend, propelled in particular by the onset of commercial oil production in 2011, which saw real GDP grow by 15.0%, more than three times the annual average of 4.9% for the preceding 20 years. Growth later moderated to more sustainable levels

of 8.8% in 2012 and 7.6% in 2013, but still higher than the continental average of about 5.0%. The growth surge in 2011 came one year after the Ghana Statistical Service (GSS) re-estimated the size of the economy and concluded that GDP in 2010 was nearly 80.0% larger than would have been the case under the old method of calculation. That method was based on 1993 production and consumption patterns. The new estimates were derived from 2006 (base year) patterns as well as other considerations, such as better data sources. For the base year, the GSS reported that the economy was 60.0% larger than previously thought.

Figure 2.1: Economic growth over the plan period rose and fell but remained high



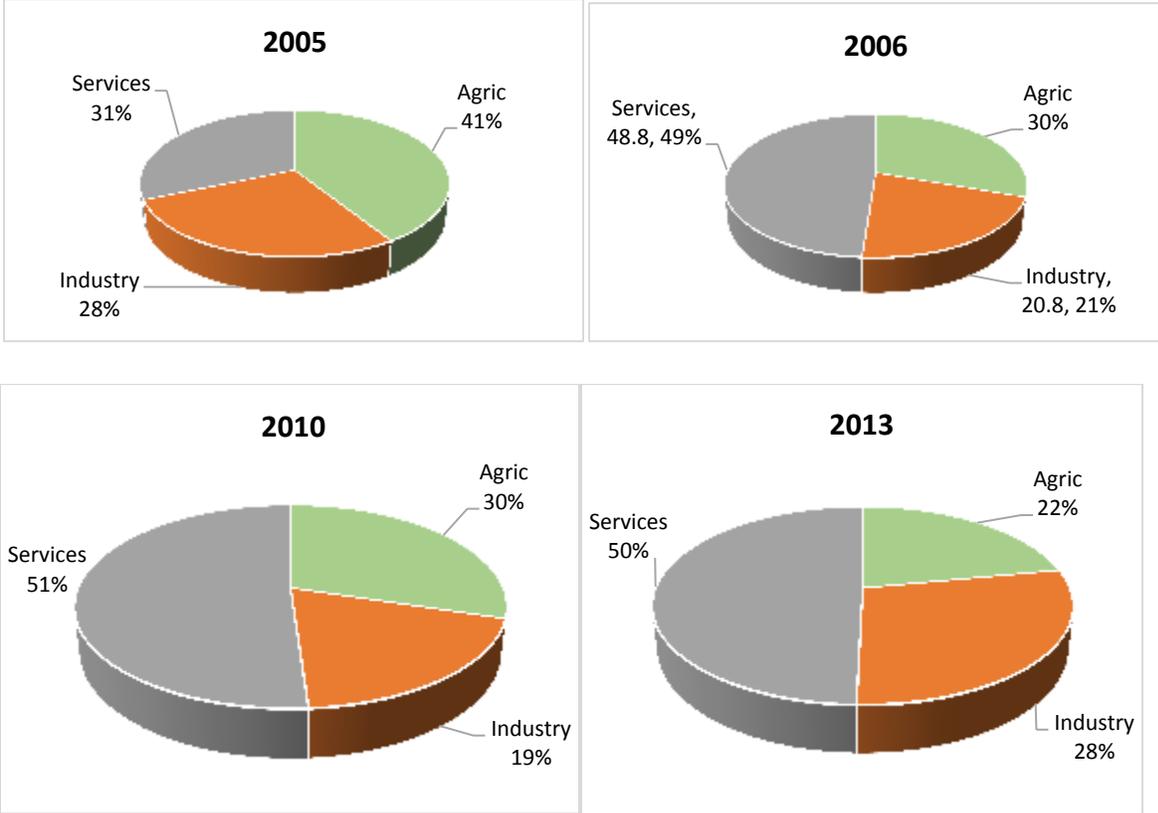
Source: NDPC, based on GSS data

Among other things, the revisions launched Ghana into the ranks of lower-middle income countries, with a per capita income of US\$1,260 in 2010. As of 2012, this had risen to US\$1,550 (A 2011 report by the African Development Bank cited Ghana among a handful of African countries with a growing middle class and by extension the expanding purchasing power to drive sustainable growth).

The revisions also led to changes in the composition of economic output. The share of agriculture, for instance, fell from 41.0% in 2005 (under the old method) to 30.0% in 2006 (under the new method); it declined steadily thereafter to a historical low of 21.9.0% in 2013. The share of industry, meanwhile, rose from 20.8% in 2006 to 28.5%, whilst services, which was estimated at 51.1% in 2010 declined marginally to 49.6% in 2013, partly as a result of oil production, which increased the share of industry. It must be noted that the relative decline of agriculture in output is normal in the course of development and is a sign of a maturing economy, with growing diversification, where industry and services increasingly account for the bulk of output and employment. With that decline, however, must come a rise in agriculture

productivity to ensure food and nutritional security; that, for now, remains a challenge, to be tackled under this and subsequent national development frameworks). The growth in industry's share, from 19.0% in 2010 to 28.0% in 2013, was almost entirely due to the production in 2011 of oil, whose share rose from zero in 2009 to 8.1% in 2013, higher than those of traditional sectors like cocoa (2.2%), forestry and logging (also 2.2%) and manufacturing (5.8%).

Figure 2.2: Composition of output has gradually shifted from agriculture to services



Source: NDPC, based on GSS national accounts data (2010 and 2013).
 Note: GDP is at basic levels, in current prices.

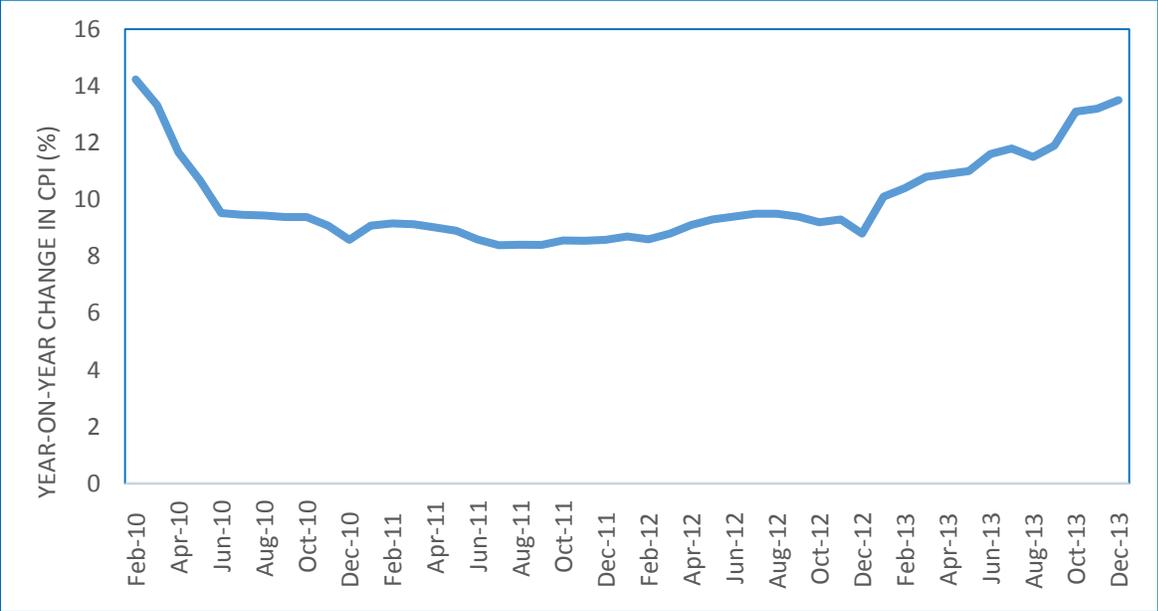
The formal economy, however, remains very limited, with the informal sector's share of employment rising from 83.9% in 2000 to 86.2% in 2010, according to the 2010 Population Census. The figure is likely to have risen with the recent challenges facing the economy. Despite its high proportion of employment, the informal sector has traditionally contributed less than half of national output, largely due to inefficient processes and consequently low productivity and incomes.

2.2.2 Macroeconomic Developments

Key macroeconomic indicators, such as consumer inflation and the budget deficit, showed considerable improvement until 2012, when they steadily began to deteriorate. After peaking

at 20.7% in June 2009, year-on-year consumer inflation started to decline, reaching as low as 8.58% by the end of 2011. At the start of 2012, however, consumer inflation started rising again and by the end of 2013 it had reached 13.5%, undermining much of the macroeconomic gains made in the preceding two years.

Figure 2.3: Consumer inflation needs to fall to facilitate growth and transformation

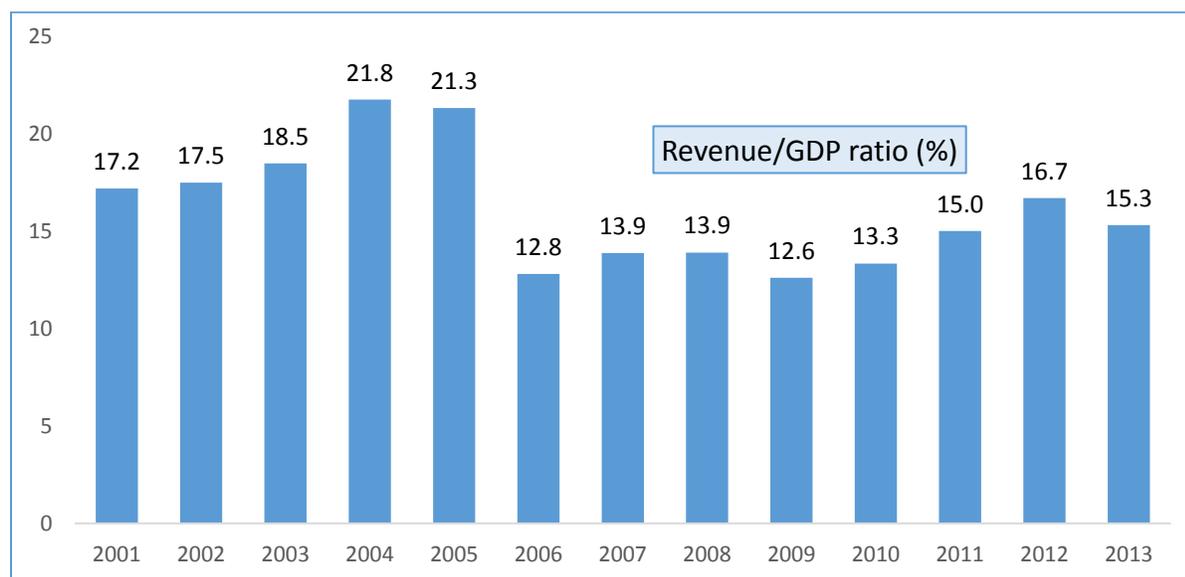


Source: NDPC, based on GSS data

On the fiscal front, government spending, fuelled largely by an increase in the wage bill caused by the implementation of the single-spine salary scheme in 2010, continued to outpace revenue growth. As a result, the budget deficit, which had declined steadily to as low as 4.0% in 2011 rose sharply to 11.5% in 2012 before moderating to 10.1% in 2013. Persistent government borrowing to finance the deficit led to higher interest rates, which in turn raised the cost of borrowing for Ghanaian businesses. Efforts by the central bank to rein in both inflation and the depreciation by raising interest rates and tightening financial requirements of banks appeared to have worsened the situation, as lending rates to businesses increased further to nearly 30.0%.

Meanwhile, government’s efforts to enhance revenue mobilisation continued. Following the rebasing in 2010 which saw nominal GDP in 2006 increase by 60.0%, the revenue/GDP ratio fell from 21.3% in 2005 to 12.8% in 2006. It has risen steadily since then, peaking at nearly 17.0% in 2012 before edging down to 15.3% in 2013.

Figure 2.4: Revenue growth has recovered since rebasing but is still below previous highs



Sources: NDPC, Based on MOF data, 2013; WDI (2012). Note: 'Revenue' does not include grants, fees, etc.)

2.2.3: External Sector Developments

Developments in the external sector, particularly prices of the country's main commodity exports, did little to help the situation. Total earnings from cocoa beans and gold, for instance, fell by 26.5% and 12.0%, respectively, in 2013 after rising by 13.4% (in the case of cocoa beans) and nearly 15.0% (in the case of gold) the previous year. Despite these challenges, gold continued to dominate exports, accounting for 36.0%, followed by crude oil at 28.5% and cocoa beans, about 12.0%.

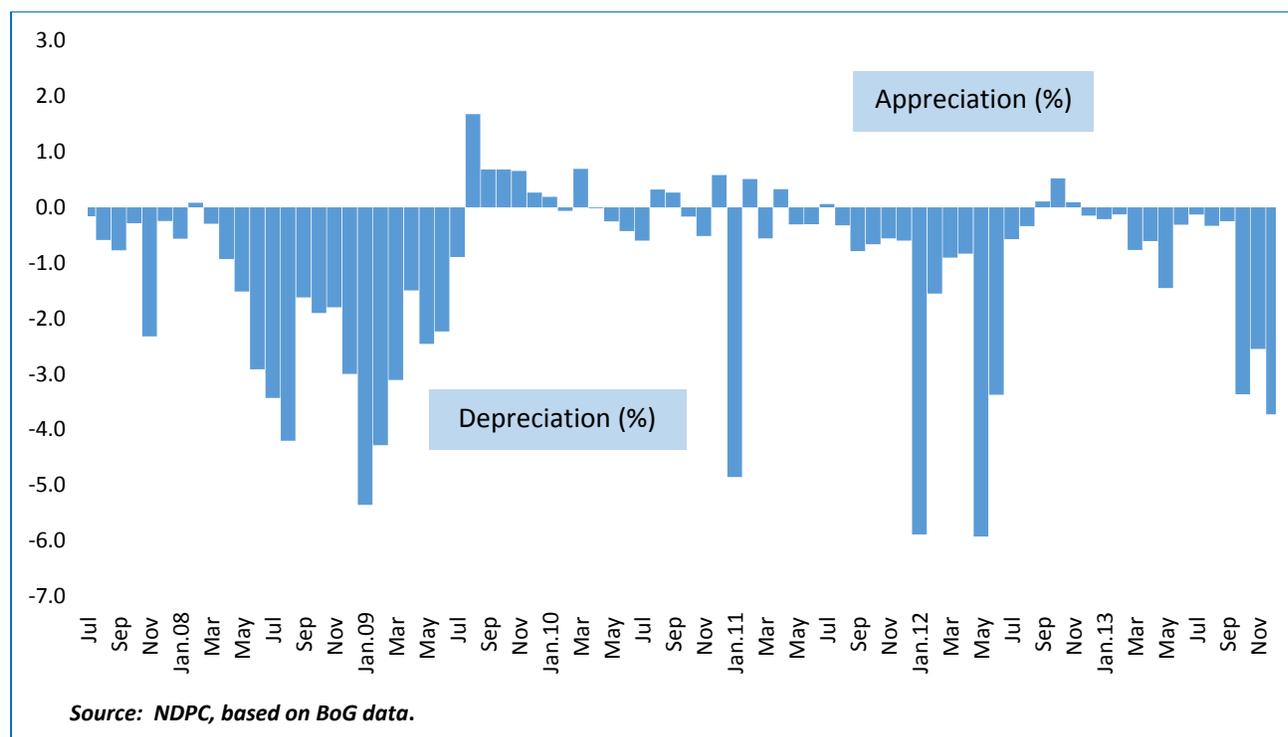
Overall growth in merchandise exports slowed to only 1.5% in 2013, down from an oil-induced high of 60.4% only two years earlier. The decline was moderated by both oil and timber products, which posted substantial positive growth rates. Imports, however, showed a marginal decline, leading to some improvement in the merchandise trade deficit, which fell by 8.4%.

The decline in the trade deficit notwithstanding, the overall deceleration in export growth put pressure on the country's already diminished international reserves, precipitating a rapid depreciation of the cedi for several months afterwards. In 2008, the first full year after the re-denomination of the Cedi (in July 2007), the currency depreciated on average by 1.96% per month against the US dollar. In 2009, the rate slowed to 1.32% and further to 0.26% in 2010, with some months registering an appreciation of the cedi against the dollar. In 2012, however, as other macroeconomic indicators came under pressure, the monthly depreciation rate increased to 1.57%. Although this moderated somehow to 1.29% for 2013 as whole, the depreciation rate for 5.4% in December 2013 was the highest in nearly three years.

Table 2.1: Exports and Imports since 2010 (in US\$ million)

					Annual Percent Change		
	2010	2011	2012	2013	2011	2012	2013
Merchandise Exports	7,964.70	12,772.7	13,552.3	13,751.9	60.4	6.1	1.5
Cocoa Beans	1,598.90	1,934.4	2,192.7	1,612.1	21.0	13.4	-26.5
Gold	3,803.50	4,912.9	5,643.3	4,965.7	29.2	14.9	-12.0
Timber Products	189.50	166.5	131.0	165.8	-12.2	-21.3	26.6
Crude oil	0.00	2,780.7	2,976.1	3,885.3	NA	7.0	30.6
Other Exports*	2,372.80	2,978.4	2,609.3	3,123.1	25.5	-12.4	19.7
Shares of Merchandise Exports (%)				Percentage Point Change			
Cocoa Beans	20.07	15.14	16.18	11.72	-4.9	1.0	-4.5
Gold	47.75	38.46	41.64	36.11	-9.3	3.2	-5.5
Timber Products	2.38	1.30	0.97	1.21	-1.1	-0.3	0.2
Crude oil	-	21.77	21.96	28.25	21.8	0.2	6.3
Other Exports*	29.79	23.32	19.25	22.71	-6.5	-4.1	3.5
Imports (US\$ millions)				Annual Percent Change			
Merchandise Imports	10,769.8	15,837.8	17,752.5	17,600.4	47.1	12.1	-0.9
Non-Oil	8,686.2	12,672.3	14,421.7	14,049.9	45.9	13.8	-2.6
Oil & Gas	2,083.6	3,165.4	3,330.8	3,550.4	51.9	5.2	6.6
Trade Balance	-2,805.1	-3,065.0	-4,200.1	-3,848.4	9.3	37.0	-8.4
Shares of Imports (%)				Percentage Point Change			
Non-Oil	80.7	80.0	81.2	79.8	-0.6	1.2	-1.4
Oil & Gas	19.3	20.0	18.8	20.2	0.6	-1.2	1.4
<i>Source: NDPC, based on BoG Statistical Bulletin (March, 2014); 2013 is provisional.</i>							
* 'Other exports' includes cocoa products, electricity, other minerals, and manufactures							

Figure 2.5: The Cedi remained generally stable for most of the plan period



Source: NDPC, based on BoG data.

Of particular interest was the non-traditional sector, made up principally of agricultural produce and light manufactures. The high nominal growth rate of the sector during the plan period was interrupted by a decline of 2.4% in 2012, followed by a recovery to 3.0% in 2013. With a total export value of US\$2.4 billion in 2013, of which processed and semi-processed goods made up nearly 87.0%, the sector has the potential to contribute substantially to the country's objective of output and export diversification.

In 2014, government embarked on a number of initiatives, including the introduction of a "home-grown programme" (known officially as the "Economic and Financial Policies for the Medium Term, 2014-2017"), to address the emerging economic challenges. This was followed in mid-2014 by a National Economic Forum at Senchi in the Eastern Region, which resulted in the Senchi Consensus, a set of proposals put forward by business, labour, civil society and government to reclaim macro-economic stability and lay the foundation for growth and development. The Consensus, along with other initiatives, is expected to inform the policy framework and the various development plans that will be prepared from this Coordinated Programme.

Table 2.2: Trends in Non-Traditional Exports, 2004-2013

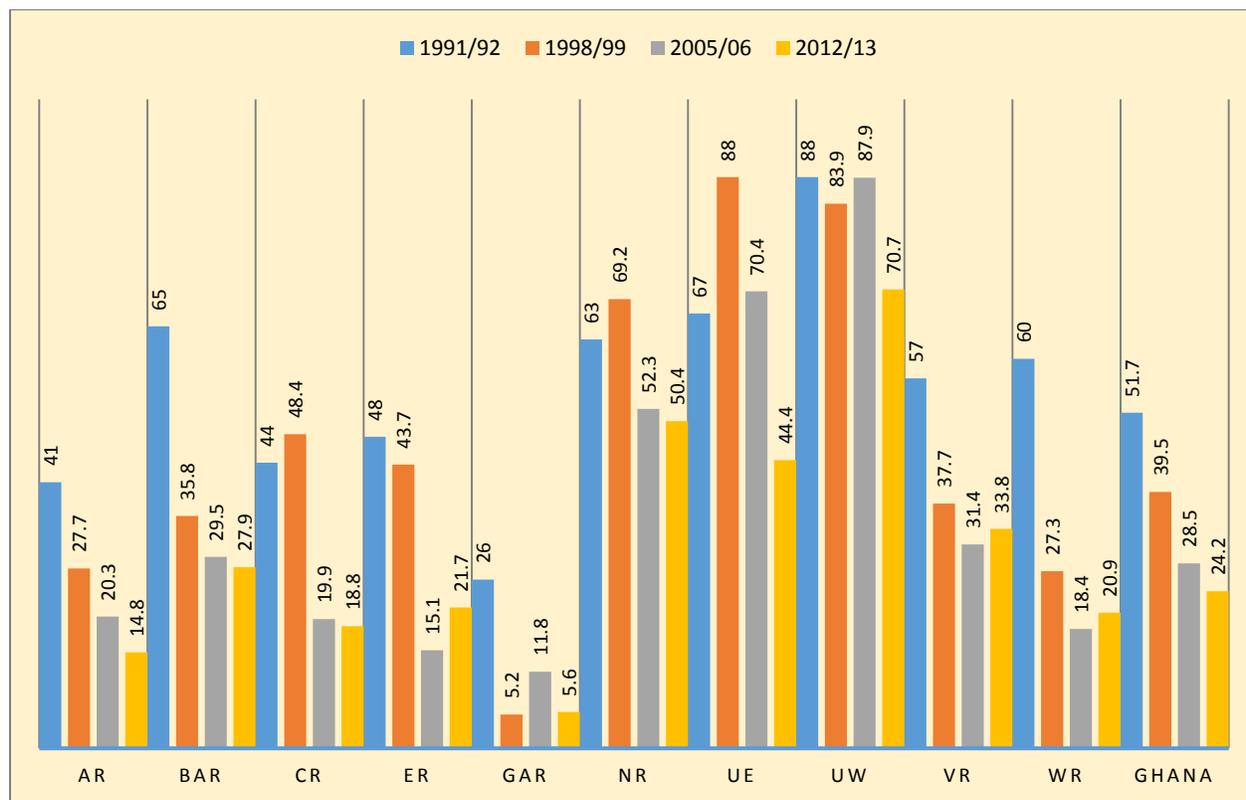
Trends in Non-Traditional Exports (2004-2013)					
YEAR	AGRICULTURAL	PROCESSED & SEMI-PROCESSED	HANDICRAFT	TOTAL	
2004	159,850,767	540,375,136	5,202,935	705,428,838	
2005	138,447,729	617,942,453	7,597,765	763,987,947	
2006	177,499,537	710,887,791	4,490,389	892,877,717	
2007	197,237,890	963,477,776	3,796,463	1,164,512,129	
2008	187,621,229	1,149,999,125	3,324,941	1,340,945,295	
2009	150,859,274	1,061,907,600	2,274,023	1,215,040,897	
2010	164,934,111	1,461,483,989	2,780,380	1,629,198,480	
2011	296,975,451	2,122,789,963	3,575,253	2,423,340,667	
2012	276,386,041	2,083,905,792	4,098,666	2,364,390,499	
2013	323,709,596	2,110,030,455	2,462,262	2,436,202,313	
Shares (%)	13.29	86.61	0.10	100.00	
Cummulative Nominal Growth (2004-2013, %)	102.5	290.5	-52.7	245.4	
Annual Percent Growth					
2005	-13.39	14.35	46.03	8.30	
2006	28.21	15.04	-40.90	16.87	
2007	11.12	35.53	-15.45	30.42	
2008	-4.88	19.36	-12.42	15.15	
2009	-19.59	-7.66	-31.61	-9.39	
2010	9.33	37.63	22.27	34.09	
2011	80.06	45.25	28.59	48.74	
2012	-6.93	-1.83	14.64	-2.43	
2013	17.12	1.25	-39.93	3.04	

Source: Ghana Export Promotion Authority, 2014

2.2.4: Growth, Poverty Reduction and Inequality

Preliminary results from the Sixth Ghana Living Standards Survey (GLSS 6) shows that between 2006 and 2013 the overall national poverty rate fell from 28.5% to 24.2%, following a trend first reported in the inaugural Livings Standards Survey of 1991/1992, when overall poverty was 51.7%. The bulk of the decline was due to economic growth, according to the Ghana Statistical Service. The notable exceptions to the declining trend were Greater Accra Region and Upper West Region, where poverty rates rose by 6.6% and 4.0%, respectively.

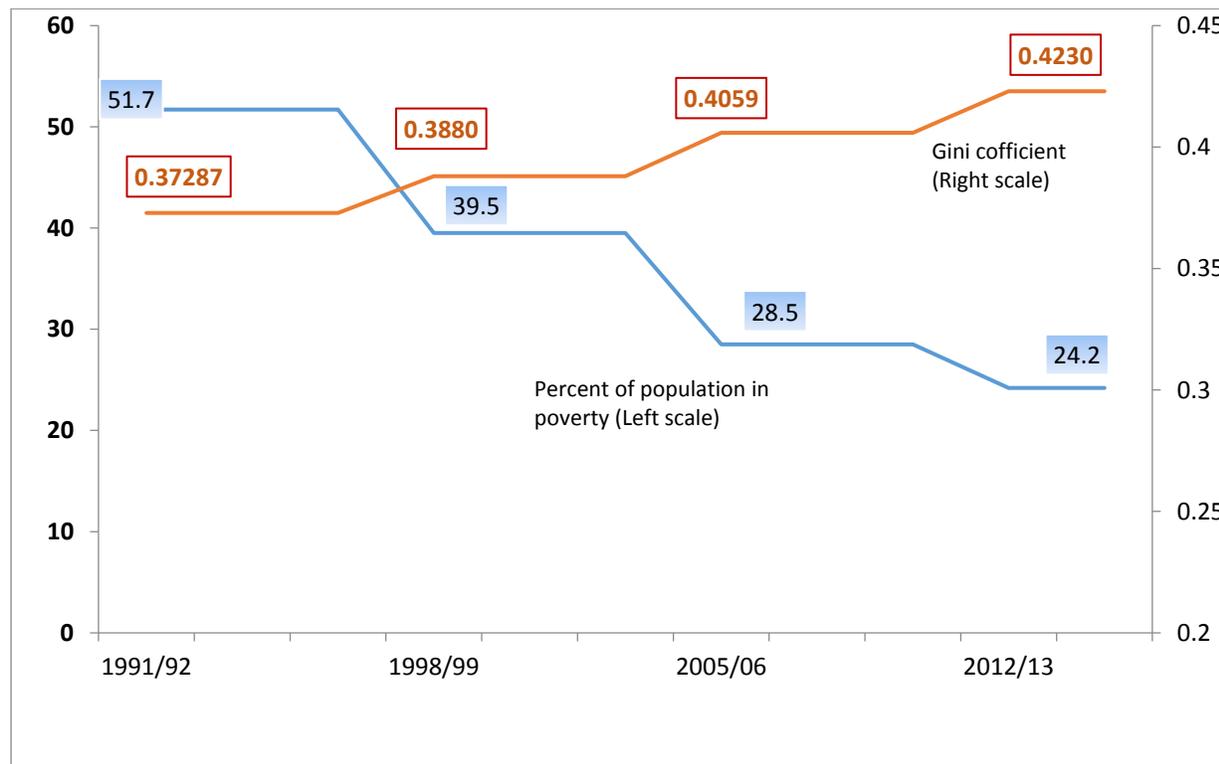
Figure 2.6: Trends and patterns in poverty – regional and national figures, 1991-2013



Source: NDPC, based on GSS data

In the case of Greater Accra, the rapid growth in slums in and around urban centres was thought to be largely responsible for the increase, whilst weak economic growth explained the rise in the Upper West. Three regions – Central, Northern and Upper East – where poverty rates rose between 1991 and 1999 (4.4%, 6.2%, and 21.0%, respectively) saw steep declines in 2005/2006 (28.5%, 16.9%, and 17.6%, respectively). Falling poverty levels, however, have been accompanied by rising inequality, and indication of the challenges pursuing inclusive growth whilst simultaneously reducing the number of people living in poverty.

Figure 2.7: Falling poverty and rising inequality remain a challenge



Source: NDPC, based on GSS data.

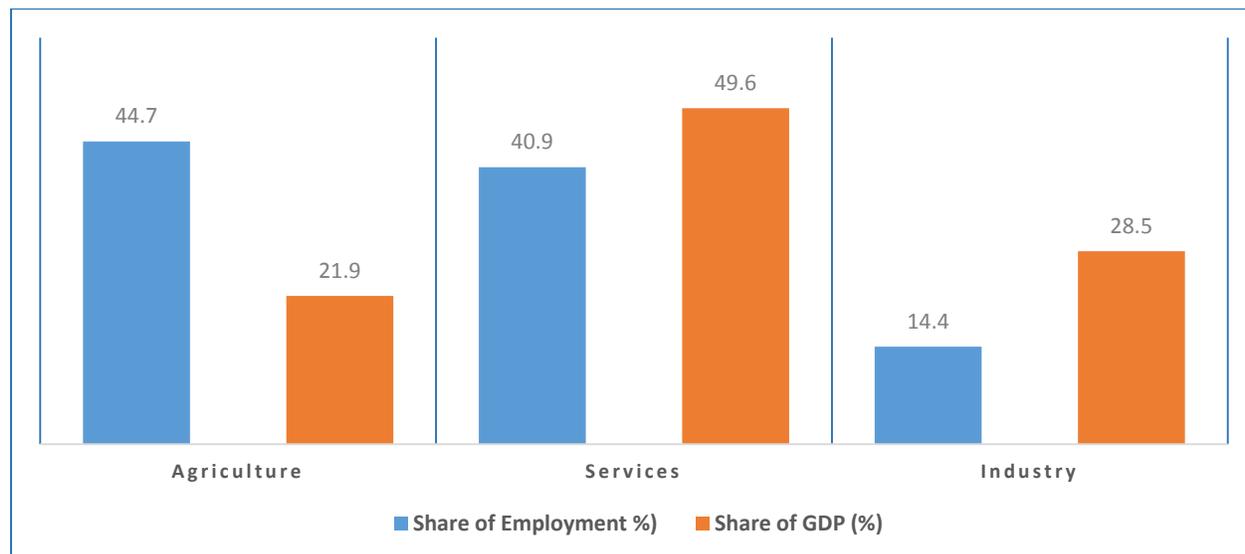
Note: Gini ranges between 0 and 1. Move towards 1 implies rising inequality.
Growth, Employment and Decent Work

Several studies have shown a low “labour absorption rate” of the Ghanaian economy even as it posted rapid growth rates in recent years – from a growth rate of 4.0% in 2009 to 15.0% in 2011 and 7.1% in 2013. Researchers at the University of Ghana found that whilst the economy expanded at an annual average rate of 5.5% between 2000 and 2010, the total number of people employed grew by only 3.3% per year over the same period¹. This suggested a weak employment elasticity of growth of only 0.6%, a figure which declined further to 0.4 following the rebasing of the economy over the period 2006 to 2010. This trend points to the need to pursue policies that increase the labour and decent work content of economic growth, especially in the informal sector.

Despite a steep fall in its share of overall economic output – from 41.0% in 2005 to 22.0% in 2013 – agriculture accounted for as much as 45.0% of employment in 2013, an indication of the low levels of investment and productivity in the sector.

¹Baah-Boateng, W. *et al.* “The Ghanaian Economy: An Overview”, *Ghanaian Journal of Economics*, Vol. 1, Dec 2013 (pp-4-12).

Figure 2.8: Productivity in agriculture must rise to raise output and incomes



Source: NDPC, based on GSS data.

2.2.5 Key Issues for Accelerated Economic Growth, Job Creation and Poverty Reduction

Despite the positive growth rates recorded in the recent past and the positive outlook for the medium-term, several issues have emerged which need to be addressed within the framework of the medium-term development agenda. These include:

- Lack of policy consistency and a sustained growth path;
- Inability of the expansion in the economy to be translated into the desired level of jobs;
- Low productivity in agriculture sector;
- Slow growth and development of the Manufacturing sub-sector as a catalyst for industrial transformation;
- Weak linkages between agriculture and industry;
- Worsening balance of trade;
- Lack of effective linkages of the growth in the services sector to the agriculture sector and manufacturing sub-sector;
- Limited attention to the development of the informal sector;
- Ineffective linkage of the oil and gas industry to the other sectors of the economy;
- Low gains by the extreme poor though all other income groups have benefited from the economic expansion since the beginning of the 1990s;
- Low improvements in the poverty levels in the three northern regions; and
- Significant levels of unemployment and under-employment in the formal sector in spite of the consistent GDP growth over the past two decades.

2.3 ACCELERATING GROWTH IN THE MEDIUM-TERM

2.3.1 Medium-Term Growth Targets

i. Projected Medium-Term Real GDP Growth, 2014-2017

The long-term objective of Government's economic development strategy is to achieve a per capita income of at least US\$3,000 by the year 2020, accompanied by the necessary infrastructure and socio-economic transformation. Over the medium-term, however, per capita income is projected to reach at least US\$2,400 by 2017, with a projected non-oil average real GDP growth rate of at least 9.6% per annum, and oil included average real GDP growth rate of at least 10.6% to achieve and sustain per capita income levels consistent with Government's long-term vision. The highest real GDP growth is expected to be recorded in 2017 at 13.2% when the full impact of the establishment of the Ghana Infrastructure Fund and the projected production of oil and gas from the Tweneboa, Enyenra and Ntomme (TEN) and the Sankofa-Gye Nyame Fields, the establishment of Agriculture Estates, and the dedication of hydro-power generation to manufacturing, including the establishment of the integrated aluminium industry, are expected to come on stream.

The sector expected to lead the overall real GDP growth rate is Industry, which is projected to grow at an average annual rate of about 13.2%, followed by the Services Sector with 10% and Agriculture with 6.4%.

Table 2.3: Medium-Term Projected Real GDP Growth, 2014-2017 (%)

	2014	2015	2016	2017	Average (2014 -2017)
Agriculture	5.7	5.9	6.6	7.2	6.4
Industry	8.6	10.5	14.0	20.0	13.2
Services	8.1	9.9	10.8	11.2	10.0
GDP (Oil inclusive)	8.3	9.5	11.4	13.2	10.6
Non-oil Real GDP	7.9	9.1	10.2	11.1	9.6

Source: MOF, NDPC, 2013

ii. Sector Growth Projections

Agriculture

The efforts to transform the Agriculture sector to drive productivity and output, create jobs, increase incomes, and ensure food security will be accelerated over the medium-term. Innovative interventions will be systematically implemented as follows: adoption of high yielding crops; improved seedlings; use of pesticides and improved spraying technologies; mass

spraying in the cocoa sector; expanded area under irrigation; improved mechanisation services along the value chain; improved marketing; improved extension services; and improved institutional coordination for agriculture development.

The Agriculture Sector is expected to grow at an average rate of 6.4% per annum over the medium-term. The Crops sub-sector is projected to grow at an average annual rate of 7.1%, while the Livestock and Fisheries sub-sectors are projected to grow at an average rate of, at least, 6.2% and 5.5%, respectively, to impact significantly on the overall growth and development of the Agriculture Sector. Cocoa production and marketing is expected to grow at the rate of 5.6% per annum, while Forestry and Logging is expected to grow at an average annual rate of 0.9% per annum, largely on account of intensive afforestation efforts expected to be embarked upon during the period (Table 2.7).

Industry

Currently, the Industry Sector is the second largest contributor to GDP, behind Services. For the attainment of the accelerated job creation and economic transformation envisaged under Government's medium-term agenda, the Industry Sector will continue to play a pivotal role, growing at an average annual rate of 13.2% over the period 2014-2017.

The anticipated drivers in this sector include agro-processing, especially by increasing the share of cocoa processed locally and oil palm processing; light manufacturing in wood processing and wood products; integrated aluminium industry; processing of other mineral resources; anticipated impact of industrial estate initiatives under the CDB facility and growth in infrastructure development; development and production of oil and gas from the Jubilee, TEN and Sankofa-Gye Nyame Fields; use of gas to generate electricity; and an increased output from the mining industry, especially in salt production to meet industrial demand.

The commissioning and operation of the US\$1.2 billion ammonia-urea-based fertilizer processing plant with an annual capacity of one million tonnes in Nyankrom in the Shama District of the Western Region is expected to provide a new impetus in accelerating the growth of the industrial sector; and more than 3,000MW of anticipated electricity production by the Volta River Authority and several Independent Power Producers is expected to contribute significantly to Industry Sector performance over the plan period.

The Mining and Quarrying sub-sector is projected to lead the growth in this sector with an average annual growth rate of 21.8% over the period, followed by the Electricity and Construction sub-sectors with 13.1% and 10%, respectively. The oil and gas industry is projected to grow at an average annual rate of 24%, with a projected highest growth rate of 37.8% to be recorded by the sub-sector in 2017 when additional oil and gas production from the TEN and Sankofa-Gye Nyame Fields will commence, and the full impact of gas production is recorded. The Manufacturing sub-sector is projected to grow at an average annual rate of about 6.4%, while the water and sewerage sub-sector is expected to grow at an average annual

rate of 3.7%. The anticipated improvement in the Manufacturing industry will arise largely from the Tema and Takoradi Industrial City Programmes; Savannah Zone Industrial Programme; re-positioning of VALCO as a major off-taker in the integrated aluminium industry; Cape Coast City ICT programme; and effective implementation of the initiative to promote the development of selected commodities for domestic consumption and for export; as well as the establishment of the Industrial Development Fund to support selected manufacturing industries.

Services

The growth of the Services Sector depends largely upon growth in the Agriculture and Industry Sectors. The main drivers in this sector will include improvement in international travel and Tourism, Information and Communication, Financial Intermediation, Business and Real Estate Developments, especially on account of the increasing demand by the growing middle class.

Ghana's historical, cultural and ecotourism assets will be leveraged with support services and infrastructure to make the country an important tourism destination and accelerate the growth of tourism earnings, while the growing ICT sub-sector will be used as a catalyst for transition into an efficiency driven and value-added industrial economy. This will position Ghana to exploit ICT-enabled innovation opportunities.

The Services Sector is projected to grow at an average annual growth rate of 10% over the medium-term, with Information and Communication, Financial Intermediation, and Hotel and Restaurants leading the growth in the sector with an average annual growth rate of about 18%, 13.9% and 11.1%, respectively. The Transport and Storage sub-sector is projected to follow with an average annual growth rate of 10.2%, while the Business, and Real Estates sub-sectors and Health and Social Work are projected to grow at an average annual rate of 8.1% and 7.8%, respectively. The Other Community, Social and Personal Services; Education; Trade, Repair of Vehicles, Household Goods; and Public Administration and Defence sub-sectors are projected to grow at an average annual growth rate of 7.6%, 7%, 6.8% and 5.7% respectively (Table 2.7).

iii. Structure of the Economy

Currently, the Services Sector remains the most dominant sector of the economy with 49.6% of the overall GDP in 2013. This is followed by industry (28.5%) and Agriculture (21.9%) in that order. Over the medium-term, the structure of the economy is projected to be composed of a significantly expanded Industry Sector that will contribute about 30% of national output; a Services Sector that will produce about 51% of national output, and a more productive Agriculture Sector that will contribute about 19% of national output.

Within the Industry Sector, the Mining and Quarrying, Construction and Manufacturing sub-sectors are projected to record improvements in shares, while in the Services Sector, with the exception of the Transport and Storage, Business and Real Estates, and Financial Intermediation

which are expected to record marginal improvements, all remaining sub-sectors are projected to decline or remain the same (Table 2.7).

iv. Sources and Composition of Employment

A major objective of the transformation agenda is to create significant number of jobs and a high degree of decent work, especially in the informal sector. As of 2013, nearly 45.0% of the labour force was in agriculture, followed by services at 40.9% and industry at 14.4%. With the transformation of the structure of the economy envisaged the composition of employment is projected to shift in favour of industry and services. Other job creation initiatives will arise from accelerated investments in public infrastructure, promotion of tourism, and provision of financial and ICT services.

Public Investment in Infrastructure: The potential for direct job creation lies in energy, transport and in real estate sub-sectors. The jobs are in the construction of feeder roads, schools and clinics; expanded maintenance of bridges and public buildings, especially schools and health facilities, and modern facilities in public basic and senior high schools. The expansion of rail transport will also be a source of employment with the laying and maintenance of tracks.

Tourism: Employment opportunities in tourism lie in enhancing measures to encourage improvement in infrastructure and diversification in the range of products that Ghana offers and in developing a comprehensive programme to support cultural industries. A well-coordinated calendar of music and cultural festivals and also the creation of cultural villages with targeted marketing campaigns will expand Ghana's tourism infrastructure and services. Tourism is an important prospective driver of youth entrepreneurship specialising in travel and hospitality services, skills training and business services.

Financial and ICT Services: Technological innovations open up substantial opportunities for job creation in the financial and ICT sub-sectors, driven largely by the private sector. Government will act as the catalyst by facilitating the development of the relevant infrastructure that makes remote service delivery possible especially in the financial sub-sector.

v. Assumptions underlying the Medium-Term Growth Targets

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

- Population growth rate will not exceed 2.3% per annum;
- A relatively stable Ghana cedi;
- Containment of fiscal deficits and preventing them from being a major source of macroeconomic instability;

- Reduced cost of investment loans as incentives for stimulating investment in support of private sector growth;
- Ensuring substantial increases in merchandise exports and reversing the persistently high trade deficits, whilst progressively increasing Ghana's gross international reserves to at least six months of import cover;
- Stable global economic environment and demand; and
- Favourable world market prices and increase in the volumes of Ghana's main exports commodities including cocoa, oil and gold.

2.3.2 Opportunities and Challenges

i. Major Development Opportunities

Political Stability

The conduct of the 2012 general elections which witnessed the introduction of progressive reforms in the area of biometric voters' register and biometric verification for voting to enhance transparency, and the successful adjudication of the election dispute have further deepened the democratic process and further improved Ghana's credentials as a model of democratic practice for developing countries. The recognition of Ghana as a beacon of democratic governance and rule of law continues to make Ghana attractive for considerable investments in all sectors of the economy. The generally peaceful and stable political environment provides an opportunity to focus on developing the appropriate set of socio-economic policies and implement them to ensure accelerated growth and development of the country. It also allows the right institutions to be developed and for the citizenry to effectively participate in the national development process.

The Growing Middle Class

Analysis has shown that Ghana has a middle class of about 4.8 million with a total daily consumption of between US\$18.4 million and US\$96 million. The increasing purchasing power of the middle class in Ghana as a result of a strong economic growth in the past two decades has helped propel growth in Information and Communication, Real Estate, Professional, Administrative and Support Services, Financial and Insurance Activities, and Trade; Repair of Vehicles, Household Goods sub-sectors of the economy as a result of strong consumption.

The rise in class status is largely correlated with a rise in progressive values that are highly conducive to strong economic growth. In particular, the middle class are more likely to have values aligned with greater market competition and better governance, greater gender equality, more investment in higher education, science and technology. These are some of the key elements required to propel the growth of the economy. What is also now emerging is that the Ghanaian middle class is assisting in improving democratic governance and accountability in

public services through more vocal demands for better services. The middle class is better educated, better informed and has greater awareness of human rights. It is the main source of the leadership and activism that create and operate many of the non-Governmental organisations that push for greater accountability and better governance in public affairs, a position that augurs well for creating a suitable environment for growth and development.

However, the challenge for economic policy management is to influence the consumption patterns of the middle class and effectively link them to the domestic economy. The current trend where merchandise imports continue to rise, and the manufacturing sub-sector continues to dwindle poses a big challenge to the growth and sustainability of the economy. It is in the light of this that the promotion of import competitiveness of selected products in which Ghana has competitive advantage will be essential in strengthening the manufacturing sub-sector to effectively link the consumption pattern of the middle class to the domestic economy.

Oil and Gas Development

The discovery of more oil and gas fields off the shores of Ghana and the development and production of previous fields has created an additional impetus for the accelerated growth and socio-economic development. The potential of the oil and gas sector is viewed in terms of how it could be fully integrated into the rest of the economy, and used to drive the economic and social transformation of Ghana over the long-term. The policy approach, is to harness the oil and gas resources, and ensure that the proceeds generated are used to rapidly develop national infrastructure, increase agriculture productivity, support a paradigm shift in the structure of the economy towards increased industrial value-added production, and facilitate the building of national capacity to harness advanced technologies.

The discovery of gas has created greater prospects for diversifying the economy through the utilisation of the gas resource endowments to generate power to support the industrialisation efforts, as well as develop new industries including commercial scale fertilizer production, for local consumption and exports, and the petro-chemical industry. This will lead to rapid job creation in addition to the jobs expected to be created in the oil and gas sub-sector and other related industries.

Furthermore, the discovery and development of these vital resources have created the opportunity for the development of new skills sets and institutions in finance, revenue management and regulation of the sector. The oil and gas management architecture developed and implemented in the sector will ensure that Ghana derives the maximum benefit from the emerging sector, revenues are effectively managed, and the impact of the oil and gas proceeds are better managed to avoid the resource “curse” usually associated with the discovery of such a vital resource.

Natural Resource Endowments

Ghana is uniquely endowed with significant amounts of valuable natural resources, including gold, diamonds, salt, bauxite, limestone, iron ore, and manganese. Indeed Ghana is ranked 9th in the production of gold in the World and second in Africa, with gold proceeds constituting about 36% of the total exports revenue. These natural resources create the possibility for a gold refinery, and industrial complexes embracing aluminium, petro-chemicals, fertilizer, iron and ferro-manganese production, and value-added industrial and consumer products linked to the outputs from these basic industrial goods. These endowments make Ghana one of the few countries to be in such a position with the opportunity to leverage the natural resources to achieve a quantum leap in economic growth and development through commodity-based industrialisation.

ii. Key Development Challenges

Institutional Challenges

Efforts have been made over the past decade to develop and strengthen the appropriate public sector institutions to make them efficient in delivering public sector goods and support the development of the private sector. However, significant challenges still exist. The medium-term development objective of Government is to pursue rapid economic development in partnership with the private sector. It is therefore imperative to develop the appropriate institutions (i.e. both public and private), and make them responsive, efficient and capable of creating the relevant supportive environment for the growth and expansion of the private sector.

Over the past decade efforts at repositioning the public sector to be more efficient and responsive to the needs of the private sector have focused on the introduction of reforms in public sector administration, management and operations, including reforms in pay policy, enhancing institutional structures and processes, instituting effective reward and sanction mechanisms in the system, and deployment of the expertise required to implement specific reform initiatives in all targeted sectors. These, thus far have not resulted in the desired outcomes. The medium-term strategy to address these constraints is therefore to review the existing public sector reform initiatives with the view to restructuring and strengthening it for effective results. The Judiciary, Legislature and other independent constitutional bodies will continue to be supported to undertake their own reforms to complement the programmed reforms within the public sector.

Socio-Cultural Dynamics

The nation's efforts and aspirations continue to be challenged by persistent negative sociocultural practices. The increasing over-dependence on Government by communities for

the provision of all basic necessities of life undermines ownership, maintenance and the sense of civic responsibility for sustaining development initiatives. Over the years, state and non-state institutions have played various advocacy roles in integrating civic responsibility in the body politic. However, a lot remains to be done with respect to indiscipline and disregard for laws, poor work ethic and attitudes and lack of a sense of patriotism. As a nation, there is the need to introduce and promote certain core values that will help shape people's thinking, behaviour and conduct for national development. We need a good society.

Resource Constraints

The small size of the economy limits resource mobilisation potential and the fiscal space for the implementation of Government's programmes. Weaknesses in the revenue mobilisation system lead to a lot of revenue leakages, and hence the resources available for public investment. The financial system is characterised by a small financial market marked by a banking system that depends largely on wide spreads between the savings and lending rates. Ghana's capital market is small and underdeveloped with limited instruments for resource mobilisation. These challenges constrain domestic resource mobilisation at all levels and expose the country to reliance on external financial support as well as foreign direct investment as the principal sources of funding for both the public and private sectors. Limited knowledge and capacity in the public sector have constrained the use of PPP arrangements to address the gaps in funding large public investment projects.

Climate Variability and Change

Climate variability and change constitute a major threat to national development. From a decline in precipitation to floods, climate change imposes a limitation on national development efforts. Climate change also manifests in increasing levels of desertification in the northern savannah, and undermines the agricultural potential and the economic viability of the northern ecological zone and its capacity to contribute to national development. It leads to increased financial cost of provision of economic and social infrastructure, as well as resettlements of people living in coastal areas. The challenge is to turn climate change and variability into an opportunity to expand national output and productivity and embark on systemic protection programmes.

Global Economic Developments

Though the instability that emerged in the global economic environment in 2007-2009 has largely receded into history, some significant vulnerabilities exist, characterised by unstable and declining commodity prices, especially gold, and high unemployment and fiscal instability in major traditional trading partners. The effects of the short-term risks associated with the situation in the Euro zone, the fiscal adjustments in the United States and the economic slowdown in large developing countries, continue to be felt by developing economies, leading

to reduction in demand for some of the country's low-valued agriculture exports, and dwindling donor inflows.

Following Ghana's attainment of middle income status in 2010, and the commencement of oil production in 2011, opportunities for concessional borrowing and overall donor inflows have begun to dwindle. Even though Ghana signed a 10-year transitional arrangement with its traditional development partners in 2012, its eligibility for IDA facility has been revised, and the inflows from the major bilateral donors who provide over 50% of all ODA to Ghana have begun to decline. The current round of fiscal austerity in many donor countries is likely to put a further premium on ODA funds, and Ghana's current status will make defending these allocations more politically difficult in the donor countries.

Though alternative sources of funding may exist in the international capital markets for Ghana, the attainment of a middle income status imposes higher borrowing requirements on the country.

Ghana's ability to tap into the international credit markets and to attract private investment will be tied to its economic and political stability, both of which could be threatened by endogenous and exogenous factors.

2.4 MACROECONOMIC POLICIES AND STRATEGIES

In order to achieve the overall goal of macroeconomic stability, policies and strategies to be pursued will focus on the following policy areas:

- Improved monetary and financial policy management;
- Effective and efficient fiscal policy management;
- Economic Policy Decision-Making and Management; and
- International Trade and Regional Integration.

2.4.1 Monetary and Financial Developments and Management

i. Overview of monetary and financial performance

Overview of the performance of monetary and financial policy over the past four years focuses on the following broad areas: price developments; monetary developments; financial markets; and financial sector developments.

Inflation

The medium-term target for inflation under the GSGDA was to attain a single digit rate of inflation over a reasonable length of time and to support the attainment of the medium-term per capita GDP target of about US\$1,567 by 2013. For the greater part of the implementation of the GSGDA, inflation was kept below single digit, and represented the longest sustained single digit rate of inflation in the economic history of the country.

Following the acceleration in inflation due largely to expansionary fiscal policy, particularly in 2008, to counter the global food and fuel price increases and the currency depreciation, inflation significantly declined from the peak of 20.7% in June 2009 to 8.6% in December 2011. It inched up to 9.5% in July 2012 and subsequently eased to 8.8% by December 2012. The decline in the rate of inflation has been attributed, largely to tight fiscal and monetary policies as well as an improvement in the food component of the Consumer Price Index (CPI) during that period. Between December 2012 and June 2013 however, the inflation rate increased from 8.8% to 11.2%, largely on account of the combined effects of the upward adjustment in petroleum prices and demand pressures from the high twin deficits of 2012.

Interest rates

Interest rates have generally trended downwards over the past decade and half along the path of inflation. From the high of 27% in 2001, BOG prime rate declined consistently to a low of about 12.5% in 2011, and then increased to 15% in 2012. Consistent with the pattern in prime rate, the average lending rate declined from 43.8% in 2001 to 25.7% in 2012. This pattern of development in the average lending rate is consistent with the long-term macroeconomic objective of Government to reduce cost of capital and improve access to credit to the private sector.

Although Bank of Ghana's policy rates have generally been reduced, the reduction in operational rates of Deposit Money Banks (DMBs), especially the lending rates, is not commensurate with the reduction in the policy rates, thereby showing a considerable spread between lending and deposit rates. The significant reduction in the spread was recorded between 2001 and 2004, after which reduction virtually stagnated until 2012 when about 5% reduction was recorded. The challenge for policy action is therefore to institute measures to ensure further reduction in the spreads to enable the private sector access funds at lower rates for investment and encourage savings.

Exchange Rates

The policy thrust of the current exchange rate regime in Ghana is underpinned by the Foreign Exchange Act 2006 (Act 723) which places emphasis on flexible exchange rate dealings, determined through the interbank and forex bureaux on a daily basis. The current market-

based exchange rate strategy is consistent with the Inflation Targeting Framework of the Bank of Ghana with an overall objective of price stability. Exchange rate developments over the past decade continued to depict periods of stability interspersed with fluctuations largely explained by the strength of international currencies, commodity price movements and capital inflows.

The medium-term target for exchange rate depreciation over the period 2010-2013, was to ensure that the annual average depreciation of the Ghana Cedi against the US Dollar does not exceed 4%, in order to sustain the attainment of the medium-term per capita income target. Following a high of 19.2% depreciation against the US Dollar, 28.5% against the Euro, and 27.6% against the Pound Sterling in 2009, the Ghana Cedi performed strongly and recorded appreciation against the Euro and the Pound Sterling in 2010. Subsequently, the Cedi depreciated at an average annual rate of between 13.7% and 16.2% against the major trading currencies during the period 2011 and 2012, thereby exceeding the medium-term target as well as ECOWAS Convergence Criteria. The priority exchange rate policy over the medium-term will focus on ensuring a stable exchange rate regime capable of supporting the export sector and the overall economic development of the country.

Developments in Banks' Credit

Trends in outstanding credit to the private sector by Deposit Money Banks (DMBs) continued to show significant changes. The shares of credit to agriculture and industry declined steadily over time, while those of import trade, while generally low, rose marginally. Services also experienced some increases.

Table 2.4: Sectoral Distribution of DMBs Credit (%) (2006-2013)

	2006	2007	2008	2009	2010	2011	2012	2013
Agriculture Forestry & Fishing	5.37	4.41	4.28	4.74	6.13	5.74	4.85	4.08
Mining & Quarrying	3.84	3.16	2.89	2.75	2.71	4.26	1.14	0.99
Manufacturing	18.53	12.74	11.89	11.63	13.26	8.95	11.03	8.83
Construction	7.88	7.61	6.78	7.84	7.53	8.04	4.80	4.43
Electricity, Gas & Water	3.60	3.29	3.99	6.31	6.52	6.68	2.13	2.64
Import Trade	6.91	4.88	5.18	5.32	5.78	9.21	7.97	9.08
Export Trade	1.34	1.67	1.38	1.70	1.94	1.20	8.45	8.96
Domestic Trade	22.64	25.20	26.16	24.10	23.25	16.26	16.91	16.17
Transport, Storage & Communicati	3.05	3.93	2.95	3.99	4.02	4.19	7.90	11.31
Services	18.39	22.13	23.89	20.97	20.64	26.81	26.34	26.24
Others	7.61	9.91	9.62	9.99	7.74	8.10	8.04	6.86
Total (excluding cocoa marketing)	99.16	98.94	99.00	99.32	99.51	99.46	99.54	99.60
Cocoa Marketing	0.85	1.06	1.00	0.68	0.49	0.54	0.46	0.40
Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

Source: NDPC, based on BoG data (Statistical Bulletin, various issues)

Most of the credit presently available to the private sector is at the short end of the market, and may not be suitable for the long-term development of the private sector, including manufacturing. Although the upsurge in micro-finance institutions has helped bridge the gaps in gender inequalities in access to credit especially in the informal sector where women dominate, challenges still exist. The medium-term policy interventions in financial intermediation will therefore aim at developing long-term financing instruments in support of the rapid development of the private sector, as well as specialised schemes to facilitate women entrepreneurs' access to investible resources.

ii. Medium-Term Monetary Policy and Strategies

Monetary policy stance to support transformation requires a careful balancing act in order to achieve growth, promote exports and industrial competitiveness and also create jobs. This requires: targeting low and stable inflation; supporting competitive exchange rate relative to major trading currencies; and reducing investment cost through lower interest rates to stimulate investments.

The choice of the desired level of inflation that will support desired growth and interest level remains a major challenge for the Bank of Ghana. Then there is also the trade-off in exchange rate management. Whilst a depreciating currency may stimulate exports, it also increases the real cost of servicing the external debt and therefore constrain the fiscal space that is needed to finance desired Government interventions to stimulate job creation.

The priority monetary and financial policies to be implemented will focus on achieving the following broad objectives:

- Ensure Price and Exchange Rate Stability;
- Deepen the Capital Markets; and
- Improve access to financial services.

Ensure Price and Exchange Rate Stability: To ensure price and exchange rate stability, strategies to be implemented include: review monetary policy framework and enhance its implementation to ensure that it is responsive to the needs of the private sector and medium-term job creation objectives; improve liquidity management; strengthen the effectiveness of payment systems infrastructure; support increased competition in the financial system to reduce high interest rates spread and ensure competitive rates; strengthen the capacity of Deposit Money Banks (DMBs) for effective financial intermediation including the development of innovative products that enhance domestic savings; enforce the existing regulation regarding Government borrowing; strengthen the inter-bank foreign exchange market; and enhance the operation of the credit reference bureau.

Deepen the Capital Markets: The strategies to be implemented to deepen the capital market include: develop the secondary market for bonds and other long-term securities; expand the venture capital market to support start-up businesses and SMEs; leverage the three-tier pension scheme to increase access to long term financing; and consolidate the implementation of BASEL II approach to risk-based supervision.

Improve access to financial services: The strategies to be implemented to improve access to financial services include: develop a more comprehensive insurance market; develop a more affordable and accessible market for mortgage finance; strengthen institutional framework for monitoring and regulating financial institutions especially those in the non-bank and microfinance sub-sector; and implement schemes to improve women's access to credit.

2.4.2 Fiscal Developments and Management

i. Overview of fiscal performance

Fiscal Deficits

Since 2009, the fiscal policy of the Government has been targeted at reducing the budget deficit to lower levels, thereby, restoring and sustaining fiscal and macroeconomic stability. In view of this, a fiscal adjustment policy was embarked on and this resulted in the reduction of the budget deficit (on cash basis) from 6.6% in 2008 to 5.8% in 2009 and further down to 4.4% in 2011. This significant achievement was as a result of the implementation of a number of revenue and expenditure reforms with a view to ensuring better public financial management.

However, fiscal policy implementation suffered some setbacks in 2012, which resulted in the widening of the fiscal deficit to 11.5%, on account of the following factors:

- Implementation challenges associated with the single-spine wage policy initiated in 2009 to correct distortions in the public sector wage structure, notably the clearance of 2010-2011 arrears in 2012;
- Over-estimation of corporate income taxes from the oil producing companies;
- Larger-than expected petroleum and utility subsidies, and
- Higher interest cost burden arising from the increase in short-term domestic interest rates.

In response to the fiscal challenges from 2012 and the less optimistic fiscal performance during the first half of the year 2013, Government introduced additional fiscal measures to ensure the achievement of Government's fiscal consolidation objective.

The measures on the revenue side included the: imposition of 1%-2% levy on imports; re-imposition of import duty of 20% and VAT of 15% on mobile phone handsets; environmental

tax of 5% of the ex-factory price of selected plastics and plastic products; and re-introduction of the 5% National Fiscal Stabilisation Levy on the profits before tax of selected companies such as banks, insurance companies, non-bank financial institutions, breweries, mining and communication companies.

On the expenditure side, the measures included: refinancing of the public debt to reduce the domestic interest cost through substitution of short-term debt with high interest rates with medium to long-term low rate debt; regular adjustment of utility and petroleum prices to cost recovery levels to ensure that budgetary limits are observed; ensuring that the negotiations for wage increases do not go beyond the assumed wage increase in the budget; and freezing employment into the public service except eligible trainees in the education and health sector and replacements due to natural attrition.

Others measures under expenditure were: immediate implementation of a more selective Market Premium Policy, as approved by Cabinet; rationalisation and standardisation of allowances under the Single Spine Salary Structure (SSSS) to be executed strictly within the annual budget ceilings and Medium-Term Expenditure Framework (MTEF) provisions for MDAs; continuation of a moratorium on the award of new contracts by all MDAs with a view to clearing the pipeline of commitments; and revision of cash and budget ceilings for all MDAs for 2013 to reflect revenue inflows.

Though the impact of these measures is yet to be felt, they were envisaged to significantly improve the revenue situation and maintain expenditure within a sustainable level in support of the fiscal consolidation efforts for the second half of 2013.

A perennial characteristic of Ghana's fiscal situation is the high deficits which have since 1992 become cyclical and tend to worsen in election years. Major sources of the fiscal deficits over the years are the intractability of the public sector wage bill, interest payments, and unplanned expenditures. In addition to this is the tendency to accumulate arrears with further debt built-up. Government policy over the medium-term will therefore aim at addressing these challenges.

Revenues and Expenditures

Historically, revenue performance has improved, increasing from 13.7% of GDP in 2006 to 20.7% of GDP in 2012. However, expenditures have persistently outstripped revenue performance leading to the widening of the budget deficits. The major source of the expenditure over-runs is the recurrent budget, especially wages and interest payments, whilst capital expenditures have relatively stagnated at about 7% over the past seven years.

The excess expenditures over revenues have typically been financed by borrowing from the domestic banking system as well as from divestiture proceeds and external sources. Borrowings

from the banking system tend to crowd out the private sector. The challenge for Government, over the medium-term is to implement revenue and expenditure measures that are capable of significantly improving revenue mobilisation as well as strengthening the implementation of financial management reform initiatives to ensure efficient expenditure management.

Table 2.5: Trends in Fiscal Performance (2000-2013)

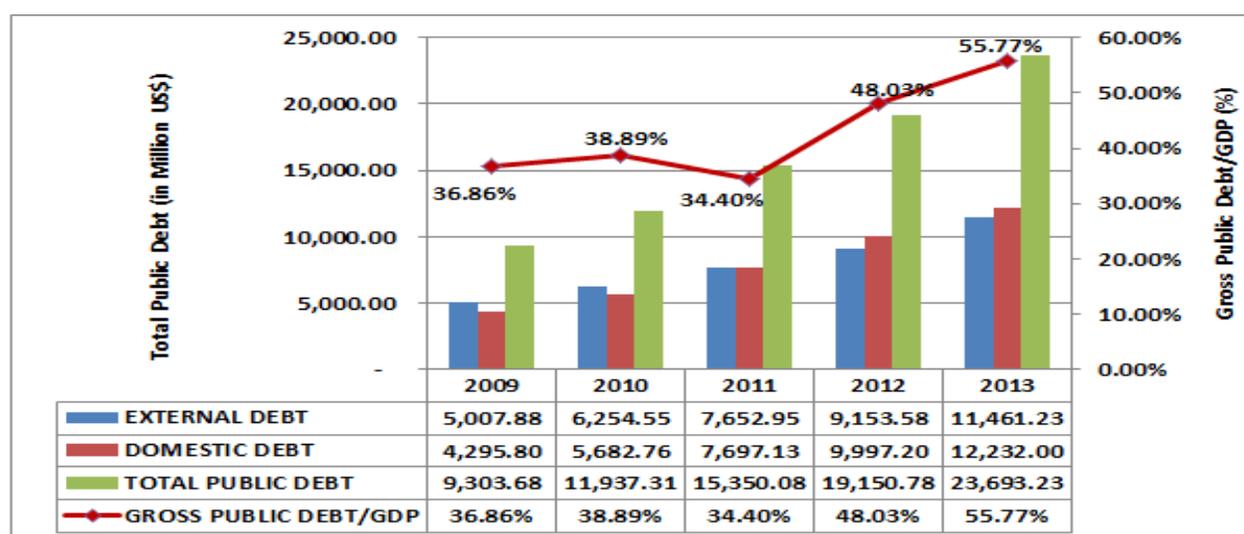
	2000*	2001*	2002*	2003*	2004*	2005*	2006	2007	2008	2009	2010	2011	2012	2013
Budget deficit (% of GDP)	-8.6	-4.4	-5.3	-3.3	-3.2	-2.0	-4.8	-4.9	-6.6	-5.8	-6.5	-4.0	-11.5	-11.1
Government Revenue (% of GDP)	17.7	18.2	20.4	21.1	23.8	23.9	13.7	15.8	15.9	15.5	16.8	19.5	20.7	20.8
Tax Revenue (% of GDP)	16.3	17.2	17.9	19.6	21.8	20.8	12.4	14.3	14.2	12.7	13.7	16.1	16.5	15.3
Non-Tax Revenue (% of GDP)	1.5	0.9	0.5	0.6	1.4	1.9	0.5	1.5	1.4	2.4	2.7	3.0	3.8	4.6
Government Exp (% of GDP)	27.7	25.5	25.7	28.6	32.9	30.8	21.4	24.6	26.5	23.0	25.0	22.5	27.9	29.4
Recurrent Exp (% of GDP)	18.5	18.0	19.4	18.8	20.4	18.8	13.7	15.9	17.4	15.4	17.5	16.2	21.3	22.9
Capital Exp (% of GDP)	9.2	7.5	5.9	8.4	10.1	10.0	6.1	7.0	8.2	6.8	6.9	6.2	6.6	5.1

Source: MOF, 2013 . *Based on old GDP Series (1993 constant prices)

Debt Profile

The public debt as at the end of 2013 recorded an increase of about 24.5% from the end 2012 stock. This is consistent with the increasing trend observed in the public debt during the period between 2009 and 2012 when total public debt increased by an average of 26.5% per annum. The public debt including Government Guaranteed debt as at the end of 2009 was US\$9,303.68 million. This has gradually increased to about US\$23,845.00 million as at the end of 2013. Accordingly, its share of GDP has increased from 36.86% in 2009 to 52% as at the end of 2013 (Figure 2.9).

Figure 2.9: Public Debt Stock (2009-2013)



Source: MOF, 2013

Until 2011 the external debt constituted the bulk of total public debt, representing about 53.1% of overall public debt. However, over the past two years domestic debt has outstripped the external debt and constituted about 51.2% of the total public debt in 2011 and 2012, compared to 48.8% for external debt. This pattern of composition of total public debt presents considerable challenge to government policies to improve credit availability to the private sector, and has significant implication for the choice of instrument used in managing the public debt, especially when the holders of domestic debt are external

Debt Service Cost

As the stock of debt increases, so does the debt servicing cost. With the increasing borrowing from domestic market sources to finance the budget deficit, the interest rates for Government's treasury bills increased generally to an average rate of 23% as at the end of June 2013 from an average rate of 12.35% and 21.57% in 2011 and 2012 respectively. This resulted in the increasing trend in interest payments from 2009 to June 2013. The total interest payments increased from US\$290.6 million in 2009 to US\$1,011.5 million in June 2013.

It is therefore imperative to institute measures to rationalise Ghana's debt situation and ensure that it is maintained at sustainable levels over the medium to long-term.

ii. Medium-Term Fiscal Policies and Strategies

The medium-term policy interventions to effectively and efficiently manage fiscal policies will focus on achieving the following: improving the fiscal resource mobilisation and management; improving public expenditure management; and improving the capacity for effective public sector debt management. Specifically, these will entail: maintaining the wage bill within globally accepted levels; improving revenue mobilisation to levels commensurate with Ghana's middle income status; instituting mechanisms to ensure rapid disbursements of loans and grants; and instituting efficient expenditure control measures.

The rate of growth of the wage bill has reached a point where it is squeezing out critical investments in roads, health, education, water, sanitation, etc. In order to address this misalignment, and ensure that the wage bill is maintained at the globally accepted prudent level of between 30% - 35% of GDP, Government will review the implementation of the Single Spine Pay Policy to enhance fairness, productivity and sustainability, whilst ensuring that it does not become a major source of macroeconomic instability. Also, measures will be instituted to regularly adjust the prices of utilities and petroleum products to cost recovery levels, whilst widening the mitigation measures for the poor. This is expected to eliminate the persistent payment of compensation to Bulk Distribution Companies (BDCs) for losses incurred in supply of petroleum products, which is gradually becoming a major source of burden on public finance.

Measures will also be introduced to improve revenue mobilisation to levels commensurate to Ghana's status as middle income economy through a combination of strategies to strengthen the existing tax system, widening the tax net, and exploring opportunities for new revenue mobilisation sources. In addition, effective mechanisms will be instituted to ensure that Government's contracted loans and grants are monitored and rapidly disbursed. Over the medium-term Government's Aid Policy will continue to prioritise grants in favour of loans in order to ensure that the country's debt is within sustainable levels, however its borrowing decisions will target the long end of the financial market instead of short-term facilities. The contract database system and the public investment projects currently in place will be strengthened to improve the management of Government's contracts.

The other specific strategies to be implemented to achieve the three main policy objectives outlined earlier are as follows:

Improving the fiscal resource mobilisation and management: The key strategies to be implemented to improve fiscal resource mobilisation include: eliminate revenue collection leakages; simplify and streamline existing tax code; strengthen tax revenue administration for effective tax enforcement and compliance; widen the tax net and explore opportunities for new revenue mobilisation sources; strengthen mobilisation and management of non-tax revenue; and diversify sources of external resource mobilisation including the Diaspora.

Improving public expenditure management: Improving public expenditure management will entail: designing and implementing a multi-year public sector wage and incomes policy as a step to maintaining the overall wage bill within globally accepted levels; implement random monitoring and auditing of the payroll of various public sector institutions as a check on ghost names, and payroll theft; introduce fiscal responsibility law; and accelerate the implementation of Ghana Integrated Financial Management Information System (GIFMIS) to address leakages of public funds.

Other measures to be implemented include: strengthening the implementation of the GIFMIS for effective budget management; review the administrative framework for earmarked funds to ensure efficiency in the management of public funds; review and re-structure the Internally Generated Fund (IGF) mechanism to make it more efficient; improve the legislative and institutional framework for budget formulation and implementation; ensure effective financial management and oversight over SOEs; enforce and implement the recommendations in the Auditor General's Reports and the Public Accounts Committee of Parliament; ensure the establishment of the Financial Administration Tribunal; and strengthen institutional collaboration for effective fiscal policy management.

Improving the capacity for effective public sector debt management: Government will implement measures to ensure that the public debt ratios are within sustainable levels; employ appropriate instruments to reduce market and refinancing risks associated with the debt

portfolio; and institute mechanisms to manage internal and external shocks. Other measures to be implemented include: securing the best loan deals for Ghana from any part of the world, including the Gulf States; streamlining pipeline projects in order to create the relevant fiscal space to implement policy priorities; and rationalising counterpart funding to fit into the medium-term objectives of Government.

2.4.3 Economic Policy Management

i. Overview of Economic Policy Decision-Making and Management

National Capacity for Policy Formulation and Management

The basic institutional arrangement, legal and regulatory framework for policy planning and management exist. The processes for national development planning and institutional arrangements for undertaking national development planning are set in provisions under the 1992 Constitution (Article 86) and two Acts of Parliament (National Development Planning Commission Act, 1994 (Act 479) and National Development Planning (System) Act, 1994 (Act 480)], whilst the Ministry of Finance and Bank of Ghana have been established to coordinate the management of fiscal and monetary policies. Since the coming into effect of the 1992 Republic of Ghana Constitution, Ghana has prepared and implemented, at least five (5) national development policy frameworks, including the Ghana Shared Growth and Development Agenda (GSGDA), 2010-2013, with various degrees of success.

The current challenge for the management of the national development policy process is the weak coordination between national development planning and the annual budgeting process. The current effort is to review the existing institutional architecture and processes for planning and economic management with the view to streamlining, strengthening and making them more effective and efficient.

ii. Medium-Term Economic Policy Management Policies and Strategies

There is an increasing realisation that internal weaknesses of the institutions and processes of economic management contribute significantly to the inability to achieve development results. Countries with weak economic management structures and institutions, weak domestic policy formulation framework, and weak public financial management system are likely to be constrained by coordination problems. This in turn affects the efficiency with which resources are mobilised, allocated and managed.

Sound economic management characterised by prudent fiscal and monetary measures, low and stable inflation, a sustainable external sector balance and hence a stable and competitive exchange rate, creates the appropriate economic environment for the growth and development of the private sector. In this regard, the medium-term policy for economic

governance will aim at reforming and strengthening the existing economic management arrangements, processes and institutions for effective economic policy decision-making and management. This will entail: strengthening economic planning and forecasting; and facilitating the development of technology-based public policy-making process.

The focus on strengthening economic planning and forecasting will include reviewing the institutional arrangements, processes and procedures for economic policy decision-making and management among the Policy and Delivery Unit of the Office of the President, NDPC and MOF; strengthening the framework for national development planning and economic policy management process for prioritising policies for budgetary allocations; and strengthening policy formulation and planning capacity at all levels of Government.

2.4.4 International Trade Developments and Management

i. International Trade and Balance of Payments Situation

The medium-term objectives of the external sector policy under the GSGDA (2010-2013), were to improve export competitiveness; diversify and increase exports and markets; accelerate economic integration with other regional and/or sub-regional states; and build reserves that can cushion the economy against external shocks. Accordingly, the targets were to substantially increase merchandise exports; halt and reverse the persistently high trade deficits; and build enough reserves to cover imports for, at least, three months.

Trade in Goods

Following the continuous deterioration in the balance of trade between 2005 and 2008, the trade deficit narrowed from US\$4,998.77 million in 2008 to a deficit of US\$2,206.56 million in 2009 (Table 2.6). The outcome reflected the combined effect of a US\$2,222.24 million reduction in merchandise imports and US\$569.97 million increase in merchandise exports. However, trade balance doubled to US\$ 4,910.4 million in 2012 on the account of rapid increases in merchandise imports.

Even though Ghana began export of crude oil in commercial quantities in 2010, the total proceeds from oil exports of US\$5,754.59 million was not adequate to suppress the effect of rapid increase in merchandise imports on the overall trade balance. The increase in merchandise imports was due to about 66% increase in non-oil imports, and about 49% increase in oil imports over the period.

Services, Income and Current Transfers

In the Services, Income and Current Transfers account, the balance remained in surplus until 2011 and 2012 when deficits were recorded. The negative net receipt position reflected a

decade-long pattern of declining rate of surplus, culminating in deficits in 2011 and 2012. The main sources of the declining surplus position are near stagnation in net private and official transfers, increase in net services payments, and reduction in net income receipts.

Consequently, the current account position further deteriorated from a deficit of US\$1,687.70 million in 2009 to US\$4,920.50 million in 2012.

Table 2.6. Balance of Payments, 2005-2013

	2005	2006	2007	2008	2009	2010	2011	2012	2013
A. Current Account	-1,104.60	-1,042.60	-2,151.47	-3,543.10	-1,687.70	-2,769.70	-3,541.30	-4,920.50	-5,704.03
Trade Balance	-2,545.10	-3,027.00	-3,893.90	-4,998.77	-2,206.56	-2,962.02	-3,052.30	-4,910.64	-3,848.32
Services, Income and Current Transfers	1,440.50	1,984.40	1,742.51	1,455.67	518.90	192.30	-489.00	-700.00	-1,855.72
B. Total Capital and Financial Accounts	1,165.70	1,484.90	2,591.40	2,806.48	4,327.60	4,289.50	4,479.30	3,651.30	4,892.43
Capital Account	331.2	229.9	188.1	463.31	563.9	337.47	445.06	283.4	19.63
Financial Account	834.5	1255	2,403.30	2,343.17	1,086.2	879.6	649.6	957.7	106.03
Private Account	559.3	1,019.40	1,061.48	2,307.20	2,755.00	2,034.00	2,863.10	2,983.40	3,100.30
Other Investments	275.2	235.6	1,327.40	84.99	-77.4	1,038.5	521.5	-573.2	1,646.47
C. Errors and Omissions	23.26	-27.17	-26.84	-204.12	-1,481.20	-57.2	-391.5	58.3	-354.3
OVERALL BALANCE	84.34	415.12	413.11	-940.75	1,158.80	1,462.70	546.50	-1,210.90	-1,165.92

Source: BOG, 2013

The Capital and Financial Accounts

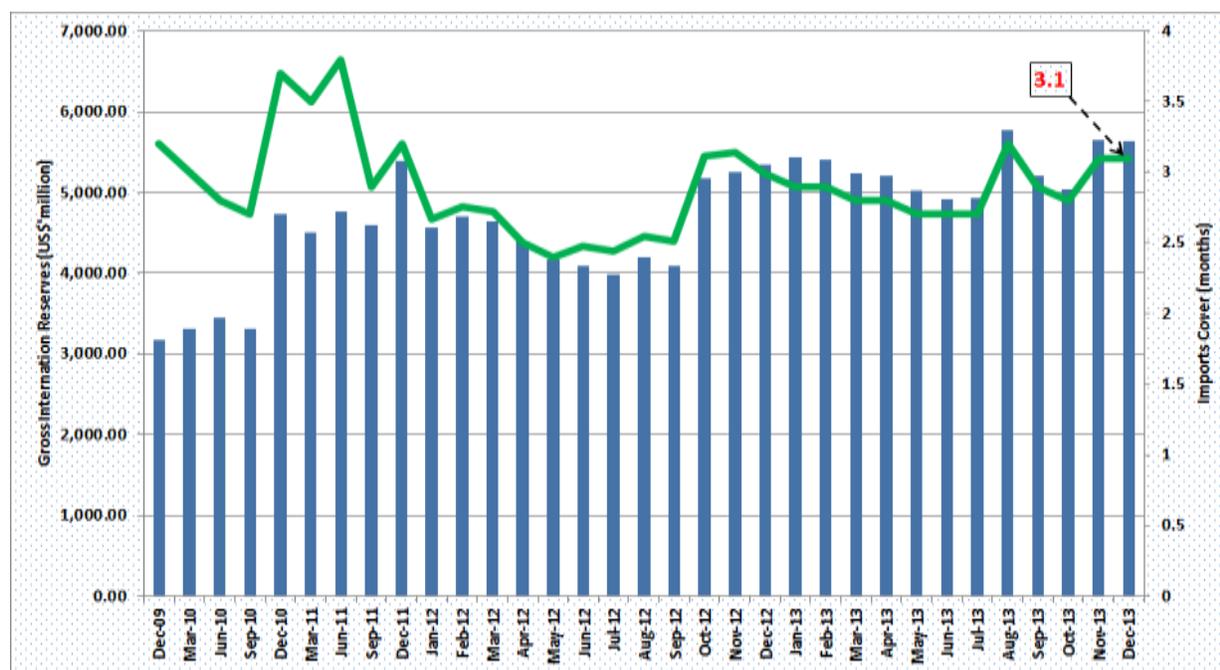
Trends in capital and financial account over the past decade show consistent increase from US\$1,165.70 million in 2005 to US\$4,479.30 million in 2011. In 2012 a surplus of US\$3,651.30 million was recorded, representing a decline of 18.5% from the 2011 surplus position. The major sources of improvements in capital and financial account position are the improvement in net inflows on the private and financial accounts including foreign direct investments, to offset the increase in net inflows on the capital account.

International Reserves

Overall, Ghana's balance of payments position, over the past decade, has shown surpluses, interspersed by deficits in 2008 and in 2012. The stock of net international reserves (NIR) at the end of December 2012 was estimated at US\$3,228.1 million, indicating a drawdown of US\$1,210.9 million from a stock position of US\$4,439.0 million at the end of December 2011. The country's gross international reserves also declined by US\$33.9 million to US\$5,349.0 million in 2012 from a stock position of US\$5,382.8 million at the end of December 2011.

Though this is sufficient to achieve the medium-term foreign reserve target of 3.0 months of imports of goods and services, recent developments have shown that Ghana’s economy remains vulnerable to external shocks, and additional reserves would be essential to cushion the economy against external pressures, as well as speculative attack on the country’s currency. The thrust of Ghana’s external sector policy is to intensify the effort at building adequate reserves that can cushion the economy against external shocks. This will entail outward-oriented policies to promote exports and attract inward direct investments.

Figure 2.10: Gross International Reserves, 2009-2013



Source: BOG, 2013

ii. Medium-Term External Sector Policies and Strategies

The medium-term objective of the external sector policy under this policy framework is to review and intensify the efforts at improving Ghana’s export competitiveness; diversifying and increasing exports and markets; accelerating economic integration with other regional and/or sub-regional states; as well as building gross international reserves adequate to cushion the economy against external shocks. Accordingly, the efforts to substantially increase merchandise exports and reverse the persistently high trade deficits will be accelerated, whilst implementing a long-term strategy to progressively increase Ghana’s gross international reserve to at least six months of imports cover, consistent with the requirements of the West Africa Monetary Zone (WAMZ) convergence criterion.

Improve Trade Competitiveness: To improve trade competitiveness and increase exports, the strategies to be implemented include: ensuring competitive real exchange rates that support

the export sector; improving the supply side capacity of import/export policy regime; and strengthening the links between industrial and trade policies.

Diversify and Increase Exports: The strategies to be implemented to ensure diversification and increase in Ghana's exports include: promoting the production of non-traditional export products; taking full advantage of Preferential Access to markets; strengthening participation of Ghana in Multilateral Trade negotiations; and ensuring effective implementation of the ETLS with member countries.

Accelerate economic integration with other regional and sub-regional blocks and markets: To take advantage of the significant economic opportunities that exist in the West Africa sub-region and other regional blocks for accelerated development of the country, the following strategies will be implemented: accelerate the implementation of the WAMZ programme; implement the ECOWAS Community Development Programme; ensure that National Trade Policy reflects ECOWAS protocols; and strengthen trade relations with other regional blocks and markets.

2.4.5 Priority Interventions for macroeconomic policy management

For the attainment of the overall goal of this thematic area, Government will prioritise the following as strategic initiatives:

Revenue Measures

Expand the fiscal space by implementing the following measures:

1. Implement an efficient tax administration system including instituting mechanisms to block leakages in tax collection at the ports and other revenue collection points;
2. Empower the Ghana Revenue Authority to access databases of MMDAs and other public and private institutions to better target potential tax payers with the view to widening the tax net;
3. Review and strengthen the retention provisions and fiscal regimes in the various agreements in the extractive industries;
4. Reform the exemptions regime to minimise abuse and enhance revenue;
5. Rationalise the existing expenditure framework to reduce rigidity in the budget including reviewing and restructuring the statutory funds and realigning them to priority programmes;
6. Institute effective mechanisms to ensure efficient management of public debt within sustainable levels including lengthening of maturity profile of domestic debt and financing the capital component of the budget through the issuance of long-term bonds;
7. Accelerate the implementation of the public private partnership (PPP) policy and law as a means to creating the necessary fiscal space for investment into critical socio-economic infrastructure; and

8. Review and restructure mechanisms for the generation and use of Internally Generated Funds (IGF).

Expenditure Measures

1. Implement an effective wage administration system and permanently address the persistent fiscal challenges arising out of high wage bill. This will entail measures including negotiating a temporary moratorium on further adjustments to wages and salaries whilst reviewing the implementation of the Single Spine Pay Policy;
2. Expedite the implementation of the reform programme to rationalise subvented agencies and state owned enterprises (SOEs);
3. Halt payment of compensation for illegal structures on public lands which inflates the cost of construction;
4. Adjust motor vehicle insurance premium to cover damage to public properties like road furniture, etc;
5. Accelerate the implementation of the public financial management reforms including Ghana Integrated Financial Management Information System (GIFMIS) and Programme Based-Budgeting (PBB);
6. Strictly enforce the Loans Act (1970) to ensure that MDAs do not contract loans and commit Government to counterpart funding arrangements without recourse to the MoF;
7. Ensure that all state assets are captured in the appropriate asset register and duly insured; and
8. All MDAs, MMDAs and other public institutions should maintain and update an asset register on an annual basis which should also be captured in a national assets register.

Monetary Measures

1. Review the Bank of Ghana law and monetary policy to enable them focus on employment creation and economic growth alongside price stability;
2. Facilitate the creation of a cashless system and implement measures, including incentives, to encourage savings by members of the general public; and
3. Expand risk capacity of the financial system by increasing the stated capital of banks and non-bank financial institutions.

Table 2.7: Projected Sectoral Growth and Contributions to GDP, 2014–2017

Economic Activity By Type	SECTORAL GROWTH RATE (%)					SECTORAL SHARE OF GDP (%)				
	2013*	2014	2015	2016	2017	2013*	2014	2015	2016	2017
1. AGRICULTURE	5.2	5.7	5.9	6.6	7.2	21.9	20.7	19.8	18.5	17.0
1.1 Crops	5.9	6.5	6.7	7.3	8.0	16.8	15.9	15.4	14.4	13.3
o/w Cocoa	1.7	4.8	5.2	5.9	6.6	2.1	2.0	1.9	1.8	1.7
1.2 Livestock	5.3	5.1	5.4	7.5	6.7	1.5	1.4	1.3	1.3	1.2
1.3 Forestry and logging	0.0	0.5	0.8	1.0	1.2	2.2	2.0	1.8	1.6	1.4
1.4 Fishing	5.8	5.8	5.2	5.4	5.7	1.4	1.3	1.2	1.1	1.0
2. INDUSTRY	7.3	8.6	10.5	14.0	20.0	28.5	29.0	29.6	30.4	32.4
2.1 Mining and quarrying	12.8	13.8	14.9	23.0	35.7	9.9	9.5	9.3	9.7	10.9
o/w Petroleum	18.0	15.2	16.1	27.0	37.8	8.0	6.7	6.6	6.5	12.2
2.2 Manufacturing	0.5	2.8	6.9	7.6	8.3	5.8	5.8	5.9	6.0	6.1
2.3 Electricity	16.1	11.5	12.5	13.3	15.1	0.5	0.5	0.5	0.5	0.5
2.4 Water and Sewerage	-1.4	2.1	3.9	4.3	4.5	0.6	0.6	0.6	0.5	0.5
2.5 Construction	8.6	8.7	9.2	10.2	11.9	11.8	12.6	13.3	13.7	14.3
3. SERVICES	9.6	8.1	9.9	10.8	11.2	49.6	50.4	50.7	51.1	50.7
3.1 Trade, Repair of Vehicles, Household Goods	3.2	3.9	6.7	8.2	8.4	4.9	4.8	4.8	4.6	4.3
3.2 Hotels and Restaurants	5.8	4.7	13.0	13.2	13.4	4.3	4.1	4.2	4.3	4.3
3.3 Transport and Storage	8.7	8.9	9.5	10.7	11.7	11.3	11.8	11.8	12.0	12.1
3.4 Information and Communication	24.5	16.6	17.9	18.7	19.1	2.4	2.4	2.3	2.2	2.2
3.5 Financial Intermediation	23.2	11.8	14.5	15.3	14.2	6.5	7.1	7.6	8.2	8.6
3.6 Business, Real Estate, and other Services activities	2.9	6.7	7.4	8.9	9.4	4.4	4.5	4.6	4.7	4.8
3.7 Public Administration and Defence; Social Security	9.1	5.7	5.9	5.7	5.7	6.9	7.0	6.9	6.8	6.6
3.8 Education	6.8	6.8	6.9	7.1	7.3	4.1	4.1	4.0	3.9	3.7
3.9 Health and Social Work	7.8	7.5	7.7	7.9	8.1	1.2	1.3	1.2	1.2	1.2
3.10 Other Community, Social & Personal Service Activities	9.5	6.3	8.1	8.1	8.0	3.5	3.3	3.2	3.1	3.0
4. Gross Domestic Product at basic prices	7.9	7.7	9.2	10.8	12.9	100	100	100	100	100
Net Indirect Taxes	12.3	-34.9	16.5	21.3	17.3	-	-	-	-	-
Gross Domestic Product in Purchaser's Value	7.6	8.3	9.5	11.4	13.2	-	-	-	-	-

Source: GSS and MOF, 2013

CHAPTER THREE

ENHANCING COMPETITIVENESS OF GHANA'S PRIVATE SECTOR



3.1 INTRODUCTION

Ghana's private sector is predominantly made up of a few large businesses and a large number of micro, small and medium-scale enterprises (MSMEs) whose efficiency and competitiveness are crucial to the country's economic growth, employment creation and poverty reduction. The role of the private sector in transforming the economy manifests in two ways: first, as a partner to the public sector in the production and delivery of infrastructure facilities because of the size of investment required, and second, as the main catalyst to a diversified economy, for the production of goods and services that individuals desire, and for export diversification and competitiveness. Whether it is in agriculture, industry or in services, the investment decisions and activities of the private sector lead to the creation decent jobs. However, the job creation capacity of the private sector depends essentially on Government policies and actions.

Government policies and measures determine the broad environment in which businesses operate. They are targeted at reducing physical, financial and administrative bottlenecks for setting up and doing business; simplifying regulation; and decreasing uncertainties in the economy which significantly affect the investment decisions of firms.

3.2 REVIEW OF PERFORMANCE OF THE SECTOR UNDER GSGDA (2010 -2013)

3.2.1 Competitiveness of the Private Sector

Though efforts at improving the competitiveness of Ghana's private sector appear to have recorded limited progress over the past few years, the structural bottlenecks militating against the expansion of the private sector have significantly been removed through the implementation of the Private Sector Development Strategy (PSDS I & II). These measures include reducing the number of days it takes to register a limited liability company and the number of days spent on resolving commercial disputes in the courts. This led to improvements on the World Bank's doing business rankings from 94 out of 175 countries in 2006 to 63 out of 183 in 2012; whilst business competitiveness index has improved from 114 out 133 countries in 2009 to 103 out of 144 countries in 2012. Total credit to private sector continues to increase though the share of agriculture and manufacturing has remained small. Also, the increasing formalisation and expansion of the private sector and the growing micro, small and medium enterprises (MSMEs) with potential for quality jobs provide a platform for accelerated transformation of the country.

The private sector, however, continues to face major challenges, including inadequate managerial skills, a large informal sector, inadequate access to long-term financing for investment, inadequate infrastructure support, low application of STI and low skilled and poor corporate management. These have resulted in non-competitiveness of private sector.

MSMEs have been identified as the catalysts for the growth of the economy as they make major contributions for employment generation and poverty reduction. A major improvement in this sector is the significant increase in the share of private sector credit to MSMEs by Deposit Money Banks from 50% in 2011 to 79.89% in 2012. Key constraints facing the MSMEs include low management skills, uncoordinated public policy initiatives and limited access to appropriate debt and equity financing.

3.2.2 Tourism Development

Over the GSGDA period the tourism sub-sector recorded considerable growth and development, and contributed significantly towards employment creation and revenue generation in the country. International tourist arrivals continued to grow at an average annual rate of 13.6% over the past four years, with actual international tourist arrivals increasing from 400,000 in 2000 to 900,000 in 2012. The real growth rate of the hotels and restaurants continued to be high, and accounting for 10.6% of the GDP of the Services Sector and 5.3% of overall GDP in 2012.

However, the sub-sector is still faced with a number of challenges, including inadequate tourism infrastructure, poor skills set of personnel in the hospitality industry and unstable power supply. These challenges have resulted in Ghana being generally considered as a high cost tourist destination.

3.2.3 Creative Arts Industry

Over the past decade the creative industry has become one of the most dynamic emerging sectors in world trade. The interface among creativity, culture, economics and technology, as expressed in the ability to create and circulate intellectual capital, has the potential to generate income, jobs and export earnings while at the same time contributing to social inclusion, cultural diversity and human development. Therefore, adequately nurturing the creative arts industry holds high prospects for socio-economic transformation, job creation, innovation and trade.

Though comprehensive information and data on the size of Ghana's creative arts industry are still not adequate, available trade statistics on total exports of handicrafts show an increase of 47% from US\$2.78 million in 2010 to US\$4.099 million in 2012.

Despite its considerable potential, the sub-sector is still under-developed and non-competitive, largely due to weak institutional arrangement for coordinating the activities in the sub-sector, absence of a comprehensive legal and regulatory framework, appropriate financial instruments to support the development of the sub-sector, low skills development, inadequate infrastructure, lack of a comprehensive data and excessive fragmentation among industry groups and players.

3.3 MEDIUM-TERM POLICIES AND STRATEGIES TO ENHANCE PRIVATE SECTOR COMPETITIVENESS

To attain the long-term goal of enhancing private sector competitiveness, priority attention will be on the implementation of the Private Sector Development Strategy II (PSDS II). Policies and strategies to be implemented in the medium-term will focus on the following: Private Sector Development; Good Corporate Governance; Growth and Development of MSMEs; Industrial Development; Tourism Industry Development; and Creative Arts Industry Development.

3.3.1 Private Sector Development

The policy interventions to be implemented will aim at achieving the following objectives: improve private sector productivity and competitiveness domestically and globally; increase the opportunities for private sector participation in socioeconomic infrastructure development; develop a financial sector which is more efficient and responsive to private sector needs; expand access to both domestic and international markets; ensure the health, safety and economic interest of consumers; and expand opportunities for accelerated job creation.

i. Improving Private Sector Productivity and Competitiveness

To improve private sector productivity and competitiveness, Government will accelerate and fully implement the PSDS II as well as Science, Technology and Innovation Development Programme (STIDEP I). Within the context of the PSDS II, specific interventions will include identifying the economic sub-sectors with high revealed comparative advantage as industrial growth pillars and providing them with the needed support for growth. The strategy is to

leverage the country's natural resources by providing incentives for linking the industry and growth pillars to the Agriculture Sector. A comprehensive roadmap will be developed to speed up the implementation of four flagship programmes. These are the Enabling Business Environment Reforms, Financial Innovation and Intermediation for SMEs, Export Diversification, and Business Linkages for SMEs. The implementation of PSDS II will also entail designing implementing a comprehensive economic and local development programme for accelerated job creation and livelihoods improvement, particularly in those regions that are lagging behind in national development.

ii. Private Sector Participation in Socio-Economic Infrastructure Development

In 2011, Ghana launched the Public Private Partnerships (PPPs) policy with the objective of attracting private sector investments and expertise into the provision and management of socioeconomic infrastructure. This is to create space for private sector participation in the provision of infrastructure and basic services. The policy will enable the country harness private efficiency in assets creation, maintenance and service delivery. The policy also creates opportunity for the private sector to bring in innovation and technical improvements.

The policy interventions to be implemented include: the enactment of the legal framework for operationalising the PPP policy; development of the capacities of relevant public sector institutions and enhancement of the platform for engagement with the private sector; development of private sector capacity to take advantage of the opportunities provided in the PPP framework.

iii. Development of Efficient and Responsive Financial Sector

In order to play a significant role in the transformation of the economy, there is the need for the private sector to access credit at competitive cost and to introduce innovative financial products that better suit the needs of the private sector. This will be achieved through improving the quality of financial intermediation to overcome the market failures that undermine the ability of firms to access credit; and facilitating the availability of long-term investment financing. Other measures to be implemented are: creating attractive environment for private capital from both domestic and international sources; deepening and expanding the scope of financial services, products and payments; diversifying private sector investments in selected sectors of the economy; and managing Government domestic borrowing in a way that prevents the crowding-out of the private sector in the financial market.

iv. Expanding Access to Domestic and International Markets

Government will implement the National Export Strategy, particularly, the diversification of export commodities and markets; complete the implementation of the National Trade Policy; apply World Trade Organisation (WTO) arrangements and explore other bilateral and multilateral protocols for the promotion of domestic industries; and intensify business outsourcing and sub-contracting.

The Ghana National Trade Policy was set within the context of Ghana's long-term strategic goal of becoming an upwardly mobile middle-income country and a leading agro-industrial country in Africa. It was designed to provide clear guidelines for implementing Government's domestic and international trade agenda, as well as ensuring a consistent and stable policy environment within which the private sector can operate with certainty.

Government will therefore accelerate the full implementation of the Ghana National Trade Policy to promote the integration of Ghana into the global and regional markets. The objective is to explore the possibility of deriving maximum relief under all international trade arrangements and protocols (WTO, UNCTAD, ITO, AU, ACP, ECOWAS, etc.) to support domestic industry. Other measures to be implemented include: facilitating the development of commodity brokerage services; promoting the development of regional trade infrastructure; and promoting regional and intra-regional trade.

v. Protecting the Health, Safety and Economic Interest of Consumers

Appropriate legislative and institutional framework will be created for consumer protection. The current regime of Consumer Protection in Ghana consists of provisions scattered in various legislations and regulations. These legal provisions are neither underpinned by a comprehensive national policy on Consumer Protection nor dedicated public agencies with the responsibility of ensuring the protection of Ghanaian consumers. Government acknowledges that an effective consumer protection regime must be multifaceted and multi-disciplinary in nature. In that regard, Government will establish a Consumer Protection Authority which will have representation from relevant institutions with enough power to adjudicate on consumer issues. This entails: enacting the necessary legal framework for consumer protection; enforcing the existing regulation on the sale of sub-standard and harmful goods and services; and ensuring the effective enforcement of the existing regulations on weights, measures and standards.

vi. Expanding Opportunities for Job Creation and Decent Work

To accelerate job creation, Government will focus on policy initiatives that support the creation of business opportunities; support production, access and use of labour market information; as well as promote deeper and wider application of local content and participation law. Government will also encourage labour intensive industries to enhance job opportunities in the manufacturing sub-sector. Further opportunities in the SMEs sector will be promoted through programmes such as the PSDS II, Industrial Sector Support Programme (ISSP), Rural Enterprises Programme (REP) and activities of National Board for Small Scale Industries (NBSSI) and Ghana Regional Appropriate Technology Industrial Service (GRATIS) Foundation to create jobs and improve livelihoods in all regions and districts. Government will increase labour market efficiency through policy and institutional reforms and make tertiary education and technical vocational education and training (TVET) systems more responsive to the needs of the private sector.

3.3.2 Good Corporate Governance

There is a general lack of good corporate governance culture among corporate entities in Ghana. In the medium-term, Government policy will focus on providing appropriate institutional and legal framework to support the enforcement of good corporate governance. Government will seek to promote an effective enabling environment for good corporate governance. This will be achieved by encouraging the adoption of codes of good business ethics and standards in achieving the objectives of corporate entities; ensuring that corporate entities treat all their stakeholders in a fair and just manner; providing for the accountability of corporate entities and directors; and promulgating laws which promote local content and participation in all sectors.

A number of laws and practices provide a basic Corporate Social Responsibility (CSR) framework and define minimum standards of performance to ensure that businesses act as good corporate citizens. Government through the Ministry of Trade and Industry is developing a comprehensive CSR Policy to guide the activities of corporate organisations.

3.3.3 Growth and Development of MSMEs

Ghana's economy is dominated by MSMEs the majority of which operate in the informal sector. The efficiency and competitiveness of these MSMEs are crucial to the overall performance of the economy, employment generation and poverty reduction. The informal sector is constrained by limited technical and entrepreneurial skills, limited financial resources and out-dated technology. Policy interventions to enhance performance of MSMEs will focus on improving their operational efficiency and competitiveness; enhancing their access to finance; and improving their technical and entrepreneurial skills.

To achieve this the following strategies will be prioritised: identify winners in the agro-business area and promote their growth into competitive industries; facilitate the provision of training and business development services; promote the establishment of business incubators, technology parks and land banks especially at the district level to promote local economic development (LED); mobilise resources from existing financial and technical institutions to support MSMEs; and provide opportunities for MSMEs to take advantage of Public-Private Partnership arrangements, business sub-contracting and partnership exchange as well as relevant local content arrangements.

3.3.4 Industrial Development

The transformation of the industrial sector will be based on a vibrant and competitive light manufacturing sub-sector. The focus will be on supporting the establishment of strategic import substitution industries in agro-processing; building and construction; health and pharmaceutical products; petrochemicals; metal fabrication, foundries and agriculture tools; minerals processing including jewellery production; automobile parts including air cleaners, filters, bolts and nuts; everyday consumables including chalk, safety matches, toothpaste and toiletries; packaging materials including bottles; energy and water consumables including transformers and meters;

non-metallic products including limestone, cement, ceramics, glass, bricks and tiles; leather and footwear; and textiles and garments. A strategy will also be developed to increase the production of salt for industrial use especially in the oil and gas industry.

The industrialisation effort is achievable through accelerated technology-based manufacturing. This is however constrained, among others, by: limited supply of raw materials from local sources for local industries; inadequate and unreliable energy supply; weak linkages between agriculture and industry; obsolete and inefficient technology; and limited access to long-term finance. Government, in the medium-term, will fully implement the Industrial Sector Support Programme (ISSP) through the development of a strong local raw material base for industrial development; link industrialisation to Ghana's natural endowments - agriculture, oil and gas, minerals and tourism; and create appropriate environment to encourage financial institutions to provide long-term financing.

In the medium-term, special initiatives will be undertaken in the following areas to accelerate industrial development:

Integrated Aluminium Industry Initiative: Facilitate the rehabilitation of VALCO as the offtaker for the upstream and downstream integration of the aluminium industry including alumina production. This has the potential to create millions of direct and indirect jobs.

Industrial Development Fund (IDF):The IDF is to support the indigenous manufacturing sector by providing funding support for potential winners which can be grown into national private sector champions in targeted areas of the economy particularly agroindustry, agro-processing and light manufacturing. This will also help to reduce the constraint on access to adequate finance and capital experienced by SMEs.

Construction Industry Scheme (CIS):Re-organise the regulatory and financing regime to support indigenous firms and SMEs for major national contracts. This will hugely increase their capacity to generate decent jobs and compete successfully, both locally and internationally in the three key areas of construction namely housing, roads, and railways.

Light Manufacturing: The potential for light manufacturing is immense and has the added advantage to draw on the pool of trainable labour. International experience points to the importance of imitation, emulation and adaptation of existing technologies in ways that can eventually support large-scale job creation. Where the export potential is limited in the short run, low-technology labour-intensive light manufacturing will provide the basis for effective competition with imports and eventually create a niche in the domestic market.

Many value addition opportunities exist in cocoa, cotton, fruits, and oil palm, rubber, kenaf/bast fibre, and wood processing. For each of these, winners will be identified at each stage of the value chain, on the basis of the viability of their operations and ability to create employment opportunities, for support. A key intervention will be the provision of adequate protection against unfair competition from subsidized and sub-standard imports including dumping.

3.3.5 Development of the Tourism Industry

Ghana has considerable historical, cultural and ecological assets, which can be leveraged with the necessary support services to provide employment opportunities and incomes, particularly for the youth in the tourism sub-sector. Government will work closely with other stakeholders from the public and private sectors to vigorously promote domestic and international.

The overall strategy for the development of the tourism industry will be underpinned by vigorous promotion of international conferences, cultural, leisure, health and education tourism. The structural constraints including infrastructural deficits, high cost of hotel accommodation and other services, skilled personnel and lack of appropriate tourism products will be addressed jointly by Government and the private sector. Government will promote PPPs to mobilise both local and foreign investment in the development of requisite tourism infrastructure and facilities notably, hotels, resorts, eco-lodges, motels and rest stops, restaurants, entertainment and recreational facilities, tourist transport, shopping, conference and exhibition centres etc.

Other policy interventions will cover: accelerated operationalisation of the Tourism Levy/Fund; improving global visibility of Ghana and its tourism products; promotion of partnerships with the private sector in the development and management of facilities at the tourism sites; intensifying efforts to improve the capacity and quality of tourism personnel and services at all levels; and expanding and diversifying tourism products into areas such as health tourism, sports tourism, eco-tourism and wildlife tourism. Cultural tourism will also be encouraged through the expansion of tourism event attractions for instance the organisation of a National Homowo Festival and other popular festivals.

3.3.6 Creative Arts Industry

The policy objective will be to develop a competitive creative arts industry. This will be achieved through: establishment of a Council for Creative Arts to serve as the apex body for coordinating interventions in the industry among others; preparation of legal and regulatory framework for the industry; promotion of research into the industry to establish data to inform evidence-based decision-making; encouraging the industry participants to establish a Trust Fund to support the industry; undertaking capacity building among the industry players to sharpen their business orientation; strengthening the Copyright Office and its related institutions; facilitating access to the export market; and strengthen the National Commission on Culture to support the creative arts industry.

3.4 PRIORITY INTERVENTIONS TO ENHANCE PRIVATE SECTOR COMPETITIVENESS

1. **Private Sector Competitiveness:** In the medium-term, priority attention will be focused on the full and accelerated implementation of the core strategic interventions of the PSDS II with emphasis on the five identified outputs namely: improve the investment climate; support economic transformation; increase productivity; increase incentive to create formal jobs and increase opportunity for the poor.

2. Streamline the operations and coordination of the Ghana Export Promotion Authority (GEPA), Ghana Investment Promotion Centre (GIPC) and Ghana Free Zones Board (GFZB).
3. **Good Corporate Governance:** Develop a comprehensive CSR Policy to guide the activities of corporate organisations.
4. **Growth and Development of MSMEs:** Identify winners in agro-business and promote their growth into competitive industries.
5. **Industrial Development:** Promoted special initiatives in Light Manufacturing and Integrated Aluminium Industry to accelerate industrial development. Special initiative will be implemented in the following areas:
 - a. Facilitate the rehabilitation of VALCO as part of the upstream and downstream integration of the aluminium industry, including alumina production.
 - b. Set-up Industrial Development Fund (IDF) to provided support to indigenous manufacturing sector by directly funding agro-processing and light manufacturing firms.
 - c. Reorganise the regulatory and financing regimes in the construction sector to support indigenous firms for major national contracts.
 - d. Develop machine tool industry by linking key centres like Suame Magazine in Kumasi to develop the local capacity to manufacture key industrial parts to support Ghanaian industry and replace some imports and for exports
6. **Development of Tourism Industry:** Support accelerated development of tourism infrastructure, appropriate skill personnel, and products.
7. **Creative Arts Industry:** Establish a Council for Creative Arts and prepare a legal and regulatory framework to strengthen the industry as a major platform for national development, including service exports in entertainment.
8. Strengthen the National Commission on Culture to support the creative arts industry.

CHAPTER FOUR

ACCELERATED AGRICULTURAL MODERNISATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT



4.1 ACCELERATED AGRICULTURE MODERNISATION

4.1.1 Introduction

The Agriculture Sector of Ghana comprises crops (including cocoa), livestock, fisheries and aquaculture, and forestry and logging sub-sectors. The sector is made up predominantly of subsistence smallholder production units, with weak linkages to the Industry and the Services Sectors. It employs 41.3% of the active population and is dominated by women.

In the medium-term, the Agriculture Sector is envisaged to play a critical role in the transformation of the country's economy. The prospects for accelerated structural transformation of the economy lies in the opportunities that exist in agriculture for selected crops development for food security, import substitution, agro-industrial raw materials for agro-processing, light manufacturing, and export. This will energise the rural economy, and reduce poverty and deprivation through expansion in employment opportunities along the value chain and its linkage to Industry and Services Sectors.

4.1.2 Overview of the Agriculture Sector Performance under the GSGDA (2010-2013)

The focus of agriculture development strategy under the GSGDA (2010-2013) was to accelerate the modernisation of agriculture to contribute significantly to the structural transformation of the economy through an effective linkage of agriculture to industry, accompanied by increased job creation, increased export earnings, food security and supply of raw materials for value

addition in the manufacturing sub-sector. Agriculture was projected to achieve an annual average growth rate of at least 6% over the period, and contribute to rural development and reduction in the incidence of poverty.

A major objective of the agriculture modernisation strategy under the GSGDA, 2010 – 2013 was to significantly reduce the risks associated with agriculture production through improved access to agriculture mechanisation, inputs and extension services, increased area under irrigation, increased access to credit, and a significant reduction in post-harvest losses.

An assessment of progress so far shows an average annual agriculture real GDP growth of 3.7% over the period 2009 and 2012, thereby falling short of the projected average annual growth rate of at least 6%. The bulk of the growth in the sector resulted mainly from the growth in the crop sub-sector (especially cocoa which recorded the highest growth rate of about 27% in 2010) and the livestock sub-sector. Overall, the average yield of staple crops improved from 5.3mt/ha in 2010 to 5.5mt/ha in 2012, leading to improvement in total domestic production of major staple foods, which increased from 28,158.91 metric tonnes in 2010 to 29,409.42 metric tonnes in 2012.

Over the same period, the production of livestock increased at an average annual rate of 5%, whilst the contribution of fish to protein intake improved from 21.7kg in 2009 to 24.3kg in 2012. Over the period of implementation of the GSGDA tractor-to-farmer ratio improved from 1:1,800 in 2009 to 1:1,500 in 2012, fertilizer application improved from 8kg/ha in 2010 to 10kg/ha in 2012, whilst land area under irrigation (formal and informal) increased from 27,879 hectares in 2010 to 28,323.5 hectares in 2012. However, the share of credit of DMBs to agriculture declined from 6.7% in 2010 to 4.7% in 2012, whilst the ratio of extension officer to farmers remained at 1:1500 in 2012 compared with a target of 1:700 envisaged under the GSGDA, 2010 – 2013.

4.1.3 Key Challenges to Agriculture Development

The current challenges for the agriculture modernisation agenda envisaged under the include: low average yield of stable crops, high post-harvest losses; poor management along the agriculture value chain; low level of agriculture mechanisation and adoption of technology, including fertilizer application, use of improved planting materials; dominance of smallholder farms and over-aged farmers; inadequate investments in agriculture business ventures; inadequate access to appropriate finance by smallholder farmers; overreliance on rain-fed agriculture; low productivity in livestock and poultry industry; and declining yields of capture fisheries.

4.1.4 Medium-Term Agriculture Transformation Agenda

i. Prospects for Agriculture Transformation

The prospect for accelerated agriculture transformation could be identified in selected food crops for food security, import substitution, agro-industrial raw materials and export. These are

rice and maize, with other selected cash crops and horticultural products, including cocoa, oil palm, cotton, sugarcane, mango, pawpaw, citrus and pineapple.

Cash Crops

Cocoa: The cocoa industry (beyond raw beans) offers opportunities to increase export earnings through increased processing of intermediate and finished products. Less than 25% of cocoa beans are processed locally, allowing Ghana to capture only about 5% of the US\$28 billion of the global intermediate cocoa processing industry. The existing institutional arrangement gives little prospect for the processing of more cocoa locally. Constraints on cocoa's capacity to contribute to structural economic transformation through increased processing that must be addressed include the following: erratic power supply to factories, the absence of backward linkages to such essential inputs to cocoa products as sugar and milk, as well as low levels of awareness about the untapped potential of artisanal chocolate processing.

Oil Palm: Widely used in food processing, detergent and cosmetic manufacturing, and with over one million hectares of land suitable for its cultivation, Ghana has great potential to increase oil palm exports to regional and international markets. In Ghana, Oil Palm export is the second most important export crop after cocoa and Fresh fruit bunch (FFB) production has increased from 1.1 million metric tonnes to 2 million metric tonnes per year between 2001 and 2007 due to expansion of acreage under cultivation.

Ghana's average output of 6tonnes/hectare is less than one-third Indonesia's and Malaysia's average output of 19tonnes/hectare. Crude oil palm (CPO) is produced by four large-scale mills, eight medium-scale mills, and numerous small-scale village mills and household units. The four major processors use 20% of Ghana's FFB. As global demand for vegetable oil increases, Ghana has a comparative advantage to become a net exporter of oil palm. However, to reach this goal, it needs to address a set of constraints, including the lack of effective linkages among major actors within the production value chain; the lack of investment in the palm oil processing industry; low productivity; and inefficient small-scale oil palm processors.

Cotton: Unlike neighbouring Burkina Faso, Ghana is not a major cotton producer. Currently, cotton is produced by smallholder farmers in the three northern regions, who in turn sell their output to cotton companies. On the other hand, cotton companies pay rent for using outdated ginneries that belong to Government. This arrangement does not create incentive for cotton companies to invest in upgrading their ginneries which will otherwise allow cotton farmers to benefit from the resulting higher efficiency gain. These upstream arrangements are some of the bottlenecks that constraint the growth of the local cotton industry and by extension the textile industry. Promoting the textile industry requires that the zoning boundaries imposed by Government are enforced; the ginneries are leased to owners of cotton; cotton farmers' associations are strengthened; and selective interventions along the value chain are implemented.

Horticulture

Ghana has recorded significant improvements in horticulture exports, especially pineapple, mango and banana, while the growing middle class constitutes a major source of demand for horticultural products, especially fruits. Domestic demand has mostly been met through horticulture products that did not meet strict export requirements. In fact, horticulture exports have been challenged by a combination of strict export rules and high operating costs. Though the Export Development and Agriculture Investment Fund (EDAIF) has been tasked to help address the credit constraints, greater trade facilitation is needed. For example, Ghana's failure to comply with the EU's requirements for product traceability remains a major constraint to expanding trade in horticulture products into the EU market. While the traceability issues can be addressed in the case of large-scale (commercial) food production, it is difficult to do so when food crops are produced by a large number of independent small-scale growers.

Trade facilitation is also needed to provide linkages between prospective local exporting companies and external clients. The Pineapple Exporters of Ghana is providing this service in the case of pineapple; however, this initiative needs to be expanded to include the entire horticulture sub-sector.

Food Crops

Agro-ecological conditions in Ghana are conducive for the production of selected staples across the country. The various soil and crop improvement programmes implemented by Government with support from development partners can also make significant contribution to improving soil condition for staple food production (i.e. the fertilizer subsidy, mechanisation services, etc.). Interventions to make food available to the over 18% of Ghanaians who are generally food insecure, and directly linking supplies to the school feeding programme and institutional feeding, will contribute to strengthening the demand drivers for the production and local consumption of food crops. Increased production also has the potential of opening up public and private sector investments in post-harvest management operations along the agriculture value-chain, including food haulage and transportation, storage, processing and preservation and marketing. Emphasis must be placed on rice and maize for support along the value chain.

Livestock and Poultry

Ghana is noted to be a big importer of poultry products. This suggests that a well-developed and competitive local livestock and poultry industry will thrive, provided there is national policy support. The prospects are particularly high for the poultry sub-sector because of the potential availability of grains which are base ingredients for feed meal production.

Fisheries and Aquaculture

The booming hospitality industry in Ghana presents opportunities for the fisheries and aquaculture sub-sector. Currently, the introduction of technology and improved skills that come

largely from learning-by-doing is fast opening up opportunities for Ghanaian entrepreneurs. If well managed, the emerging aquaculture sub-sector could drive exports of fresh and frozen fish to augment the fisheries endowment from the Atlantic Ocean and the Volta Lake.

4.1.5 Medium-Term Policies and Strategies for Agriculture Modernisation

Agriculture Productivity

Low productivity in the agriculture sector has been identified as a major problem with both direct and indirect impacts on food security and growth of the economy. It is a manifestation of a number of factors including over-reliance on rain-fed agriculture, low level of agriculture mechanisation and adoption of technology including fertiliser application. Other issues include weak management along the value chain and limited access to extension services by farmers.

To improve agriculture, the interventions initiated to promote application of fertilizer will be intensified. The establishment of a fertiliser production plant in the Western Region will improve farmers' access to fertiliser. Agriculture mechanisation will be accelerated through the establishment of more Agriculture Mechanisation and Service Centres (AMSECs) in the districts. In addition, machinery hire purchase and lease schemes with backup spare parts for all machinery and equipment will be established. Government will also support the private sector to strengthen the capacity to manufacture and assemble appropriate and affordable agriculture machinery, tools, and other equipment locally. The use of small-scale multi-purpose machinery and equipment along the value chain, including the use of Intermediate Means of Transport (IMTs) will be actively promoted.

The utilisation of appropriate research and technology in agriculture production will be promoted. The specific interventions to be implemented include: strengthening Research-Extension-Farmer Linkages (RELCs); integrating the concept of extension services into the agriculture research system to increase participation of end users in technology development; and strengthening coordination and collaboration between research institutions, locally and abroad to improve cost effectiveness of research. Government will strengthen financing of agriculture research by creating incentives for the private sector to participate in agriculture research as well as the dissemination of research outcomes. The development of private sector-led extension services will be promoted while supporting the private sector delivery of agriculture services to enhance productivity and quality control.

Strategies aimed at promoting seed development for improved yields will include: development and introduction of climate resilient and high-yielding crop varieties; and supporting the production of certified seeds and improved planting materials for both staple and industrial crops.

To ensure increased access to extension services and agriculture education, the following strategies will be implemented: intensify pluralistic extension methods; and integrate Farmer-Based Organisations (FBOs) and Community-Based Organisations (CBOs) in the delivery of extension services to members. In the medium-term, policy initiatives will also be targeted at

minimising post-harvest losses as well as the establishment of the appropriate sub-structures and links for the accelerated take-off of agro-industrialisation.

Building the capacity of smallholder farmers is critical to improving agricultural productivity. The conventional way of achieving this through the provision of extension services has not worked well because of resource and capacity constraints. In the medium-term, policies to be implemented will aim at expanding the nucleus/outgrower scheme, where small farmers are attached to a nucleus farm, and/or an agricultural estate. The nucleus farms will identify and test seed varieties, develop growing techniques and provide extension, mechanisation and marketing services to the outgrowers. The outgrowers can access inputs and credit from the nucleus farmer. The nucleus farmer will ensure that good agricultural practices (GAPs) are adopted and standards enforced. This is expected to lead to an increase in output and quality for the smallholder farmers.

Accelerated Creation of Decent Jobs

The process of modernisation of the agriculture sector will be underpinned by the transition of smallholder farmers into commercial farmers with the resultant increased in the creation of high value jobs. This will be achieved through the use of cooperative arrangements and farmer-based organisations along the entire value chain, particularly in production and marketing, promoting nucleus/out-grower schemes; reviewing and refocusing block farming; establishment of Agriculture Estates; and supporting on-farm processing in farming communities. In addition, part of the oil revenue will be dedicated to support agriculture in the provision of research, markets and infrastructure. This arrangement should serve as the basis for diversifying the structure of the agriculture sector and laying the foundation for sustained growth and job creation.

Agriculture will be transformed from subsistence to a business-oriented activity. This will be done by minimising the risks associated with farming. All proposed transformation activities will be undertaken in partnership with the private sector. The private sector will be given incentives to invest in commercial farming through the establishment of plantations and estates. They will partner the Government in the provision of mechanisation services, irrigation facilities and provide other services along the value chain such as haulage, storage facilities, processing facilities and marketing of the end product.

Agriculture Competitiveness and Integration into Domestic and International Markets

The agriculture sector continues to face significant challenges which need to be addressed in order to enhance its competitiveness and integration into both domestic and international markets. Key among these are: low quality and inadequate agro-infrastructure; inadequate institutional arrangements to support large-scale commercial agro-processing; low standardisation, grading and product differentiation in domestic markets; inadequate access to market information, intelligence and operations; and inadequate management of logistics in commodity marketing. Other challenges include limited capacity of exporters to meet export

volumes; limited awareness and appreciation of export trade regimes and practices; and poor management in the entire value chain.

In the medium-term, Government policy in this area will focus on achieving the following policy objectives: improve post-production management; develop an effective domestic market; and expand agriculture exports.

The strategies to achieve the objective of improved post-production management include: improve supply chain management for developing product clusters; strengthen collaboration between public and private sector institutions to promote agro-processing, storage and marketing; promote cottage level agro-processing industries with interventions to enhance access to machinery and quality of products; develop standards to be at par with those of competing imports; provide incentives for the development of post-harvest management infrastructure and services through direct private sector investment and partnerships; and develop effective postharvest management strategies, particularly storage facilities, at individual and community levels.

The objective to develop an effective domestic market will be achieved through the following strategies: promote PPP in infrastructure development and management in such areas as irrigation, storage and warehousing; promote accelerated construction of all-weather feeder roads and rural infrastructure; operationalise the Ghana Commodities Exchange and the Warehouse Receipts System (WRS); develop standards and promote good agriculture/aquaculture practices along the value chain; promote the use of ICT and the media to disseminate agriculture/fisheries market information to farmers; and develop policies for standardisation and product differentiation in local markets. The operations of the National Food Buffer Stock Company (NAFCO) will also be reviewed to ensure that it achieves its intended objectives.

In order to expand agriculture exports, the interventions to be implemented in the medium-term include: provide relevant technology, market infrastructure (e.g. cold chain facilities), and financing to enable operators to respond to the changing needs of markets; promote Good Agriculture Practices, particularly for meeting sanitary and phytosanitary requirements of importing countries; develop and implement guidelines to support agriculture and aquaculture production and trade contracts; and encourage targeted product clustering and development of cooperatives to expand the scale of production to make local producers competitive.

Production Risks and Bottlenecks in Agriculture Industry

Production risks and bottlenecks continue to pose a challenge to commercial viability at all stages of the entire value chain in the agriculture industry. The low productivity and output due to over-dependence on rainfall, low application of technology, high cost of production, inadequate access to appropriate financial products, high levels of environmental degradation, limited insurance products targeted at the agriculture sector, and absence of national agriculture land use policy continue to undermine the viability of the agriculture sector. The

unpredictability in food supply and prices due to climate variability and other natural occurrences negatively impact on food security all-year-round, especially in the three northern regions. In order to address these challenges, Government will pursue the following objectives: promote irrigation development; improve agriculture financing; and promote sustainable environment, land and water management.

Irrigation Development

The overdependence on rain-fed agriculture exposes the sector to the vagaries of the weather. Climate variability makes the reliance on rain-fed farming even more risky. A shift towards the rehabilitation of broken down irrigation facilities and the construction of modern irrigation facilities has become imperative. To address the challenges posed by the exposure to rain-fed agriculture, Government will rehabilitate non-functional and abandoned irrigation sites as well as promote other water harvesting techniques. Under the Accra plains irrigation project, a total of 11,000 hectares of land will be put under irrigation. In addition, on-farm boreholes will be provided to mitigate the risks that emanate from exposure to rain-fed agriculture. Other strategies to be implemented are the promotion of private sector participation in irrigation development, management and utilisation, as well as the promotion of the use of early warning meteorological information in agriculture and fisheries. In the medium to long-term, Government will ensure that the Ghana Irrigation Development Policy is effectively implemented. The challenge of the high cost of energy for irrigation will be addressed within the context of cross subsidization in the energy sector.

Agriculture Financing

In line with Government's policy objective to develop specialised funding arrangement to support agriculture development, the Export Development and Investment Fund (EDIF) Act has been amended to cover agriculture. To build upon this, Government has also committed itself to the progressive implementation of the NEPAD's CAADP recommendations of allocating 10% of its discretionary expenditure to agriculture.

Over the medium-term, Government will provide appropriate framework to ensure adequate flow of financial resources to agriculture and aquaculture with particular attention to smallholder farmers. Government will systematically remove the risks associated with agriculture in order to attract private sector investments, and provide selective subsidies for the procurement of improved technologies for smallholder farmers particularly women. Government will continue to explore the possibility of establishing an insurance scheme to protect farmers against natural disasters such as drought and floods, and also initiate a special pension scheme for farmers.

Sustainable Environment, Land and Water Management

Sustainable land and environmental management practices will continue to be mainstreamed in agriculture sector policy, planning and implementation. An effective and efficient framework for

collaboration among the relevant agencies will be developed. Other strategies to be implemented include: improve incentives and other measures to encourage users of environmental resources to adopt less exploitative and non-degrading practices in agriculture; and promote joint planning and implementation of programmes with relevant institutions.

Current market realities offer an opportunity for the country to take advantage of 'Green Agriculture'. The cost of agricultural inputs is becoming more significant as is the use of chemicals in agriculture. Organic farming has become an area of focus for the destination markets for our produce. This is reflected in the premium prices being offered for organic products. Government will promote the adoption of organic farming to achieve the dual benefits of increasing farmers' incomes and protecting our soils, water bodies and environment.

Crops Development for Food Security, Exports and Industry

The structure of the agriculture sector has barely changed over the years with serious implications for the economy due to changes in the performance of cocoa on the world market. In the medium-term, a strategic shift will be initiated to encourage the diversification of agriculture production. This will be achieved primarily through the promotion of strategically selected crops for the purposes of attaining food security, increasing export revenue and reinforcing the raw material base to support industry. The selection of the various crops will be based on their viability and suitability within the three main agro-ecological zones.

To promote the development of the selected staples and horticultural crops as well as selected cash crops, there is a need to address the following key issues: lack of diversification and competitiveness in staples and cash crops; low application of technology especially among smallholder farmers leading to comparatively lower yields; inadequate raw materials to meet increasing demand by local industries; and inadequate development of, and investment in processing and value addition of the non-traditional cash crops including shea nuts, dawadawa and cotton.

Strategies with respect to staples and horticultural crops include: promotion and development of selected staples (cereals, tubers, beans and pulses) and horticultural crops including fruits (mangoes, pineapples and bananas) and vegetables (okra and pepper) in the relevant agro-ecological zones with the comparative and competitive advantage. This approach will build on the experiences garnered over the years with respect to the concepts of the nucleus-out grower and block farming schemes in addition to contract farming to integrate smallholder farming into large scale commercial production within the framework of the Ghana Commercial Agriculture Project.

The strategies for promoting the development of selected cash and industrial crops will seek to: intensify and extend the mass spraying exercise to include brushing, pest and disease control, shade management, pollination and fertilisation; construct all weather roads to link the major markets to cocoa, other cash crops and food producing areas; promote the commercialisation of research in the utilisation of sub-standard cocoa and cocoa waste; continue to implement the

policy of paying cocoa farmers not less than 70% of the world market price; use part of oil and gas revenue to fund research, create markets for agricultural output and to provide funding for agricultural infrastructure (irrigation, land banks and provision of feeder roads and electricity) as part of Government's contribution to joint venture agreements in the setting up of agriculture estates.

Development of Agriculture Estates

The transformation of agriculture in Ghana will be largely predicated on the transition from smallholder farms to commercial farms and agriculture estates. Agricultural Estates are commercial farming operations organised around one type of farming (open field or controlled environment) supported by irrigation. They undertake on-farm processing and therefore require the provision of utilities. The development of agriculture estates entails the provision of essential services including land clearance and preparation, machinery service centres, certified seeds and other inputs. These services are provided by the private sector leading to the creation of decent jobs in the agriculture sector.

To promote the development of agriculture estates, Government will facilitate access to land (unused Government lands, including abandoned state farms, unused lands belonging to public institutions or support the private sector to lease land from traditional authorities) and the provision of infrastructure e.g. feeder roads, power and where appropriate irrigation.

Livestock and Poultry Development

Ghana has a supply deficit of livestock and poultry products due largely to low productivity, high cost of feed and poor management practices. This is having a negative impact on Ghana's terms of trade. In the medium to long-term, strategic measures will be taken to raise Ghana's livestock and poultry production to reduce the overdependence on imports and the corresponding negative impact on the national economy.

Strategies to achieve the objective include increasing research into large-scale breeding and production of guinea fowls, cattle, sheep, and goats especially in the northern regions; support large-scale cultivation of maize and soya-beans for the formulation of animal feed to improve access to quality feed; improve access to watering resources; facilitate access of operators to technology and appropriate financial instruments to enhance their competitiveness; design appropriate interventions to address processing and marketing of livestock; increase awareness on food safety and public health and intensify disease control and surveillance especially for zoonotic and scheduled diseases. In addition, Government will support private sector initiatives for the large scale production of rabbits and grass-cutters.

Fisheries and Aquaculture Development for Food Security and Income Generation

Fish is the main source of protein in Ghana. Over the years, however, the continuous decline in production levels has created a huge gap between the demand and supply of fish.

The main challenges facing the sub-sector are: over-exploitation of stocks at over and above sustainable levels; insufficient monitoring and control to ensure compliance with laws and regulations on fisheries; proliferation of illegal fishing methods, inadequate institutional arrangement for fisheries development; weak collaboration with communities in the management of fisheries resources; lack of alternative livelihood opportunities for coastal/fishing communities; inadequate fishing infrastructure; and the use of outmoded fishing crafts and obsolete fishing methods.

Aquaculture, which has a high potential to bridge the supply-demand gap is also confronted with major challenges even though it is not a major economic activity in Ghana. The challenges include: lack of spatial planning for aquaculture development including zoning and mapping; limited availability of improved seed and feed; weak institutional framework for collaboration for extension, training and research delivery.

One of the major strategies to address the problems inherent in the sub-sector is to fully implement LI 1968 of 2010 particularly as it relates to pair trawling, the use of lights and explosives in fishing as well as the use of nets with inappropriate mesh sizes. All existing arrangements on fishing within Ghana's territorial waters/exclusive economic zones (EEZ) by foreign fleets will be reviewed so as to guarantee sustained livelihoods and the long-term socio-economic interests of fishing communities.

Effective control, monitoring and surveillance of the sub-sector would be raised through the deployment of personnel of the newly established Marine Police Unit of the Police |Service in collaboration with the Ghana Navy. The construction of the Fisheries College at Anomabo as a satellite campus of the University of Cape Coast will be completed to train both the middle and high level manpower required for the transformation and sustainable development of the fishing industry. New fishing harbours and landing sites with the appropriate handling, storage and processing facilities will be constructed in addition to improving the facilities at existing fishing harbours and landing sites. The fish processing plant at Elmina will be completed to support the transformation of the sub-sector. Ongoing efforts to replace all wooden canoes with fibre glass structures will be intensified. In addition to the introduction of alternative livelihood schemes, Government will introduce the fishermen's life insurance scheme to cover both inland and marine fishers.

In the case of aquaculture, the major intervention in the medium-term will be the full implementation of the Ghana National Aquaculture Development Plan (2012 - 2017). This will entail among others, ensuring the production of fish seed of high value, fish feed with the appropriate nutrients and support for private sector investments in the sub-sector as well as support for fish farmers associations.

Improved Institutional Coordination

The policy objective seeks to promote enhanced partnerships and the harmonisation of efforts that will create the right synergy to achieve maximum results in the growth and development of the sector. The sector will continue to strengthen the intra-sectoral and inter-ministerial coordination through the platform for joint planning and review; the development and implementation of a communication strategy to improve institutional coordination; as well as create and strengthen the framework for coordinating activities among the range of diverse stakeholders in the sector.

The capacity of key institutions to implement the strategic initiatives under the GSGDA II will be strengthened. This will include support for farmers in terms of extension and mechanisation services. Options will be explored to outsource some services to specialised organisations and create markets for agricultural products. Fully funded and functional product marketing boards will be promoted along the lines of the Ghana Cocoa Board (COCOBOD) for the other three proposed cash crops namely oil palm, cotton and horticulture.

4.1.6 Priority Interventions for the Accelerated Modernisation of Agriculture

1. Promote the development of Agriculture Estates. This will entail the provision of essential services largely by the private sector, including land clearance and preparation, machinery service centres, certified seeds and other inputs.
2. Invest in the development of the three selected cash crops (Cocoa, Oil Palm, Cotton) and horticultural products for export and processing, as well as food crops (rice and maize) to ensure food security.
3. Establish marketing organizations along the lines of the Ghana Cocoa Board to support the development of the other cash crops.
4. Encourage and facilitate FBOs and the private sector to establish Agriculture Estates in partnership with Government to support the selected crops.
5. Rehabilitate viable existing irrigation infrastructure, promote their efficient utilisation and promote private sector participation in irrigation development, management and utilisation.
6. Support the private sector to establish feed mills in the country to support the poultry and aquaculture sub-sectors.
7. Develop appropriate agricultural financing instruments including the warehouse receipts system and agriculture insurance scheme to mitigate the key risks faced by farmers.
8. Implement a Fishermen's Life Insurance Scheme (FLIS) to provide coverage for the loss of life of both marine and inland fishermen when they go on fishing expeditions

4.2 SUSTAINABLE NATURAL RESOURCE MANAGEMENT

4.2.1 Introduction

Ghana is endowed with abundant natural resources, comprising agriculture, forestry, minerals, and oil and gas. This constitutes an essential foundation for industrialisation as envisaged under the agenda for structural transformation. However, the uncontrolled exploitation of these natural resources is gradually and systematically emerging as a major national development issue. The increasing over-exploitation of the country's natural resources and the resultant degradation of the environment has the potential of compromising the ecosystems and subsequently undermine the long-term socio-economic transformation of the country.

4.2.2 Performance of the Natural Resources Sub-Sector under GSGDA (2010-2013)

Minerals Resources

The major mineral resources include gold, bauxite, manganese, and diamonds. Gold constitutes the bulk of the minerals produced in Ghana, with output ranking 9th in the world and second in Africa, behind South Africa. The contribution of minerals production to GDP was estimated at 2% (based on 2006 constant prices) in 2012, contributing about 28.3% of Government revenue from domestic taxes. Notwithstanding the importance of mineral resources in the economy, the production and export of these resources entail significant forgone income owing to the lack of value addition; the export of jobs to countries that can add value; exposure to high risks due to dependence on exhaustible resources; and fluctuations in prices and demand. In this regard, Government's medium-term policy is aimed at using the efficient and sustainable exploitation of Ghana's natural resources as a catalyst for agriculture and industrial transformation.

Ghana's Permanent Forest Estate and Biodiversity

Ghana has a land area of approximately 23.9 million hectares, with about a third of the area classified as High Forest Zone (HFZ). Within the HFZ, 266 areas in the forest and savannah zones have been gazetted as reserves, of which only 16% may be categorized as being in a good state. On the other hand, there are: one strict nature reserve, six national parks, two wildlife sanctuaries, six resource reserves, one biosphere reserve and six wetlands declared as Ramsar sites. The current forest reserves and wildlife protected areas constitute the permanent forest estate of Ghana. The current challenge for the effective maintenance of Ghana's permanent forest estate and biodiversity is weak institutional coordination and capacity; as well as lack of integration of biodiversity issues into development planning.

Environmental Degradation (land, forests, etc.)

The fast growing population and urbanisation continue to exert immense pressure on natural resources and the environment, as well as create waste management concerns in the major cities and towns. Available estimates indicate that Ghana's forest cover declined from 32.7% of

the total land surface area in 1990 to 21.7% in 2010. This represents an average annual decline of 1.96% between 1990 and 2010, with the highest rate of decline of 2.24% occurring between 2005 and 2010. However, the total amount of replacement through replanting was estimated at 530,000 hectares over the same period. Economic activities such as logging, fuel wood production and farming have become the main causes of forest loss. A significant amount of logging is still done illegally without due consideration to the environment, whilst farming methods in Ghana have not changed significantly with most farmers still practicing slash and burn methods.

By far, the menace of small-scale mining, otherwise known as “galamsey”, has become the single most important source of environmental and natural resource degradation, and constitutes a major economic, social, and national security concern that requires swift policy action. A great deal of mining activity takes place in forest areas, thereby affecting the environment significantly, including the land, forest and water bodies. It is not common to find degraded forests reclaimed, particularly among the small-scale miners, after mining activities have been halted and the targeted mineral deposits extracted. In many cases, the land and water resources are never recovered as a result of severe pollution from chemicals used in mining.

The total economic cost of natural resource degradation and poor environmental management including poor sanitation has been estimated at, at least 10% of GDP. The main challenges facing the effort at reversing the natural resource degradation and enhancing environmental governance are the weak institutional capacity for environmental management; poor coordination among the key Government institutions responsible for the sector; and the inability to sustain implementation of interventions related to reforestation and environmental management.

Wetlands and Water Resources Management

Until recently, wetlands were virtually considered as waste lands. Since the coming into force of the Convention on Wetlands in 1971, wetlands have been internationally recognised as ecosystems of considerable importance, comparable to forests, rangelands and marine ecosystems. Wetlands ecosystems in Ghana constitute about 10% of the country’s total land surface. They provide a range of socio-economic, cultural and ecological values for wetlands communities in particular and the nation as a whole.

Ghana’s water resource endowments, on the other hand, consist of the Volta river system basin, traversing 70% of the total land surface area of Ghana, south western river system watershed (22%), and coastal river system watershed (8%). The Volta river system comprises the Oti, Daka, Pru, Sene and Afram rivers, as well as the White and Black Volta, whilst the southwestern river system watershed comprises the Bia, Tano, Ankobra and Pra rivers. The coastal river system watershed, on the other hand, comprises the Ochi-Narkwa, Ochi Amissah, Ayensu, Densu and Tordzie rivers. The Volta Lake, with a surface area of 8,500 km², is one of the world’s largest artificial lakes.

Overall, Ghana's total actual renewable water resources is estimated to be 53.2 billion m³ per year, whilst domestic water demand is projected to reach 5 billion m³ by 2020, about 9% of the total surface water resources. In this regard, surface water resources alone are sufficient to meet present and future domestic water demand.

The main uses of water in Ghana are water supply, 37% and irrigation and livestock watering, 48%. Current evidence suggests that continued population growth and urbanisation, and rapidly growing and diversified demands, including water for irrigation, hydropower generation, industrial processes, fisheries and aquatic ecosystem protection, are gradually exerting pressure on water resources, leading to non-optimal and unsustainable use of the resource. The medium-term policy interventions are therefore aimed at ensuring an integrated water resources management approach so that water does not become a constraint to national development.

Climate Variability and Change

Climate variability and change constitute a major threat to national development. From a decline in precipitation to floods, climate change imposes a limitation on national development efforts.

Climate change also manifests in increasing levels of desertification in the northern savannah, and undermines the agriculture potential and the economic viability of the northern ecological zone and its capacity to contribute to national development. It leads to increased financial cost of provision of economic and social infrastructure, as well as resettlements of people living in coastal areas. The challenge is to turn climate change and variability into an opportunity to expand national output and productivity and embark on systemic protection programmes.

4.2.3 Medium-Term Policies and Strategies for Sustainable Natural Resource Management

In the medium-term, the focus of Government policy interventions will be prioritised in favour of the following focus areas: natural resource management and minerals extraction; biodiversity management; protected areas management; land management and restoration of degraded forest; integrated marine and coastal management; wetlands and water resources management; waste management, pollution and noise reduction; community participation in natural resource management; climate variability and change; and natural disasters, risks and vulnerability.

Natural Resource Management and Minerals Extraction

The implementation of priority strategies in this focus area is aimed at achieving the following broad objectives: promote sustainable extraction and use of minerals resources; strengthen institutional and regulatory frameworks for sustainable natural resource management; and adopt an integrated national geo-spatial based policy planning and investment decision-making.

The priority medium-term strategies to be implemented to achieve the policy objectives include: review existing policies, legislation and investment agreements to optimise returns to the country and the local communities; diversify the minerals production base of the nation to reduce over-dependence on the few traditional minerals resources; enforce compliance with relevant regulations and guidelines on small-scale mining; and improving technical capacity of small-scale miners to enhance efficiency and sustainability in their operations. Other strategies include: pursue reclamation and afforestation in degraded areas; promote the adoption of the principles of green economy in national development planning; enhance policy and regulatory framework and coordination among key Government agencies and other stakeholders; and develop policy and legal framework for an integrated national geo-spatial data infrastructure.

Biodiversity Management

In the medium-term the policy interventions to be implemented are aimed at reducing loss of biodiversity. The priority strategies to be implemented will include: facilitate the collaboration and harmonisation of biodiversity in related agreements; review and implement a national strategy to deal with invasive alien species; establish marine protected areas along the coast; protect important wetlands especially in the western corridor; promote research, public education and awareness on biodiversity and ecosystem services; and ensure the effective management of biosphere reserves and other biodiversity hot spots.

Protected Areas Management

The broad policy objective to be achieved, over the medium-term is to maintain and enhance the ecological integrity of protected areas. This is to be achieved through the implementation of the following strategies: accelerate the implementation of national buffer zone policies for rivers and protected areas; facilitate alternative livelihoods including eco-tourism support schemes for fringe communities along protected areas; and revise existing protected areas management plan to intensify local participation in resource management.

Land Management and Restoration of Degraded Forest

Government's policy objective in the medium-term will focus on reversing forest and land degradation, as well as promoting efficient land use and management systems across the country. These will be achieved through the implementation of the following strategies: develop and implement regulatory framework for land use planning at all levels; intensify the implementation of the national forest plantation development programme; apply appropriate agriculture intensification techniques to reduce forest land clearance; encourage and promote the use of Lesser Used Species (LUS); promote and facilitate the use of LPG as a cheaper and cleaner alternative fuel and promote energy efficient charcoal stoves; and implement an educational and enforcement programme to reduce bushfires and forest degradation.

Other strategies include: promote technological and legal reforms in land administration in support of land use planning and management; ensure the effective implementation of land use policy; intensify human resource development for effective land use planning and management;

and promote gender equity in land reforms and land use planning and management. Government will commence dialogue on the land tenure system with a view to facilitating land tenure arrangements that yield positive outcomes for both tenants and land holders. Government will also review the laws on mining and forestry and ensure firm and consistent application of the laws.

Integrated Marine and Coastal Management

Government's medium-term policy interventions for ensuring integrated marine and coastal management will focus on achieving the following broad objectives: maintaining the environmental integrity of coastal areas; improving the policy and institutional framework for effective coastal resource management; improving knowledge and awareness on appropriate coastal resources management; protect coastal forests, wetlands and marine areas; and reduce pollution and poor sanitation in the coastal areas.

The priority strategies to be implemented to maintain the environmental integrity of coastal areas include: increase investment in control structures including gabions and boulder revetments to arrest erosion; investment in upgrading and maintaining waste treatment and small-scale waste collection facilities; ensure proper siting of industries in developing coastal towns; promote recycling, recovery, re-use and reduction of waste; promote mangrove replanting and planting of other vegetative cover to prevent erosion; and promote community participation in safe disposal of sewage and garbage

To achieve the objective of improved policy and institutional framework for effective coastal resources management, the strategies to be implemented include: establishing an integrated marine and coastal management framework at all levels; promote an institutional arrangement for the coordination of marine and coastal resources management; strengthen institutional capacity for research, monitoring and enforcement of legislation and bye-laws; and establish a Coastal Zone Commission with strong stakeholder participation.

Knowledge and awareness on appropriate coastal resources management will be improved through the implementation of the following strategies: research into sources of nutrient loading for algae bloom; create public awareness and education; and encourage coastal communities to generate income from coastal resources. The protection of coastal forests, wetlands and marine areas will be achieved through the implementation of the following strategies: map and assign conservation status through bye-laws to coastal forests and wetlands in district spatial plans; strengthen the involvement of local communities in the management of coastal forests and wetlands through mechanisms such as community resource management areas (CREMAs); and establish a pilot marine protected area through an inter-ministerial committee to demonstrate the potential benefits of the approach.

To achieve the objective of reducing pollution and poor sanitation in the coastal areas, the strategies to be implemented include: increasing resource allocation for implementation of Environmental and Sanitation plans in coastal districts; enhancing institutional capacity to

enforce the regulations and guidelines on waste discharges; developing drainage master plans to manage storm water within settlements; and conducting community scale water supply and sanitation training and assessment of needs for individual and public supply points and sanitation facilities.

Wetlands and Water Resources Management

Wetlands provide a range of socio-economic, cultural and ecological values for wetlands communities in particular and the nation as a whole. The interventions to be implemented over the medium-term will aim at ensuring sustainable use of wetlands and water resources, through the adoption of integrated water resources management.

The priority strategies to be implemented include: developing sustainable financial mechanism for wetlands restoration activities; enact appropriate legislation to protect wetlands from degradation; carrying out comprehensive wetlands inventory, supported by research and monitoring. Other measures are: developing payment for eco-system services for water resource management; promoting partnerships between the public and private sectors for the protection and conservation of water resources; and establishing appropriate institutional structures and enhanced capacity for planning and implementation of watersheds.

Waste Management, Pollution and Noise Reduction

Government's policy objective over the medium-term in this focus area is aimed at promoting effective waste management and reducing noise pollution. This will be achieved through the implementation of the following strategies: promoting the education of the public on the effects of noise pollution on the health of citizens, as well as improper waste disposal; strengthening regulatory environment to provide sufficient deterrent for sanitation and pollution offences; intensifying the enforcement of regulations on noise pollution and control; increasing investment in infrastructure for waste management through Public-Private Partnerships (PPPs).

Community Participation in Natural Resources Management

Limited involvement of stakeholders in natural resources management initiatives at the local level and inadequate institutional framework for community participation in natural resource management continue to be a challenge in Ghana. Government intends to address this challenge by enhancing capacity of communities to effectively participate in the management of natural resources. Strategies to be used to achieve the policy objective include: effectively disseminating information on legislation on the environment in the local languages; ensuring capacity building of existing governance structures at the local level in natural resources management; developing and implementing a communication and public participation strategy for natural resources management.

Climate Variability and Change

The impact of increased emissions from greenhouses and effects of rapid industrialisation has attracted global attention as major development issues. Vulnerability and adaptation assessment has clearly demonstrated our susceptibility to climate variability and change.

Government's policy will focus on enhancing the capacity of the relevant agencies to adapt to climate change impact, mitigate the impact of climate variability and generally promote a green economy. Strategies to be deployed will enhance national capacity to respond to climate change through the establishment of a Climate Change Centre; adopt demand and supply measures for adapting the national energy system to the impact of climate change; and increase resilience to climate change impact through an early warning system.

Natural Disasters, Risks and Vulnerability

Ghana has a weak capacity to manage the impacts of natural disasters and climate change. The implementation of medium-term priority policy interventions will aim at enhancing national capacity to mitigate and reduce the impact of natural disasters, risks and vulnerability. The strategies to be implemented include: intensify public awareness about natural disasters, risks and vulnerability; and invest in the development of effective early warning and response systems including key seismological monitoring stations; strengthen national capacity to combat frequent droughts, floods, forest and other fire outbreaks; enforcing regulations and bye-laws restricting the development of structures in flood-plains, water-ways, wetlands, etc.; improve the resilience of the national capital to natural disasters especially floods; increase the capacity of NADMO to deal with the impacts of natural disasters.

4.2.4 Priority Interventions for Sustainable Natural Resource Management

1. Enforce compliance of relevant regulations and guidelines on small scale mining.
2. Vigorously pursue land reclamation and afforestation in degraded areas
3. Increase investment in infrastructure for waste management through Public Private Partnerships (PPPs).
4. Intensify enforcement of regulations on noise pollution and control.
5. Enforce regulations and bye-laws restricting the development of structures in flood-plains, water-ways, wetlands, etc.
6. Improve the resilience of the national capital to natural disasters especially floods.
7. Develop a land tenure system and efficient land administration and management structure to support the transformation agenda.

CHAPTER FIVE

OIL AND GAS DEVELOPMENT



5.1 INTRODUCTION

The discovery of oil and gas in commercial quantities and their subsequent exploitation have provided Ghana the opportunity for accelerated economic growth and structural transformation. Its effective integration into the rest of the economy will catalyse the diversification of the economy.

Opportunities in the oil and gas sub-sector include the sale of crude and refined oil, the harnessing of natural gas for power generation, as well as ancillary oil and gas services and production of petrochemicals. Availability of natural gas, coupled with salt, provides the basis for fertilizer production in Ghana critical for developing Ghana's agriculture and improve farm incomes. Gas as a key fuel source for electric and heat energy can improve industrial competitiveness by significantly lowering base electricity production cost below US\$0.07 per kWh compared to the prevailing oil-based cost of US\$0.12 to US\$0.25 per kWh. The availability of natural gas as fuel will help develop new industries including processing bauxite into alumina and aluminium; iron to steel; and glass, ceramics, brick and tiles manufacturing.

Salt is the foundation for the caustic soda which is critical for alumina production. It is also essential in the petrochemical industry which form the basis for several value-added industrial and consumer goods. Hence, the prioritisation of the industrial production of salt will serve as important input for the hydrocarbon, aluminium and petrochemical industries.

5.2 OVERVIEW OF PERFORMANCE OF THE OIL AND GAS INDUSTRY UNDER GSGDA, 2010-2013

i. Overview of Performance

The necessary legal, regulatory and institutional framework for the efficient management of the oil and gas industry has been established. These include the enactment of the Petroleum Revenue Management Act 2011, Act 815, establishment of the Petroleum Commission, enactment of the Petroleum (Local Content & Local Participation) Regulations, 2013, L.I. 2204, and the establishment of Public Interest Accountability Committee (PIAC). In addition, significant progress has been made in the construction of the infrastructure to transport natural gas on-shore for processing, whilst efforts to build the capacity of Ghanaian professionals to participate effectively in the sector, has gained momentum with the establishment of an Oil and Gas Learning Foundation under the auspices of the GNPC.

Progress is also being made to build the appropriate capacity to address the environmental concerns arising out of the production of oil and ultimately ensure sustainable development of the industry. The capacity of the security services to anticipate, contain, and manage potential threats to oil and gas infrastructure installations has also been significantly enhanced by re-equipping and providing them with modern tools.

Since the commencement of production in the last quarter of 2010, crude oil output has increased from 67,398.04 barrels per day in 2011 to about 71,997.03 barrels per day (bpd) in 2012. Although production experienced some technical difficulties, these were addressed and production peaked at 112,386 bpd in December 2012. The share of oil in the mining and quarrying sub-sector increased from 64.9% in 2011 to 67.4% in 2012. Ghana's share of the oil production in 2012 amounted to 4,931,034 barrels, with a market value of US\$541.07 million.

In line with the Petroleum Revenue Management Act, 2011, Act 815, 70% of the petroleum receipts or Benchmark Revenue is earmarked for the Annual Budget Funding Amount (ABFA), as approved by Parliament, with the remaining 30% allocated to the Ghana Petroleum Funds (GPFs). In addition, the allocation to the GPFs was distributed to the Ghana Heritage Fund (GHF) and the Ghana Stabilization Fund (GSF) in the ratio of 3:7 respectively.

ii. Key Challenges to the Development of the Industry

The key development challenges for medium-term policy action include: limited capacity of national institutions to regulate, monitor, supervise, and coordinate the implementation of interventions in the oil and gas industry; over-reliance of the economy on primary products with very little value addition; potential security threats to the oil and gas infrastructure; inadequate local content and local participation in the upstream oil and gas industry; inadequate local technical and financial capacity to propel Ghanaian investment and participation in the development of the industry; inadequate baseline information on environmental impact of the operations in oil and gas industry; and low capacity to manage environmental impacts.

5.3 MEDIUM-TERM POLICIES AND STRATEGIES FOR THE DEVELOPMENT OF THE OIL AND GAS INDUSTRY

In the medium-term, the development of the oil and gas sub-sector will be a major factor to the transformation of the economy. The transformation agenda will be driven by the following priorities: oil and gas industry development and its effective linkage to the rest of the economy; strengthening of the regulatory regime with the passage of relevant laws including the Petroleum Production and Exploration law; local content development; employment creation; protection of the environment; and transparency in revenue management.

5.3.1 Oil and Gas Industry Development and its linkage to the rest of the Economy

The oil and gas industry can deliver a transformation dividend to the economy if its development is linked to other sectors of the economy. Similar to the minerals industry, it is possible for the oil and gas industry to develop in isolation and become another enclave for resource exploitation that is dominated by foreign interests. However, when properly managed the exploitation of the oil and gas discoveries can provide the impetus to build new growth poles that will transform areas of the economy that can be directly or indirectly linked to oil and gas. Synergy between the oil and gas industry and the rest of the economy is critical to propel Ghana to achieve broad-based development to meet the needs and aspirations of its citizens.

In the medium-term, the implementation of the priority interventions will aim at: ensuring that natural gas finds are prioritised first for electricity generation and following that, for domestic industrial value creation; using opportunities arising from the oil and gas endowment as a catalyst for diversifying the economy especially the agriculture and industrial sectors; accelerating development of complementary resources such as salt to trigger development of a petrochemical industry; strengthening institutional capacity of national agencies to take leadership role in managing Ghana's oil and gas resources; and promoting the re-development of existing settlements with provision of physical and social infrastructure as part of the growth of the new urban settlements that will spring up in the wake of the development of oil and gas industry. The development of the oil and gas industry is expected to reverse the country's over-reliance on the exports of primary products by ensuring value addition in the industry and effective linkages across the sector.

The priority strategies to be implemented include: ensuring value addition to local goods and services to maximise their use in oil and gas industry; promoting the establishment of petroleum and gas-based industries, and other industries that depend on the utilisation of the by-products of oil and gas industry; expanding the national oil and gas upstream, midstream and downstream infrastructure in collaboration with the private sector within the PPP framework; accelerating development of complementary resources such as salt; and leveraging the oil and gas industry to support the development of new industries such as petrochemicals, aluminium, glass, brick and tiles, etc.

Other strategies are: support relevant institutions and provide funding for technical training and scientific research and development; strengthen collaboration between scientific research institutions and industry players and operators in the oil and gas industry; develop the financial sector for long-term funding and build capacity to ensure domestic resource availability to fund investment in the oil and gas industry including increased bank and insurance capital to improve risk capacity; strengthen the regulatory and supervisory framework for managing the oil and gas industry; attract the relevant investment and partnerships which will ensure that the nation maximises its participation in, and value retention from, the industry. Capital market institutions will be strengthened to mobilise domestic resources for investment in the oil and gas industry.

There is inadequate human capacity for the exploitation, development and production of oil and gas in the country. To bridge this gap, resources from the oil and gas industry will be applied to support capacity development at all levels in the country's technical, vocational and tertiary institutions. Key industry stakeholders will be encouraged to link up with education sector to monitor and evaluate capacity development, including collaborating with Government to create a national database of Ghanaian experts in the oil and gas industry worldwide.

The strengthening of the regulatory regime with the passage of relevant laws including the new Petroleum Production and Exploration Law and review of other laws and mandates will also be accelerated. This will ensure effective alignment of operational mandates of key sector operators including GNPC, GNGC, BOST, NPA, Petroleum Commission, and Energy Commission within a coherent sector regulatory framework.

5.3.2 Local Content Development

Public awareness of the potential and impact of the oil and gas resources on the nation's development prospects is inadequate. There is limited understanding of opportunities available from developments in the oil and gas industry, whilst local entrepreneurs are only beginning to appreciate the importance of the industry. There is also inadequate capacity of local financial institutions and limited availability of financial resources to support investments in the industry by local entrepreneurs.

To ensure local content and participation across the oil and gas value chain, Ghanaian enterprises will be supported in the exploration, development, and production of oil and gas, to go hand-in-hand with dedicated efforts to expand and strengthen the capacity of Ghanaians to participate in all segments of the industry. In addition, impetus will be given to the effective implementation of the Local Content Law. In the process, SME incubation centres will be developed for the oil and gas industry and supported to facilitate the growth of local companies operating in the industry.

5.3.3 Employment Creation

There is limited local capacity in the specialised areas of work in the oil and gas industry. However, there continues to be very high expectations on benefits from the industry to improve the economy and engage more Ghanaians.

In the medium-term priority strategies will focus on leveraging the opportunities offered by the oil and gas industry for accelerated jobs creation, especially for the youth. The strategies to be implemented will include: fully implement the Local Content and Participation Law; ensure that companies and other players in the industry comply with prevailing regulations in labour recruitment for all opportunities for which there is available Ghanaian talent; and continue to take special precautions to protect young boys and girls against exploitation.

5.3.4 Protection of the Environment

The industry is challenged by inadequate information on environmental impacts of oil production; inadequate capacity to manage environmental impacts and inadequate public awareness of the potential impact of the oil and gas exploitation on the nation's development prospects. Environmental protection, particularly against the negative impacts of the industry, constitutes a major concern, buttressed by increasing public awareness of the impacts of oil spills in other jurisdictions. A key policy objective is to ensure that the practices in the oil and gas industry are consistent with international standards on environmental sustainability. Natural gas utilisation will become a central part of every oil production project in order to curtail environmental hazards occasioned by gas flaring.

Research into the environmental impacts associated with the exploration of oil and gas will be intensified. The regulatory framework for ensuring protection of the environment will be strengthened based on international best practice, whilst a culture of compliance will be promoted on a sustained basis by ensuring stringent monitoring of activities and evaluation of impacts on an on-going basis. Oil and gas industry already appears to be worsening the haphazard physical planning and land use practices, particularly, in the Western Region. Spatial plans will therefore be developed and its use enforced within the oil belt to rationalise the development of human settlements near the areas of oil and gas production and other related activities. Government will strengthen emergency preparedness to manage disasters in the oil and gas industry.

Another strategy to achieve the policy objective is to strengthen the Exploration and Production Law to maximise national benefits and minimise environmental cost of the industry. Government will continue to manage Ghana's oil and gas resource endowments to ensure sustainability by optimising resource exploitation whilst increasing the nation's total z reserves by accelerating the pace of exploration in other sedimentary basins.

5.3.5 Transparency in Revenue Management

The additional revenue inflows from the oil and gas industry have heightened concerns for more efficient national revenue management. The regulatory regime now in place for the oil and gas revenues, is a major step towards transparent management of the revenues for the benefit of both present and future generations. The capacities of new and existing revenue collection and management institutions will be strengthened to address the peculiar needs of the oil and gas industry. Moreover, monitoring, evaluation and reporting systems in the oil and gas industry will

be given special attention. This will help to address the potential challenges of corruption seeping into the sector to ensure that the increased resources from oil and gas are used productively to attain the national transformation goals.

5.3.6 Priority Interventions for the Development of the Oil and Gas Industry

Government will prioritise the following as strategic initiatives:

1. Completion of the construction and operationalisation of the Ghana Gas Processing Plant and related pipelines for the delivery of natural gas to Ghana's electricity generating system and industrial users;
2. Passage of the new Petroleum Exploration and Production Law;
3. Ensure effective alignment of operational mandates of key sector operators including GNPC, GNGC, BOST, NPA, Petroleum Commission, and Energy Commission within a coherent sector regulatory framework; and
4. Ensure the construction of a new deep sea port with dedicated oil and gas services terminal, shore base and fabrication centre.

CHAPTER SIX

INFRASTRUCTURE AND HUMAN SETTLEMENTS



6.1 INTRODUCTION

The pace of socio-economic development of the country is directly linked to the quality of the available infrastructure, as well as its human settlements. The state of the nation's infrastructure determines the level of economic activity in all sectors of the economy. Enhanced infrastructure in resource producing areas tends to attract investments which create employment opportunities in those areas.

Ghana's aspiration for accelerated development of its economic, social and governance infrastructure commensurate with its status as a lower middle income country (LMIC), is strategically positioned within the overall agenda of transforming the economic and social structure over the country. This entails ensuring the availability of quality transport networks, the accessibility and reliability of water supply, the resilience of sanitation services, the reliability and cost of energy, the availability of communication services, and efficiently planned human settlements. Provisions made for accessibility in the UNCRPD and the PWD Act 2006, Act 715 will feature in the general infrastructure and human settlement development of Ghana in the medium-term.

A. INFRASTRUCTURE DEVELOPMENT

6.2 PERFORMANCE OF THE INFRASTRUCTURE SUB-SECTOR UNDER GSGDA (2010-2013)

Ghana's economic infrastructure base includes transport infrastructure, Science, Technology and Innovation infrastructure; ICT infrastructure; energy infrastructure, and water and sanitation systems. Although Ghana's infrastructure base has improved considerably over the last few years, it still falls considerably short of the requirements of a middle income country. However, it constitutes an important platform in the effort to transform the economy of Ghana.

Transportation

Ghana's transport system consists of one international airport, four domestic airports, an estimated national road network of 68,067km in 2012, a limited rail network in the southern half of the country which has deteriorated considerably, and an underdeveloped inland water transport system. By far, road transport accounts for the bulk of transport services, constituting over 95% of total transport services supply in Ghana.

The overall goal of transport policy is to make Ghana a transport hub and gateway to the West Africa sub-region. The major constraints for the sector are the premature deterioration of the road network resulting from both extensive and intensive use for bulk haulage compared to the other modes of transport; poor quality and inadequate road transport networks; growing traffic congestion on the roads, especially in the urban areas; the increasing road traffic accidents; limited and poor rail network, and the declining rail traffic, both in goods and in passengers; inadequate facilities at the existing sea ports; and the inability to progressively improve the air transport infrastructure and facilities to meet appropriate international standards in order to make Accra a West African hub and gateway.

Other challenges are: underwater obstructions to safe inland water navigation; poor and inadequate development of inter-modal facilities; poor coordination and cooperation among relevant institutions; rural-urban disparities in access to transport services; inadequate facilities for PWDs in the transport system; inadequate facilities for Non-Motorized Transport (NMT); poor linkage between land use and transport planning; inadequacy of funding for construction, maintenance and management of all modes of transport; absence of legal framework for developing PPPs; and inadequate enforcement of transport regulations.

Science, Technology and Innovation (STI)

Successive Governments have prioritised STI as a principal vehicle to drive Ghana's development agenda. Progress, however, has been slow and limited. Available estimates show that the proportion of the country's resources allocated to STI development has stagnated between 0.3% and 0.5% of GDP over the past two decades. The number of businesses or industries using Research and Development (R&D) results in production has also stagnated. Overall, Ghana's high-technology exports as a percentage of manufactured exports declined from 4% in 2009 to

1% in 2011, with the level of technology used in manufacturing being at par with Thailand's in the early 1980s.

The current challenges for STI development include: inadequate promotion of the development and application of STI in the country; inadequate funding for Research and Development (R&D) activities; and weak linkage between the country's research institutions and industry.

Information and Communications Technology (ICT)

Information and Communication Technology is a major facilitator of economic and social transformation. ICT is an important tool for increasing efficiency and transparency in the public sector and providing citizens with common access to public services by making information readily available for decision-making (e-Governance). Ghana's telephone density increased from 4% in 2003 to 120% in 2012, whilst the total number of internet users was estimated at 21% in 2011 compared with 1% in 2005. Mobile phones have become the major form of communication for many of the country's rural dwellers, and Ghanaians of all walks of life including farmers, fishermen, business entrepreneurs and other professionals for accessing information, providing services and transacting business.

Major challenges to be addressed in the ICT sector to enhance the use of technology include: inadequate ICT infrastructure base across the country; poor quality of ICT services; inefficient institutional and regulatory framework to support ICT development; limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services; limited coverage of ICT programmes in education and training curricula at all levels; and inadequate security of data and online privacy.

Energy for Households and Industry

The main sources of energy in the country are biomass in the form of firewood and charcoal, petroleum products and electricity. Biomass is the major source of energy in Ghana, representing 46.8% in 2012, followed by petroleum products 42.9%, and electricity 10.3%. The focus of the energy sector policies has been to ensure reliable and regular supply of energy for all sectors of the economy.

Consumption of petroleum products is estimated to be 150,000 barrels per day compared with a refinery capacity of only 45,000 barrels per day. Current electricity generation capacity which is about 2,845MW barely meets current demand which is estimated to be growing at 10% to 15% per annum. The country will therefore require additional generation capacity of about 200MW per annum over the next 20 years to meet its long-term power needs. A study by a team on Millennium Challenge Corporation's (MCC's) Compact II in 2011 identified power as the major binding constraint to the accelerated economic growth and development of the economy. The estimated loss in GDP growth as a result of insufficient and unreliable power supply is 5.6%.

Electricity supply is characterised by high transmission and distribution losses which results in frequent and prolonged power outages leading to disruption in production, damage to equipment, forcing firms and households to rely on generators to provide standby power. The exploitation of oil and gas, especially gas, will provide impetus for addressing the energy supply challenges.

The medium-term challenge for the provision of adequate energy supply for industry and households include: inadequate infrastructure to support the delivery of energy services; weak regulatory enforcement; low involvement of private capital in the power sector and high initial energy infrastructure development cost; low proportion of renewable energy in the generation mix and the relatively high cost of energy from renewable sources; low utilisation of waste as an energy resource; vulnerability to environmental hazards in the production, transportation and utilisation of energy; inadequate capacity to mitigate the impact of climate change on energy supply; inadequate human resource capacity; and inadequate education and institutional capacity to support local expertise and skills development in the energy sector.

Social, Community and Recreation Infrastructure

In the past efforts were made to establish green belts and provide social, community and recreation facilities especially in urban areas to promote social interaction, leisure and recreation. Over the years this important infrastructure base has dwindled, and very few open spaces and green belts exist within most urban areas. Open spaces in Accra, for instance, constitute about 5% of the urban land surface area with very little recreational activities. Similarly, Kumasi, the second largest city in Ghana has lost all the green belts which surrounded it due to pressures of urbanisation.

Some of the key challenges identified for policy action include: ineffective enforcement of planning regulations; illegal sale of land designated as open spaces for housing and other unintended uses; disregard for the importance and the need to maintain historical and cultural heritage; low priority given to the provision of social, community and recreation facilities; and inadequate maintenance leading to low patronage of parks and green areas in urban centres.

Water and Sanitation

Producer-based data from Ghana Water Company Limited and Community Water and Sanitation Agency (CWSA) shows that the proportion of the population with access to safe drinking water in the urban areas has increased from 59.0% in 2009 to 63.4% in 2012, while those in rural areas have increased from 58% to 62.9% over the same period. On the other hand, national coverage for improved sanitation remains low and has only increased from 12.4% in 2009 to 13% in 2012. According to the 2010 Population and Housing Census (PHC), public toilets remain the main facilities utilised by majority of the population, constituting about 34.6%. However, the proportion of dwelling units with a WC has almost doubled from 8.5% in 2000 to 15.4% in 2010.

At the current rate of urbanisation, the provision of water and sanitation services is unable to keep pace with demand, especially in urban areas, with the attendant adverse effect on public health. Major challenges include: weak water resources management; pollution of water bodies; deforestation of vegetation cover along river systems; inadequate access to quality and affordable water; lack of maintenance of water systems; inadequate funding and lack of investment; unreliable service delivery; high cost of maintenance of water systems; obsolete systems; high level of unaccounted for water; inadequate distribution network; inadequate access to environmental sanitation facilities; poor disposal of waste; poor hygiene practices and inadequate hygiene education; weak sector coordination due to fragmentation of sector approaches and procedures; and weak institutional capacities.

6.3 STRATEGIC CONTEXT FOR ACCELERATED INFRASTRUCTURE DEVELOPMENT

Ghana's central location in the West African sub-region constitutes an important platform for the development of her transport infrastructure into a hub for regional and international trade and commerce. Although many challenges must be overcome in the road transport network, international and domestic aviation infrastructure, rail network, port and airport facilities, and the skills level of the sector's human resources, undertaking the level of investments needed to consolidate Ghana's position as a regional transport hub will depend on improved coordination and sequencing of policy interventions. This presents opportunities for utilising Public-Private Partnerships in the development of the transport hub.

The rapid development and deployment of the national ICT infrastructure back-bone, high penetration rate of telephony, declining bandwidth price from US\$4,000 in 2008 to US\$800 in 2011, increased broadband capacity available for ICT development from 120gbp/s in 2009 to 7,160gbp/s in 2012 and strong institutional and regulatory framework for managing ICT, provide a useful platform to promote the use of ICT in all sectors of the economy. Ghana has made progress in promoting e-Government and e-Governance activities for transparency in the conduct of Government business. This ensures that modern information and communication technologies constitute a major impetus for accelerated improvement in efficiency and innovation in public policy management, administration and in the private sector of the economy.

The 300kWh per capita energy available to Ghanaians is one of the lowest among comparable countries. In South Korea, for example, per capita consumption stands at 9,300kWh. The envisaged transformation requires significant injection of energy to bring Ghana's per capita consumption to the levels of middle income comparable countries.

Currently, significant opportunities exist for expansion of energy to meet domestic needs and to export into the sub-regional market. The completion of Ghana's gas processing plant by the Ghana National Gas Company Limited (GNGC) is expected to increase the fuel options for thermal power generation and enable stability in electricity pricing at levels that can ensure competitiveness in value-added processing as well as make investment in energy-intensive industries feasible. The progressive reforms in energy regulation and pricing, and the

strengthening of the balance sheets and operations of the utility companies have attracted potential investment to increase the generation of power toward the national target of 5,000MW by 2016.

Ghana is uniquely endowed with numerous water bodies. This provides opportunities to meet current demand and future requirements of water for both households and industry in support of the agenda for accelerated growth and transformation. The current challenges for the provision of water are inadequate water supply infrastructure and limited investment in the construction, rehabilitation, and expansion of water facilities. The on-going investment in the expansion of the Kpong Water Works, to more than double the water supply to the Accra-Tema area, is an intervention that can be replicated in Public-Private Partnerships to close the investment gap and strengthen the availability of water and related services as a pillar for socio-economic transformation.

6.4 MEDIUM-TERM POLICIES AND STRATEGIES FOR ACCELERATED INFRASTRUCTURE DEVELOPMENT

6.4.1 Transport and Logistics

In the medium-term priority policy interventions will aim at: establishing Ghana as a transportation hub for the West African sub-region; creating and sustaining an integrated transport and logistics system that facilitates the efficient movement, storage, packaging and distribution of goods across the country and beyond; integrating land use, transport planning, development planning and service provision; creating appropriate environment for private sector participation in the delivery of transport infrastructure; ensuring sustainable development and management of the transport sector; developing adequate skilled human resource base; and developing and implementing comprehensive and integrated policy, governance and institutional frameworks.

To achieve the objective of establishing Ghana as a transportation hub for the West African sub-region, strategies to be implemented will include: accelerating the development and implementation of an aviation master plan; ensuring that Ghana complies with and sustains international safety and security standards at all ports; maximising access to the West African sub-region markets and transport networks in line with international standards; introducing an integrated truck staging and management systems; mainstreaming climate change into the transport sector; and highlight the logistics sub-sector as a critical part of any modern transportation system.

Other measures will include: developing, rehabilitating and modernising the rail-based mass transport system in major urban areas including Accra-Tema, Kumasi-Ejisu, Accra-Nsawam, and Sekondi-Takoradi-Kojokrom; link the south to the north via the Volta Lake to facilitate the carriage of cargo and haulage of agriculture produce to the south, and develop the institutional and regulatory arrangements for ensuring the most effective and efficient movement of freight and passengers to and within Ghana.

A major strategic intervention to address the existing infrastructure gap is the introduction of PPP strategies to bring private sector resources, energy and expertise to the provision and management of transport infrastructure. The aim will be to modernise the infrastructure across all modes of transport in order to promote efficiency and cost competitiveness for economic production in all the country's key production and population centres. Private sector participation will be expanded in the development and management of road, rail, airport and seaport facilities under the PPP framework. Also, Government will support the establishment of a new national air carrier; improve and expand existing ports infrastructure and accelerate the development of inland ports; and establish a new deep seaport to serve the economy's development needs including the oil and gas industry.

To create and sustain an efficient and effective transport system, medium-term strategies to be implemented will include: prioritising the maintenance of existing road infrastructure to reduce vehicle operating costs (VOC) and future rehabilitation costs; improving accessibility to key centres of population, production and tourism; promoting road-based mass transport system including accelerated implementation of BRT under the Ghana Urban Transport Project (GUTP); facilitating efficient and safe use of Non-Motorised Transport facilities such as bicycle lanes and pedestrian walkways in congested central business districts; promoting the implementation of the provisions on transportation under the PWDs Act, 2006, Act 715; and continue to promote women's participation in the transport sector service delivery.

Other strategies to be implemented are: establish a comprehensive centralised transport statistical database to support planning, monitoring, evaluation, and reporting; development of a comprehensive research strategy to aid policy formulation, infrastructure design and transport services management; and resource and strengthen existing research departments and units in the transport sector; and enhance collaboration with BRR and other research institutions.

An important policy intervention to be pursued will be the acceleration of the development and implementation of the National Infrastructure Plan (NIP), together with development of a national integrated land use and spatial plan. At the same time, the implementation of the transport infrastructure component of the Public Investment Program (PIP) will be accelerated.

To enhance safety in the transport sector, medium-term policy interventions will focus on: effectively implementing the Environmental and Social Impact Assessment (ESIA) and health and safety requirements; develop and enforce safety standards and regulations in provision of transport services; develop a framework for emergency response to handle oil spills and other hazards arising from maritime transport operations. These will be complemented by enhancing the capacity for road crashes response including the accelerated establishment of trauma centres along identified sections of the major roads and highways.

6.4.2 Science, Technology and Innovation to Support Productivity and Development

The medium-term objective for the development of science, technology and innovation is to strengthen the institutional framework to promote research and development, as well as the application of Science, Technology and Innovation in all sectors of the economy.

The strategies to be implemented to achieve these medium-term objectives include: build appropriate linkages between research and production to ensure that research outputs are adequately utilised; establishment of national Science and Technology Theme Parks to provide world-class facilities for electronics, precision engineering, ICT and bio-technology; support the diffusion and transfer of technology; and establishment of innovation and incubation centres.

Other strategies will include: introduction of electronic health records to enhance healthcare delivery and facilitate development of tele-medicine; resource the Science and Technology Endowment Fund to support research activities in tertiary and research institutions; support business and public agencies to adopt research and development as a critical component of production; facilitate the use of the platform of the annual “Ghana Science Congress” for development of relevant technologies to support agriculture, small and medium scale enterprises and climate change mitigation; provide a forum for collaboration among research institutions; and forging linkages with Ghanaians in the Diaspora to tap their expertise for national development.

6.4.3 Information and Communication Technology (ICT) Development

In the medium-term the implementation of Government policies will aim at promoting rapid development and deployment of the national ICT infrastructure; strengthening the institutional and regulatory framework for managing the ICT sub-sector; and increasing the use of ICT in all sectors of the economy.

The strategies to be implemented to achieve these objectives include: establishment of a reliable national infrastructure backbone with capacity to carry high-speed voice, video, data, and internet facilities to all districts; deployment of ICT infrastructure in all Government institutions; implementation of National E-Governance programme; promotion of e-Government and eGovernance for transparency in Government business; creating an enabling environment to promote the mass use of ICT; enforcement of service standards in the provision of quality ICT services especially telephone services; and development of Community Information Centres (CICs) nationwide.

Other strategies include: improving connectivity of education institutions to the internet, as well as linking up universities, scientific and research institutions to form a national ICT hub; implement National ICT strategy in health including tele-medicine; improving the functionality of existing regulatory regime and improve coordinating institutions in ICT sub-sector; strengthening the partnership between Government and the private sector in the area of ICT development; supporting SMEs to make use of services made available by national internet backbone;

accelerate the implementation of National Electronic Security system; and developing a critical mass of ICT personnel to satisfy both domestic and external demand.

6.4.4 Energy Supply to Support Industries and Households

In the medium-term, priority policy interventions will focus on the following key areas: electricity and thermal energy; renewable and other sources of energy (hydro, biomass, wind, and solar, waste-to-energy, geothermal, and nuclear); access to petroleum products; energy efficiency and conservation; transportation of energy products; energy and environment; regulatory environment; mobilisation of investment for energy sector development; and building human resource capacity; and research and development.

Electricity and Thermal Energy

The medium-term priority policies and strategies entail ensuring adequate, reliable and affordable energy supply to meet the needs of households and industries, as well as for export will strategically be anchored on sustaining power generation capacity expansion through private sector participation in the power sector. For this purpose, Government will accelerate the implementation of power sector reforms to minimise inefficiencies; develop a non-congested transmission system; and rehabilitate and reinforce the transmission and distribution infrastructure to meet the projected growth in power demand of 10% per year over the medium-term. A complementary effort will be made to recapitalise the state-owned utilities in order to ensure the financial sustainability of their operations.

Other strategies to be pursued include: accelerating the completion of the Jubilee gas infrastructure to secure reliable and cheap fuel supplies for the operation of thermal power plants; increasing access to electricity by consumers, especially those in the rural areas; achieve cost recovery for electricity services; and reduce aggregate system losses and waste in electricity supply and consumption. It is the policy of Government to ensure universal access to electricity by 2020, and also support and intensify sub-regional power interconnectivity under the West African Power Pool (WAPP) in order to stabilise power supply in Ghana and its immediate neighbours.

Renewable and Other Sources of Energy

Ghana has an abundance of untapped potential in renewable sources of energy such as rivers and waterfalls, wind and sun, biomass (wood fuels and charcoal) and bio-fuel for generation of power. Waste-to-energy also provides an important mechanism for the management of the growing sanitation problems facing urban communities as well as a means of contributing to energy supply and security. The potential for nuclear energy is yet to be fully explored in Ghana.

In the medium-term, Government policy will focus on increasing the proportion of renewable and other sources of energy in the supply mix, particularly solar, wind, mini- hydro and waste-to-energy. The strategies to be implemented will include: accelerating the implementation of the

provisions of the Renewable Energy Act, 2011, Act 832; and providing access to waste-to-energy technologies and facilitating access to the grid for stand-alone renewable energy power plants.

Increasing Access to Petroleum Products

To ensure access to petroleum products on a sustainable basis, policy interventions will aim at encouraging the expansion of petroleum products storage capacity and bulk distribution infrastructure to all parts of the country. In addition, the supply and reach of LPG will be expanded to homes and small businesses; the capacity of the oil refinery will be expanded to meet domestic petroleum needs; whilst undertaking a regular review of petroleum pricing mechanism to reflect cost-recovery levels.

Energy Efficiency and Conservation

There is the need to facilitate the efficient use of energy by households, offices and industrial establishments. Over the medium-term Government policy interventions will focus on: maintaining a differential pricing regime as an incentive for energy conservation; promote the use and design of energy efficient and renewable energy technologies in public and private buildings; explore the application of minimum standards and energy labels for appliances; develop and sustain a comprehensive programme to help consumers optimise their energy use; and discourage the importation and use of high energy consuming equipment.

Transportation of Energy Products

The strategies to ensure the efficient transportation of energy products include developing and implementing measures to reduce petroleum product consumption in transportation, whilst enforcing the implementation of the zonal system for lifting petroleum products from dedicated storage depots. Policy will also be directed to reduce electricity transmission and distribution losses, and explore minimum standards and energy labels for appliances, as well as encourage the use of public mass transport facilities. The stock and capacity of pipeline infrastructure will be increased for transportation of petroleum products in order to minimise the impact from other modes of transportation on the road network.

Energy and Environment

Among several impacts from production and use of energy on the environment, the uncontrolled exploitation of biomass energy resources stands out as it results in deforestation and also in carbon dioxide (CO₂) emissions, whilst the use of some fossil-based fuels also contribute to CO₂ emissions. The production and transportation of crude oil and petroleum products and the flaring of natural gas associated with oil production also have associated environmental risks.

To mitigate the environmental hazards of energy production, transportation and use, the medium-term policy interventions will aim at ensuring that energy is produced and utilised in an

environmentally sound manner. The strategies to be implemented to achieve this objective include: promote the use of environmentally friendly energy supply sources such as renewable energy (solar, wind, waste) in the energy mix of the country; promote the use of improved wood fuels burning equipment for cooking in households and other commercial activities; support and actively participate in international efforts and cooperate with international organizations that seek to ensure sustainable delivery of energy to mitigate negative environmental impacts and climate change; and ensure effective disposal of all hazardous substances and materials associated with the production, transportation and use of energy.

Gender and Energy

There is increasing concern that despite the fact that women constitute one of the most important actors in the energy sector because of their regular contact with, and use and management of renewable energy sources, their participation is low in determining the issues and direction of the energy sector. Statistics show that many households in the rural areas rely on biomass (primarily wood fuels and charcoal) for cooking, whilst women and children are burdened with the collection of wood fuels and charcoal.

The policy objective for ensuring that the energy sector is gender sensitive is to mainstream gender concerns into the energy sector and align them with proper health, safety and environmental standards. This will be achieved through the implementation of the following strategies: support capacity development of women in energy sector; promote increased access to modern forms of energy by women in order to reduce the tedium in their activities; ensure participation of women in the formulation and implementation of energy sector interventions; and ensure that concerns of women and children are taken into account in every aspect of energy production and distribution.

Regulatory Environment

The energy sector keeps growing with new institutions and agencies, creating concerns about possible conflicts and overlaps in mandates, roles and responsibilities. The regulatory environment of the sector now consists of the Ministry of Energy and Petroleum (MoEP), Energy Commission (EC), Petroleum Commission (PC), National Petroleum Authority (NPA), and Public Utilities and Regulatory Commission (PURC). The Ministry of Energy and Petroleum is responsible for the formulation, implementation, monitoring and evaluation of policies, plans, programmes and projects; whilst the EC is responsible for the technical regulations in the power sector and advises the Minister of MoEP on matters relating to energy planning and policy. The PURC, the EC and the NPA are by law, the independent regulatory authorities for the downstream oil and gas sector.

The following strategies have been identified to be implemented to rationalise the operation of institutions in the sector: review and streamline the legal, regulatory and institutional regimes in conformity with ECOWAS energy protocols; strengthen human resource capacity of the regulatory institutions; and ensure the independence of the national regulatory agencies.

Mobilisation of Investment for Energy Sector Development

The energy industry involves huge investments in infrastructure. There is therefore the need to apply innovative policies to encourage and attract the needed resources. The policy interventions to be implemented will aim at encouraging public and private sector investment in the energy sector, by providing conducive legal, fiscal and regulatory environment to attract investors into the sector. Government will encourage private capital to raise financing, establish transparent and non-discriminatory practices in the implementation of rules and regulations, whilst ensuring efficient and transparent pricing regimes for energy services. Government will also ensure the expansion of the risk capacity of the financial system to support energy-driven and oil and gas-based industries which are highly capital intensive. The overall impact will be to significantly increase the capacity of the local financial system to fund energy infrastructure development.

Building Human Resource Capacity and R&D

The development of the energy sector is hampered by inadequate Ghanaian expertise, and institutional capacity, and skills to support development of the sector. To this end, the following strategies will be deployed to deepen capacity build-up in the sector: ensure effective implementation of a comprehensive Ghanaian local content in all aspects of energy sector operations; support the training of Ghanaians in all fields of energy development and management and build capacity in the indigenous development of energy technologies; prioritise the adaptive R&D in energy technology, whilst promoting basic research; support the transformation of Ghanaian energy research institutions into Centres of Excellence for professional training in energy research and development; and develop local academic institutions to produce the needed human resource capacity in the energy sector.

6.4.5 Social, Community and Recreation Infrastructure

In the medium-term, the policy interventions to be implemented are aimed at: creating open spaces and establishing green belts across the country especially in urban areas; developing social, community and recreation facilities; and fostering and promoting the culture of leisure and healthy lifestyle among Ghanaians.

The strategies to be implemented to achieve these objectives include: promote integrated development planning among MMDAs and enforce planning regulations; ensure the involvement of land owners and local community as stakeholders in the preparation of urban plans and in the management of protected areas; enforce the regulation of land acquisition in urban centres; and enforce existing land use planning regulation. Other strategies are: promote historical and cultural heritage, and ensure the preservation of forest and natural reserves; encourage the use of STI for the management of historical buildings and sites; develop and maintain community and social centres countrywide; and enforce existing regulations and related sanctions regimes on protection of water ways, natural reserves, historical and cultural heritage sites, etc.

The rest are: promote attitudinal change, ownership and responsibility among the citizenry; promote the culture of maintenance of recreation areas and facilities; strengthen and equip the Department of Parks and Gardens; and encourage private sector to invest in recreation facilities.

6.4.6 Water, Environmental Sanitation and Hygiene

Increased access to adequate, safe and affordable water, improved environmental sanitation and hygiene education constitute critical components of policy to ensure a favourable state of health of the general population. A healthy population facilitates sustained poverty reduction and socioeconomic growth of the country. Access to potable water improves the health status of the population, saves time for other productive activities especially for women and children, and enhances school attendance. Improved environmental sanitation contributes significantly to the reduction and prevention of water and sanitation-related diseases such as malaria, typhoid and dysentery. Implementation of appropriate health and hygiene promotion activities in communities leads to reduction in communicable diseases.

Over the medium-term the implementation of policy interventions will focus mainly on: the management of water resources; accelerating the provision of safe water; and improved environmental sanitation facilities as well as hygiene education.

Water Resources Management

In order to address the challenges related to efficient management of the nation's water resources, the strategies to be implemented include: supporting relevant state agencies, MMDAs and local communities to undertake reforestation programmes for the protection of water sheds; prepare and implement a comprehensive Coastal Zone Management Strategy that addresses the protection, management, and sustainable use of wetlands and other coastal resources; set up mechanisms and measures to support, encourage and promote rainwater harvesting; and promote re-use and recycling of water through the use of effective waste water treatment systems. Other strategies are: identifying and assessing ground water resources to enhance water availability; accelerate the establishment of functional management structures for all major river basins; promote climate change adaptation in water resources management; enhance trans-boundary water resources cooperation and management; improve data collection for water resources assessment and decision-making; ensure enactment and implementation of Legislative Instruments for efficient water resources management.

Rural and Urban Water Provision

The medium-term policy interventions to be implemented are aimed at accelerating the provision of adequate, safe and affordable water at all levels. To improve access to adequate, safe and affordable water in the rural areas, the strategies to be implemented include: ensuring sustainable funding for rural water delivery; developing and managing the alternative sources of water including rain water harvesting; adopt cost effective borehole drilling technologies; establish cost effective mechanisms for water quality monitoring and purification schemes

including the use of ultraviolet technology; strengthen PPPs in rural water provision; and implement measures for effective operations, maintenance and systematic upgrading of water facilities.

In the urban areas, strategies to be implemented to improve the provision of adequate, safe and affordable water include: mobilising investments for the construction of new, as well as rehabilitation and expansion of existing water treatment plants; implement demand management measures for efficient water use; encourage PPPs in urban water service delivery; strengthening the urban water supply sub-sector management systems for efficient service delivery; and establish a “Water Fund” to support implementation of a pro-poor pricing regime in urban areas

Environmental Sanitation

In the medium-term, policy interventions to be implemented will aim at: ensuring that water and environmental sanitation programmes adopt sector-wide approach in its delivery; ensuring the development and implementation of health and hygiene education as a component of all water and sanitation programmes; and improving sector institutional capacity.

The strategies to be implemented include: incorporating hygiene education in all water and sanitation delivery programmes; promoting behavioural change against open defecation; developing and implementing a Strategic Sector Development Plan; developing a Strategic Environmental Sanitation Investment Plan; developing and implementing a comprehensive M&E for the water and sanitation sector; implementing the National Environmental Sanitation Strategy and Action plan; and strengthening the capacity of the Water Directorate and Environmental Sanitation and Hygiene Directorate.

Other strategies include: enhancing the mandate and capacity of lead sector agencies; instituting appropriate water charges/tariffs; mobilising additional funding from non-traditional donor sources; operationalising the Polluter Pays Principle; promoting the construction and use of improved sanitation facilities by households and institutions; expanding disability-friendly sanitation facilities; scaling up the Community Led Total Sanitation (CLTS) and Rural Sanitation Model and Strategy (RSMS) for the promotion of household sanitation in urban and rural communities; reviewing, gazetting and enforcing MMDAs bye-laws on sanitation; strengthening existing regional and district inter-agency committees to ensure sector sustainability of WASH services; strengthening PPPs in waste management; reviewing and implementing the Sanitation and Water for All Ghana Compact; and facilitating the establishment of a National Sanitation Authority as an autonomous agency with independent source of funding.

B. HUMAN SETTLEMENTS DEVELOPMENT

6.5 PERFORMANCE OF THE HUMAN SETTLEMENTS SUB-SECTOR UNDER GSGDA (2010-2013)

The overall goal of human settlements development is to ensure that all organised human activities within our cities, towns and villages are undertaken in a planned and spatially determined manner in order to bring about equity and enhance socio-economic development. Human settlements development policy focuses on spatial/land use planning and management; urban development and management; housing/shelter; slum upgrading and prevention; disaster prevention; institutional arrangements; and rural development and management.

Spatial/Land Use Planning and Management

The linkage between spatial/land use planning and socio-economic development in the planning and management of cities, towns and communities in the country is weak at all levels. Related to this, is the issue of land ownership, which poses a major challenge to land use in the country. Problems associated with this include the general indiscipline in the land market; complicated land tenure system; and cumbersome land title registration procedures all of which impede the efficient use of land for development purposes.

Over the past few years, Government's action in this regard has focused on developing the appropriate framework, spatial planning models and standards; supporting MMDAs to apply GIS methodology in spatial planning; and strengthening the institutional and human capacity for effective planning and enforcement of planning and building regulations. However, significant challenges persist, characterised by absence of a Human Settlements Policy to guide the comprehensive growth and development of human settlements; inadequate human and institutional capacities for land use planning; ineffective and inefficient spatial/land use planning and implementation particularly in the urban areas; and weak enforcement of planning and building regulations.

Available statistics from the Town and Country Planning Department (TCPD) indicate that about 60% of the MMDAs do not have Town and Country Planning units; and the Land Use and Spatial Planning Bill, which provide for establishment a Town and Country Planning Authority to effectively regulate planning and enforce planning and building regulations is yet to be enacted into law.

Urban Development and Management

There has been an increasing trend in urbanisation of Ghana's population in tandem with the pace of development. The rise in urban population has however, resulted in increased strain on limited social, commercial and physical infrastructure resulting in congestion, overcrowding, urban sprawl and the growth of slums. At a projected average urban growth rate of about 3% between 2000 and 2030, Ghana's urban population is expected to increase by 25% from about 52% of the total population in 2010 to around 65% by 2030. A characteristic of the increasing

trend in urbanisation is the concentration of large towns in the southern sector of the country (i.e. Volta, Greater-Accra, Central and Western) as compared to the northern part (i.e. Northern, Upper East and Upper West) 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.

The medium-term challenges for the management of urban growth and development include: rapid, uncontrolled and uncoordinated urban growth; limited capacity of Government to provide social-housing; urban security and safety; rapid and unplanned peri-urban growth and inner city decline; inadequate intermediate cities between key urban settlements and the rural settlements; and limited urban infrastructure to support development in a planned, controlled manner.

Rural Development and Management

Agriculture modernisation which is one of the main pillars of the transformation agenda is anchored within the rural nexus of the nation. The support infrastructure that is necessary to enable the agriculture modernisation strategy to take root is not currently available in the rural areas. This is due to the fact that, the development of the rural areas has lagged behind the development of the urban areas, and the gap is reflected in the disparities in opportunities, levels of services and quality of life between rural and urban communities. The prevailing situation has resulted in low level of agro-based industrial development, poor rural transportation network, limited local economic development (micro, small & medium scale enterprises (MSMEs)); inadequate infrastructure, decimation of rural communities resulting from the high rate of migration of people from rural to urban areas; over-exploitation of the natural resources of rural communities, and the neglect of those areas, thereby leaving the people in those areas in abject poverty.

The medium-term rural development and management concerns for policy actions include initiatives to deal with: high rate of rural-urban migration; poor and inadequate rural infrastructure and services; limited capacity in the adoption of innovative approaches; unregulated exploitation of rural economic resources; and limited local economic development (micro and small scale enterprises development).

Housing/Shelter

Available data from the 2010 Population and Housing Census report estimates the total housing stock in the country at 3,392,745, compared with 2,181,979 in 2000. This represents a 55.5% increase within the decade. The proportion of houses in rural areas was estimated at 57.7% compared to 66% in 2000, whilst those in urban areas were 42.3% in 2010 compared to 34% in 2000. The regional distribution shows that Ashanti (16.9%) has the highest proportion of houses, followed by Greater Accra (14.0%) and Eastern (12.7%) Regions, whilst the Upper West Region has the lowest proportion of the housing stock (2.4%).

Efforts continued to be made by Government to make housing accessible to the low and middle income groups in the country through the Affordable Housing Programme; as well as providing incentives to attract private sector investments into the housing sector.

However, significant challenges still exist, characterised by: a huge housing deficit; overburdened housing services; cumbersome and insecure land acquisition procedures; inadequate incentives and capacity support for private sector involvement in housing delivery; limited use of local building materials for housing construction; weak enforcement of planning laws, standards and codes in design and construction of houses; haphazard land development; poor quality of rural housing; lack of appropriate land and regulatory framework to address the needs of the urban poor; and unclear mandate of local authorities to facilitate social housing provision.

Slum Prevention and Regeneration

According to UN-HABITAT, a slum is a run-down area of a city characterised by sub-standard housing and squalor and lacking in tenure security. These areas often lack one or more of the following: access to improved water; access to improved sanitation; sufficient-living area; durability of housing; and security of tenure. The increase in urban population puts the country's limited social infrastructure under strain, resulting in congestion, over-crowding and the emergence of slums with its attendant social vices. On the average, it is estimated that about 20% of the country's urban dwellers live in slums, with the projection that it will decline to about 14% by the year 2020. Slum development has been identified to be particularly pronounced in Accra, Kumasi, Tema and Tamale with lower prevalence rates in Cape Coast, Koforidua, Sunyani, Ho and Bolgatanga.

Several interventions have been introduced in the past to ensure prevention and upgrading of slums with limited degrees of success. The recent effort has been the piloting of a slum upgrading project at Ashaiman in the Greater Accra Region as the prototype of a national upgrade scheme. Government is mobilising both internal and external resources and working alongside multiple executing agencies and professional associations to replicate the project nation-wide.

The current challenges for medium-term policy action, however, are: weak enforcement of planning laws and regulations; absence of human settlements and housing policies; lack of appropriate land and regulatory framework to address the needs of the urban poor; and unclear mandate of local authorities to facilitate social housing provision.

6.6 MEDIUM-TERM POLICIES AND STRATEGIES FOR HUMAN SETTLEMENT DEVELOPMENT

In the medium-term, priority policy interventions will focus on the following key areas: spatial and land use planning and management; urban development management; rural development management; institutional arrangements for implementing human settlements development;

housing and shelter; settlement disaster prevention, emergency response and hazard mitigation; and settlement and infrastructure along coasts, riverbanks and flood plains.

6.6.1 Spatial /Land Use Planning and Management

The implementation of policy interventions over the medium-term will focus on: facilitating ongoing institutional, technological and legal reforms in support of land use planning; streamlining spatial and land use planning system; and strengthening the human and institutional capacities for effective land use planning and management.

The strategies to be implemented include: formulating a Human Settlements Policy, including land development to guide settlements development; ensure a spatially integrated hierarchy of settlements in support of rapid transformation of the country; and promote through legislation and public education the use of green technologies in the planning and development of human settlements. Government will establish relevant planning models, simplified operational procedures and planning standards for land use and integrate land use planning into the Medium-Term Development Plans at all levels; and accelerate the enactment of a coherent legal framework for land use planning. The capacity needs of the sector will be addressed by strengthening the institutional capacity to manage human settlements, land use and spatial planning nationwide; as well as ensuring that the district planning and coordinating units (DPCUs) are properly staffed and better resourced to carry out their mandated functions.

6.6.2 Urban Development and Management

In the medium-term, the implementation of policies will aim at promoting redistribution of urban population and spatially integrated hierarchy of urban settlements; as well as promoting urban infrastructure development, maintenance and provision of basic services. The strategies to be implemented include: creation and development of new growth poles as counter-magnets to fast growing cities especially in the poorer regions; facilitating the implementation of the National Urban Policy and Action Plan as well as the Street Naming and Property Address System; facilitating the establishment of a hierarchy of urban centres for specific functions and level of services throughout the country; and ensuring mixed use development and densification policy in urban areas.

Other strategies are: mainstreaming security and disaster prevention into urban planning and management systems; creating awareness on the greening of human settlements; designing frameworks for the establishment of a new hierarchy of urban centres; promoting accelerated growth of medium-sized towns to large urban centres; linking all district capitals to regional capitals by all-weather roads; formulating and implementing national, regional and district spatial development framework; facilitating suitable linkages between urban and rural areas, facilitating the implementation of urban renewal programmes such as the Ghana Urban Management Pilot Project (GUMPP) and the Greater Accra Community Upgrading Project (GACUP); and facilitating Public-Private Partnerships in the development and maintenance of urban infrastructure.

6.6.3 Rural Development and Management

To close the widening gap and ensure that rural communities are well positioned to support the effective execution of agriculture modernisation as a major pillar of Ghana's transformation agenda, the policies to be implemented will aim at: creating an enabling environment to accelerate rural growth and development; facilitating the sustainable use and management of natural resources that support the development of rural communities and livelihoods; and promoting the construction, upgrading and maintenance of new integrated commercial/residential housing communities.

The key strategies to be implemented include: improving access to basic social and infrastructure services to meet the human needs of rural communities; introduce sustainable programmes to attract investment for the growth and development of the rural areas; facilitate the proper utilisation of rural and peri-urban lands by improving land use and land management schemes; encourage the channelling of royalties into socio-economic and infrastructure development; and formulating and implementing a National Rural Development Policy and Action Plan.

Other strategies include: expand the implementation of the National School Feeding Programme; promote the establishment of rural service centres to promote agriculture, non-farm enterprises and agro-based industries; promote regulated and non-exploitative utilisation of natural resource endowments for the development of rural communities within the framework of local economic development; and provide incentives to attract direct private investments into rural areas.

6.6.4 Institutional Arrangements for Implementing Human Settlements Development

Human settlements planning and management is spread among multiple stakeholders whose roles in the management and operational responsibilities may not always make for clarity in functional purpose. The main reason is the cross-cutting nature of the issues in the sub-sector which embrace the development of shelter, infrastructure, services and institutions in single and networks of settlements. In order to align the sub-sector responsibilities to improve functionality in the medium-term, the policy interventions to be implemented will aim at ensuring that effective institutional framework is established for effective coordination of human settlements development.

The key strategies to be implemented include: establishing a land use and spatial planning authority or a National Human Settlements Commission to coordinate the activities of all institutions involved in housing development; facilitating the passage of the land use and spatial planning bill into law; facilitating the passage of planners registration council bill into law; promoting effective inter-agency collaboration between relevant infrastructure service delivery agencies; and enhancing the capacities of institutions for effective planning of human settlements.

6.6.5 Housing/Shelter

Estimates of the nation's housing deficit ranges between 1.5 million and 2 million, with the greatest pressure focused in the rapidly expanding urban centres. The gap is further compounded by the rapid increase in population which has spilled over into the development of slums. There is a strong need to align the housing supply capacity and output, now estimated at about 35% of the annual marginal increase in demand, to the demand required to keep the deficit from growing and to close the existing gap.

In the medium-term, implementation of policies will aim at increasing access to adequate, safe, secure and affordable shelter, as well as improving and accelerating housing delivery in the rural areas. To achieve these objectives the strategies to be implemented include: accelerate the implementation of the National Housing Policy; support the creation of land banks; promote the manufacture and use of standardised local building materials and appropriate technologies in housing including use of bricks, tiles and pozzolana cement in the construction industry; provide support for private sector involvement in the delivery of rental housing; and adopt and enforce the reviewed national building codes.

Other strategies to be pursued are: promoting the transformation of the rural economy to encourage the growth of quality settlements; promote improvements in housing standards, design, financing and construction; support self-help building schemes organised along communal themes, co-operative societies, and crop and trade associations; provide technical assistance to communities to support basic house-building skills training programmes, technical information service and low cost house design and construction; and encourage the MMDAs to use a portion of their Common Fund to embark on the construction of social housing units.

6.6.6 Slum Regeneration and Prevention

In the medium-term, policy interventions to be implemented in this focus area will aim at upgrading existing slums and prevent the occurrence of new ones. The key strategies to be implemented to achieve this objective include: introduce major slum renewal and redevelopment programmes; strengthening and enforcement of the legal framework on slum development; encouraging the participation of slum dwellers/urban poor including women in urban planning and decision-making; and improving infrastructure facilities in slum areas.

6.6.7 Settlement Disaster Prevention, Emergency Response and Hazard Mitigation

Disasters, whether natural or man-made, are important development issues that must be taken into consideration in the development planning of both urban and rural areas. This is because of the severe damage they cause, resulting in huge economic and human losses. In Ghana, disaster occurrences, especially in the cities and towns have been brought on largely by the lack of adherence to building code regulations and the weak enforcement of planning laws by the relevant institutions. In many situations, information about disasters is not readily available and the response to emergency situations is often slow.

In the medium-term, the implementation of policy intervention will aim at promoting proactive planning for disaster prevention and mitigation. The strategies to be implemented to achieve this objective include: improving planning and development of infrastructure in hazard-prone landscapes and wetland; promoting planning and integration of climate change and disaster risk reduction measures into all facets of national development planning; strengthening institutions to enforce building and planning laws within urban settlements and rural areas; promoting the use of science and technology to minimise natural disasters; and establishing an effective and decentralised multi-hazard early warning system.

6.6.8 Settlements and Infrastructure along Coasts, Riverbanks and Floodplains

The coastal zone poses peculiar hazards as places to site infrastructure and for settlement development. In the medium-term, policy interventions to be implemented will aim at increasing resilience of coastal settlements and infrastructure. The key strategies to be implemented to achieve this objective include: develop and implement a national coastal zone management policy; sustaining the use of both hard (revetments and groynes) and soft (planting native vegetation) engineering measures for managing shoreline erosion; ensure resettlement of vulnerable communities; developing and implementing monitoring and maintenance plans for engineered shore protection structures; revitalising and redeveloping older coastal settlements; develop zoning policies that address flood plain protection; and provide national guidance and standards for addressing multi-hazard threats.

6.6.9 Priority Interventions for the Infrastructure and Human Settlements Development

The following strategic interventions will be prioritised for implementation to reinforce the infrastructure foundations needed for Ghana's upper middle aspiration:

1. Accelerate the operation of the Ghana Infrastructure Investment Fund to provide alternative long-term financing for various forms of infrastructure in partnership with the private sector;
2. Complete the finalisation of the National Infrastructure Plan (NIP) and Spatial Development Framework as the basis for the long-term national development plan to manage social, economic and spatial development of the country efficiently.
3. Promote private sector participation in the development and management of road, rail, airport and seaport facilities under the PPP framework;
4. Improve and expand existing ports infrastructure and accelerate the development of inland ports;
5. Establish a new deep seaport to serve the economy's development needs including the oil and gas industry;
6. Resource the Science and Technology Endowment Fund to support research activities in tertiary and research institutions;
7. Promote rapid development and deployment of the national ICT infrastructure;
8. Effectively implement Ghana Compact II with the Millennium Challenge Corporation (MCC);

9. Initiate power sector network modernisation and upgrading for efficient transmission and distribution;
10. Increase generation capacity to 5,000MW by 2016 to meet growing demand for businesses and households while at the same time aggressively promoting energy efficiency and conservation;
11. Vigorous expansion of the SHEP programme to cover remaining rural and urban/peri-urban communities;
12. Initiate the construction of an industrial estate and related infrastructure to anchor the integrated aluminium industry;
13. Facilitate a programme to provide social housing units made from local materials for rental to meet the needs of low income earners.
14. Modernised the Western, Central and Eastern lines into fast rail networks to connect the key economic centres of Accra, Kumasi and Takoradi and extend it northwards to Tamale and beyond;
15. Construct a new railway line linking the Tema and Takoradi ports to the Boankra inland port;
16. Complete the Eastern, Western and Volta Region Infrastructure Corridors including the Bawku-Tumu-Lawra and Tamale-Fufulso-Sawla-Wa roads as well as major roads in the Volta Region linking to the rest of the country;
17. Complete the construction and the upgrading of the Tamale International Airport;
18. Promote climate change adaptation in water resources management;
19. Ensure enactment and implementation of Legislative Instruments for efficient water resources management;
20. Mobilise investments for the construction of new, as well as rehabilitation and expansion of existing water treatment plants;
21. Implement measures for effective operations, maintenance and systematic upgrading of water facilities;
22. Vigorously promote water conservation, including rain water harvesting;
23. Implement the National Environmental Sanitation Strategy and Action plan;
24. Set-up the proposed National Sanitation Authority to deal comprehensively the sanitation challenges
25. Strengthen the capacity of the Water Directorate and Environmental Sanitation and Hygiene Directorate; and
26. Establish a land use and spatial planning authority or a National Human Settlements Commission to coordinate the activities of all institutions involved in housing development.

CHAPTER SEVEN

HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT



7.1 INTRODUCTION

The ultimate beneficiaries of national development efforts are the people. Hence the concept of human development has emerged as the central theme in most national development plans in the past few decades. The acquisition and application of knowledge and skills in solving problems in society have remained essential to achieving growth and equity, as well as enlarging people's choices, including the choice to live a long and healthy life, and to have access to resources needed for a decent standard of living. Without a well-educated, skilled, healthy and informed population, the transformation of the key sectors of the economy, and the effort to raise living standards and productivity, as the basis for wealth creation and the optimisation of the potential of the economy will continue to stagnate.

It is within this context that the medium-term objective in this thematic area is set at pursuing policies and programmes that will lead to the development of a knowledgeable, well-trained, disciplined, highly productive, and healthy population with the capacity to drive and sustain the socio-economic transformation of the country over the long-term. The implementation of policies will focus on addressing the critical constraints and issues in the education sector including: human resource development, productivity and employment; health promotion including HIV/AIDS and STDs; population management, including migration and development; youth and sports development; and poverty reduction and social protection.

7.2 OVERVIEW OF PERFORMANCE UNDER THE GSGDA (2010-2013)

i. Education

The acquisition of skills through education has been identified within the global development environment as central to building the relevant human capital, increasing labour productivity and utilising new technologies for accelerated socio-economic transformation. It is through education that the necessary skills, knowledge and aptitudes are acquired, and the creative abilities of individuals released for socio-economic development. In this regard, education has been prioritised during the past four years as fundamental to the strategy for human development and productivity, as well as for economic growth and transformation.

Progress continued to be recorded towards the attainment of education sector goals. There has been a continued increase in public investment in education, leading to a significant expansion in education facilities across the country matched by a high enrolment drive.

Indicators of education show that the effective demand for education has improved, especially at the basic school level. Gender parity has also been improving though unevenly, with the northern regions lagging behind. At the primary school level, gross enrolment increased from 92.9% in 2008/09 to 96.5% in 2011/12, whilst at the Junior High School level, the Gross Enrolment Ratio (GER) stagnated at 80.6% within the period. The survival or completion rate at the primary school level improved from 88.7% in 2008/2009 to 93.7% in 2011/12, though at the JHS level, it rather declined from 75.0% to 66.8% over the period. The proportion of classroom teachers who have had proper professional training increased across all the levels of basic education both nationally and for the deprived districts, whilst the minimum competency in the proportion of pupils tested in English increased from 23.6% in 2005 to 35.3% in 2011.

On the other hand, the GER at the Senior High School (SHS) level increased from 33.9% in 2008/09 to 37.1% in 2011/12, whilst the completion rate improved from 29.4% to 34.3% during the period. Enrolment in Public Universities, Polytechnics and Public Colleges of Education increased from 154,446 in 2007/08 to 184,152 in 2011/2012, of which 36.8% were females.

Among the major interventions implemented over the period to impact on educational outcomes are: increasing the capitation grant; expanding coverage of the school feeding programme; provision of free school uniforms and exercise books; and the construction and rehabilitation of school classrooms, including the elimination of 40% of Schools Under-Trees.

These positive outcomes notwithstanding, the education sector in Ghana, which comprises of Pre-school Education, Basic Education made up of Primary and Junior High Schools, Second Cycle Education including Technical and Vocational Education and Training (TVET), Tertiary Education and Non-Formal Education continued to be confronted with a number of challenges. Major gaps persist in the quality of education attainment. The gaps reflect wide regional disparities in school

structures, availability of teachers, quality of curricula and high drop-out rate for girls, especially in rural areas.

The National Education Assessment (NEA), which is an indicator of the quality of education at the basic level has shown that quality improvements are not occurring at the rates expected, whilst the proportion of pupils displaying proficiency in mathematics is extremely low, less than one in five pupils at both P3 and P6. The pupil-teacher ratio at the primary level, which stood at one teacher to an average of 34 pupils in 2008/09, has not recorded any improvement, whilst the pupil to core textbook ratio declined from 2 core textbook per pupil in 2008/09 to one core textbook per pupil in 2011/2012.

ii. Health

Improved health outcomes are associated with increased productivity in developing countries, since marginal productivity of health is likely to be relatively higher in developing countries than in high income countries. It is in this context that improved health outcomes are considered as critical for enhancing socio-economic transformation.

In Ghana, malaria is a major cause of mortality and morbidity especially among children under five years and pregnant women. It accounts for about 44.5% of all outpatient illnesses, 36.9% of all admissions and 19% of all deaths in health institutions. The disease is responsible for a substantial number of miscarriages and low birth weight of babies. Among children under age five and pregnant women, malaria accounts for 13.8% of Out Patient Department (OPD) attendance, 10.6% of admissions and 9.4% of deaths. About 20,000 children under the age of five die from malaria every year. The economic impact of the disease in terms of healthcare cost and reduced productivity, among others, is estimated at about 10% of GDP.

Although evidence shows that there has been a significant reduction in both child and maternal mortality rates in Ghana, they continue to pose a challenge to the national development effort. Between 1998 and 2003, key child survival indicators did not record significant improvement, with infant mortality rate increasing from about 57 per 1000 live births in 1998 to 64 per 1000 live births in 2003. This further increased to 71 per 1000 live births in 2006 but declined to 50 per 1000 live births in 2008. Under-five mortality also worsened, increasing from 108 per 1000 live births in 1998 to 111 per 1000 live births in 2003, and remained same in 2006 but declined to 80 per 1000 in 2008. Though maternal healthcare has improved over the past 20 years, the pace has been slow. The maternal mortality rate reduced from 740 per 100,000 live births in 1990 to 503 in 2005, and then to 451 in 2008.

Data from epidemiological studies indicate that there has been a steady increase in chronic diseases associated with sedentary lifestyles, lack of physical activities, and poor eating habits. It is estimated that only 30.3% of men and 49.2% of women were engaged in vigorous physical activities that lasted for at least 15 minutes in 2008; whilst only 21% of men and 28% of women consumed fruits on daily basis.

The above notwithstanding, the utilisation of outpatient services by Ghanaians has increased over the past decade. The OPD visits have increased from 0.52 in 2004 to 1.17 in 2012 on account of the implementation of the National Health Insurance Scheme (NHIS), whilst the probability of reaching a health facility within 30 minutes continued to improve as a result of construction of more healthcare facilities and rural roads. Available data indicate that nearly 8,885,757 of the population, constituting about 35%, are active members of the Scheme with valid cards. The proportion of women between the ages of 15-49 years with valid cards is estimated at 40%, whilst the proportion of men aged 15-59 years and children under-five years stand at 34% and 51% respectively.

iii. HIV AND AIDS/STI

The Millennium Development Goal (MDG) 6 focuses on combating HIV/AIDS, malaria and other diseases. The target is to halt the spread of HIV/AIDS and begin to reverse its spread by 2015. The focus on HIV/AIDS and Sexually Transmitted Infections (STI) for effective policy action has become relevant in our socio-economic development due to its potential negative impact on national productivity. The spread of HIV/AIDS, especially among the economically active population, means loss of productive assets, high treatment costs, and a break in the transfer of valuable livelihood knowledge from one generation to the next. It is within this context that the prevention and efficient management of HIV/AIDS/STI cases have been prioritised for policy action over the past decade and half.

The prevalence of HIV cases in Ghana is classified as a low prevalence epidemic with pockets of high prevalence in some geographical areas and population groups. The estimated adult national HIV prevalence in Ghana has recorded a decline from the historically highest rate of 3.6% in 2003 to 1.37% in 2012. This declining trend has been observed to have been experienced across all regions of the country and among the various population groups. However the prevalence rate is currently reported to be the highest among the age group 35-39 years (3.3%) and lowest among the age group 15-19 years (0.7%). The prevalence among young people 4-15 years, which is used as a proxy for new infections, declined from 2.1% in 2009 to 1.3% in 2012, whilst the median HIV prevalence among pregnant women has stagnated at 2.1% since 2011, following a decline from 2.9% in 2009. New infections have declined by 65% over the past five years, and the total number of persons currently living with HIV/AIDS is estimated at 235,982.

iv. Nutrition and Food Security

Better child health and nutrition promotes future productivity growth as children develop into stronger and healthier adults. To make the most out of the opportunities for better health and well-being, effort is required to reduce malnutrition and decrease susceptibility to ill-health. Reducing hunger and malnutrition requires sufficient physical supplies of food; access to adequate food supplies by households through their own production, the market or other sources; and the appropriate utilisation of those food supplies to meet the dietary needs of individuals.

Considerable progress has been made in reducing the prevalence of wasting and underweight children, though, in the area of prevalence of stunted children progress remains slow. The prevalence of wasting declined from 14% in 1993 to 8.5% in 2008, whilst the proportion of underweight children declined from 23% to 14% within the same period. The incidence of stunting among children, however, declined by only 5% from 33% in 1993 to 28% in 2008. This puts Ghana on-track to achieving the MDGs target of halving the prevalence of wasting and underweight among children.

Efforts at sustaining the progress of reducing the prevalence of wasting and underweight children and addressing the challenge of high prevalence of stunted children depend largely on adequate supply of food with good nutritional content. Ghana is generally food secure in terms of the production and availability of food for human consumption. Since 2008, Ghana has recorded surpluses in the supply of most staple food crops. Staple crop production available for human consumption and estimated national consumption showed food self-sufficiency for all relevant commodities all-year-round in spite of the global food crisis in 2008.

This progress notwithstanding, nutrition-related challenges still exist in some socio-economic groups and geographical areas. The proportion of children with stunted growth in the Eastern, Upper East, Central and Northern Regions were estimated at 38%, 36%, 34% and 32% respectively in 2008, compared to the national average of 28%. The proportion of children with wasting was estimated to be highest in the three northern regions, whilst the cases of underweight children were highest in the Upper East, Northern and Central Regions in that order. In addition hidden hunger arising from the lack of essential vitamins and minerals in the diet continues to persist.

v. Employment and Labour Productivity

To achieve the overall objective of accelerated growth and socio-economic transformation, the labour force has to become more productive. Pro-employment growth calls for a clear strategy for increasing labour productivity in all sectors, as well as enhanced capacity to forecast labour requirements in different sectors of the economy. Lack of human resource planning, low level skills and lack of regular skills upgrading, as well as limited innovative product development tend to reduce the potential for higher productivity in Ghana. It is in the light of this that human capital development, labour productivity and employment has been prioritised in the various medium-term national development policy frameworks.

According to the 2010 Population and Housing Census, about 71.5% of the population aged 15 years and above, are economically active and of these about 94.2% are employed, whilst 5.8% are unemployed. Those who are self-employed constitute about 64.8% of the economically active population, whilst employees constitute 18.2% and contributing family workers make up 11.6%. The major occupations include skilled agriculture, forestry and fishery workers (41.3%), services and sales workers (21%) and craft and related trade workers (15.2%).

The private sector continues to be the largest employer in the country, accounting for 93% of the economically active persons (private informal, 86.1% and private formal, 7.0%), whilst the public sector accounts for only 6.3%.

Though Ghana has experienced remarkable economic growth over the past two decades, the growth has not been accompanied by the desired number of quality jobs. The employment growth in Ghana continues to lag significantly behind the growth of the working age population, with an increasing unemployment rate, especially among the youth. The unemployment rate among the population in the 15-24 year age group is twice that of the 25-44 year age group and three times that of the 45-64 year age group.

Pro-employment growth has both demand and supply dimensions. The demand side requires scaled-up expansion in economic activities to absorb new entrants onto the labour market, whilst on the supply side there is the need for investment in the training of high quality human resources to facilitate accelerated growth, generate decent employment and reduce poverty.

Over the past two decades, the supply of skills in terms of quality and quantity in some sectors has fallen short of what is required. Available data from the 2010 Population and Housing Census indicates that 23.4% of the population aged three years and older has never been to school, whilst for those who had attended school in the past, 53.7% of them have Middle or JHS/JSS as their highest level of education and 12.1% had attended SSS/SHS. Estimates from the GLSS V also indicate that only 13.4% of the labour force in 2005/06 had secondary school education or higher.

vi. Sports Development

Globally, sports have become a multi-billion dollar economic venture attracting huge investments and earnings. This is in addition to fostering international friendship, cooperation and understanding between and among nations. Sports contribute to public health, unity, and social cohesion, enhancement of an individual's personal abilities, general health, self-esteem and professionalism. Harnessing the productive energies of the youth through sports development will not only create healthy minds in healthy bodies, but also ensure that Ghana benefits from the resources available world-wide for individual and national progress.

The key sporting disciplines in Ghana include soccer, boxing, athletics, basketball, bodybuilding, cricket, golf, handball, hockey, martial arts, tennis, volleyball and other lesser known sports including badminton, judo, cycling, baseball, etc. By far soccer is the most dominant of all the sporting disciplines in terms of patronage, with significant economic returns in terms of sponsorships, broadcasting rights, gate proceeds, advertisements, sales of paraphernalia, etc. Ghana runs a competitive soccer league and it is ranked as the 11th best league in Africa and 65th best league in the World. Ghana has about 16 major stadia, of which four are of international standard.

Ghana continues to participate in major local and international sporting events, including the FIFA-sponsored soccer tournaments at the Junior and Senior levels, Africa Cup of Nations, Commonwealth Games, All Africa Games, Olympic Games, Africa Athletics Competition, Davis Cup, Africa Weight Lifting Championship, Africa Confederation Cup, etc., and makes significant impact on the global scene. Ghana has raised a number of football talents who play in major football leagues around the world and who have placed the name of Ghana on the global sports map.

vii. Youth Development

Identifying roles for the youth and creating space for their effective participation in the national development effort has become imperative. Over the past decade the focus of policy has been to mobilise, harness and develop the creative potentials of the youth for accelerated socio-economic transformation of the country.

Since independence, Ghana's population has increased almost five-fold, from over 5 million in 1960 to over 24.659 million in 2010. Although several characteristics of the population have changed in the intervening period, its structure has not changed significantly. While children and young adults constitute about 50%, those aged above 65 years make up about 5%, implying a very high dependency ratio.

Successive Governments in Ghana have made the effort to create the space for effective participation of the youth in economic activities, as well as in the political governance of the country. This has led to the appointment of young person's to occupy a number of ministerial positions in Government, or as heads of important public institutions. In addition, there has been a growing class of young executives occupying and managing important private sector institutions, who are contributing effectively to growth and development of the country.

This notwithstanding, significant disparities exist, with a significant proportion of the youth lagging behind in participation in the socio-economic development of the country, as well as in political decision-making. Over the years, skills training has not formed a major component of the education system. Consequently, a significant proportion of Ghanaian youth is either unskilled or only semi-skilled, with grave implications for productivity and future expansion of the economy. Graduate unemployment is gradually becoming a feature of the economy. The phenomenon of urbanisation is contributing to the increasing migration of the rural youth to urban areas with negative implications for rural agriculture and poverty levels. Comprehensive training and mobilisation of the youth is crucial for sustainable national development. Various attempts have been made to address the concerns of the youth. However, poor policy coordination and weak institutional framework for youth development continue to constraint the comprehensive development of the youth.

viii. Social Policy and Social Protection

As a country forges ahead in its national development efforts, there will be segments of the society who, for reasons of social, cultural or economic circumstances are not able to fully participate and benefit from the development process, and as such become vulnerable and marginalised. Their needs cut across many sectors, and they include children, women, persons with disabilities and the elderly. Their human resource development usually requires a coherent and integrated Social Policy Framework and an overarching Social Protection mechanism. Successive Governments have implemented various forms of social interventions with various degrees of success. These interventions, with relevant reforms, will continue to form the basis for the social protection programmes in the medium-term.

Among the major initiatives introduced to provide social protection for the vulnerable and excluded are the National Health Insurance Scheme (NHIS), the Capitation Grant, the School Feeding Programme, and the Livelihood Empowerment Against Poverty Programme (LEAP). These notwithstanding, a number of institutional and structural constraints exist in the administration of social policies and the provision of social protection.

Even though there is an increasing awareness about the rights of vulnerable people, persistent social attitudes towards children, gender, ageing and disability and weak enforcement of laws protecting their rights deny them the full benefits of policies and legislative reforms. Children continue to face developmental challenges such as stunting and wasting, physical and psychological abuse, trafficking and sexual exploitation. Youth unemployment remains a major challenge. Even though there has been an improvement in pro-poor policy formulation and programming with a steady rise in pro-poor spending, Ghana still does not have a comprehensive national social policy framework.

Despite the enactment of several laws and the implementation of various policies and programmes, only about 5% of Ghanaians have access to formal social security in the face of weakening traditional support systems. Although some informal social security schemes exist to serve the needs of informal sector operators, the scope of benefits and extent of coverage are not adequate. Poor households continue to be exposed to multiple shocks without adequate fall-back options to prevent them from slipping into poverty. The intergenerational transmission of poverty lies beneath the veneer of the current social order with both direct and indirect impacts on groups, and individuals across the various ecological zones. Environmental risks such as natural and man-made disasters, socio-cultural, economic and health-related vulnerabilities, and institutional weaknesses persist that render sections of the population vulnerable.

ix. The Aged

The aged have a wealth of knowledge and experience essential for sustainable socio-economic development of nations. Globally, life expectancy is increasing rapidly, with the attendant increase in the aged population which is estimated to reach about 20% of the world population by 2050. A comprehensive national development effort therefore requires that the needs of the

aged are carefully considered and integrated, including providing adequate social protection and long-term care.

Evidence from the 2010 Population and Housing Census shows that the proportion of the Ghanaian population who are 60 years and above, has declined over the last decade. The proportion of the aged, 60 years and above, increased from 4.6% in 1960 to 7.2% in 2000, but declined to 6.7% in 2010. The decline in ageing over the past decade resulted from the drop in the proportion of the male population aged 60 years and above which declined from 7.2% in 2000 to 6% in 2010. The proportion of the female population aged 60 years and above however increased marginally from 7.2% to 7.3% over the same period. Though the cohort of the aged appears to be declining at the moment, the proportion will grow rapidly as the fertility transition advances.

This trend notwithstanding, the family system which has over the past decades provided significant social support to the aged is failing. The extended family system is fast imploding, whilst there is increasing discrimination, abuse, neglect and violence against the aged, and weak public support and institutional care systems for the aged. In spite of several interventions made to integrate the needs of the aged into the national development process, including the introduction of the three-tier pension scheme; improving institutional care for the aged; and the introduction of the National Health Insurance Scheme which exempts indigenes and the aged from paying premium, the interventions have not achieved the desired outcomes as a result of weak institutional coordination and lack of adequate funding to support the implementation of interventions.

x. Child Development and Protection

Human capital formation starts from early childhood. Studies worldwide show that investments in holistic early childhood care and development for children from birth to age eight covering care, infant stimulation, social and cognitive development, health, nutrition and early learning yield a higher rate of returns than any child development activity at later stages in the life cycle. The returns are both in cost savings in fighting later poor health, malnutrition, poor cognitive and learning outcomes, school drop-out, etc., and in positive human development, equality, poverty reduction and economic growth. Vigorous efforts therefore continue to be made to ensure that Ghanaian children receive the best possible care and start in life to guarantee their survival in a knowledge-based world.

According to the 2010 Population and Housing Census, Ghana's population remains youthful with about 38.3% of the population aged up to 15 years. The result of the 2011 Multiple Indicator Cluster Survey (MICS) has shown that about 68% of children aged 36-59 months in Ghana were attending pre-school, with children in urban areas more likely to attend (81%) than children in rural areas (59%). Also, for 40% of children under five, an adult in their household had engaged in activities that promote learning and school readiness, whilst for 30% of children, their father was involved in this type of activity. On the other hand, 30% of children are not living with their biological father, whilst 1 in 5 children under five (21%) was left with inadequate

care. Three or more children's books were available in only 6% of households for all children under five, and the early child development index score for children aged 36-59 months is estimated at 74.

The Ghana Multiple Indicator Cluster Survey (MICS) results also show that 94% of children aged 2-14 years were subjected to some form of violent (physical and/or psychological) disciplinary method, of which 14% were severe physical punishment and 73% were minor punishment. A significant proportion of Ghanaian adults, constituting about 50%, still hold the view that children need to be physically punished to bring them up properly.

Available evidence shows that some child-related menace prevails in Ghana, including: child marriage, orphaned and vulnerable children; child headed families; child trafficking; child labour; child poverty; child prostitution/pornography; homelessness and children in conflict with the law; and child slavery.

xi. Disability

Persons With Disability (PWDs) have been defined to include individuals with a physical, mental or sensory impairment including visual, hearing or speech functional disability which give rise to physical, cultural or social barriers that substantially limits one or more of the major life activities of that individual. The prevention of disability and the care of PWDs as productive citizens is an important aspect of the development of the nation's human resources. Following the passage of the Disability Act 2006, Act 715, several efforts continue to be made to integrate PWDs into the national development process.

Evidence from the 2010 Population and Housing Census indicate that 3% of the total Ghanaian population are Persons with Disability, of which 52.5% are females and 47.5% are males. The data shows that Volta Region (4.3%) has the highest proportion of the population with disability, followed by Upper East (3.8%), Eastern (3.6%) and Central (3.4%) Regions, while Brong Ahafo (2.3%) has the lowest proportion. The main forms of disability observed include: visual or sight impairment (40.1%), physical challenges (25.4%), emotional/behavioural problems (18.6%), and intellectual malfunctioning (15.2%).

Estimates show that 42% of PWDs could not read or write in any language compared with 25.9% for the entire population. This is largely due to low educational attainments. The proportion of PWDs who have never attended school is estimated at 40%, whilst 44.5% had attended basic school. Only 5% of PWDs has had some post-second-cycle education up to graduate level. The proportion of PWDs who are economically active is estimated at 57% compared with 72% for non-PWDs. The key economic activities of PWDs are agriculture, forestry and fisheries (49.5%), services and sales (17.9%) and crafts and related trade (13.8%).

xii. Population Management and Migration for Development

The total population of Ghana increased from about 18.912 million in 2000 to about 24.659 million in 2010, representing an increase of 30.4% over the 2000 census population and an inter-census growth rate of 2.5%. At this rate it will take approximately 28 years for the population to double. Ashanti Region has the largest population, representing 19.4%, followed by Greater Accra, with 16.3%, whilst the least populous regions are Upper West (2.8%) and Upper East (4.2%). Females continued to form the bulk of the population, representing 51.2%, whilst the population density rose from 79 persons per square kilometre in 2000 to 103 persons per square kilometre in 2010. The increase in population density implies more pressure on the existing social amenities, infrastructure and other resources in the country.

Ghana continues to have a youthful population, with the proportion aged less than 15 years declining from 41.3% in 2000 to 38.3% in 2010, whilst the proportion of the population 65 years and older also declined marginally from 5.3% in 2000 to 4.7% in 2010.

Ghana has identified three key areas of intervention to ensure that various socio-economic development efforts take into consideration the complex interrelationships between population growth and economic development. These are integrating population and development strategies; ensuring that population issues are linked to economic growth and poverty reduction efforts; and linking population and environmental management strategies. However, Ghana's economic growth, thus far, has not effectively responded to the specific needs of the current population structure which remains youthful. Employment growth in Ghana continues to lag behind economic growth with an increasing unemployment rate, especially among the youth. Urbanisation is becoming a growing concern for the national development efforts.

The proportion of the population living in urban areas constitutes 50.9% representing an increase from the 2000 figure of 43.8%. The level of urbanisation is highest in Greater Accra (90.5%), followed by Ashanti (60.6%), whilst Upper West has the lowest proportion of urban population (16.3%). The concentration of industries and commercial activities in Greater Accra and Ashanti Regions may partly account for the relatively high urban population in the two regions. The remaining eight regions are predominantly rural, with the level of urbanisation below the national average. The population of Ghana is 97.6% Ghanaian and 2.4% Non-Ghanaian. Ghanaians by birth constitute 93.7%, whilst persons with dual nationality and Ghanaians by naturalization constitute 2.9% and 1% respectively. The proportion of male non-Ghanaians (2.7%) is marginally higher than the proportion of female non-Ghanaians (2.2%). ECOWAS nationals constitute the highest proportion of the non-Ghanaian population (1.7%), whilst other African nationals constitute 0.4%.

Meanwhile, issues of migration are rising to the fore of the international and economic development agenda. Countries are beginning to explore ways to minimise the potential negative impact of migration, and optimise the positive impacts for socio-economic development. On the basis of this, Ghana has prioritised migration for development as a major area for policy intervention.

According to available data, an estimated three million Ghanaians live abroad and they continue to make various contributions to the development of the economy including investing in land purchases, building houses, businesses, improving farms, and providing agriculture equipment. Bank of Ghana estimates show that a total of US\$8,070 million has so far been recorded as remittance from abroad during the period 2010-2013, representing an annual average of about US\$2,017 million per annum.

xiii.Reduction of Poverty and Income Inequality

Poverty reduction has become a global issue for development, and countries continue to make the effort to integrate more fully the objectives of poverty reduction into their respective national development agenda. In Ghana, the goal of poverty reduction has been adopted as the minimum set of socio-economic imperative, and efforts of successive Governments continue to focus on reducing the proportion of people who live in extreme poverty to an acceptable level.

Though current data on poverty is not available for effective analysis, the robust economic growth rates recorded over the past decade, averaging 4.8% per annum during the period 1995-2006, and 8.4% over the period 2007-2011 are good impetus to sustain further reduction in poverty levels in the country. Available data from the various rounds of the Ghana Living Standard Survey (GLSS) have shown that the economic growth rates recorded over the last two decades benefited all the socio-economic groups, with a major impact on the poor. Also the bulk of the poverty reduction recorded during the period resulted largely from the growth effect, and to a lesser extent the distributive effect.

Based on these previous Ghana Living Standard Surveys (GLSSs) the poverty headcount index has shown a consistent decline from about 52% in 1991/92 to about 40% in 1998/99, and further to 28.5% in 2005/06. This has placed Ghana on the path to achieving the MDG of reducing the proportion of people under extreme poverty by 50% ahead of the 2015 target date.

The three northern regions have the highest incidence of poverty with the Upper East and Upper West Regions recording the highest incidence of 70% and 88% respectively in 2005/2006, followed by the Northern Region with an incidence rate of about 52%. Two other regions, Volta and Brong Ahafo had poverty rates above the national average, whilst the remaining regions had poverty rates below the national average with the Greater Accra Region recording the lowest incidence of about 12%.

The incidence of poverty in Ghana remains much higher in the rural areas than it is in the urban areas. However trends in both rural and urban poverty incidence over the years show a narrowing of the gap. The gap between the rural and urban poverty incidence reduced from about 36% in 1991/1992 to about 28% in 2005/2006. Analysis also reveals that the rural forest area experienced the most significant reduction in poverty of about 34% from about 61.6% incidence rate in 1991/1992 to about 27.7% in 2005/2006.

The incidence of poverty by main economic activities of households indicate that export-oriented farmers (i.e. farmers engaged in the production of export commodities such as cocoa, and more recently horticulture products) experienced the highest reduction in poverty over the period, with the incidence of poverty declining from 64% in 1991/1992 to 24% in 2005/2006. The reduction in poverty among the export-oriented farmers is against the background that relatively more Ghanaians are engaged in export farming, as their share of the population increased from about 6.3% in 1991/1992 to about 7.4% in 2005/2006. The incidence of poverty dropped significantly for those in public sector employment from 34.7% to 7.8% within the period. The incidence of poverty remains highest for food crop farmers even though they experienced a decline in the incidence of poverty from 68.1% in 1991/1992 to 45.5% in 2005/2006.

Inequality as measured by the Gini coefficient, on the other hand increased from about 0.373 in 1991/1992 to 0.394 in 2005/2006. There is therefore the strong suggestion that the poorest of the poor have participated much less in the growth and poverty reduction over this period, a fact which is consistent with the geographic and occupational pattern of poverty reduction.

7.3 MEDIUM-TERM POLICIES AND STRATEGIES FOR HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT

7.3.1 Provision of Quality Education

Key Challenges

Broadly, the challenges constraining the attainment of the goals in the education sector could be described as follows: the growing disparities in access to quality education among socioeconomic groups, different geographical areas, and people with special needs; the growing demand for higher education among the demographically youthful population; poor quality of teaching and learning; inadequate education infrastructure; weak management and supervision capacity; low access to quality science and technical education; and insufficient materials for special schools. Some of the specific issues at each level of the education structure to be addressed over the medium-term include the following:

Pre-school education: Policy issues include inadequate access to quality education; the shortage of trained teachers and attendants, and limited resource allocation to the sub-sector.

Primary and Junior High School education: At the level of Primary and Junior High School education, the issues include poor teaching and learning outcomes; geographical disparities in access to education infrastructure and facilities; overcrowding in education facilities; inadequate teaching and learning materials; poor learning outcomes especially in mathematics and basic sciences; inadequate provision of workshops, laboratories and library facilities in all schools; high proportion of untrained teachers especially in the rural communities; and unwillingness of teachers to pick up appointments in deprived communities.

Senior High School Level: At the Senior High School level, major issues to be addressed over the medium-term include lack of placement for qualified students as a result of inadequate Senior High School infrastructure and facilities; poor learning outcomes especially in mathematics and basic sciences; inadequately equipped Science Resource Centres; gender disparities in access to senior high school education; and low completion rate, especially among girls.

Technical and Vocational Education Training: Under the Technical and Vocational Education and Training, the major issues to be addressed over the medium-term include: inadequate training facilities; non-responsiveness of skills to labour market demands; severe underfunding; limited incentives for private sector participation in the sector; poorly equipped training facilities; and poor quality of trainers.

Tertiary education: At the Tertiary Education level, the issues to be addressed include: lack of placement for qualified students due to inadequate tertiary education infrastructure; increasing demand for tertiary education by the growing youthful population; high cost of tertiary education to the growing number of young adults who qualify to be admitted and those already admitted in tertiary institutions; and unattractive conditions of service for faculty leading to inability to attract young people to faculty, resulting in ageing faculty in the institutions. There are also issues of the slow rate of providing infrastructural facilities in Polytechnics, limited teaching and learning facilities for competency-based training in Polytechnics; weak and underfunded regulatory bodies of tertiary institutions; as well as a weak linkage between tertiary education and industry, resulting in emerging graduate unemployment.

Medium-term Policy Interventions

In order to address the identified challenges, Government's policies in the medium-term will focus on achieving the following broad objectives: increase inclusive and equitable access to, and participation in education at all levels; promote the teaching and learning of science, mathematics and technology at all levels; improve management of education service delivery; improve quality of teaching and learning; and ensure continued provision of life skills training and management. These will put the country on the path to achieving the Education For All (EFA) goals and the Millennium Development Goals (MDGs), as well as contribute to the accelerated socio-economic transformation of the country.

Increasing Inclusive and Equitable Access to, and Participation in Quality Education at all Levels: The key strategies to be implemented to achieve the objective of inclusive and equitable access to, and participation in quality education are: remove the physical, financial and social barriers and constraints to access to education at all levels; expand delivery modes including distance education, open schooling, transition education and competency-based training for Technical and Vocational Education and Training (TVET); mainstream education of children with special needs; convert the NFED into an agency and empower it to make the necessary interventions for life-long education; roll out a programme for the attainment of universal access to free secondary education; and bridge the gender gap.

More specifically, to address the challenges of pre-school education and ensure that every child gets a head start in education, the provision of infrastructural facilities for pre-school across the country, particularly in deprived areas, will be accelerated. District Assemblies will be required to incrementally build new structures in all existing public schools to serve the needs of kindergarten education. In addition, teaching and learning in pre-schools will be enhanced through expanding the training of kindergarten teachers and increasing the deployment of trained teachers to pre-schools. Resource inflows to pre-school education will be improved, whilst promoting collaboration with the private sector to expand pre-school education within the set guidelines for the establishment of schools.

At the Primary and JHS levels, the policy of teacher development and the institutionalisation of continuous professional development for teachers will be sustained. Incentives will continue to be provided for teachers working in deprived areas, as well as support the involvement of communities and parents in the management of schools. The efforts to involve Metropolitan, Municipal and District Assemblies (MMDAs) in teacher deployment, as well as sponsoring the training of students who will be made to accept postings back to their sponsoring districts, will be sustained. A mechanism to enforce compulsory basic school attendance will be developed, whilst deepening the pro-poor interventions including the distribution of free school uniforms, free exercise books and free computers. The school feeding programme will be progressively expanded to all public basic schools in rural communities to satisfy the basic nutritional needs of the pupils, whilst the initiative to eliminate all Schools Under Trees stays the course.

To attain universal access to secondary education, new community day Senior High schools will be constructed with priority given to districts that currently lack them, in addition to expanding and upgrading the existing academic facilities in poorly endowed SHS to bridge equity gaps. Government plans to implement a free SHS programme in the 2015/16 academic year. A process to modernise and increase the number of Colleges of Education with special emphasis on deprived areas and communities will be initiated. A special sandwich teacher education training programme, targeted at unemployed graduates, will be introduced in preparation for the full implementation of the programme for universal access to secondary education. In addition, a distance education programme for teachers will be developed and implemented in ten decentralized satellite campuses across the country, taking full advantage of contemporary information and communication technology platforms that will allow electronically-shared access to instructional and curriculum resources by the students and staff in satellite campuses.

Regarding Technical and Vocational Education and Training (TVET), the specific interventions to be implemented include repositioning TVET in education and human resource development; developing competency-based curriculum for TVET; developing incentive mechanisms to attract private sector into TVET; supporting TVET institutions in generating funds internally; and exploring other funding sources to support other TVET institutions not under the Ministry of Education.

The policy interventions identified to address the challenges related to the provision of quality tertiary education include: improving academic and other infrastructural facilities in all public

universities; sustain the scholarship/student loan packages to support student education financing; develop a road map for converting the existing 10 public polytechnics into fully fledged technical universities; and introduce new and relevant career-oriented occupations into polytechnic education. In addition, programmes will be designed to strengthen the linkages between tertiary education and industry, including promoting industry-university collaborative programmes to increase opportunities for practical training/internship; and promote the creation of opportunities for students to study and work.

Strategies to be adopted to bridge the gender gap in access to education include: maintaining girl-friendly schools including making provision for the special hygiene needs of girls; maintaining the incentive schemes including take home rations to increase girls' enrolment, retention and completion particularly in deprived areas; sustaining the community campaigns and mobilisation of the importance of girls' education; expanding the science and technology workshops for girls initiative in second cycle institutions; as well as the vacation camps for girls from rural/deprived communities.

In the area of Special Education, the policy interventions to be implemented include: integrating persons with special needs in mainstream education; ensuring that rehabilitated/new infrastructure are disability-friendly to students; strengthening the capacity of institutions responsible for PWDs, including specialist teachers, resource assessment centres and rehabilitation centres; providing the incentives for special educators; enhancing the pedagogical skills of teachers of special education; and ensuring that children with special needs benefit from the advantages of modern technology.

Promote the Teaching and Learning of Science, Mathematics and Technology at all Levels: To promote science, mathematics, technology and technical education at all levels, the policy interventions to be implemented will include: ensuring that tertiary institutions adhere to the national policy on 60:40 admission ratio in favour of science, mathematics and technology; expand the Mathematics, Science and Technology Scholarships Scheme (MASTESS) and use it to attract majority of students into science and science-biased courses; and expand infrastructure and facilities in tertiary institutions to absorb the increasing number of qualified students. Others include providing incentives for science, mathematics, technical and vocational teachers; upgrading tools and equipment for teaching science, mathematics and technology subjects; and encouraging the private sector to support initiatives in science education.

Improving the Management of Education Service Delivery: Management of education service delivery will be improved through policy interventions to be implemented over the medium-term to consolidate it with the decentralised structures. This will entail the involvement of MMDAs in local determination, in consultation with the central education authorities, of the required staff numbers, responsibilities, functions, deployment and resources.

Other measures to be implemented are to strengthen the capacity for education management; accelerate the implementation of the school and district report cards in all public basic schools and districts; ensure the efficient development, deployment and supervision of teachers;

promote community participation in management of schools; introduce a programme to reward outstanding education service providers to boost morale in the sector; provide timely, reliable, and disaggregated data for policy-making, planning, programming, monitoring and evaluation; and strengthen institutional arrangements for enhancing the roles of CBOs and CSOs in advocacy.

Improving the Quality of Teaching and Learning: The policy measures to improve quality of teaching and learning include providing adequate supply of teaching and learning materials; reviewing and standardise curricula especially at the basic, TVET and Non-Formal Education levels; deploying adequately qualified teachers and improving teachers' time-on-task; expanding the Untrained Teachers Diploma Education (UTDE) programme to reduce the number of untrained teachers by, at least 50% in the medium-term; and accelerating institutionalisation of the In-Service Education and Training (INSET) programme at the basic level. Others include: deepening the implementation of the national programme of education quality assessment and increasing management capacity to support and implement it; implementing a diversified mix of incentives, including housing, training and professional development; and strengthening supervision and management in schools to constantly monitor quality with the support of district assemblies, communities and parents.

Ensure the provision of life skills training and management for managing personal hygiene, fire safety, environment, sanitation and climate change: To achieve the objective of providing life skills training and management, some of the strategies to be implemented are: integrate essential knowledge and life skills into school curriculum, including identifying strategic language options for Ghana and integrate them in the education curriculum in order to ensure global competitiveness; equip community members with life skills to manage personal hygiene, fire safety, environment, sanitation and climate change; and provide all public basic schools with modern toilet facilities and improved access to potable water. The other strategies include: investing in national values, discipline and good moral; promotion of vigorous public education on attitudinal change, human rights, including the rights of children; integrating religious and moral education into the curricula of schools and institutions of higher learning; and promoting programmes that will assist in the prevention and management of HIV and AIDS/STIs/STDs.

7.3.2 Access to Quality Health Care

Key Challenges

Even though efforts continue to be made to improve the health status of Ghanaians, there are persistent policy-related issues that need to be addressed. These include: large gaps in access to healthcare between urban and rural as well as the rich and poor; low level of overall health expenditure; inadequate and unequal distribution of health infrastructure; weakly integrated, ineffective and inequitable health system; high new-born, infant and maternal mortality; high morbidity and mortality from malaria and communicable diseases; high pressure on healthcare facilities and other resources; loss of quality human and material resources; and high stigmatization and neglect of the mental health subsector.

Others are: weak leadership, governance and management at all levels of the health sector; inadequate and inequitable distribution of critical staff mix, manifesting in low productivity; weak health information system to support evidence-based decision-making at all levels; public and users' concerns about the quality of healthcare; huge unmet need for mental health services; emerging health concerns from climate change, and the recurrent threats of diseases of epidemic potential (i.e. cholera, haemorrhagic fevers including yellow fever, CSM, epidemic influenza viruses, etc.); increasing rates of non-communicable diseases with high disability and mortality (i.e. hypertension, diabetes, cancers, sickle cell disease); and high prevalence and disability from Neglected Tropical Diseases (NTDs) in the country including yaws, buruli ulcer, leprosy, and filariases.

Medium-term Policy Interventions

To improve access to quality healthcare and improve health outcomes the policy objectives to be pursued in the medium-term are: bridge equity gaps in access to healthcare; ensure sustainable healthcare financing arrangements that protect the poor; improve governance, management and efficiency in health service delivery; improve access to quality institutional service delivery and quality mental health services; improve maternal, child and adolescent healthcare; and prevent and control non-communicable diseases (NCDs) and Neglected Tropical Diseases (NTDs).

Bridging Equity Gaps in Access to Healthcare: Strategies to be implemented to address equity gaps in access to healthcare include: strengthen the district and sub-district health systems as the bed-rock of the national primary healthcare strategy; review and accelerate the implementation of the community-based health planning and services (CHPS) strategy, especially in under-served areas; scale-up community and home-based management of selected diseases using standardised protocols and guidelines; integrate traditional medicine into existing health service delivery system; and use ICT to leverage access to quality healthcare in under-served areas.

Other strategies include: continue the phased construction of a regional hospital in each of the regions currently without the facility; and initiate the processes towards the construction of polyclinics especially in the districts that currently lack such health facilities. In the process of expanding health infrastructure, opportunity will be explored for the implementation of Public-Private Partnerships (PPPs) as a new option for healthcare financing, in a manner that brings new investment, expertise and technology into the health sector, and provide citizens a variety of options of where they access their healthcare services.

Ensure sustainable healthcare financing arrangements that protect the poor: The main strategy to be pursued to ensure sustainable healthcare financing arrangement that protects the poor is to strengthen the operation and management of the National Health Insurance Scheme (NHIS). This entails completing the on-going review of the operations of the NHIS to make it more efficient, expand its coverage, and ensure its sustainable delivery. The effort to reduce cost and eliminate fraud in the system will be sustained, whilst establishing new improved

claims processing centres, as well as improved IT systems to enhance service and create a better platform for monitoring the Scheme. Government will ensure that effective action is taken on the recommendations of the last review workshop on sustainable financing of the Scheme, and improve efficiency in the provider-payment mechanisms. In addition the public financial management and accountability systems in the entire health sector will be strengthened and a comprehensive health financing strategy developed and implemented.

Improve governance, management and efficiency in health service delivery: Strategies to be implemented to strengthen efficiency in public health service delivery include: strengthen decentralised health governance and management structures; improve financial management systems including budget, procurement and audit; introduce performance management schemes and strengthen health facilities management; strengthen inter-agency and inter-sectoral collaboration for healthcare delivery system; and expand the training and appropriate deployment of key middle level health professionals (midwives, specialised nurses, physician assistants, etc.).

The overall strategy for the development of the health sector and for the provision of quality health care services will be underpinned by aggressive development and deployment of health personnel, especially doctors, nurses and midwives. Though the doctor-to-population ratio and nurse-to-population ratio have recorded appreciable improvements over the last decade, significant gaps still exist. The doctor-to-population ratio of 1:10,452 and nurse-to-population ratio of 1:1,251 respectively in 2012 remain high and are not commensurate with Ghana's status as a middle income country. Significant opportunities exist for Ghana to train more doctors and nurses to meet the domestic requirements. These include availability of the relevant health training institutions, programmes and trainers. In the medium-term, emphasis will be placed on expanding the existing health training institutions to increase enrolment and develop advanced innovative training programmes.

Other complementary strategies to be implemented to improve access to quality health care are: implement a human resource development strategy to improve the critical staff mix; deploy medical specialists to the regions and districts; develop and implement a comprehensive Monitoring and Evaluation Framework for the health sector including the establishment of a national data repository; continually update essential drug list for traditional practitioners; enhance systems for continuous monitoring and assurance of the quality, efficacy and safety of medicines including traditional medicines; and integrate traditional medical practice into the existing healthcare system.

The rest of the strategies are: increase support for research and cultivation of plant medicines; increase resources for centres for research into plant medicine; promote local production of key health commodities including pharmaceuticals and traditional medicines; encourage private health sector operators in rural communities to attract qualified medical professionals including specialists; and support capacity building of private health sector professionals operating in rural communities.

Improve access to quality institutional service delivery, and quality mental health services: To improve access to quality institutional service delivery, and quality mental health service the strategies to be implemented include: improve access to quality clinical services, especially the management of emergencies and accidents; strengthen specialist outreach to regions and districts; improve blood transfusion services; strengthen diagnostic services at all levels; improve access to quality pharmaceutical services at all levels, including ensuring efficiency, supply and quality of safe and affordable pharmaceutical products; improve access to quality ambulance services; and strengthen Integrated Disease Surveillance and Response (IDRS) at all levels.

Other strategies include: accelerate the enactment of the Legislative Instrument for the Mental Health Act, 2012, Act 846 to trigger the effective implementation of the Mental Health law; provide mental health facilities at the district and regional levels; intensify awareness creation and education on priority mental health issues; provide technical support for mental health at all levels; and integrate mental health services into primary healthcare.

Improve maternal, new-born, child and adolescent healthcare, control malaria, and prevent and control non-communicable diseases (NCDs) and Neglected Tropical Diseases (NTDs): Access to quality maternal, new-born, child and adolescent health services will be improved by accelerating the implementation of the MDGs Accelerated Framework (MAF) with a focus on improving community and facility-based management of childhood illnesses; intensify and sustain Expanded Programme on Immunisation (EPI).

The strategies include: scaling-up quality adolescent sexual and reproductive health services; re-introduce certificate midwifery training and ensure midwifery service in CHPS compounds; provide comprehensive emergency obstetric care, including blood transfusion, ambulances, at the district level; provide basic emergency obstetric and new-born care at all health centres; scale-up community case management and strengthen High Impact Rapid Delivery (HIRD) for the under-5-mortality (U5M) and maternal mortality (MM) and malnutrition; and institute essential new-born care.

Others are: continue training and upgrade skills of people engaged in traditional maternal health service delivery in deprived areas; sensitise the public on entrenched negative cultural beliefs associated with maternal health; increase coverage of community-based management of childhood diseases and nutrition; strengthen referral services for childhood and maternal emergencies and other essential services; and strengthen adolescent health service programmes at school, clinic and community levels.

To prevent and control the high prevalence of malaria the strategies to be implemented will focus on preventing new cases, as well as enhancing the capacity to effectively manage the recorded cases to reduce morbidity and mortality. The strategies to be implemented include: scale-up and sustain the continuous Long Lasting Insecticide Treated Nets (LLINs) distribution and use; review and scale-up vector control strategies for malaria control; intensify public education on malaria control and management; improve and scale-up community-based malaria case management; provide chemoprophylaxis for pregnant women (IPT); and promote

commodity security for the malaria, HIV & AIDS and TB programmes. The rest of the strategies are: advocate and work with District Assemblies to provide safe water and sanitary facilities in rural communities; increase funding for malaria research; and improve dissemination and utilisation of research results.

The strategies to be implemented to prevent and control the growth of non-communicable and communicable diseases, as well as Neglected Tropical Diseases include: implement the Non-Communicable Diseases (NCDs) control strategy; provide facilities to enhance screening, management and documentation of NCDs at the district and regional levels; review and revamp the Regenerative Health and Nutrition Programme (RHNP) and expand them to all districts; and roll-out nationwide awareness programmes on NCDs. Others include: improve surveillance, epidemic preparedness and response to cholera, meningitis, and yellow fever; attain universal access for IPTP, ART, DOTS; institutionalise Rapid Diagnostic Test and Microscopy in all health facilities; accelerate the implementation of the national plan on smoking and tobacco use; develop and implement the national health policy for the Aged; strengthen the promotion of healthy lifestyles to prevent NCDs; strengthen rehabilitation mechanisms for managing NCDs; intensify efforts for the certification of eradication of guinea worm and polio; create awareness and advocate for elimination of the other NTDs; and accelerate implementation of the national strategy for elimination of yaws, leprosy, buruli ulcer and filariases.

7.3.3 HIV and AIDS/STI

Key Challenges

Though significant progress has been made towards halting and reversing the spread of HIV/AIDS and STI, some challenges persist. Among these challenges are: high level of stigmatisation and discrimination against people living with HIV/AIDS, coupled with misconceptions about the disease; high levels of zero-discordance and consensual unions or marriages; lack of comprehensive knowledge of HIV/AIDS and STIs, especially among the vulnerable groups; gaps in treatment and sustainable services for HIV/AIDS and STIs; periodic shortages of HIV& AIDS commodities (ARV's, Test Kits, Condoms); inadequate and dwindling sources of funding for HIV & AIDS programmes; and inadequate management and supervision.

According to the 2011 Multiple Indicator Cluster Survey (MICS), despite high awareness of HIV/AIDS and STI, only 34% of women aged 15-49 years and 39% of men aged 15-59 years have comprehensive knowledge of AIDS. Also in the case of young women and men who are sexually active, only 43% and 18% respectively have been tested for HIV.

Medium-term Policy Interventions

To sustain the gains made in halting and reversing the spread of HIV/AIDS and STIs, the medium-term objectives to be pursued are: ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups; improve HIV and AIDS/STIs case management; and improve institutional capacity, for efficient and effective delivery of HIV and AIDS/STIs services.

Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups: The strategies to be implemented over the medium-term to reduce new HIV/AIDS and STI infections, especially among the vulnerable groups include: expand and intensify HIV Counselling and Testing (HTC) programmes; intensify education to reduce stigmatisation; intensify behavioural change strategies especially for high risk groups for HIV & AIDS and TB; promote the adoption of safer sexual practices in the general population; and promote healthy behaviours and the adoption of safer sexual practices among PLHIV, MARPs and other vulnerable groups. Others are: develop and implement prevention programmes targeted at the high risk groups and communities; scale-up and improve the quality of elimination of mother-to-child transmission (eMTCT) of HIV services; intensify advocacy with key stakeholders to reduce infection and impact of HIV/AIDS and STIs; and strengthen collaboration among HIV/AIDS and STIs, and sexual and reproductive health programmes.

Improve HIV and AIDS/STIs case management: In order to improve HIV and AIDS/STIs case management the strategies to be implemented are: scale-up and sustain the quality of HIV/AIDS and STIs treatment, care and support activities, including increasing ART and PMTCT sites; support the local production of Antiretroviral Therapy (ART); strengthen logistics management and forecasting; and develop and implement a programme to deepen public awareness and management of HIV/AIDS and STIs.

Improve institutional and financial capacity, for efficient and effective delivery of HIV/AIDS & STIs services: To achieve universal access to HIV/AIDS and STIs prevention, treatment, care and support services, the capacity of the relevant institutions will be enhanced to effectively implement the National HIV/AIDS Strategic Plan. The key strategies to be implemented to achieve improved institutional and financial capacity are: strengthen the management capacity of Ghana Aids Commission (GAC) and NACP, and implement arrangements of HIV/AIDS services; establish sustainable financing arrangement for the delivery of HIV/AIDS and STIs services; ensure the implementation of the GAC resource mobilisation strategy; improve the quality assurance of HIV/AIDS commodities; ensure continuous quality improvement of PMTCT and ART sites; and promote the implementation of Private Public Partnerships (PPPs) arrangements for the delivery of HIV and AIDS/STIs services.

7.3.4 Nutrition and Food Security

Key Challenges

The key challenges to ensuring adequate nutrition and food security are the weak coordination and harmonisation of efforts among key institutions; inadequate research and integration of nutrition issues in relevant sectors; and lack of a comprehensive national nutrition and food security policy. The existence of “hidden hunger” and malnutrition has been identified as the manifestations of ineffective policy coordination and harmonisation among institutions and actors in the education, health and nutrition sectors. Also, the increasing dependence on the consumption of foreign food products limited in micro-nutrients and the increasing prevalence of lifestyle and diet-related diseases continue to pose a challenge to the effort at eliminating

malnutrition. The improvement in food supply is expected to help sustain the progress made in the reduction of the prevalence of wasting and underweight and help address the challenge of stunted growth among children.

Medium-term Policy Interventions

To address these challenges the medium-term policies will aim at achieving the following key objectives: reduce under nutrition and malnutrition-related disorders and deaths among infants and young children and women in their reproductive ages; ensure effective coordination, integration and implementation of nutrition interventions in relevant sectors; and ensure improved nutrition among all segments of the population.

Reduce under-nutrition and malnutrition-related disorders and deaths among infants and young children and women in their reproductive ages: To reduce under-nutrition and malnutrition-related disorders and deaths among infants, young children and women in their reproductive years, the strategies to be implemented in the medium-term will include: accelerate the adoption and implementation of approved Nutrition policy as well as the Food Safety policy. Others are: enhance access to adequate nutrition and related services to all, especially women during pregnancy, underserved communities and vulnerable groups; scale-up evidence-based health and food-based nutrition interventions to reduce child malnutrition focusing on the 1000 days window of opportunity; and encourage Public-Private Partnerships in addressing malnutrition and promote optimal nutrition.

Ensure effective coordination, integration and implementation of nutrition interventions in relevant sectors: The policy interventions to be implemented to ensure effective coordination, integration and implementation of nutrition interventions in relevant sectors include: integrating the issues of nutrition into policy, planning, monitoring and evaluation at all levels; strengthening leadership and coordination of multi-sectoral plans with clear objectives and targets for effective programming at all levels; and strengthening research for policy-making, planning, programming, implementation, monitoring and evaluation of nutrition interventions.

Ensure optimal nutrition among all segments of the population: The strategies to be implemented to ensure that all segments of the population have optimal nutrition include: promoting the consumption of locally available and nutritionally adequate food including the consumption of micro-nutrient rich foods among children and Women in their Reproductive Ages (WIRA); supporting development and use of diet and physical exercise guidelines; enhancing the capacity to provide dietary and lifestyle modification services for all segments of the population; and promoting behaviour change communication around right food and lifestyle choices and care seeking.

Over the past few years, the Ghana Health Service initiated a Regenerative Health and Nutrition programme to reduce the burden of non-communicable diseases which appear to be rising among the Ghanaian population. The programme focuses on four key interventions: diet, exercise, rest and hygiene. This programme will be deepened and sustained to reduce the

occurrence of diseases and disorders among the people for a healthier population capable of effectively contributing to the socio-economic development of the country.

7.3.5 Human Capital Development, Employment, Productivity and Labour Relations

Key Challenges

Among the major challenges confronting the creation of adequate jobs are the weak policy environment in support of human capital development and accelerated job creation; lack of reliable employment/labour data/statistics for policy decision-making, monitoring and evaluation; lack of lifelong learning and training schemes to foster a virtuous circle of higher productivity; inadequacy of targeting for skills training and other support services for men and women aged between 15-35years; lack of opportunities to gain and retain skills, through innovative means; and lack of effective schemes to support labour mobility across professional areas.

Other challenges include increasing vulnerability of the unemployed men and women aged between 15-35 years; underemployment, low productivity and low income earnings in agriculture, making it unattractive to young people; and inadequate apprenticeship and entrepreneurial development. In both the private and public sectors, skills training programmes are ad hoc as most organisations do not have a sustained training policy. While some middle level technicians are trained in polytechnics and vocational/technical schools, for a large segment of the labour force however, skills acquisition is dominated by informal apprenticeship, under which master craftsmen and women admit young men and women for periods of two to three years in training.

The rest are: low labour productivity; high level of underemployment; lack of a nationally agreed productivity-measurement framework; inadequate labour productivity management system, improper pricing of labour leading to low labour productivity and income; the existence of skills and entrepreneurial gaps in the labour market; lack of a comprehensive legal framework to ensure workplace safety and health; poor industrial or labour relations among partners; increasing incidence of casualisation of employment; inadequate protection of the rights of workers; and increasing number of labour agitations.

Medium-term Policy Interventions

The policy interventions to be implemented to address these constraints will aim at achieving the following broad policy objectives: improve the policy environment and institutional capacity for effective human capital development, and employment policy management; create opportunities for accelerated job creation across all sectors; enhance labour productivity across all sectors; improve work place safety and health; enhance labour administration; and promote harmonious labour relations.

Improve the policy environment and institutional capacity for effective human capital development, and employment policy management: the following policy interventions will be implemented: accelerate the adoption and implementation of a comprehensive National Employment policy, National Human Resource Development policy and Labour Intensive public works policy; ensure the integration of employment issues in policies and programmes at all levels; support MMDAs to develop and implement employment generation programmes within the national employment framework; promote skills and entrepreneurship development; develop database on Human Resource capacity needs at all levels; re-tool existing skills development institutions; integrate entrepreneurship training into the education system at the post-second cycle level; and promote decent work in all industries.

Others are accelerate the establishment of a functional labour market information system; empower the Ghana Statistical Service (GSS) to produce reliable labour statistics on a regular basis; develop capacity for effective use of data for decision-making; promote collaboration among users of labour market information; restructure and develop the institutional capacity of the Ministry of Employment and Labour Relations and its departments and agencies for the effective management of labour and employment policy issues; and empower and resource the NDPC to assess and draw up a long-term programme to meet the human resource requirements of the economy in the medium to long-term.

Create opportunities for accelerated job creation across all sectors: Strategies to create more opportunities for accelerated job creation across all sectors include: continued support for selected industrial products to be produced domestically in a labour-intensive environment (e.g. construction and building materials, agriculture equipment, motor vehicles, etc.); develop schemes to support self-employment, especially among the youth; promote demand driven skills development programmes; design measurable and time bound affirmative policies to create inclusive and equitable employment for groups with special needs including PWDs; develop and promote internship and modern apprenticeship schemes; ensure effective collaboration between employers and training or educational institutions; and support establishment of participatory and cooperative mechanisms to enhance income and job security in the informal sector.

Other strategies are: sustain the implementation of the labour-based housing and public works schemes to reduce unemployment; deepen the implementation of labour-based construction projects in urban and rural roads, drainage and environmental sanitation systems; review and restructure the job creation capacities of previous and current employment strategies like the Youth In Agriculture Programme and the GYEEDA, to generate more productive jobs; and continue to promote Ghana as a major destination for ICT Business Outsourcing.

The rest of the strategies include: promote the training of unemployed graduates in fields where their skills will be needed; motivate graduates to take-up employment with the district assemblies and other sectors like education, where their services will be useful; expand nursing and midwifery colleges and increase new students intake for healthcare-related jobs; provide adequate support for the growth and development of micro, small and medium enterprises

(MSMEs); and develop a comprehensive programme to improve the capacity of the informal sector.

Enhance labour productivity across all sectors: In order to enhance productivity of labour, the strategies to be implemented will include: develop a national productivity policy; develop and implement productivity measurement and enhancement programmes for the formal and informal sectors of the economy; strengthen the capacity of the relevant institutions for effective implementation of productivity measurement enhancement programmes; and develop schemes that will support easy labour mobility across skills and professional areas.

Improve work place safety and health: The strategies to be implemented to improve work place safety and health include accelerating the adoption and implementation of a national health and safety policy; and increasing occupational safety and health services at all workplaces. The capacity of the relevant institutions, including the Factories Inspectorate Unit of the Ministry of Employment and Labour Relations will be enhanced to enforce the laws on work-place occupational safety and health standards.

Enhance labour administration and promote harmonious labour relations: The policy interventions to be implemented to enhance labour administration and promote harmonious labour relations include strengthening and enforcing labour laws and regulations; deepening collaboration with social partners in the tripartite system; strengthening the capacity of the Labour Department to effectively perform its oversight role; implementing relevant ILO conventions including C189 on domestic workers; ensuring enforcement of employment protection legislation to reduce casualisation of labour; and promoting the creation of sustainable employment opportunities.

7.3.6 Sports Development

Key Challenges

Notwithstanding the major progress recorded in the development of Sports in Ghana, a number of challenges continue to confront sports development in Ghana and these include: Weak management and capacity for sports development; inadequate and poor quality infrastructure and absence of disability-friendly facilities in communities and schools; non-existence of sports facilities in most of the regional and district capitals; lack of a comprehensive framework and weak incentive mechanism to attract private sector investment into the development of sports; low level of support for schools sports; and disparity in sports development especially with regards to the lesser known sports.

Medium-term Policy Interventions

The policy objectives to be pursued to promote sports development, and use the power of sports to deliver lasting economic, social and health benefits to the citizenry include: provide

adequate and disability-friendly infrastructure for sports in communities and schools; strengthen national capacity for sports management; and support the development of lesser known sports.

Provide adequate and disability-friendly infrastructure for sports in communities and schools:

The strategies to be implemented to provide adequate and disability-friendly sports infrastructure include: rehabilitate existing and construct new sports infrastructure and provide sports equipment at all levels; provide adequate and appropriate sports and recreational facilities at the local, district, regional and national levels in partnership with the MMDAs; encourage private sector participation in sports development and provision of infrastructure; enforce planning provisions for the establishment of community-based sports facilities; and expand opportunities for the participation of PWDs in sports.

Strengthen national capacity for sport management:

To strengthen the capacity for sports management at all levels, the following strategies will be pursued over the medium-term: design and implement a framework for professional sports development and administration; restructure and strengthen sports management to enhance efficiency, effectiveness and transparency; strengthen the co-ordination mechanism between the Ministries of Education, and Youth and Sports; and strengthen the governance structures of the relevant institutions involved in sports development; fully decentralise sports management; and institute exchange programmes to match national needs. In addition, an appropriate policy and legal environment will be created to support the development of sports at all levels.

Support the development of lesser known sports:

The strategies to be implemented to support the development of the lesser known sports include: popularise the lesser known sports with the support of all relevant stakeholders; facilitate investment in unearthing and training of potential talents for long-term gain; re-invigorate the traditional inter-schools and colleges sports competition programmes; reserve admission to Senior High Schools for talented sports and other creative students among other interventions; promote local production of sports equipment; build the capacity of community sports, amateur, professional and fitness clubs; strengthen the capacities of the National Sports Council, National Sports Associations, the National Sports College, institutions and sports-oriented NGOs; and enhance the involvement of corporate bodies and individuals in sports promotion and development.

7.3.7 Youth Development

Key Challenges

The main challenges facing the comprehensive development of the youth in Ghana include: uncoordinated policy and institutional framework for youth development; inadequate integration of youth concerns into national development planning and decision-making processes; weak supportive environment for development of skills and talents; lack of mentorship schemes; inadequate training and skills development; limited opportunities for employment especially among those who have completed basic schools, school drop-outs, and those who never attended; and low mobilisation and utilisation of talents of the youth.

Medium-term Policy Interventions

The key policy objectives to be pursued to ensure the effective participation of the youth in national development are: ensure integration of youth concerns into national development planning processes and programmes; ensure provision of adequate training and skills development in line with global trends; and ensure adequate capacity and skills development of the youth with disability.

Ensure integration of youth concerns into national development planning processes and programmes: To ensure the integration of youth concerns into national development planning processes and programmes the following strategies will be implemented: mainstream youth development issues into National Development Policy Frameworks, plans and programmes in all sectors and at all levels; enhance capacity and provide resources for the implementation of the new National Youth Policy; accelerate the enactment of the Youth Bill and its accompanying Legislative Instrument; establish the Youth Enterprise Support (YES) Fund to support and encourage young people to become successful entrepreneurs; accelerate the implementation of the Graduate Business Support Scheme (GBSS). Other strategies are: establish Job and Enterprise Centres (JEC) in all regions to help unemployed youth and those about to enter or prepare for the world of work; and continue with the National Youth Achievers Award to encourage Young Achievers.

Ensure provision of adequate training and skills development in line with global trends: The strategies to be implemented to ensure the provision of adequate training and skills in line with global trends include: streamline recruitment and skills development under the self-employment modules of the GYEEDA; establish a labour and information database to provide regular and reliable data on job opportunities, unemployment numbers and vacancies; promote career counselling especially in second-cycle and tertiary institutions; provide employable skills training for out-of-school youth and graduates; and introduce new initiatives for youth employment including promotion of entrepreneurial skills and absorption into new value-added industries. In addition, Youth Centres will be developed in the districts to facilitate youth meetings, interactions, cultural programmes, conferences and inputs into District Assemblies' deliberation mechanisms as well as revamp all the Youth Leadership Training Institutes and utilise them for year round training of youth in leadership, civics, patriotism and other nation building programmes and projects.

Ensure adequate capacity and skills development of the youth with disability: To ensure that the youth with disability are provided with adequate capacity and skills development, the following strategies will be pursued: improve and establish youth training institutions targeting the youth with special needs; reserve admission for people with disability in Youth Leadership Training Institutes; and review upward the proportion of the District Assemblies Common Fund (DACF) set aside for PWDs (Disability Fund).

7.3.8 Social Development and Social Protection

Key Challenges

Among the current challenges for the administration of social policy and social protection are the fragmented Government's social intervention programmes across a number of institutions, leading to duplication, and creating difficulties for effective coordination. The country continues to lack a comprehensive social development policy framework, whilst the existing social policies and programmes have limited scope and lack effective targeting mechanisms. Other challenges include: inadequate funding for social protection interventions; and lack of reliable and timely data for planning, policy-making, programming, monitoring and evaluation.

Medium-term Policy Interventions

The key policy objectives to be pursued to improve the administration of social policy and the provision of social protection are: develop a comprehensive social development policy framework; improve the targeting mechanism of social protection interventions; enhance funding and cost-effectiveness in social protection delivery; and ensure availability of timely, reliable and disaggregated data for policy-making and planning.

Develop a comprehensive social development policy framework: To ensure the availability of appropriate policy framework for the delivery of social protection interventions, the following strategies will be pursued: consolidate and harmonise the existing fragmented social intervention programmes under a national social protection agency to enhance delivery, effectiveness, and targeting; strengthen inter-sectoral coordination of social policies and programmes; mainstream social protection into sector and district planning processes; and establish a national social protection floor. In addition a database of the poorest households or individuals in the society will be established to provide the relevant information for the development of a programme to enhance their access to social services.

Improve the targeting mechanism of social protection interventions: The targeting mechanism of the social protection interventions including the flagship social protection intervention, the Livelihood Empowerment Against Poverty (LEAP), will be reviewed to improve its targeting, taking into consideration the vulnerable groups such as out-of-school children, households with children as heads, people with severe disabilities, lepers, and the aged poor. It will also be progressively expanded to cover more poor and vulnerable groups and persons, and the capacity of the relevant institutions to effectively manage the scaled-up interventions enhanced. In addition, the monitoring and evaluation of the social protection programmes will be strengthened to ensure they deliver the projected results.

Enhance funding and cost-effectiveness in social protection delivery: The strategies to be implemented to enhance funding and cost-effectiveness in social protection delivery are: provide adequate resources for implementation, monitoring and evaluation of social policy;

consolidate the fragmented sources of funds into a dedicated fund for social protection interventions; and rationalise social protection expenditures to ensure efficiency.

Ensure availability of timely, reliable and disaggregated data for policy-making and planning:

The strategies to be implemented to ensure availability of timely, reliable and disaggregated data for policy-making and planning are: conduct relevant gender-sensitive research or social surveys for monitoring and evaluating progress on social inclusion; establish and maintain an integrated database of registered potential beneficiaries of social protection interventions; and optimise the use of administrative systems for collation, analysis, and dissemination of pertinent information on targeted segments of the population.

7.3.9 The Aged

Key Challenges

Among the key challenges confronting the aged in Ghana are: weak institutional care for the aged; inadequate formal social support mechanisms; lack of public support and institutional care systems; lack of enforcement of laws on the right of the Aged; inadequate knowledge, dissemination and implementation of the National Policy on the Aged; high incidence of poverty among older people; chronic age-related health conditions, poor diet and lack of geriatric care; and lack of involvement in decision-making.

Medium-term Policy Interventions

The key policy objectives to be pursued to ensure adequate social protection and long term care for the aged are: enhancing national capacity for protection of the aged; accelerating the implementation of health and other social interventions targeting the aged; and strengthening the family and the provision of care.

Enhancing national capacity for protection of the aged: The strategies to be implemented to enhance the national capacity for providing adequate social protection for the aged include: promote information dissemination and dialogue around ageing and the aged; enforce existing laws on the rights of the aged; ensure the promulgation of an Act on the aged; and establish a National Council on the aged. Others are: ensure, active participation of older persons in national development; strengthen the family and community to provide adequate support to older persons; improve income security and enhanced social welfare for older persons; and ensure adequate attention to gender variations in ageing.

Accelerate the implementation of social and health interventions targeting the aged: The strategies to be implemented to achieve comprehensive social and health support mechanisms targeting the aged are: develop and integrate geriatric care policy in public health delivery; strengthen research, information gathering and processing, and co-ordination and management of data on older persons; strengthen capacity to formulate, implement, monitor and evaluate

policies on ageing; and improve funding of programmes on older persons to ensure sustainability of policy implementation.

Strengthening the Family and the Provision of Care: The care economy plays an important role in the regeneration of the country's labour force. It is however one of the neglected areas of social policy. Weakening traditional care systems in the face of social change and the inertia of the state in responding to development is likely to manifest in a care crisis. The provision of care largely by women (as unpaid work), has implications for their labour force participation and economic development at large. To ensure the development of a comprehensive policy on care work, including a family policy, the strategies to be pursued include: strengthening the family as a basic unit of society, transmission of its core values through integration into school curricula as well as training of more social workers to work with families; strengthening and resourcing the institutions and caregivers already involved in providing care for orphans and aged persons with severe disabilities; and promoting a national discourse on the provision of care, and its gender dimensions.

7.3.10 Child Development and Protection

Key Challenges

Several policies have been formulated and legislations passed to confront challenges children face in Ghana, including under five child health policy, early childhood development policy, the Domestic Violence and Human Trafficking Acts and their corresponding national action plans, a national action plan on child labour, and several social protection initiatives such as the National Health Insurance Scheme, capitation grant for public schools, free school uniforms, free bus rides for school children, school feeding programme, and LEAP social grants to households with children involved in child labour. The implementation of these initiatives however continue to be plagued with bottlenecks such as overlapping mandates and weak coordination among sectors; weak enforcement of legal provisions; inadequate budgets; and weak institutional capacity for monitoring and evaluation, among others.

Other challenges include: lack of a comprehensive child protection policy; inadequate child development data for policy-making and planning, programming, monitoring and evaluation; and high incidence of violation of children's rights as a result of low awareness of and regard for the rights of children.

Medium-term Policy Interventions

To accelerate child development and enhance protection for children, the policy objectives to be pursued are: promote effective child development in all communities, especially deprived areas; protect children against violence, abuse and exploitation; accelerate the implementation of the compulsory component of FCUBE; enhance institutional arrangements for inter- and intra-sectoral collaboration; and provide timely and reliable child development data for policy-making and planning.

Promote effective child development in all communities, especially deprived areas: The promotion of effective child development in all communities, especially in deprived communities will be achieved through the implementation of the following key strategies: promote advocacy and create public awareness on the rights of children; formulate and implement key policies and appropriate programmes to enhance child protection and development; mainstream children's issues in development planning at all levels especially issues relating to children with special needs; review and implement the Early Childhood Care and Development Policy; enhance capacity to enforce laws protecting children; and improve human, material and financial resources for child development, survival and protection.

Protect children against violence, abuse and exploitation: In pursuance of the national goal to protect children against violence, abuse and exploitation, the following strategies will be implemented: promote alternative forms of education, including transitional programmes to mainstream out-of-school children, particularly in the most deprived areas for children withdrawn from the Worst Forms of Child Labour (WFCL); establish clear institutional arrangements for identification, withdrawal, rehabilitation and social integration of children engaged in unconditional WFCL; and promote and implement programmes and policies on integrated area based approaches towards Child Labour-Free Zones (CLFZS). Others are: provision of adequate education facilities, healthcare, nutrition and recreation to enhance children's physical, social, emotional and psychological development; establishment of a well resources continuum of care services at all levels for prevention of, and reintegration of victims of violent abuse and exploitation; and the development and adoption of a National Child Protection Policy.

Advance the implementation of the compulsory component of FCUBE: The strategies to be implemented to accelerate the implementation of the compulsory component of the FCUBE include: intensify the implementation of the policy of attaching kindergartens to all primary schools; expand the School Feeding Programme; and review the Capitation Grant as and when appropriate.

Enhance institutional arrangements for inter- and intra- sectoral collaboration: To enhance institutional arrangements for inter and intra sectoral collaboration, the strategies to be implemented include: strengthen the capacity of oversight institutions for children; and enhance implementation and reporting of international conventions and protocols.

Provide timely and reliable child development data for policy-making and planning: The strategies to be implemented to ensure the availability of timely and reliable child development data for policy-making and planning include: the development of a reliable system for the collection, compilation, analysis and dissemination of relevant data on child development; and the development of the capacity of the relevant institutions for effective use of data for decision making.

7.3.11 Disability

Key Challenges

Significant efforts continued to be made to ensure the integration of the PWDs to the socioeconomic development efforts, however some challenges persist. These include: high incidence of poverty among PWDs due to very low levels/lack of formal education; inaccessible public transport for PWDs; inadequate and unfriendly walk ways for PWDs as pedestrians; and inaccessible and unfriendly environmental, water and sanitation facilities as a result of ineffective implementation of legislation and policies especially the Disability Act, 2006, Act 715 and the UN Convention on the Rights of Persons with Disability (UNCRPD); and lack of appreciation of issues affecting Persons With Disability (PWDs). Other challenges include: lack of reliable and timely data on disability for planning and policy-making; and lack of research on disability issues.

Medium-term Policy Interventions

To accelerate the efforts towards integrating PWDs into the national development efforts, the policy objectives to be pursued are: ensure effective appreciation of, and inclusion of disability issues in national development; and ensure the provision of timely, reliable, and disaggregated data on PWDs for planning and policy-making.

Ensure effective appreciation of and inclusion of disability issues in national development: The strategies to be implemented to develop the national capacity for integrating disability issues into national development include: mainstreaming issues of disability into development planning processes at all levels; reviewing and harmonising the Disability Act, 2006, Act 715 to be in congruence with the provisions under the UN Convention on the Rights of Persons with Disability (UNCRPD); ensuring the passage and implementation of Legislative Instrument for the Disability Act, 2006, Act 715 and UN Convention on the Rights of Persons with Disability (UNCRPD); improving funding for disability programmes; and developing targeted social interventions for PWDs.

Ensure the provision of timely, reliable, and disaggregated data on PWDs for planning and policy-making: The strategies to be implemented to ensure timely, reliable and disaggregated data on PWDs for planning and policy-making include: developing a reliable system for the collection, compilation, analysis and dissemination of relevant data on PWDs for planning and policy-making; and developing capacity for effective use of data on PWDs for decision-making.

7.3.12 Population Management and Migration for Development

Key Challenges

Maintaining the population growth rate at a level capable of supporting and sustaining economic growth and social development is an imperative as the three are intrinsically linked. The current

population structure, characterised by a large youthful population and a high dependency ratio, could potentially be a constraint to accelerated economic growth if an appropriate policy environment is not created to derive the appropriate gains from the current population demography.

Currently, the key challenges facing effective population management in Ghana are weak structures and processes, and inadequate coordination and integration of population concerns into the development planning process. Others are low coverage of reproductive health and family planning (FP) services; and inadequate demographic data for policy-making, planning, programming, monitoring and evaluation.

The lack of effective institutional and regulatory framework for the management of migration; and increasing internal migration flows into urban centres have been identified as the main challenges for promoting migration for development.

There is also an absence of a comprehensive policy, institutional and regulatory framework for effective management of migration in Ghana's development. Currently, there is no structured mechanism for the management of internal migration in the face of increasing rural-urban migration and internal displacements due to large scale infrastructure development and lop-sided social policies leading to slums development and poverty. The mobilisation of human, technical, and financial resources from the Diaspora for national development has not been pursued in a coordinated manner, whilst irregular and precarious migration continues to increase, especially among the youth resulting in the loss of lives.

Medium-term Policy Interventions

Over the medium-term Government will pursue a credible population policy aimed at a population growth rate of 2.3% in the medium to long-term, through a combination of policies focused on education, family planning (FP) and the integration of population targets into the development planning processes. Population management and population data for planning will be targeted by the following policy objectives: integrating population variables into all aspects of development planning at all levels; repositioning family planning as a priority in our national development efforts; updating demographic database on population and development; creating awareness on the implications of population on development; and supporting the development of programmes on emerging issues like urbanisation and migration for development .

Ensure the integration of population variables into all aspects of development planning: The relevant strategies to be implemented to ensure that population issues are well integrated into all aspects of development planning include: strengthening the capacity of relevant stakeholders to integrate population issues into development planning and policy-making; strengthening the capacity to effectively coordinate, monitor and evaluate population programmes; and intensifying education on population and development issues.

Reinforce family planning as a priority in national development: The key strategies to be implemented over the medium-term to ensure that family planning is made a priority in the national development efforts are: integrate family planning (FP) into policy formulation, planning programming, monitoring and evaluation; expand coverage, availability and accessibility of reproductive health and family planning services particularly to adolescents and youth; strengthen partnerships among stakeholders including the private sector to promote the family planning agenda; develop and implement coordinated and integrated advocacy plans; expand the pool of trained FP providers; increase availability and expand access to quality reproductive health (RH) including FP information and services; create awareness on the importance of investing in FP; and strengthen capacities for research, monitoring and evaluation.

Provide timely and reliable demographic data for policy-making and planning: The strategies to be implemented to ensure the provision of timely and reliable demographic data for policymaking include: developing a reliable system for the collection, compilation, analysis and dissemination of relevant and timely demographic data for planning and policy-making; strengthening the capacity of relevant institutions to collect, analyse and disseminate population and other relevant statistical data; reform the process for births and deaths registration; and develop capacity for effective use of data for decision-making.

Promote re-distribution of population between urban and rural areas: To promote redistribution of population between urban and rural areas, the strategies to be implemented include: accelerate implementation of the National Urban Policy; promote the development of new growth centres to serve as holding points for migrants; and implement local economic development policy initiatives to improve livelihoods in places of origin.

Optimise the potential impact of migration for Ghana's development: The major strategies to be implemented to optimise the potential impact of both internal and international migration for Ghana's development include: adopt, promote and implement a national migration policy; mainstream migration into national development frameworks; harmonise legislation on migration; create a comprehensive database on migration; ensure policy coherence in migration and development; establish a regulatory body for effective migration management; formulate and implement programmes to harness the benefits of migration for socio-economic development and mitigate its negative impacts; and build the human, technical and logistical capacity of migration institutions for better migration management.

7.3.13 Reduction of Poverty and Income Inequality

Key Challenges

Ghana has made great strides towards reducing poverty over the past two decades. Economic growth initiatives have been largely pro-poor with a steady rise in pro-poor spending. Accelerated growth rates, debt relief and budget support provided the fiscal space that has

allowed the country to make significant progress towards achieving the Millennium Development Goals (MDGs). However, challenges still exist.

The targeting mechanism for poverty reduction interventions continues to be weak, leading to growing income disparities among socio-economic groups and between geographical areas. Lack of adequate poverty data for planning and decision-making negatively affects effective implementation of policies and programmes. Poverty among women continues to be high due to lower literacy rates, heavier time burdens, lower access to productive resources, and weak implementation strategies of Government policies on women's economic empowerment.

Other challenges include lack of appropriate coordination mechanism on poverty reduction; high incidence of poverty, especially among disadvantaged groups; and high incidence of poverty among food crop farmers and fisher folks.

Medium-term Policy Interventions

The policy objectives in this regard are to: enhance the institutional arrangements for sectoral collaboration on poverty reduction; develop targeted economic and social interventions for vulnerable and marginalised groups; reduce poverty among food crop farmers and fisher folks; reduce income disparities among socio-economic groups and between geographical areas; and ensure the provision of reliable poverty data at all levels.

Enhance the institutional arrangements for sectoral collaboration on poverty reduction: The key strategies to be implemented to enhance institutional collaboration on poverty reduction efforts include: create appropriate platforms for institutional collaboration on poverty reduction; strengthen the capacity of oversight institutions on poverty reduction; and enhance implementation and reporting on international agreements pertaining to poverty reduction.

Develop targeted economic and social interventions for vulnerable and marginalised groups: The strategies to be implemented to ensure the development of targeted economic and social interventions for the vulnerable and marginalised groups include: coordinate and redistribute development projects and programmes in a manner that ensures fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs; build the capacity of MMDAs and Regional Coordinating Councils to develop harmonised regional infrastructure; promote growth and create employment; and expand social and economic infrastructure and services in rural and poor urban areas (including education and training, health, roads, good housing, water and sanitation). Other interventions are: improve business development services including investment plans to facilitate local economic development and expand opportunities for private sector participation; and promote the economic empowerment of women through access to land, credit, information technology and business services and networks.

Reduce poverty among food crop farmers and fisher folks: Strategies to be implemented to reduce poverty among food crops farmers and fisher folks include: establish mechanisms for

effective marketing of fish and farm produce (for example through linkages to the school feeding programme, second-cycle institutions, Prison Service, etc.); develop and implement programmes to expand access to complimentary inputs and services by extremely poor farmers and fisher folks; and provide comprehensive business support, especially training, to farmers and fisher folks who benefit from credit schemes.

Reduce Poverty among Women: The strategies to be implemented to reduce poverty among women include: promoting the economic empowerment of women through access to land, labour, credit, markets, information, technology, business services and networks; promoting the social empowerment of women through access to education, especially SHS, vocational/technical, and tertiary education; increasing access to non-formal education and opportunities for continuing education for school drop-outs; encouraging artisans and other tradesmen and women including farmers to form strong district, regional and national associations; and ensuring women's access, participation and benefits in all labour-related issues (employment, training, social security for both formal and informal sectors, promoting women's business, credit, etc.).

Reduce income disparities among socio-economic groups and between geographical areas: To reduce income disparities among socio-economic groups and between geographical areas, the strategies to be pursued include: enhancing the income generating opportunities for the poor and vulnerable: implementing local economic development activities to generate employment and ensure social protection; improving agriculture productivity and incomes; transforming rural agriculture management and practices into viable business ventures; and accelerating the establishment of development authorities for all special development zones.

Ensure the provision of reliable poverty data at all levels: The strategies to be implemented to ensure the provision of reliable data on poverty for planning and policy-making include: ensuring regular collection, compilation, analysis and dissemination of reliable poverty data; development of capacity for analysis and effective use of data on poverty; and establishment of inter-survey estimates of poverty for districts and targeted areas.

7.4 PRIORITY INTERVENTIONS FOR HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT

For the attainment of the key objectives under the human resource development, productivity and employment special attention will be given to the implementation of the following initiatives:

Access to Quality Education

1. Introduce measures that will accelerate the enforcement of the compulsory component of the FCUBE;
2. Progressively introduce free and universal access to quality second cycle education, including implementing the Community SHS Initiative aimed at constructing about 200 Community Senior High School (SHS), with an average capacity of 1,000 students, and

equipped science laboratories to enhance the learning and teaching of science. The quality of secondary education will be enhanced through the implementation of a comprehensive secondary education improvement programme, focusing on improving school management, increasing school attendance, and reducing repetition;

3. Expand the capacity for teaching and learning at the tertiary level including investing in the expansion of academic and residential facilities on existing tertiary institutions and establish a University of Sustainable, Environmental Studies and Applied Research in the Eastern Region to complete the provision of a public University/Campus in every region of the country. A road map for converting the existing ten (10) public polytechnics into fully fledged degree-awarding technical universities should be crafted and implemented;
4. Enhance the quality of teaching will be enhanced through the expansion in the capacity of the existing 38 teacher training colleges to focus on basic education training in addition to establishing ten (10) new colleges of education to be located in areas currently not well-served;
5. Adopt measures that will improve the teaching, learning and application of Mathematics, Science, Technology and Innovation in all aspects of life;
6. Modernise technical and vocational training and apprenticeship schemes and enhance their profile and prospects in the work place;
7. Accelerate the implementation of policy measures to integrate persons with special needs into mainstream education and ensure that new infrastructure are disability friendly;
8. Strengthen institutions responsible for training persons with disabilities including specialist teachers, resource assessments and rehabilitation centres;
9. Construct 200 Community Senior High School (SHS), with an average capacity of 1,000 students; and
10. Develop existing ten public polytechnics into fully fledged degree-awarding technical universities, and establish ten new colleges of education to be located in areas currently not well-served.

Provision of Quality Health Care

1. Accelerate the construction of Community Health Planning and Services (CHPS) Compounds, focusing on under-served communities, to increase general access to quality healthcare services;
2. Provide citizens with a variety of options of access to quality health services and improve the referral system by constructing polytechnics especially in the Districts that currently lack such facilities, and establish regional hospitals in the regions that do not have them;
3. Expand the national capacity for training of medical doctors and other healthcare specialists, in addition to constructing an ultra-modern, new Teaching Hospital for the University of Ghana Medical School; and
4. Strengthen the NHIS to guarantee financial access to health care, especially for the poor.

Enhancing Employment and Productivity of Labour

A major objective of the transformation agenda is to create at least 500,000 jobs in the formal sector by 2017. The targeted areas for accelerated job creation are as follows:

- Public investment in infrastructure;
- The agriculture value chain from pre-production to post-production;
- Light manufacturing;
- Sanitation and waste management;
- Tourism;
- Financial and ICT services; and
- Industrial Cities Rejuvenation and creation of an Education Hub.

The growing youth unemployment will be addressed through a series of interventions including designing and implementing a Labour-Intensive Public Works Policy Framework, and creating the GH¢10 million for the Youth Enterprise Support (YES) Fund to support aspiring young entrepreneurs. This will entail the creation of special centres in all regions to help unemployed youth and those about to enter the world of work.

To improve labour productivity, a National Productivity Policy should be developed and implemented, while the capacity of the relevant institutions for effective implementation of productivity measurement and enhancement programmes is strengthened.

Social Inclusion and Social Protection

To ensure improved income, social inclusion and social protection a decent work agenda to be known as “ejumapa” will be designed and implemented. The Decent Work Agenda will focus on promotion of market development in labour-intensive sectors and enhancing the employment opportunities and employability of Ghanaians with the sole purpose of growing the economy domestically through diversification and value addition.

Other special initiatives to be implemented to ensure social inclusion and social protection are:

- Institute measures to improve the targeting mechanism of the existing social protection interventions;
- Enhance funding and cost-effectiveness in the existing social protection interventions;
- Enhance the institutional arrangements for sectoral collaboration, implementation and management of social protection interventions.

CHAPTER EIGHT

TRANSPARENT, RESPONSIVE AND ACCOUNTABLE GOVERNANCE



8.1 INTRODUCTION

Since the promulgation of the 1992 Constitution and the subsequent return to constitutional rule in 1993, Ghana has made significant progress in developing a system of good governance. The core of good governance is transparency and accountability of public institutions and officials in the exercise of their duties. The broad goal of transparent and accountable governance is to empower both state and non-state actors to fully appreciate and participate in the governance process. Participatory approach to governance is crucial for effective collaboration for achieving national development. The participatory process also ensures that political, economic and administrative authority is exercised in a manner that inures to the benefit of the general public. Public resources can only be managed efficiently and with integrity to solve national problems when there is transparency and accountability in the management of those resources.

8.2 REVIEW OF PERFORMANCE UNDER THE GSGDA, 2010-2013

Ghana continued to make considerable progress in democratic governance since the re-establishment of constitutional rule in 1993. This has contributed immensely to peace and stability in the country. Assessment of progress in this thematic area covers fifteen focus areas as follows:

i. Deepening the Practice of Democracy and Institutional Reform

The country continued to make significant progress towards the maintenance, deepening and consolidation of democratic governance. In order to address the administrative challenges that have characterised transfer of political power from one Government to another, the Transition Bill was passed into law in March 2012. A total of 504 papers were laid in the House. These included 116 Legislative Instruments ((L.I.s), one Constitutional Instrument for the creation of 45 new Constituencies (C.178), 90 loan/international Agreements, and 142 Committee Reports, among others. For the purposes of the implementation of the recommendations of the Constitution Review Commission (CRC) that have been accepted, the Government in October 2012, set up a five-member Implementation Committee with the mandate to implement same in compliance with appropriate sections of the Constitution.

Meanwhile, the independent governance institutions including Electoral Commission (EC), Commission on Human Rights and Administrative Justice (CHRAJ), and National Commission on Civic Education (NCCE) continued to be strengthened and resourced to undertake their mandate. Over the period, Government increased budgetary allocations to the IGIs. However, challenges continued to exist, as most of the Independent Governance Institutions (IGIs) still have relatively weak capacity and inadequate resources to perform their functions.

ii. Local Governance and Decentralisation

Efforts aimed at enhancing the financial capacity of MMDAs to implement policies, programmes and projects at the local level continued in 2012. However there was a mixed outcome. While the share of MMDAs total revenue (including IGF, DACF, GOG transfer, HIPC transfer and Donor) in relation to total national receipts declined by 18.7%, the share of Central Government's transfers to MMDAs in total discretionary budget increased in 2012 by 35.2%. On the other hand, the effort at improving the administrative capacity of the MMDAs recorded significant progress. The current number of employees of the MMDAs is estimated at 42,288, representing about 8.8% of the total number of personnel on Government payroll. Following the human resource capacity and physical infrastructure audit report, the Local Government Service (LGS) recruited 2,602 professional staff to enhance the capacity of MMDAs to implement their mandate.

iii. Special Development Areas/Zones

Assessment of progress on key interventions outlined in the GSGDA indicates that the Millennium Development Authority (MiDA) attained all its targets. The Savannah Accelerated Development Authority (SADA) became functional, following the establishment of its administrative and operational structures.

iv. Public Policy Management

To provide the basis for effective management of public policy at the sector and district levels, the MDAs and MMDAs prepared their respective Sector and District Medium-term Development Plans, as well as their Monitoring and Evaluation (M&E) Plans using guidelines provided by the NDPC to support the effective implementation of the GSGDA, as the Medium-term National Development Policy Framework for the period 2010 - 2013. However, limited progress was made in addressing the weaknesses that persist in the current public policy management process. Resource constraints facing some key national institutions continue to result in poor coordination of policy implementation and management. The link between the Medium-Term National Development Policy Framework and the Annual National Budget also remains weak.

v. Public Sector Reforms

Successive Governments have undertaken several initiatives towards the reform of Ghana's Public Sector. At the core of these reforms are building the right skills set in Ghana's Public Service, and the development of appropriate performance based management systems for effective implementation of Government policies. A number of programmes were undertaken in the plan period which includes development of a revised draft Performance Agreement for Chief Directors, a new Human Resource Database. The office of Head of Civil Service also made a proposal for the amendment of the Civil Service Act in 2012 which was approved and validated by the Civil Service Council.

vi. Development Communication

The 2012 World Press Freedom Index (PFI) saw Ghana improving its ranking in the world press freedom ranking. In 2012, Ghana ranked 30th out of 179 countries in the world. This was a marked improvement compared to the previous year's ranking of 41st. The Annual National Policy Fair has been institutionalized in order to improve the engagement of Government with the people, make more information on development policy and management available to the citizens, thereby helping to bring governance closer to the people. A total of 120 MDAs and MMDAs participated in the third Policy Fair in 2013. In addition, thirteen (13) 'Meet-the-Press' events and, sixteen (16) press conferences were organised to disseminate information on Government policies and activities. Again, the four-year cycle of public consultations on national development policy framework were undertaken to improve public participation in the development policy formulation process.

vii. Women and Governance

Progress towards women's participation in political governance continued to be slow over the period. Women's share in major public administrative position remains low in the years under review. About 15.4% and 20% Ministers and Deputy Ministers respectively were women in 2012. The proportion of women in Parliament recorded a marginal increase from 8.3% (19 seats) in

2008 to 10.7% (30 seats) in 2012. This situation shows that not much has changed with respect to women's participation in mainstream political activities.

viii. Corruption and Organised Crime

While Ghana has made some progress in the fight against corruption, questions have been raised about the overall trend as illustrated by the Afrobarometer 2012 data which indicated very low public perception of the integrity of elected and public office holders. Two key measures are still pending for parliamentary approval. These are the National Anti-Corruption Action Plan (NACAP) and the regulations on Public Office Holders (Asset Declaration and Disqualification).

Progress was also made with respect to preparatory work for an improved legal and regulatory framework. This included the launch of the National Integrated Programme (NIP) to fight organised crimes and the drug trade and more broadly to strengthen the criminal justice regime; investigation of judgment debts and negotiation settlements to throw more light on the weaknesses in the system and map the appropriate path, and drafting of the code of Conduct Bill for public servants.

ix. Rule of Law and Justice

Though no fundamental reforms were carried out, some achievements were made on the rule of law and justice delivery. These include the drafting of a strategic plan and Standard Operations Procedure (SOP) for Economic and Organised Crime Commission (EOCO); training of state attorneys to deal with emerging and complex crimes as related to drugs, money laundering and internet fraud; mainstreaming of the Alternative Dispute Reconciliation (ADR) mechanism into the court system based on the Alternative Dispute Resolution 2010, Act 798; and establishment of gender justice courts in Accra and Kumasi. The process of computerization of the courts continued within the period.

x. Public Safety and Security

The Security Services continued to discharge their statutory duty of providing safety and security for citizens and ensuring internal peace in the country through the enforcement of laws and regulations. Overall, there was a declining trend in the general crime level over the period. This, according to the Ghana Police Service, was achieved through the development and rigorous implementation of effective and well-coordinated policing strategies.

A number of measures were taken to provide the security agencies with the requisite logistics to ensure their efficient and effective operations. The Ghana Police Service was provided vehicles, mobile clinics, a Dialysis Centre and an Automated Fingerprint Identification System (AFIS). Government also established a Document Section, an Electrostatic Detection Apparatus and a modern Ballistics Section. In addition, the Marine Unit was established. For the

Ghana Prisons Service, prisoners' feeding grant was increased, whilst ICT Centres with internet connectivity were provided. A Diagnostic Centre was established at the Nsawam Medium Security Prison whilst an ultra-modern Maximum Security Prison was opened at Ankafu in the Central Region. The Ghana National Fire Service secured new fire-fighting vehicles and equipment and benefitted from officer training programmes. All the agencies including the Ghana Immigration Service recruited additional personnel.

xi. Forestalling External Aggression

The provision of modern equipment to improve on the operational readiness and efficiency of the Ghana Armed Forces was a major focus of Government policy on forestalling external aggression within the period. The Ghana Navy was provided with seven vessels within the period. The re-tooling of the Ghana Air Force entailed the procurement of two transport aircraft, two surveillance aircraft and four helicopters. The Ghana Army was also provided with the needed equipment including the procurement of armoured vehicles and communications equipment.

xii. Developments in Chieftaincy

Chieftaincy disputes continued to challenge the country's traditional administration. Though the total number of chieftaincy disputes across the country reduced marginally in 2012, it remained high over the period. Documentation of chieftaincy lines of succession across the country recorded some appreciable progress in the period under review.

xiii. Strengthening International Relations (Partnership) for Development

Ghana continued to strengthen international partnership and cooperation for development through its diplomatic missions abroad, and participated in high profile global, regional and sub-regional activities. Meanwhile, Ghana continues to be a signatory to a number of international protocols and conventions, ratified them and incorporated them into domestic legislation. In 2012, nine (9) international protocols and conventions were ratified and incorporated into domestic legislation.

xiv. Evidence-Based Decision-Making

To provide official statistics on population and demographic indicators to meet user needs, the Ghana Statistical Service (GSS) released the preliminary results of 2010 Population and Housing Census (PHC) in 2011 and the final result was released in 2012, following the completion of the exercise in 2010. The GSS subsequently continued to process the data obtained from the Census for eventual release of the full report, including gender and geographical disaggregated data. The GSS also conducted the Post Enumeration Survey (PES) to serve as quality check on the 2010 PHC data. The GSS continued to undertake its regular activities to generate the relevant statistics for formulation of policies, as well as the assessment and evaluation of economic policies and performance.

xv. Migration for National Development

According to available data, an estimated three million Ghanaians live abroad and they continue to make various contributions including the transfer of resources for the development of the country. Out of this only about one hundred thousand (100,000) have formally registered with the various Ghana's diplomatic missions abroad. Private remittance from Ghanaians living abroad constituted about 5% of GDP in 2012.

8.3 CHALLENGES TO GOOD GOVERNANCE

Although Ghana has made considerable strides in establishing a system of good governance compared to other countries in the West African sub-region and on the continent at large, some challenges to good governance remain. These include: power imbalance among the arms of Government; resource disparity which undermines the role of the different arms of Government; inadequate responsiveness to civil society and private sector initiatives in the governance process; insufficient public ownership of, and participation in governance process; limited awareness, advocacy and enforcement of rights and responsibilities; perception of corruption in the public sector; and insufficient engagement of arms of Government and other governance institutions with the general public.

8.4 MEDIUM-TERM POLICIES AND STRATEGIES FOR TRANSPARENT AND ACCOUNTABLE GOVERNANCE

In view of these challenges, key areas of policy focus to advance good governance in the medium-term are: deepening the practice of democracy and institutional reforms; local governance and decentralisation; special development zones; public policy development and management; public sector reform; development communication; gender equity and women empowerment; corruption and economic crimes; rule of law and access to justice; public safety and security; access to rights and entitlements; national culture for development; international relations for development and evidence-based decision-making.

8.4.1 Deepening the Practice of Democracy and Institutional Reform

Key policy objectives for deepening the practice of democracy are: improve the balance of power among arms of Government and other governance institutions; expand and sustain opportunities for effective citizen engagement; enhance platforms for engagement with civil society and private sector to improve responsiveness; ensure inclusive and equitable political system; improve transparency and integrity of the electoral process; and strengthen and promote the culture of rights and responsibilities.

Improve the balance among arms of Government and other governance institutions: Resource disparity undermines the roles and effective functioning of the different arms of Government, namely the Executive, the Judiciary and the Legislature and also the Independent Governance Institutions (IGIs). This has led to periodic conflicts between and among them. There is the need

to improve the balance of power amongst the different arms of Government in order to remove the resource imbalance. In addition, the issues of whether a separate and special fund should be established for IGIs and whether or not their budgets should be subjected to review by the Ministry of Finance also need to be addressed.

Special attention will therefore be paid to the implementation of the recommendations of the Constitution Review Commission to streamline the roles and responsibilities of the arms of Government and Independent Governance Institutions. Other strategies identified to improve the resource balance among the different arms of Government are: strengthen capacity of Parliament and other governance institutions to perform their respective oversight functions; and modernise technology and logistics and review processes and procedures of Parliament and the Judiciary.

Expand and sustain opportunities for effective citizens' engagement: A key principle of democratic governance is that power emanates from, and belongs to the people/citizenry on whose behalf political and public office holders exercise the authority of the state. Active participation and engagement of the citizenry in governance processes will therefore ensure transparent and accountable governance. Opportunities for effective public engagement on crucial governance and national development policy issues are however currently limited. The main strategies to address these issues are to coordinate and harmonise public ownership of the development process to ensure public ownership; and enhance avenues for citizens' engagement with Government at all levels.

Enhance platforms for engagement with civil society and private sector to improve responsiveness: The role of civil society organisations (CSOs) and the private sector as major stakeholders in the development process is crucial to achieving transparency and accountability. CSOs do not only make policy inputs; they also serve as watchdogs in the governance process.

The level of responsiveness to civil society and private sector initiatives in governance processes has been inadequate. Platforms for engagement of the arms of Government and other governance institutions with civil society and the private sector have also been insufficient. These factors in turn reduce the active involvement of these institutions in the decision-making process. Their active participation in the governance process would enhance grass-root participation and a "bottom-up" approach to governance.

To achieve the objective of enhancing platforms for engagement with CSOs and the private sector, the following strategies will be implemented: improve CSOs and private sector access to resources through partnerships with the public sector; institute regular dialogue between CSOs, private sector, Government agencies and state institutions at national and decentralised levels; ensure clarity in the roles and responsibilities of CSOs in the governance process; develop real and concrete avenues for citizens' engagement with Government at all levels so that they can demand responsiveness and accountability from duty bearers; and promote regular engagement of Parliament with the media and the public at large.

Ensure Inclusive and Equitable Political System: Participation of diverse groups of people in the governance process is critical to ensuring good governance. This is crucial for effective policy dialogue as well as the stability of the governance and development process. Members of the general public have in recent times identified the “winner-takes-all” political system as one of the major issues confronting the deepening of democratic governance in Ghana.

To remedy this situation, several policy interventions have been identified for implementation in the medium-term. There is the need to: introduce reforms in the appointment of political office holders in line with the recommendations of the CRC; enforce existing legal, operational and financial standards for party organisation; strengthen existing mechanisms (e.g. IPAC) for inter-party participation in the electoral process; and establish an election fund with transparent and accountable requirements.

Strengthen and Promote Civic Rights and Responsibilities: Transparency in the governance process is enhanced when citizens are able to hold state officials to account. At the same time, citizens are only able to do this when they are adequately informed about their rights and responsibilities, and equipped to defend those rights and discharge their responsibilities.

The challenge, however, has been the limited awareness, advocacy and enforcement of citizens’ rights and responsibilities. The limited awareness of rights and responsibilities can be attributed to the relatively high level 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.

A key strategy to overcome this problem will be to increase awareness creation of citizens’ rights by relevant institutions and agencies at all levels of society. The promotion of the concept of a Citizens’ Charter will also help to strengthen and promote the culture of rights and responsibilities among the citizenry.

8.4.2 Local Governance and Decentralisation

After two and half decades of implementing the decentralisation programme, there is now a need to deepen the process of devolution of political power to the district and community levels in order to enhance participation of the citizenry in decision-making at all levels. This implies the need for effective coordination and communication between, and harmonization of programmes at different levels of Government in terms of development planning, implementation and funding. The focus of the policy therefore encompasses administrative, political and fiscal decentralisation. This will ensure that both the people and their elected representatives are visible and audible.

The policies to strengthen local governance and decentralisation are organised under three broad categories, namely: administrative, political and fiscal decentralisation. The policy objectives for strengthening local governance and deepening decentralisation are as follows: accelerate implementation of the decentralisation policy and programmes; ensure effective and

efficient resource mobilisation, internal revenue generation and resource management; integrate and institutionalise district level planning and budgeting through participatory processes at all levels; and mainstream Local Economic Development (LED) for growth and local employment creation.

Deepening implementation of the decentralisation policy and programmes: Strategies for deepening decentralisation include: accelerate the implementation of the National Decentralisation Action Plan; accelerate the review and harmonisation of existing legislation on local governance and ensure the enactment of the Consolidated Local Government Law; enforce compliance with Legislative Instrument 1967 of 2010; accelerate the implementation of the Benning Committee's Report on district boundary disputes; promote infrastructure development for the newly created districts; scale-up the community population registration programme and mobile registration exercises in areas with limited access to registration facilities; and review the Functional Occupational Assessment Tool (FOAT) to facilitate the achievement of the objectives of the overall decentralisation programme.

Effective and efficient resource mobilisation, internal revenue generation and resource management: Strategies outlined to achieve this policy objective are: ensure the availability of long-term funds for investment and capacity building of MMDAs, including grants under the District Development Facility (DDF) and the Urban Development Grant (UDG); improve the capacity of finance and administrative staff of MMDAs; institute measures to block leakages and loopholes in the revenue mobilisation system of MMDAs; ensure effective monitoring of revenue collection and utilisation of investment grants; and develop reliable business and property database system including street naming and property addressing systems.

Integrate and institutionalise district level development planning and budgeting through participatory processes at all levels: In order to integrate and institutionalise district level development and budgeting through participatory processes at all levels, the following strategies will be implemented: deepen fiscal decentralisation by ensuring finalisation and implementation of the inter-Governmental fiscal transfers; strengthen engagement between assembly members and citizens; institutionalise democratic practices in Local Government structures; and strengthen institutions responsible for coordinating planning at all levels; and ensure effective linkage between the planning and budgeting processes.

Local Economic Development (LED): Although Ghana has recorded appreciable levels of macroeconomic stability employment creation has lagged behind expected outcomes. The inability of district assemblies to mainstream employment creation in their development plans and programmes has added to the rising levels of unemployment, especially among the youth. The strategies identified for mainstreaming LED for growth and employment creation are to facilitate the implementation of LED programmes at the district level and promote local business enterprises based on resource endowments for job creation

8.4.3 Special Development Zones

Reduce spatial and income inequalities across the country and among different socioeconomic classes: The Ghana Living Standard Surveys (GLSS) V, which is the latest of the series of the living standard surveys confirmed the persistence of spatial and income inequalities among regions and socio-economic groups. Attempts made in the recent past to contain the problem included the establishment of special purpose vehicles such as the Millennium Development Authority (MiDA), SADA, CEDECOM and other development authorities. Progress so far made under these initiatives has, however, not resulted in the transformation envisaged. This is attributed to the uncoordinated nature of the Special Development Zones (SDZs) initiatives across the country; weak coordination of on-going and emerging national development opportunities and challenges; the disconnect between district administrations and SDZs; and ineffective monitoring and evaluation of interventions in SDZs, among others.

The policy objective is to reduce spatial and income inequalities across the country and among different socio-economic groups. The specific strategies to achieve this objective are: coordinate and harmonise the selection and development of SDZs by aligning all on-going and special programmes in line with NDPC's mandate; ensure improved coordination and harmonisation of development projects and programmes for fair and balanced allocation of national resources; accelerate development at the district level aimed at improving rural infrastructure and environment and also increasing access to social services; review legislative frameworks for SDZs to conform to the national development planning system and integrate and harmonise with MMDAs legal framework; improve agriculture productivity and incomes, and transform rural subsistence agriculture into viable business ventures; empower rural populations by reducing poverty, exclusion and vulnerability; enhance planning and coordination of the development of Ghana's oil basin, and other special development zones including SADA, MiDA, CEDECOM/Coastal Savannah, etc and enhance monitoring and evaluation of Special Development Zones and other similar initiatives.

8.4.4 Public Policy Development and Development Management

Over the years, a series of policy initiatives and programmes have been implemented to improve the performance and management of the public service notably the CSPIP, NIRP, PUFMARP and PRSP. In 2004, a dedicated ministry for public sector reforms was established for the purpose of ensuring improved performance, productivity and service delivery to the public at large and to the private sector in particular. The Ministry was however, converted to a secretariat under a Minister of State at the Presidency in 2009. In addition, the Single Spine Pay Policy (SSPP) was initiated to improve the conditions of service of public servants and to ensure equity, fairness and transparency in public service salary administration as well as enhance performance and productivity.

The policy objectives for Public Policy Development and Management are: strengthen policy and development planning processes for equitable and balanced spatial and socio-economic development; promote and improve the efficiency and effectiveness of performance in the public/civil service; rationalise and define structures, roles and procedures for state institutions;

deepen institutionalisation and internalisation of M&E systems at all levels; ensure equity and social cohesion at all levels of society; and promote inter and intra-agency linkages of technology-based information systems.

Strengthen policy and development planning process for equitable and balanced spatial and socio-economic development: The policy objective in the medium-term is to strengthen policy and development planning processes including M&E for equitable and balanced spatial and socio-economic development. Issues identified for policy interventions are: weak evidence-based development policy formulation; ineffective implementation of development policies and plans; poor coordination of development policy formulation and implementation; low demand for M&E and use of M&E results to influence decision-making especially at the sector and district levels; absence of a long-term National Development Policy and Plan; and weak coordination of the development planning system.

The strategies for achieving the policy objective will therefore focus on the following: strengthen the coordination role of NDPC to ensure enhanced evidence-based decision-making in the policy and strategy formulation and management processes at all levels; ensure enactment of relevant Legislative Instruments for effective management of the national development planning system and procedures in accordance with NDPC Act 1994, Acts 479 and NDPS Act 1994, Act 480; harmonise and strengthen the social dimension of the criteria for allocation of the DACF; build capacity of MDAs and MMDAs in the public policy and planning processes including consideration for gender and women empowerment; strengthen capacity of research and statistical information management of MDAs and MMDAs; establish unified development information system; mainstream Strategic Environmental Assessment (SEA) in public policy processes; strengthen spatial planning at the NDPC and other relevant agencies; develop spatial management information systems on investments to facilitate resource allocation and tracking of investment decision-making; formulate and implement national Medium and Long-term Development Policies and Plans; and institutionalise the coordination of development policy formulation, planning, monitoring and evaluation (M&E) at all levels especially among sector agencies.

Promote and improve the efficiency and effectiveness of performance in the public: Issues to be addressed in the medium-term pertain mainly to the limited capacity for policy formulation and implementation as well as unsatisfactory working conditions and environment for public sector workers.

The strategies designed to achieve the policy objective are: review current status of the on-going public sector reform programme and ensure its accelerated implementation; develop a systematic training framework in public policy formulation and implementation for public and civil servants; design and implement human resource development policy for the public sector including the civil service; and provide favourable working conditions and environment for public and civil servants.

Rationalise and define structures, roles and procedures for state institutions: The main issue identified concerns overlap and duplication of activities among MDAs. This will be addressed by

the following strategies: review and clarify the mandate, functions and terms of reference of institutions; ensure public accountability and transparency in official processes; and establish participatory and consultative systems for policy-making, regulations and management of resources.

Ensure equity and social cohesion at all levels of society: Issues to be addressed are: inadequate commitment to issues of vulnerability; inadequate social interventions and weak coordination of programmes for the vulnerable and excluded; and ineffective implementation of social intervention programmes.

Strategies outlined to achieve the policy objectives are: prepare and implement a comprehensive national social policy framework; align, harmonise and improve targeting of programmes that support the vulnerable and socially excluded groups; strengthen institutions to programme and offer support to the vulnerable and excluded at all levels; and enhance coordination and implementation of social protection initiatives for the vulnerable and excluded at all levels.

Promote inter and intra-agency linkages of technology-based information systems: The main constraint identified under this policy objective is weak e-Governance structure. Strategies outlined to solve this issue are: integrate institutional networks and information sharing within the public sector; facilitate compulsory automation and networking as a tool to reduce fraud; and enhance networking infrastructure and systems inter-operability across all governance institutions.

8.4.5 Public Sector Reform

Reform of the public sector has been on the national agenda for more than two decades. The overall goal is to ensure cost effectiveness and efficiency in the delivery of public services. The reform initiatives were however unable to achieve the desired transformation and improvement in the performance of the public service in general and in the civil service in particular. This can be attributed to a number of factors. Key among these are ineffective supervision and human resource management; weak coordination and collaboration as well as ineffective management systems.

In the medium-term on-going programmes for the improvement of the implementation of public sector reforms such as the Human Resource Management Information System (HRMIS), the Single Spine Pay Policy (SSPP) as well as the retooling of the Ghana Civil Service will be continued and deepened. The medium-term policy will therefore target the attainment of the following two main policy objectives namely: strengthen public sector management and oversight; and improve the responsiveness of the public sector in service delivery.

Strengthen public sector management and oversight: The specific objectives for strengthening public sector management and oversight are to: enhance supervision and productivity in the public service; establish a reliable public service-wide human resource management information

system; and promote excellence in people management. In the medium-term the strategies will be to: standardise rules, regulations and performance measures governing public sector management; institutionalise training of members of public sector boards and Chief Executive Officers and reorganise and retool the State Enterprises Commission to offer guidance to all members of public sector Boards to ensure accountability.

Enhance supervision and productivity in the public service: Public institutions are characterised by weak performance management systems; weak supervision and low productivity. Consequently, strategies identified to enhance supervision and productivity in the public service are: institutionalise performance management policy in the public service; strengthen capacity to implement performance management system at all functional levels in public service organisations; ensure the development of a reliable and updated HR database for the civil service; and develop a comprehensive National Human Resource Development Plan for the public services.

Establish a reliable public service-wide Human Resource Management Information System: The establishment of a reliable public sector Human Resource Management System is critical to the development of an efficient service-oriented public service. The strategy to achieve this is to design and implement a Human Resource Management Information System (HRMIS) and coordinate capacity building of public service organisations for effective implementation of the HRMIS.

Promote excellence in people management: The strategies for promoting excellence in the medium-term are to: ensure the development and effective implementation of a policy framework to guide human resource governance and management in the public service; and establish mechanisms to align remuneration to productivity and reward excellence.

Improve the responsiveness of the public service in service delivery: Strategies outlined to achieve this policy objective are : institute measures to assess performance of public sector institutions; enhance the capacity of Fair Wages and Salaries Commission to deliver on its mandate; empower the Ministry of Employment and Labour Relations (MELR) to effectively supervise and monitor the institutions and agencies under it; implement the subvented agencies reform programme; facilitate the implementation of client service delivery improvement measures in MDAs and MMDAs including international charters, protocols and service charters; and implement career development programmes and succession plan for all categories of staff in the Public Service.

8.4.6 Development Communication

The need to create a dynamic development communication system that enables all stakeholders to have a voice in development decision-making will constitute the main fulcrum of development communication policy. The aim is to institutionalise inclusion and social accountability in public policy implementation and monitoring in order to secure public ownership of development policies and programmes. The specific objectives for achieving this

goal are: improve transparency and access to public information; improve development communication and mutual accountability; promote social accountability in the public policy cycle; and enhance development communication across the public sector and policy cycle.

Improve transparency and public access to information: Issues identified for policy intervention include: inadequate access to public information by media, civil society and general public; lack of legal regime to back demand for public information; poor record management and ineffective public institutions, and poor interaction with the citizenry.

The strategies for addressing the issues are: ensure the passage of the Right to Information Bill into law; enact a Legislative Instrument and operationalise the implementation of the Right to Information Bill when passed; modernise information management systems of MDAs and MMDAs as well as facilitate the publicising of District Assembly proceedings.

Enhance development communication across the public sector and policy cycle: Identified issues to be addressed include: inadequate structures for effective participation of citizens especially vulnerable groups in decision-making and policy implementation; inadequate communication flow between Government and the general public including absence of established feedback mechanisms and weak capacity in development communication management. Others are weak capacity of CSOs for policy dialogue; information asymmetry leading to weak engagement of citizenry in the policy process; weak communication in budget preparation, implementation and expenditure tracking; and ineffective and inefficient feedback mechanisms in MDAs and between state and non-state actors.

The proposed strategies are: to finalise the draft Ghana Development Communication Policy Document; implement Development Communication programmes across MDAs and MMDAs; strengthen ISD's capacity and public relations role in MDAs and MMDAs for effective coordination of development communication; expand the opportunities and structures for community ownership of public communication channels with particular attention to socially disadvantaged groups.

Promote social accountability in the public policy cycle: This objective relates to the following issues: weak capacity of CSOs for policy dialogue; information asymmetry leading to weak engagement of citizenry in the policy process; weak communication in budget preparation, implementation and expenditure tracking; and ineffective and inefficient feedback mechanisms in MDAs and between state and non-state actors.

Strategies identified to address these issues include: enhancing participatory budgeting, revenue and expenditure tracking at all levels; expanding communication platforms for civil society to enhance participation in the policy process; strengthening feedback mechanism for policy review; and facilitate the development of CSO's capacity for policy engagement.

Improve development communication, press freedom and mutual accountability: Absence of a legal regime to regulate broadcasting; weak capacity of National Media Commission (NMC) to

enforce its authority and weak capacity of the media to engage in the development communication are the issues pertinent under this objective.

The strategies proposed to address these issues are: enact the Broadcasting Law; review the NMC Act 1993, Act 449 to give it the power of enforcement; review and harmonise NCA Law with NMC Law; strengthen the capacity of the NMC; strengthen partnership with the media to enhance national cohesion for sustainable development; deepen media pluralism and independence; and enact a Media Standards law.

8.4.7 Gender Equity and Women Empowerment

The thrust of the policy is to: address the slow progress made in the elimination of gender-based inequalities; low recognition of gender equity in public sector; lack of gender responsive budgeting; inadequate representation and participation of women in public life and governance; and insufficient candidature of females in elections, among others.

The main policy objective of this focus area is to: promote gender equality and equity in political, social and economic development systems and outcomes. The other objectives are to: safeguard the security, safety and protection of the rights of the vulnerable in society, especially the girl-child and women; promote women's equal access to economic opportunity and resources; and integrate gender considerations at all stages and in all dimensions of data production.

Promote gender equality and equity in political, social and economic development systems and outcomes: Issues identified are: lack of national commitment to eliminate gender-based inequalities; low recognition of gender equity in public sector (public sphere); lack of gender responsive budgeting; inadequate representation of women and then participation in public life and governance; as well as insufficient procedures and tools to monitor progress.

To reverse this situation, the following strategies will be implemented: encourage political parties to facilitate the candidature of females in elections; integrate gender into Government policy and planning systems and financial frameworks and their implementation at all levels; institute measures to achieve a gender balance on all Government-appointed committees, boards and other relevant bodies; institutionalise gender-responsive budgeting; assess and bridge capacity gaps for the active and equal participation of women and men at all levels of civil society, economy, peace building and governance.

Safeguard the security, safety and protection of the rights of the vulnerable in society, especially the girl-child and women: The challenges identified are: prevalence of sex discrimination and perceived harassment of women; management of multiple roles; sociocultural, time and mobility limitations of female members; prevalence and practice of outmoded customs inimical to women's rights; and inadequate support for victims of violence.

Strategies to reverse the challenges are: adopting legal, legislative and operational measures to reinforce the principle of gender equality and equity in personal status and civil rights; and the

integration of a gender perspective in the development of all national policies, programmes, processes and structures.

Promote women's equal access to economic opportunity and economic resources, including property: The issues raised under this objective are disparities in access to economic opportunities; persistence of gender disadvantage in the labour market in addition to gender-related inequalities in women's capacity for choice and agency.

Strategies identified to address these issues are: engendering legislative and regulatory environment more conducive to women's economic agency; developing the entrepreneurial and technical skills of women; exploring avenues for equalising access of women and men entrepreneurs to financial services and assistance to businesses; integrating measurement of asset rights; small business financing, and business ownership in regular administrative and economic survey instruments.

Promote the effective integration of gender considerations at all stages, and in all dimensions of data production and creation of statistical knowledge: Major issues identified are include limited availability and analysis of relevant data on gender issues in all segments of society as well as low capacity in the production, analysis and use of gender statistics at all levels of planning and decision-making.

The strategies include: institutionalising gender and sex-disaggregated statistics production and use across sectors and at all levels of data generation within the context of international guidelines, including Beijing Platform for Action; standardising the compilation of gender statistics from routine administrative processes as well as developing and implementing capacity building initiatives to engender transformation of statistical inquiries and dissemination of the corresponding results.

8.4.8 Corruption and Economic Crimes

Though the country has made several efforts to combat corruption by implementing measures to prevent, detect and sanction corrupt behaviour, corruption still remains a major concern in the country. The broad policy area of fighting corruption and related offences, therefore, seeks to achieve the following strategic objectives: promote transparency and accountability as well as promote effective and efficient anti-corruption systems.

Promote Transparency and Accountability: Due to low transparency and perhaps even lower accountability of public officials, the public sector is perceived to be corrupt. This needs to be addressed in order to ensure that the public sector can become both credible and trustworthy in the eyes of the citizenry. Strategies to be adopted to promote transparency and accountability focus mainly on the implementation and enforcement of existing laws and the National Anti-Corruption Action Plan. The laws include the Financial Management Laws - the Public Procurement Act, 2003, Act 663; the Internal Audit Agency Act, 2003, Act 658; the Financial

Administration Act, 2003, Act 654 as amended; the Anti-Money Laundering Act 2008, Act 749, as well as the Whistle Blower's Act, 2006, Act 720.

Promote effective and efficient anti-corruption systems: The current institutional arrangement to combat corruption is severely weakened by lack of coordination, weak capacity and duplication of efforts. There is therefore a need to strengthen the relevant institutions to promote efficient use of human and material resources and also create an environment for regular interaction, cooperation and collaboration.

Strategies to be adopted to reinforce the anti-corruption system include the following: transform Economic and Organised Crime Office (EOCO) into a security agency to enable it collaborate effectively with other security agencies in the prevention of economic and organised crimes; enact the relevant regulations to enforce the Public Officers' Liability Act; transform the Narcotics Control Board into an autonomous Commission and empower it to deal effectively with drug trafficking as well as amend the CHRAJ Act 1993, Act 456 to make its decisions directly enforceable.

Other strategies are: accelerate the passage of the Right to Information Bill into law; empower the Financial Intelligence Centre (FIC) to collaborate with other security agencies to fight money laundering and other related crimes; comprehensively review the Criminal Offences Act to encompass corruption-related offences; and accelerate the establishment of a Financial Administration Tribunal.

8.4.9 Rule of Law and Access to Justice

Delays in resolution of cases and the high cost of legal processes pose a serious challenge to accessing justice in Ghana. The main issues which need to be addressed in order to guarantee rule of law and access to justice include: physical, economic and social barriers; inadequate representation of the poor, vulnerable and excluded; lack of confidence in the justice and administrative systems; and ineffective enforcement of laws. In addressing these issues the policy objectives are to improve access to affordable and timely justice and enhance public confidence in the justice delivery and administrative systems.

Improve access to affordable and timely justice: Strategies outlined to achieve the objective of improving access to affordable and timely justice are: increase the number and improve quality of court infrastructure; implement gender policy to increase access to justice by women and vulnerable groups; expand Court-connected ADR services within the justice delivery system; amend governing acts, rules, regulations, policies and procedures to improve communication and institutional capacity; speed up trial processes; provide appropriate infrastructure and expand the presence of the Attorney-General at all high courts and regional capitals; transform the Legal Aid Scheme into an independent constitutional body; strengthen the implementation of the "Justice For All" programme with the introduction of weekend courts and small claims courts; and expand training of judges to handle emerging issues.

Enhance public confidence in the justice delivery and administrative systems: Policy interventions identified to enhance public confidence in the justice delivery and administrative systems are: increase and expand public outreach and engagement activities through the media and other targeted programmes; implement the Legal Service law; strengthen the administrative structures of the Legal Service; improve inter-agency and cross-sectoral legal coordination as well as expand training infrastructure of the legal system.

8.4.10 Public Safety and Security

Governments all over the world take public safety and security of citizens, foreigners, residents and property seriously. It is the responsibility of Governments to ensure that the protection of citizens, residents, organisations, and institutions against threats to their well-being and to the prosperity of their communities is achieved. Ghana is considered to be peaceful and is doing better in the field of public safety and security compared to many other countries in the sub-region. To continue to maintain a safe and secure environment as well as make Ghana attractive for local and foreign investments, the focus area adopts the following objectives: improve internal security for human safety and protection; reduce recidivism and promote effective re-integration of ex-convicts; and enhance peace and security.

Improve internal security for human safety and protection: The major issues identified under this policy objective include inadequate human and institutional capacity; outmoded laws and regulations; prevalence of violent crimes; weak monitoring and regulation of private security organisations; prevalence of communal conflicts and disputes; high rate of road traffic accidents and associated fatalities; as well as prevalence of fires, floods and other disasters. Other issues that need to be addressed are inadequate community and citizen involvement in public safety; proliferation and trafficking of small and illicit arms; increasing incidence in trafficking of narcotic drugs, drug abuse and psychotropic substances; and weak enforcement of migration laws and regulations.

The strategies identified to address the issues raised under the policy objective are: enhance institutional capacity of the internal security agencies; improve border management technology, and infrastructure; review existing laws to streamline and effectively regulate and monitor private sector involvement in the provision of internal security; intensify road user education and ensure strict enforcement of rules and regulations; enhance the preparedness of disaster management agencies to effectively respond to emergencies; intensify public education on disaster safety measures, drug use and small arms as well as developing a small arms database system. Other strategies to be pursued are: develop alternative livelihoods for blacksmiths, cannabis growers and other allied groups; strengthen inter-agency coordination in dealing with drug trafficking; accelerate the revision of existing laws on GIS, NADMO, Prisons Service, NACOB; and enact legislation on acquisition and possession of arms and ammunition regime.

Reduce recidivism and promote effective re-integration of ex-convicts: Overcrowding in custodial facilities and inadequate rehabilitation centres are issues of major concern for the relevant agencies. In order to address this situation, there is the need to review current

rehabilitation programmes for prisoners and drug addicts and also review legislation to introduce more non-custodial sentences.

Enhance Peace and Security: The need to improve on peace and security is due to instability within the sub-region, potential incidents of external aggression; and lack of effective community and citizen involvement in public safety. The increase in pirating and terrorists activities within the West African sub-region has added a new dimension to public safety concerns.

The strategies for addressing the identified issues and enhance peace and security include: forestalling civil strife and external aggression; build operational, human resource and logistics capacity of the security agencies; strengthen the relationship between civil society and security agencies; strengthen the collaboration with neighbouring countries to reduce cross border crimes; and improve the capacity of security services in external peacekeeping.

8.4.11 Access to Rights and Entitlements

Although the 1992 Constitution of the Republic of Ghana guarantees every Ghanaian fundamental human rights and freedoms, some sections of the population are unable to assert their rights and entitlements. There is therefore the need to ensure the protection of the rights of all individuals particularly the rights of abused children in difficult circumstances, single parents, persons with disability (PWDs), the unemployed youth, the poor and voiceless in society in order to foster social cohesion and overall national development.

The objectives for achieving this are: promote equitable access to good quality and affordable social services; protect children from direct and indirect physical and emotional harm; safeguard citizens' rights and entitlements and eliminate human trafficking; ensure effective integration of PWDs into society; and promote efficient and effective land administration system.

Equity gaps in the provision of quality social services: The main issue concerns inadequate access to essential social services. This will be addressed through the following strategies: increase access to quality social services; promote the development and publication of Citizens' Charter; develop Geographic Information Systems (GIS) to map-out the distribution of essential social services; and expand equitable access to good quality and affordable social services.

Protect children from direct and indirect physical and emotional harm: Issues identified for policy interventions are child abuse and harmful traditional practices; and inadequate enforcement of provisions in the Children's Act 1998, Act 560.

Strategies outlined to address these issues are: strengthen the capacity of relevant institutions to monitor child abuse and child trafficking; intensify implementation of policies that protect children; intensify public education programmes on children's rights and the dangers of child abuse and harmful cultural practices; develop an integrated child development policy;

decentralise and strengthen the Children's Department of MoGCSP; and facilitate the ratification of international charters and conventions, e.g. child labour (ILO Convention 182).

Safeguard citizens' rights and entitlements and eliminate human trafficking: Limited capacity for effective education and enforcement of rights and entitlements and inadequate enforcement of provisions in the Human Trafficking Act 2005, Act 694 continue to be issues which need to be addressed in order to safeguard citizens' rights and entitlements. Further to this, increase in human trafficking has also become a major concern in the country.

The strategies for protecting the rights and entitlements of citizens are: strengthen capacity of relevant institutions and agencies at all levels for effective public education and dissemination of information on rights, entitlements and responsibilities; enhance the capacity of relevant agencies to adequately enforce laws on family life including the Domestic Violence Act 2007, Act 732; enforce the relevant laws and regulations on Human Trafficking Act 2005, Act 694; and incorporate international human rights protocols into national agenda.

Ensure effective integration of PWDs into society: The implementation of the Disability Act faces a number of challenges which have resulted in the limited compliance with it. To ensure effective integration of the PWDs into society, the following strategies will be implemented: expedite the preparation and implementation of an Action Plan to implement the Disability Act 2006, Act 715; create an enabling environment to ensure the active involvement of PWDs in mainstream society; and introduce affirmative action for persons with disability with due consideration for gender.

Promote efficient and effective land administration system: Issues identified to be addressed in order to promote efficient and effective land administration systems in the country are as follows: conflicting claims to land ownership, bureaucracy and outmoded disposal procedures; excessive use and abuse of discretion; poor application of land laws; and absence of a land banks policy to facilitate access to land for investors and/or industry.

The strategies designed to address the issues are: review laws and regulations affecting land administration; establish specialised land tribunals; promote public education on land acquisition procedures; and develop a comprehensive policy on the establishment of land banks especially at the district level for investment purposes.

8.4.12 Culture and Development

Culture and development go hand-in-hand, but culture is more than arts, crafts and festivals. At the heart of every culture lies a set of beliefs and practices, passed on across generations, that shape the attitudes of the people towards life, their understanding of it, and the collective and individual actions they take to improve that life. Cultures that thrive on superstition, for example, often lag behind in development, deprived of the benefits of science and technology in addressing common socio-economic ills, such as insufficient food production. The absence of a

comprehensive National Policy on Culture is among the main reasons why culture has received very little in national development efforts.

Adopting a comprehensive National Policy Culture and ensuring that cultural facilities around the country are well resourced will represent a major step towards acknowledging the crucial role of culture in national development. For purposes of the transformation agenda, in particular, we need to highlight a core set of values from our culture that would bring the best out of every Ghanaian in our national development effort.

These core values may be summarised as follows:

1. Selfless and dedicated leadership
2. Honesty
3. Discipline
4. Excellence
5. Self-reliance
6. Tolerance

If properly applied in our daily lives, they would help us address various social ills, such as corruption; the chronic disregard for punctuality in our public and private lives; poor quality of goods and services (which undermines our global competitiveness); indiscipline on our roads; insanitary conditions in our communities; the lack of a maintenance culture; community conflicts; and a pervasive culture of superstition. Schools, businesses, labour unions, professional associations, and broad-based civil society, such as research institutions, traders and farmers associations, as well as community-support organisations will have to play a key roles in spreading and incorporating these values into our daily lives. By virtue of the influence they wield in their communities, traditional authorities would have a special responsibility in popularising these values.

At the organisational level – both in the public and private sectors – other values may be identified and applied as deemed appropriate by each organisation during the preparation of their development plans or, in the case of the private sector, business or strategic plans.

8.4.13 International Relations for Development

The current foreign policy goal of Government is to achieve good neighbourliness and pursue economic diplomacy. To this end the policy interventions to be implemented over the medium-term is aimed at achieving the following broad objectives: accelerate economic and social integration with regional and sub-regional states; promote international peace and sustainable development; and leverage the economic and technological opportunities for sustainable development.

Accelerate economic and social integration with regional and sub-regional states: The main issue identified under this policy objective is bottlenecks in the free movement of goods and services among ECOWAS member states. To address the issue and accelerate economic and

social integration efforts will be made at: establishing a common customs union; ensuring that national trade policies incorporate ECOWAS protocols, WTO and ACP/EU accords; and strengthening links between industrial and trade policies.

Promote international peace and sustainable development: Issues identified under this objective are: threats to international peace and security as well as low compliance with international protocols and conventions. Strategies identified to address these issues are: review international obligations and domesticate all ratified international treaties; strengthen sub-regional, regional and global collaboration for the promotion of international peace, security and sustainable development; act in concert with other countries to address threats to international peace and security; and strengthen Ghana's bilateral and multilateral diplomacy.

Leverage economic and technological opportunities for sustainable development: The low utilisation of opportunities to promote Ghana's interests abroad has been identified as the main issue under the focus area. The strategies to be pursued to address this issue are: leverage economic and technological opportunities for sustainable development; leverage Ghana's democratic and governance credentials to promote its political and economic interests abroad; review diplomatic representation and alignments in pursuit of Ghana's national interests; and strengthen Ghana's bilateral and multilateral diplomacy.

8.4.14 Evidence-Based Decision-Making

The production and management of statistical data and information are vital for evidence-based decision-making, policy formulation and development planning as well as monitoring and evaluation of the implementation of plans, programmes and projects. However, the non-existence of structures and mechanisms for efficient production and management of statistics as well as low statistical literacy have constrained the generation and use of statistics in policy making. Attempts to address this in the past, including the formulation and implementation of statistical information and law, have not had significant impact.

The objectives to be achieved to ensure improved evidence-based decision-making are to: establish and maintain an efficient identification management system; improve quality and completeness of vital events registration and associated services; improve production and use of health and vital statistics from civil registration; enhance efficiency and effectiveness of the national M&E system at all levels; enhance production and management of statistical information; improve availability of quality data for policy formulation, analysis and decision-making; and promote the effective use of data for decision-making and development communication.

Establish and maintain an efficient identification management system: The establishment and maintenance of an efficient identification management system is challenged by the proliferation of registration and disjointed identification systems, and lack of coordination between and among civil registration institutions and identification systems. Strategies to be pursued to achieve this objective are: harmonise policy and legal frameworks and regulations governing national identification; develop a comprehensive national identification system; adopt data

transfer protocols for the exchange of identity information; and create integrated infrastructure for capturing, storage, retrieval and archival of personal records and data.

Improve quality and completeness of vital events registration and associated services: Issues to be addressed in order to improve quality and completeness of vital events registration and associated services are: underdevelopment and underutilisation of the civil registration information systems; lack of awareness and non-compliance with civil registration regulations; and gaps in the events registers at all levels.

The strategies identified to address these constraints are to: reform and enhance civil registration processes and practices; expand civil registration with the participation of key stakeholders at all administrative and sub-district levels; create awareness on immediate uses, communication and demand for civil registration; and establish and maintain operational linkages and interface mechanisms among national registration and identification systems.

Improve production and use of health and vital statistics from civil registration: Limited registration of vital civil events and overdependence on infrequently organised sample-based surveys have been identified as issues impeding improved production and use of health and vital statistics. The following strategies will be deployed to address these issues: institutionalise partnerships between the MDAs responsible for civil registration and vital statistics activities; harmonise standards and methods for the production of vital statistics; develop effective mechanisms for capturing, processing and compiling vital statistics; enhance capacity for analysis, production and dissemination of vital statistics appropriately disaggregated (i.e., by age, sex, geographical levels, etc.); and establish procedures for managing civil registration and vital statistics.

Enhance efficiency and effectiveness of the national M&E system at all levels: Ghana's efforts at enhancing the efficiency and effectiveness of the national M&E system is constrained by weak demand for and utilisation of M&E results; monitoring exercises driven by projects; weak institutional capacity and weak linkage between planning, budgeting and M&E. Other challenges include limited resources and budgetary allocations for M&E as well as low compliance with M&E guidelines at all levels.

To address these issues, the following strategies will be pursued: review and strengthen the national M&E institutional arrangements; improve coordination and harmonisation of national, sector and district M&E, including Central Management Agencies (CMAs); increase demand for M&E; review and re-inforce the regulatory environment for undertaking M&E at all levels; develop sustainable funding arrangements in support of the development of a functional national M&E system; build technical capacity for M&E and statistics at all levels; strengthen leadership for the use and sustainability of a well-functioning Government M&E system; and enhance management and public dissemination of M&E information.

Enhance production and management of statistical information: Statistical information plays a vital role in policy formulation, decision-making, monitoring and evaluation of socio-economic development programmes and projects. Without such information, policy makers, private and public sector institutions, civil society organisations, communities as well as international

organisations will operate in the dark. The types of statistics required to plan and monitor socio-economic development have also increased significantly in number and in complexity.

Statistical information is very much required to monitor the progress towards the achievement of the goals and objectives of several major development initiatives including the Millennium Development Goals (MDGs), the Growth and Poverty Reduction Strategy (GPRS) and the Ghana Shared Growth and Development Agenda (GSGDA). The adherence to statistical standards to ensure that data produced meet internationally accepted standards and classifications becomes difficult due to the non-existence of structures and mechanisms to monitor the National Statistical System (NSS). In view of this challenge, there is a paradigm shift from concentration on a central statistical agency to the NSS focusing on all stakeholders that have a role to play in the production and use of statistics.

The production and management of statistics in the country can effectively and efficiently be achieved by pursuing the following strategies: formulating and implementing official statistics policy and law for the National Statistical System; extending implementation of the Ghana Statistics Development Plan (GSDP) to cover all major MDAs and MMDAs; reinforcing coordination, oversight and accountability mechanisms for statistics production and related activities; developing and implementing capacity building programmes in the production and use of statistics for policy formulation, planning, monitoring and evaluation across MDAs and MMDAs; and establishing strategic partnership among MDAs to harmonise and standardise Government spatial databases for planning and monitoring of development activities.

Improve availability of quality data for policy formulation, analysis and decision-making:

Quality data are required for policy formulation, analysis and decision-making. To achieve this objective the strategies to be implemented are: reforming statistical operations related to production of critical statistics; develop an administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers; adopt standards and good practices system-wide, including the United Nations Principles for Official Statistics and the IMF's Special Data Dissemination Standards (SDDS); and adopt the Compendium of Statistical Standards, Variables and Concepts for Ghana's Official Statistics.

Promote the effective use of data for decision-making and development communication:

There is growing demand and appreciation of the role and importance of statistical data and information but the poor quality and limited dissemination of statistics is a major factor limiting data use in the country. There is therefore the urgent need for supporting improvements in the quality of data by improving inter-institutional coordination and linkages among institutions that produce data. There is an urgent need to provide a programme of support to improve communication dissemination and outreach as far as statistics production is concerned. Effective use of data will be supported by: developing and implementing data dissemination policies and programmes; strengthening coordination mechanisms for M&E and statistics; mainstreaming statistics in the planning process; updating and maintaining a comprehensive database for different range of users and uses; designing and implementing statistical literacy products and programmes; and revamping the producer-user consultation process.

8.5 PRIORITY INTERVENTIONS FOR TRANSPARENT AND ACCOUNTABLE GOVERNANCE

Government will prioritise the following as strategic initiatives:

1. Create the necessary enabling environment to promote work ethics and instil discipline at the work place including enforcement of sanctions for poor performance at the highest levels of the public service;
2. Ensure timely completion of the national identification programme and the street naming and property addressing system;
3. Develop appropriate performance evaluation schemes on productivity for public sector workers and ensure their implementation;
4. Accelerate the review and harmonisation of existing legislation on local governance and ensure the enactment of the Consolidated Local Government law;
5. Ensure effective implementation of the approved development communication strategy;
6. Amend the 1992 Constitution to support the preparation and implementation of a binding strategic long-term national development framework;
7. Empower the NDPC to facilitate the development, coordination, implementation, monitoring and evaluation of a binding strategic national long-term development framework; and
8. Strengthen the capacity to effectively enforce the anti-corruption laws including the Financial Management Laws - the Public Procurement Act, 2003, Act 663; the Internal Audit Agency Act, 2003, Act 658; the Financial Administration Act, 2003, Act 654 as amended; the Anti-Money Laundering Act 2008, Act 749, as well as the Whistle Blower's Act, 2006, Act 720.

CHAPTER NINE

FACILITATING EFFECTIVE PLAN PREPARATION AND IMPLEMENTATION



9.1 INTRODUCTION

There is an increasing realisation that the principal reasons for development failures in developing economies are the internal weaknesses of institutions and processes of development planning and economic management; weak mechanism for translating planning to actual implementation; lack of appropriate mechanism for engaging citizens in the development processes as well as communicating development results; and poor law enforcement and general lack of discipline in the conduct of government business and in the society. The Transformation Agenda envisaged under the President's Coordinated Programme of Economic and Social Development Policies therefore aims at enhancing economic governance in state institutions responsible for economic management and policy-making; developing efficient mechanisms for citizens' engagement in the development process; and ensuring effective enforcement of laws and regulations. This will entail addressing the persistent implementation challenges of Government's programmes, through effective coordination among relevant public sector agencies. To this end, priority interventions will focus on: strengthening economic management, forecasting and development planning; facilitating the development of an evidence-based public policy making process; enhancing development communication; and ensuring effective enforcement of laws, regulations and discipline in the society.

The focus on strengthening economic planning and forecasting to ensure synergies will entail reviewing the institutional arrangements, processes and procedures for economic policy decision-making and management between MoF and NDPC; strengthening the framework for national development planning and economic policy management process for effective

prioritisation of policies for budgetary allocations; and, finally, strengthening policy formulation and planning capacity at all levels of Government.

Ghana has been operating a decentralised development planning system since 1994 under the “National Development Planning Commission Act, 1994, Act 479 and the National Development Planning (System) Act, 1994, Act 480. The system operates at the district, regional and national levels with MMDAs, RCCs, sector MDAs and NDPC playing well defined roles. While MMDAs and MDAs are mandated by law to prepare and implement as well as monitor and evaluate development plans, the NDPC is responsible for the coordination of the development planning system and for issuing guidelines for all development planning activities undertaken by all the planning authorities. In fulfilment of that mandate, the Commission prepares a National Development Policy Framework to guide the MMDAs and MDAs in preparing their respective development plans.

Since its establishment, the decentralised planning system has faced several challenges. These include the enforcement of compliance with the requirements specified in the law; streamlining the roles, responsibilities and functional relationships between the key players and stakeholders including the Central Management Agencies (CMAs), private sector, NGOs and CSOs as well as the media; defining the relationship between the development plan and the budget; and ensuring public participation in the planning process especially at the local and district levels.

Under the GSGDA, 2010-2013 the roles and responsibilities of the key planning institutions and stakeholders were clearly defined to improve the effectiveness of planning, budgeting, and implementation of development policies and strategies at all levels. This has been reinforced by the establishment of the Policy and Delivery Unit at the Office of the President. In addition to this, Government is to review and streamline the development planning and economic management processes to ensure effective complementarity between development management processes.

This Chapter presents the roles, responsibilities and relationships among key planning and implementing agencies; communication strategy for policy formulation; plan preparation and implementation; stakeholder consultations and participation; streamlining processes and timing of activities of planning institutions; and developing capacities of key agencies.

9.2 ROLES, RESPONSIBILITIES AND RELATIONSHIPS OF KEY STATE AGENCIES

9.2.1 Institutional Mandate

The mandates of key public institutions involved in development planning are derived from the 1992 Constitution of the Republic of Ghana and other enabling legislations. Although the relationships between some of these institutions are clearly defined by law, institutional collaboration among them tends to be weak. This is particularly the case between the National Development Planning Commission and the Ministry of Finance. On account of this and upon the directives of the President in 2013, the functional relationships between the two institutions are

being streamlined to ensure better complementarity between the planning and budgeting processes. Table 9.1 provides the key stakeholders/institutions and their respective roles and responsibilities in the planning process.

Table 9.1: Implementation: Roles and Responsibilities of Key State Agencies

INSTITUTION/ GROUP	ROLES AND RESPONSIBILITIES
National Development Planning Commission (NDPC)	<ul style="list-style-type: none"> • Coordinate the formulation of national development policies, and coordinate their implementation. • Review sector and districts medium-term development plans, and corresponding M&E plans to ensure that they are consistent with the national development goals and objectives. • Monitor and evaluate implementation of policies, programmes and projects, and submit periodic reports to Office of the President and Parliament
Office of the President (Policy and Delivery Unit)	<ul style="list-style-type: none"> • Ensure effective alignment of the priorities in the medium-term national development policy framework, the annual national budgets and the priority policies and programmes of H.E. The President • Coordinate implementation and monitoring of the priority policies, programmes and special initiatives of H. E. The President. • Identify bottlenecks in the implementation of H. E. the President’s priority policies and programmes with the view to addressing them.
Parliament and Cabinet	<ul style="list-style-type: none"> • Review and approve development policy framework. • Approve guidelines and formulae for allocating resources including the District Assembly Common Fund (DACF). • Oversee policy planning and implementation.
Ministries Departments And Agencies (MDAs)	<ul style="list-style-type: none"> • Act as lead or collaborating agencies for implementation of development plans. • Determine programmes and projects in line with the policy framework and annual budget guidelines. • Realign on-going projects in favour of promoting growth and job creation activities. • Prioritise and cost activities for inclusion in the annual budget. • Monitor and evaluate implementation of policies, plans and programmes and submit periodic reports on them.
Regional Coordinating Councils (RCCs)	<ul style="list-style-type: none"> • Coordinate preparation of district development plans and budgets. • Coordinate DACF and other special programmes. • Integrate and harmonise district plans in line with national development goals and objectives. • Monitor the implementation of district plans and submit reports on them.
Metropolitan/ Municipal/ District Assemblies (MMDAs)	<ul style="list-style-type: none"> • Coordinate the activities of decentralised planning departments. • Provide forum for participation of community members, NGOs, CBOs, and traditional authorities in identifying community needs and setting priorities for planning. • Provide special incentives for the private sector to support local economic development and priority areas in line with the policy framework. • Identify priorities and cost activities as basis for effective implementation of development plans. • Use participatory and quantitative methods to monitor and evaluate implementation of development plans. • Develop a system to track the use of resources and output targets. • Prepare and submit quarterly and annual reports to the NDPC and the District Assemblies Common Fund Administrator. • Organise public hearings for the preparation of development planning.

9.2.2 Legislative Instruments for Regulating the Planning Process

Under the National Development Planning Commission Act 1994, Act 479 and the National Development Planning (Systems), Act 1994, Act 480, the Commission is mandated to prepare legislative instruments to regulate the national development planning system. In compliance with this mandate, the Commission has completed the drafting of the relevant legislative instruments for submission to Parliament. The legislative instruments regulate the development planning process and prescribe the procedures and timelines for the preparation of development plans at all levels.

Other strategies to ensure smooth functioning of the development planning system include: ensuring effective compliance with the provisions of the legislative instruments at all levels; strengthening capacity of NDPC, PPMEDs, RPCUs and DPCUs to prepare development plans on time; and ensuring timely release of adequate funds for development planning activities and plan implementation.

9.3 POLICY IMPLEMENTATION: FROM PLANNING TO DELIVERY OF DEVELOPMENT OUTCOMES

One of the major challenges confronting the attainment of development outcomes outlined in Government's medium-term development policy framework and relevant documents is the weak coordination among the key national institutions responsible for coordinating the implementation of these policies, as well as the weak linkages between the budget and the national development policy framework.

Assessment of the implementation of the previous medium-term national development policy framework indicates a less than 50% level of implementation across all agencies, while budgetary allocations to activities have shown significant resources misalignment, over the period.

In the medium-term the coordination among the Policy and Delivery Unit of the Office of the President, the National Development Planning Commission, and the Ministry of Finance will be strengthened to ensure effective alignment of the annual national budgets and the priority policies and programmes identified in the medium-term national development policy framework.

Coordination of efforts between the Office of the President, Ministry of Finance and NDPC will result in efficient delivery of development outcomes. The preparation and implementation of the three key national policy documents, namely: the State of the Nation's Address (SONA), Coordinated Programme of Social and Economic Development Policies (CPSEDP), and the Ghana Shared Growth and Development Agenda (GSGDA) II, 2014 – 2017, will be well coordinated and synchronized to ensure harmony and consistency. This will ensure that Medium-Term Expenditure Frameworks and the annual budgets for the period 2015-2017 are properly aligned with Government's medium-term priorities.

Over the period of implementation of this policy framework, the President's Policy Delivery Unit will focus on a limited number of specific deliverables under the transformation agenda; while

NDPC coordinates the preparation and implementation of the overall national strategic policy documents including GSGDA II, 2014-2017 and CPSEDP, 2014-2020, produce the national results framework and track national performance and results through the Annual Progress Reports. The Ministry of Finance (MOF) on the other hand, will focus on resource mobilisation and allocation, based on priority transformation policies and programmes; track revenues and expenditures, and collaborate with other institutions to produce Annual Performance Reports, as part of the budget documents.

In addition, NDPC will strengthen its internal capacity to engage relevant MDAs and MMDAs in the implementation of the priority policies and strategies identified under the medium-term policy framework. This will entail constituting Special Working Groups around key themes of the Transformation Agenda. The Groups will comprise of Members of the Commission, external experts and technical personnel of the Commission, within the framework of the Cross Sectoral Planning Groups (CSPGs), to dialogue on the priority programmes and the key bottlenecks affecting the implementation of policies and programmes for early resolution.

9.4 DEVELOPMENT COMMUNICATION

9.4.1 Introduction

A major thrust of the GSGDA, 2010-2013 was to mainstream development communication into the national planning system to ensure the participation of civil society organisations in policy formulation, planning, budgeting, monitoring and evaluation and also to mobilise the citizenry to participate in the planning process.

A comprehensive Development Communication Strategy is therefore being developed by the Commission to drive communication around the GSGDA II (2014-2017) and other important national development documents. The Strategy provides a set of prioritised objectives to be pursued in the medium-term, identify critical stakeholders to be engaged to promote dialogue around important national policy objectives, specific messages and content as well as effective communication channels to be employed for the achievement of the set objectives. These objectives include strengthening the development communication capacity of the NDPC; mainstreaming development communication into sector and district plans; and promoting communication around the GSGDA.

To achieve these objectives there is the need to enhance the visibility of the NDPC; strengthen national capacity for development communication, including strengthening internal communication within the NDPC; and strengthen communication channels with MDAs, MMDAs, Parliament, Private Sector and Civil Society, including the Media.

In addition to other measures undertaken, the Commission has commenced a series of development dialogues. Specific areas targeted include: development planning in Ghana; youth and employment and special development areas/zones. Others are a series of documentaries and docu-dramas to translate programmes and activities into local languages; the creation of a Communication Division within the Commission; promotion of awareness, continuous dialogue

and feedback on the GSGDA II, 2014-2017; and enhancement of development communication across the public sector and policy cycle.

9.4.2 Creating an Enabling Environment for Citizens' Engagement in the Planning Process

A key objective of the communication strategy is to create an enabling environment for citizens' engagement and participation in the development planning process. This will be achieved through information dissemination on development plans, strategies and programmes; promotion of development dialogue around national, sector and district plans; establishment of mechanisms for managing feedback; and operationalisation of behavioural change communication.

9.5 STAKEHOLDER CONSULTATION AND PARTICIPATION

9.5.1 The Cross-Sectoral Planning Groups (CSPGs)

To ensure broad participation in the preparation and implementation of development plans at all levels, Section 15 (1) of the National Development Planning Commission Act, 1994, Act 479 requires the Commission to "establish Cross-Sectoral Planning Groups (CSPGs) to integrate and co-ordinate the planning and development activities of such sectors of the economy as it may determine". Similarly, the planning authorities at the districts are required to hold public hearings on the district development plans.

The CSPGs comprise both state and non-state actors drawn from the Ministries, Departments and Agencies (MDAs), Professional Bodies, Tertiary Institutions, Research Institutions and Think Tanks, Non-Governmental Organisations (NGOs), Community Based Organisations (CBOs), Private Sector, Organised labour, identifiable Groups and Associations (Federation for the Blind & Disabled etc), Specialised Institutions, outstanding individuals with expertise in relevant fields as well as Development Partners. The activities of the CSPGs are coordinated by the Commission.

In addition to the CSPGs, public consultations are undertaken to solicit the views of stakeholders and the general public about development policy and plan proposals. The consultations are held at district, regional and national levels.

In spite of the progress made over the years in stakeholder consultations and participation in the development planning process, challenges still remain. The engagement and participation of political parties in the consultative process to ensure national political buy-in and ownership of development policy framework is a case in point. To address these challenges, the following strategies will be adopted:

- Initiate formal dialogue with political parties particularly with respect to the formulation of a long-term national development policy framework;

- Appointments of experts to NDPC based on their expertise irrespective of their political affiliations; and
- Ensure active participation of women and gender advocates in public consultation processes.

9.6 ENFORCEMENT OF RULES, REGULATIONS AND DISCIPLINE

The capacity of the state to enforce appropriate rules and regulations and to maintain the right level of general social discipline is a necessary condition for sustainable development. In this regard, the state is expected to play a fundamental role in the enactment of relevant laws and their related legislations; maintaining a stable policy environment; investment in basic services and infrastructure; protection of the vulnerable and excluded; and the protection of the environment.

In the medium-term, policy interventions will be directed towards enhancing the national capacity to enforce rules and regulations and to improve general social discipline; strengthen the capacity of judges and para-legal staff in public institutions; and strengthen the legal Aid System including making some services free through the support of Alternative Dispute Resolution to avoid costly and delayed litigation. To enhance social discipline, policy interventions will include access to rights and entitlements and human safety and security.

Accelerated coordinated programme for enhancement of the capacity of the security agencies, especially the Police Service, and the Judiciary will be developed and implemented to ensure effective law enforcement and speedy justice delivery. The programme for the enhancement of the Security agencies will entail accelerated capacity enhancement interventions for the Police Service, including increasing recruitment, infrastructure enhancement, and enhanced logistic supplies. The intervention in the case of Judiciary will focus on increasing the enrolment of lawyers in training schools through multiple stream programmes; appointment of more judges and training of more lawyers; accelerating the implementation of court computerisation process; and developing a coordinated programme for systematic upgrading and provision of infrastructure for the Judiciary. The effort towards development of a joint security and judicial capacity enhancement programme will improve the capacity of these two key institutions in the law enforcement and justice delivery system to effectively ensure rule of law and instil discipline in the society.

9.7 PROMOTING CIVIC RESPONSIBILITY

Civic responsibility involves understanding what it takes to be a good citizen, as well as acceptable attitudes and behaviour within the society and at workplaces that promote socio-economic transformation. The increasing over-dependence on Government by individuals and communities for the provision of all amenities undermines ownership, maintenance and the sense of civic responsibility.

Over the years, state and non-state institutions have played various roles in integrating civic responsibility into the body politic; however a lot remains to be done with respect to indiscipline

and disregard for the law, poor work ethics and attitudes. To address these issues a number of strategies, both at the formal and the informal level will be pursued. In the public domain, measures will be instituted to reward responsible behaviour in addition to ensuring enforcement of laws and regulations. Institutions including National Commission for Civic Education (NCCE) will be strengthened to pursue their mandate in this regard.

The return of society to traditional values of neighbourly conduct, respect for authority, honesty and integrity will be pursued through a coordinated action involving traditional authorities, NCCE, religious leaders and managers of education institutions. The formal and informal institutions of socialisation and learning will be supported to perform their roles as channels of change. At the community level, traditional authorities will be empowered to actively participate in ensuring responsible civic behaviour. Additionally, civic education curricula of basic schools will be expanded to include civic responsibilities. Partnership with the media will be strengthened to promote responsible civic behaviour.

CHAPTER TEN

MONITORING AND EVALUATION

10.1 INTRODUCTION

Monitoring and Evaluation (M&E) continues to be an integral part of policy formulation and implementation as well as development management. The output of the M&E process is used for informing national development planning; supporting sector policy and programme design; informing the budget allocation process; enhancing transparency and accountability in the management of national resources; encouraging continuous improvement in public policy management; as well as policy dialogue in Government and with the Private Sector, Civil Society Organisations and Development Partners. Given the varied expectations from M&E, an efficient M&E system is required to respond to these needs adequately.

10.2 REVIEW OF M&E UNDER THE GSGDA, 2010-2013

As part of the process of implementing the GSGDA, 2010-2013, a comprehensive National Monitoring and Evaluation (M&E) Plan was adopted with the goal of facilitating the tracking of progress in policy implementation and effectiveness, as well as identifying bottlenecks associated with the implementation of the strategies for early resolution. The key elements were:

1. Reinforce the institutional arrangements with adequate capacity to support and sustain effective monitoring and evaluation;
2. Strengthen, harmonise and effectively coordinate existing mechanisms for monitoring and evaluating the effectiveness of public sector service delivery;
3. Evolve an efficient system for generating relevant, reliable and timely quantitative and qualitative gender disaggregated information;
4. Manage an effective feedback mechanism that makes statistical information available in useable form to Government, the private sector and civil society;
5. Ensure a holistic approach to M&E that would include the monitoring of inputs (including resource allocation and use), as well as processes and outputs, in addition to evaluating the outcomes;
6. Foster participatory M&E;
7. Improve coordination between Central Management Agencies (CMAs) and MDAs to strengthen demand for M&E; and
8. Build the technical capacity for M&E at all levels.

Considerable progress has so far been made in this effort. A national Capacity Scan (CapScan) exercise was undertaken to provide assessment of the capacity of the national institutions to undertake effective M&E. On the basis of the result of the Capscan exercise, a National M&E Training Manual was developed to be used to train key stakeholders in the National M&E system, include the key stakeholders such as Ministers of State, Members of Parliament, Municipal, Metropolitan and District Chief Executives; Chief Directors, Directors and other senior

M&E staff of Policy Planning, Monitoring and Evaluation Divisions (PPMEDs); Members of the Regional Planning Coordinating Units (RPCUs); Members of the District Planning Coordinating Units (DPCUs) and Presiding Members and M&E staff of Civil Society Organisations (CSOs).

In addition, a total of 1,395 staff members of District Planning Coordinating Units (DPCUs), 30 staff members of the Regional Planning Coordinating Units (RPCUs) and 88 staff of the PPMEDs were provided with training in the preparation of sector and district M&E plans. During the GSGDA, 2010-2013 period, 147 out of the then existing 170 MMDAs and 26 out of the 33 MDAs subsequently prepared their own M&E plans as part of the process to institutionalise and strengthen the decentralised M&E system.

The key outputs of the national monitoring process, the national Annual Progress Reports (APRs), continued to be prepared on an annual basis, with improved quality and data disaggregation. The share of indicators reported on which was estimated at 70% in 2006, improved to 80% in 2010 and then to 87% in 2012. The number of MMDAs that prepared their Annual Progress Reports (APRs) on the implementation of their District Medium-Term Development Plans (DMTDPs), which was at 151 in 2009 declined to 100 in 2011 and then increased to 140 in 2012. These district APRs include results against selected indicators and targets as well as financial data. The challenges confronting the preparation of APRs at the sector level were resolved, and at least 20 out of the existing 33 MDAs prepare their APRs on an annual basis.

In order to address the persistent complaints of inadequate budgetary resources for M&E and Statistics at the MDA and MMDA levels, baseline assessment studies were conducted in 2011 to assess the level of budgetary resources to MDAs and MMDAs for M&E and Statistics in 2009 and 2010. The outcome of the studies led to adjustments to the national budget guidelines to ensure that MDAs and MMDAs make budgetary allocations for M&E and Statistics in their annual sectoral and districts budgets. Subsequently, a joint GoG and DPs framework to coordinate both financial and technical support towards the development of comprehensive and robust national M&E and Statistical systems, known as the Joint Agenda for Strengthening M&E and Statistics (JASMES), was developed. The implementation of the JASMES is expected to improve the availability of financial and technical resources for investments in the national M&E and Statistical systems, and eliminate duplication in interventions and parallel systems that have characterised development assistance to Government.

The Ghana Statistical Service (GSS) continued to undertake its regular activities to generate the relevant statistics for the formulation of policies, as well as the assessment and evaluation of economic policies and performance. At least 20 key reports were prepared during the GSGDA, 2010-2013 period, including National Accounts Statistics, Quarterly Digest of Price Statistics, Digest of Macroeconomic Data, Ghana at a Glance, Multiple Indicator Cluster Survey Round 4 (MICS4), and the 2010 Housing and Population Census Final Report.

10.3 M&E CHALLENGES UNDER THE GSGDA (2010-2013)

Although substantial achievements have been recorded in the efforts to establish a functional, efficient and effective M&E system under the GSGDA, some key M&E challenges still persist. These include:

1. Weak demand for and utilisation of M&E results;
2. Weak institutional capacity;
3. Weak linkage between policy, planning, M&E and budgeting;
4. Limited resources and budgetary allocations for M&E and statistics;
5. Non-compliance with planning and M&E guidelines;
6. Poor data quality, data gaps and inconsistencies;
7. Absence of a comprehensive national database management system; and
8. Lack of incentives, rewards and sanctions.

10.4 MONITORING AND EVALUATION UNDER GSGDA II (2014-2017)

To overcome these constraints and strengthen the capacity of the National M&E system to achieve its objectives, the progress made under the GSGDA, 2010-2013, will be consolidated. A comprehensive National M&E Plan that addresses the key challenges facing the system and provides both policy and strategic directions for M&E will be developed.

In the medium-term, the policy interventions to be implemented to address the M&E challenges, and establish a robust, comprehensive, fully integrated, harmonised and well-coordinated system, will focus on strengthening both the demand for, and supply of M&E results. This will entail strengthening the capacity of evidence producing institutions such as the NDPC, GSS, MDAs, MMDAs and the users of M&E results, such as Parliament, the Office of the President, and CSOs. The relevant legal framework for the management of M&E activities and the use of M&E results will be strengthened. The National M&E Plan will aim at reinforcing the bottom-up approach to undertaking M&E in order to ensure ownership and improve the demand for M&E by stakeholders at all levels.

The National M&E institutional arrangements will be reviewed to include a role for the Policy Delivery Unit of the Office of the President, as well as Parliament, to enhance the utilisation of the M&E results. Within the M&E institutional arrangement, greater responsibility will be given to the Policy, Planning, Monitoring and Evaluation Directorates (PPMEDs), the Regional Planning Coordinating Units (RPCUs) and the District Planning Coordinating Units (DPCUs), which are the statutory institutions with direct responsibilities for policy planning and M&E at the sector, regional and district levels respectively.

The NDPC will continue its collaboration with GSS to implement the Ghana Statistical Development Plan (GSDP) in order to strengthen national statistics at all levels. The aim of the GSDP is to: improve the national statistics system, policy, regulatory and institutional framework; expand statistical infrastructure; revamp data development and management; and invest in physical infrastructure and equipment.

The systems approach to M&E will be strengthened because it provides a platform for the continuous monitoring and periodic assessment of the implementation of a policy through projects or programmes and the processes that transform inputs into outputs and outcomes. Monitoring therefore will consist of the periodic or continuous assessment of performance based on selected indicators, whilst evaluation will rely on a wider variety of methods to examine the implementation of programmes and/or policies more closely, gain a better understanding of the challenges, and produce sound assessments of their consequences and impacts. Thematic studies will also be conducted to assess the intended and unintended consequences of policy interventions and/or policy reforms on the well-being of stakeholders.

Effective functioning of this system will require the support of the political leadership at all levels, based on a commitment to transparency, accountability and evidence-based decision making, including resource allocation. It also requires that development partners collaborate and assist NDPC and the relevant agencies to develop an efficient National M&E system which they can use and support rather than design their own systems. Dedicated resources should be made available through the annual budget to support monitoring and evaluation as critical requirement in national development process. The roles and responsibilities of these bodies and their respective stakeholders will be elaborated in the National M&E Plan.

The following strategies will be adopted in the medium-term to enhance the National M&E system under the implementation of the GSGDA II (2014-2017):

1. Review and improve the M&E institutional architecture to enhance its functionality and effectiveness;
2. Strengthen the M&E institutional architecture with adequate capacity to support and sustain effective monitoring and evaluation;
3. Strengthen leadership in ensuring use and sustainability of well-functioning Government M&E and Statistics systems;
4. Develop and implement M&E capacity enhancement programmes and projects;
5. Improve investments in the supply and use of M&E results;
6. Develop an efficient system for generating relevant, reliable and timely quantitative and qualitative gender disaggregated information;
7. Manage an effective feedback mechanism that makes statistical information available in useable form to Government, private sector and civil society;
8. Ensure a holistic approach to M&E that will include the monitoring of inputs (including resource allocations and use), as well as processes and outputs, in addition to evaluating the outcomes;
9. Ensure participatory Monitoring and Evaluation at all levels;
10. Improve coordination between Central Management Agencies (CMAs) and MDAs to strengthen demand and utilisation for M&E results; and
11. Increase harmonisation and strengthen the coordination between GoG and DPs in support of the overall M&E agenda.

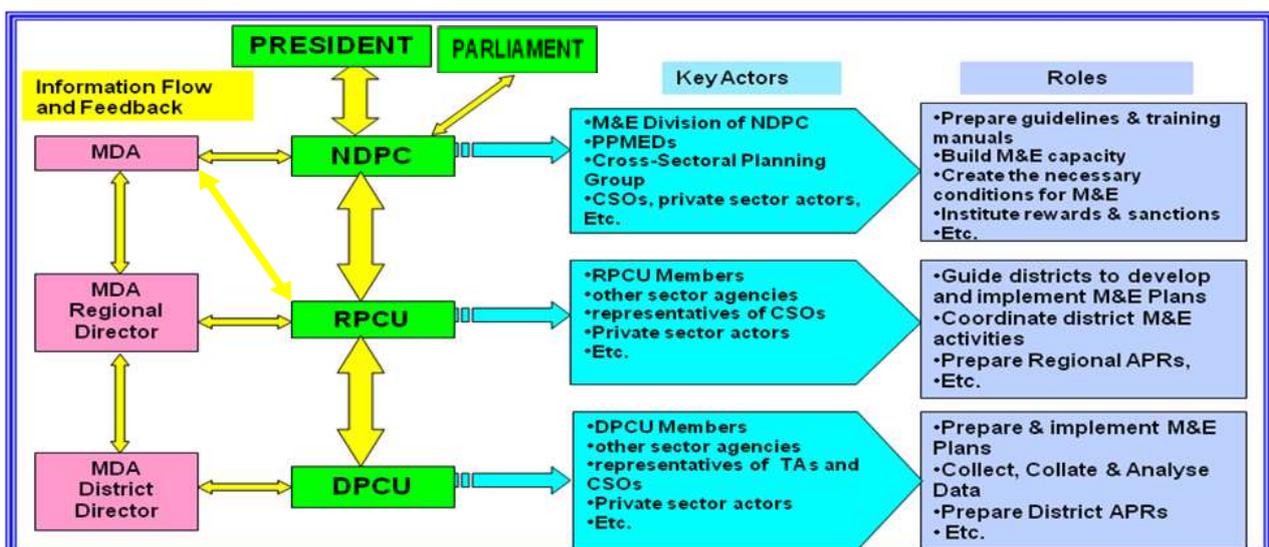
10.5 M&E INSTITUTIONAL ARRANGEMENTS UNDER THE GSGDA II (2014-2017)

Strengthening the organisational arrangements in the public sector is key to the realisation of the long-term objective of institutionalising M&E and statistics, for effective public policy management at all levels. NDPC is the institution mandated to coordinate the decentralised M&E system (NDPC Act 1994, Act 480) whilst the Ghana Statistical Service is responsible for the production of statistics in the country. Figure 7 presents the M&E institutional arrangements as prescribed by the National Development Planning (Systems) Act, 1994, Act 480. The Act clearly defines and regulates the planning process and specifies the M&E functions of NDPC, PPMEDs, RPCUs and DPCUs.

In fulfilment of its constitutional mandate, NDPC will continue to dialogue with the Ministry of Finance (MoF), Ghana Statistical Service (GSS), Office of the President, Ministry of Local Government and Rural Development (MLGRD), other MDAs, Development Partners as well as CSOs on all planning and M&E matters. For policy formulation, planning, monitoring and evaluation purposes, NDPC also works through Cross-Sectoral Planning Groups (CSPGs).

As a key recipient and user of M&E information, the Office of the President plays a key role to ensure that M&E is adequately resourced and taken seriously by all MDAs. Parliament as part of its oversight responsibility plays an important role in monitoring Government policies and programmes. The Parliamentary Select-Committees on Finance and Poverty Reduction have the responsibility for making recommendations on national development to the entire Parliament for approval. They further influences Government policies on poverty reduction through the annual budget and regular interactions with CSOs and relevant MDAs. Members of Parliament are key players in disseminating Government policies, programmes and projects as well as using the outcomes of M&E to influence Government policies.

Figure 10.1: Institutional Arrangements under GSGDA II (2014-2017)



The Ministry of Finance is the key Government institution responsible for the mobilisation, allocation and management of financial resources through the annual national budget. It is also responsible for monitoring government expenditures. MoF plays a significant role in:

- Ensuring that MDAs are held accountable for the use of financial resources;
- Strengthening the capacity of MDAs to generate, analyse and disseminate financial data;
- Ensuring that the feedback from the M&E system is fed into policy formulation and implementation through the annual budget.

The Ghana Statistical Service is the main constitutional body mandated to oversee data collection, analysis, compilation and dissemination activities across Government institutions. The GSS collects data through censuses, surveys and administrative records. GSS is the main source of data for some of the GSGDA indicators. In the plan period, GSS will continue to support the M&E system by helping in the design of the methodologies, approaches and the instruments employed in collecting data at the national, regional and district levels. In addition, the GSS will make available national, regional and district level sex-disaggregated data through the analysis of the 2010 Population and Housing Census.

APPENDICES: MATRICES OF MEDIUM-TERM POLICIES AND STRATEGIES, 2014 -2017

Appendix 1.1: Ensuring and Sustaining Macroeconomic Stability

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
1. Monetary Policy and Financial Management	<ul style="list-style-type: none"> • Rising inflation rate • High and wide interest rate spread • Exchange Rate instability • Underdeveloped financial markets 	1.1 Ensure price and exchange rate stability	1.1.1 Implement effective macroeconomic policies 1.1.2 Review monetary policy framework 1.1.3 Strengthen the effectiveness of payment systems infrastructure 1.1.4 Support increased competition in the financial system to reduce high interest rates spread and ensure competitive rates 1.1.5 Enforce the existing regulations regarding Government borrowing 1.1.6 Enhance the operation of the credit reference bureau	Bank of Ghana (BOG), MOF, Office of the President (OoP), Parliament, SEC, NIC, NPRA
		1.2 Deepen the capital markets	1.2.1 Develop the secondary market for bonds and other long-term securities 1.2.2 Expand the venture capital market to support start-up businesses and SMEs 1.2.3 Leverage the three-tier pension scheme to increase access to long term financing 1.2.4 Support the Deposit Money Banks (DMBs) to develop innovative products and approaches to make savings attractive	Bank of Ghana (BOG), MOF, Office of the President (OoP), Parliament SEC, NIC, NPRA, SNNIT
		1.3 Improve access to financial services	1.3.1 Develop a more comprehensive insurance market and introduce innovative insurance products 1.3.2 Develop a more affordable and accessible market for mortgage finance 1.3.3 Strengthen institutional framework for monitoring and regulating financial institutions especially non-bank and microfinance sector	Bank of Ghana (BOG), MOF, Office of the President (OoP), Parliament SEC, NIC, NPRA
2. Fiscal Policy Management	<ul style="list-style-type: none"> • Unsustainable fiscal deficits • High public sector wage bill • Weak budget formulation and implementation • Leakages in revenue collection • Weak institutional collaboration for fiscal policy management 	2.1 Improve fiscal revenue mobilisation and management	2.1.1 Eliminate revenue collection leakages 2.1.2 Strengthen revenue institutions and administration 2.1.3 Strengthen mobilisation and management of non-tax revenue 2.1.4 Diversify sources of external resource mobilisation including the Diaspora	MOF, GRA, OoP, Parliament, BOG, Audit Service, CAGD, Registrar General's Dept., and other MDAs and MMDAs
		2.2 Improve public expenditure management	2.2.1 Accelerate the implementation of the Ghana Integrated Financial Management Information System (GIFMIS) for effective budget management 2.2.2 Review the administrative framework for earmarked funds to ensure efficiency in the management of public funds 2.2.3 Improve the legislative and institutional framework for budget formulation and implementation 2.2.4 Review and strengthen public sector wage bill management	MOF, GRA, OoP, Parliament, BOG, Audit Service, CAGD, Registrar General's Dept., and other MDAs and MMDAs, State Enterprises Commission, MoJ & A-G

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
			<p>system</p> <p>2.2.5 Ensure effective financial management and oversight over SOEs</p> <p>2.2.6 Enforce and implement the recommendations of Auditor General's Dept and the Public Accounts Committee of Parliament</p> <p>2.2.7 Ensure the establishment of the Financial Administration Tribunal</p> <p>2.2.8 Strengthen institutional collaboration for effective fiscal policy management</p>	
	<ul style="list-style-type: none"> Unsustainable expenditure overruns 	2.3 Improve capacity for effective public sector debt management	<p>2.3.1 Enforce public debt ratios to ensure that public debts are at sustainable levels</p> <p>2.3.2 Employ appropriate instruments to reduce market and refinancing risks associated with the debt portfolio</p> <p>2.3.3 Institute mechanisms to manage internal and external shocks</p>	MOF, GRA, OoP, Parliament, BOG, Audit Service, CAGD, Registrar General's Dept., and other MDAs and MMDAs, State Enterprise Commission
3. Economic Policy Management	<ul style="list-style-type: none"> Absence of a national macroeconomic model Weak capacity to forecast economic growth rates 	3.1 Strengthen economic planning and forecasting	<p>3.1.1 Develop a model for economic planning and forecasting</p> <p>3.1.2 Build and sustain national capacity for economic planning and forecasting</p>	NDPC, MOF; GSS, BOG, Parliament, Academia, ISSER, CEPA, Think Tanks
4. International Trade and Regional Integration	<ul style="list-style-type: none"> Persistent high trade deficits Absence of Common External Tariffs Non-application of the ECOWAS Trade Liberalisation Scheme (ETLS) 	<p>4.1 Improve trade competitiveness</p> <p>4.2 Diversify and increase exports</p> <p>4.3 Accelerate economic integration with other regional and sub-regional blocks and markets</p>	<p>4.1.1 Ensure competitive real exchange rates</p> <p>4.1.2 Improve the supply side capacity of import/export policy regime</p> <p>4.1.3 Strengthen links between industrial and trade policies</p> <p>4.2.1 Promote production of non-traditional export products</p> <p>4.2.2 Take full advantage of Preferential Access to markets</p> <p>4.2.3 Strengthen participation in Multilateral Trade negotiations</p> <p>4.2.4 Ensure effective implementation of the ETLS with member countries</p> <p>4.3.1 Implement fully the WAMZ programme</p> <p>4.3.2 Implement the ECOWAS Community Development Programme</p> <p>4.3.3 Ensure that National Trade Policy reflects ECOWAS protocols</p> <p>4.3.4 Strengthen trade relations with other regional blocks and markets</p>	MOF, Ministry of Foreign Affairs and Regional Integration, OoP, Parliament, BOG, PEF, GRA, MOTI, & MMDAs, Academia, GEPA

Appendix 1.2: Enhancing Competitiveness in Ghana's Private Sector

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
1. <i>Private Sector Development</i>	<ul style="list-style-type: none"> • Slow pace of implementing the private sector development strategy II (PSDS II) • Inadequate public sector service delivery • Unreliable and expensive utilities especially water and energy • Inadequate Infrastructure such as roads, etc • Outdated and inadequate legal and regulatory regimes • Inadequate managerial and technical skills • Poor entrepreneurial culture • Obsolete technology 	1.1 Improve private sector productivity and competitiveness domestically and globally	1.1.1 Accelerate and fully implement the PSDS II 1.1.2 Improve trade and investment climate 1.1.3 Reduce cost and risk of doing business 1.1.4 Accelerate and fully implement Science, Technology and Innovation Development Plan (STIDEP I) 1.1.5 Accelerate investment in modern infrastructure development 1.1.6 Invest in human resources with relevant modern skills and competences 1.1.7 Accelerate public sector reforms	MOTI, MESTI, GIPC, GEPA, EDAIF, MOF, MOJ & A-G, BOG, PEF, Registrar General's Department, DFIs, MOE, MFA & RI, MLGRD
	<ul style="list-style-type: none"> • Unstable macroeconomic conditions • Inadequate capitalisation of enterprises • Limited size and capacity of the financial market • Crowding out of the private sector by Government 	1.2 Develop a financial sector which is more efficient and responsive to private sector needs	1.2.1 Create an attractive environment for private capital from both domestic and international sources 1.2.2 Diversify private sector investment in selected sectors of the economy 1.2.3 Ensure and sustain stable macro-economic environment over the medium to long-term 1.2.4 Expand the space for private sector investment and participation 1.2.5 Deepen and expand the scope of financial services, products and payment systems	MOF, MOTI, GIPC, GEPA, EDAIF, MOJ & A-G, BOG, PEF, Judicial Service
	<ul style="list-style-type: none"> • Lack of adequate market information • Inadequate export promotion services • Inadequate exploitation of international trade arrangements 	1.3 Expand access to both domestic and international markets	1.3.1 Promote regional and intra-regional trade 1.3.2 Facilitate the development of commodity brokerage services 1.3.3 Promote development of regional trade infrastructure 1.3.4 Implement the National Export Strategy particularly the diversification of exports and markets 1.3.5 Continue to pursue the implementation of the National Trade Policy 1.3.6 Apply WTO arrangements and explore other bilateral and multilateral protocols for the promotion of domestic industries 1.3.7 Intensify business outsourcing and sub-contracting	MoTI, GIPC, GEPA, EDAIF, MOF, MOJ & A-G, BOG, PEF, MOFA, GSS, FDA, GSA, GFZB, GRATIS, NBSSI, CEDECOM, SADA, MMDAs

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> • Prevalence of sub-standard, fake and expired products • Inadequate enforcement of existing laws on weights, measures and standards • Lack of legislation for consumer protection 	1.4 Ensure the health, safety and economic interest of consumers	1.4.1 Create appropriate legislative and institutional framework for consumer protection 1.4.2 Enforce the existing regulations on the sale of sub-standard and harmful goods 1.4.3 Ensure effective enforcement of the existing regulations on weights, measures and standards	MoTI, MOFA, MOH, FDA, GSA, MMDAs, MOE, MOEP, EPA, Law Enforcement Agencies, Media, MLGRD
	<ul style="list-style-type: none"> • Inadequate job creation 	1.5 Expand opportunities for job creation	1.5.1 Promote labour intensive industries 1.5.2 Support the creation of business opportunities 1.5.3 Promote deeper and wider application of local content and participation laws 1.5.4 Enhance competitiveness of local companies 1.5.5 Deepen efforts for demand, access and use of labour market information	MoTI, GIPC, GEPA, EDAIF, MOF, MOJ & A-G, BOG, PEF, MGCSP, MELR, Registrar General's Department, MOTCCA, MMDAs
2. Good Corporate Governance	<ul style="list-style-type: none"> • Lack of a comprehensive framework to guide corporate entities in the area of protecting stakeholder rights and social responsibility • Lack of good corporate governance culture • Inadequate business risk management practices • Lack of adequate health and safety related services 	2.1 Promote an effective enabling environment for good corporate governance	2.1.1 Ensure that corporate entities act as good corporate citizens with regard to human rights, social responsibility and environmental sustainability 2.1.2 Encourage the adoption of codes of good business ethics and standards in achieving the objectives of corporate entities 2.1.3 Ensure that corporate entities treat all their stakeholders in a fair and just manner 2.1.4 Provide for accountability of corporate entities and directors 2.1.5 Promulgate laws promoting local content and local participation in all sectors	MOTI, MOF, MOJ & A-G, BOG, PEF, OoP, GIPC, GSA, GSE, Institute of Directors, State Enterprise Commission, SEC, GIMPA, Universities
3. Growth and Development of MSMEs	<ul style="list-style-type: none"> • Limited access to finance • Informal nature of businesses • Limited technical and entrepreneurial skills • Skewed incentive regime to the advantage of foreign investors • Inability to meet both local and international standards 	3.1 Improve efficiency and competitiveness of MSMEs	3.1.1 Facilitate the provision of training and business development services 3.1.2 Support the promotion of cost effective technology to remove value chain constraints 3.1.3 Provide opportunities for MSMEs to participate in all Public Private Partnerships (PPPs) and local content arrangements 3.1.4 Promote made in Ghana goods and services 3.1.5 Promote MSME business sub-contracting and partnership exchange 3.1.6 Promote the establishment of business incubators, technology parks and land banks 3.1.7 Mobilise resources from existing financial and technical sources to support MSMEs	MOTI, GIPC, GEPA, EDAIF, MOF, PEF, NBSSI, EMPRETEC, MESTI, GTFA, GFZB, AGI, GNCCI, GSA, ILGS, MMDAs

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
4. <i>Industrial Development</i>	<ul style="list-style-type: none"> Limited supply of raw materials for local industries from local sources Inadequate and obsolete technologies Low productivity Weak linkages between agriculture and industry Inadequate and unreliable infrastructure Institutional bottlenecks Limited access to long-term finance Conflicting industry-related laws Weak intra-industry linkages 	4.1 Accelerate technology-based industrialisation with strong linkages to agriculture and other natural resource endowments	4.1.1 Promote Public Private Partnerships 4.1.2 Support the revival of dormant industries 4.1.3 Promote technology transfer and research and development to drive industrial transformation 4.1.4 Encourage Local Economic Development (LED) based on the resource endowments of districts 4.1.5 Support the development of a strong raw material base for industrial development 4.1.6 Link industrialisation to Ghana's natural endowments - agriculture, oil and gas, minerals and tourism 4.1.7 Promote value addition in the extractive industries to facilitate Local Economic Development 4.1.8 Promote salt production as a strategic industry and link it to oil and gas sector 4.1.9 Create appropriate environment to encourage financial institutions to provide long-term financing 4.1.10 Harmonise and streamline trade and industry laws to be consistent with international trade laws, agreements and protocols	MOTI, MOF, MOFA, GEPA, NBSSI, COCOBOD, ASSI, SBA, AGI, MOEP, PEF, BOG,GSA
5. <i>Developing the Tourism Industry</i>	<ul style="list-style-type: none"> Limited exploitation of potentials in the tourism sector Inadequate investment in the tourism sector Limited attention to the development of tourism at the local level Poor tourism services and low quality standards in the industry Inadequate numbers of professionally trained personnel in the industry High cost of hospitality services 	5.1 Diversify and expand the tourism industry for economic development	5.1.1 Market Ghana as a competitive tourist destination 5.1.2 Increase efforts to improve the quality of tourism personnel and services at all levels 5.1.3 Promote Public Private Partnerships for investment in the sector 5.1.4 Encourage health care providers to promote health tourism 5.1.5 Strengthen collaboration and coordination among key stakeholders to develop the tourism sector 5.1.6 Encourage the expansion of tourist event attractions 5.1.7 Accord export status to the tourism industry to enable it benefit from the EDAIF facility	MoTCCA, MOTI, EDAIF, GTA, MOI, GIPC, MFA & RI, GIS, GHATOF, MOF, MMDAs, HOTCATT, MESTI, MOH, MCC, NCC, MLNR, MoYS
		5.2 Promote sustainable tourism to preserve historical, cultural and natural heritage	5.2.1 Ensure tourism planning in District Development plans to promote tourism development 5.2.2 Develop sustainable eco-tourism, culture and historical sites 5.2.3 Eradicate emerging threats to tourism particularly sex tourism	MoTCCA, GTA, GIPC, GHATOF, HOTCATT, MESTI, MOH, MCC, MOI, NCC, MLNR, NCRC, MMDAs, GAC, MOH, NDPC, CEDECOM

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> Inadequate promotion of domestic tourism 	5.3 Intensify the promotion of domestic tourism	5.3.1 Promote the establishment of tourism clubs in all educational institutions 5.3.2 Engage the local media and other stakeholders in the promotion of domestic tourism 5.3.3 Encourage private investment in the development of affordable facilities for use of domestic tourists	MoTCCA, GTA, GIPC, GHATOF, HOTCATT, MESTI, MOH, MCTA, NCC, MMDAs, MOE, MOF, MoYS, MLGRD, CEDECOM
6. Culture and Creative Arts Industry	<ul style="list-style-type: none"> Lack of a policy framework Weak enforcement of copyright laws Weak coordination among the MDAs on issues related to the creative arts industry 	6.1 Develop a competitive creative arts industry	6.1.1 Develop a policy framework and enforce existing legal and regulatory frameworks for the development of the creative arts industry 6.1.2 Promote research into the industry to establish data to inform evidence-based policy formulation 6.1.3 Encourage industry participants to establish a Trust Fund to support the industry 6.1.4 Undertake capacity building among the industry players to sharpen their business orientation 6.1.5 Strengthen the copyrights office and its related institutions 6.1.6 Promote coordination among key MDAs on the development of the creative arts industry 6.1.7 Facilitate access to finance and the export market for products of Ghana's creative arts industry 6.1.8 Strengthen the National Commission on Culture to support the creative arts industry 6.1.9 Establish a council for the creative arts industry	MOTCCA, MOTI, MOJ & A-G, MCC, MFA&RI, MOI,ISD, Copy rights Office, NBSSI, , NCC, GEPA, CEDECOM, EDAIF

Appendix 1.3: Accelerated Agriculture Transformation and Sustainable Natural Resource Management

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
A. ACCELERATED TRANSFORMATION OF AGRICULTURE				
1. Agriculture Productivity	<ul style="list-style-type: none"> • Low level of agriculture mechanisation • High cost of agriculture machinery and equipment • High incidence of drudgery in agriculture 	1.1. Promote Agriculture Mechanisation	1.1.1 Strengthen collaboration with the private sector to build capacity to manufacture appropriate agriculture machinery, tools, and other equipment locally 1.1.2 Intensify the establishment of mechanisation service provision centres with backup spare parts for all machinery and equipment 1.1.3 Promote the availability of machinery under hire purchase and lease schemes 1.1.4 Develop human capacity in agriculture machinery management, operation and maintenance within the public and private sectors 1.1.5 Mainstream gender issues into agriculture mechanisation	MOFA, CSIR, Universities, MOTI, MoTr, GIPC, NBSSI, MOF, PEF, MMDAs, GSA, FDA, GRATIS
	<ul style="list-style-type: none"> • Low adoption of technology • Low transfer and uptake of research findings by stakeholders • Inadequate coordination of research efforts including funding and commitment to agriculture research • Limited application of biotechnology and its benefits • Limited research on industrial uses of locally produced crops and livestock • Limited age/gender disaggregated data /statistics for policy making and programming 	1.2. Improve science, technology and innovation application	1.2.1 Apply appropriate agriculture research and technology to introduce economies of scale in agriculture production 1.2.2 Improve the effectiveness of Research-Extension-Farmer Linkages (REFLs) and integrate the concept into the agriculture research system to increase participation of end users in technology development 1.2.3 Strengthen coordination and collaboration between research institutions, locally and international, to improve cost-effectiveness of research 1.2.4 Develop sustained funding mechanisms for research and transfer of research findings 1.2.5 Promote demand-driven agriculture policy research and utilisation 1.2.6 Increase capacity of research organisations to undertake demand-driven socio-economic research 1.2.7 Promote demand-driven research in the development and industrial use of local staples and livestock 1.2.8 Intensify the incorporation of age/gender analysis into agriculture research	MOFA, MESTI, CSIR, Universities, MOTI, GEPA, NBSSI, MOF, GRATIS, AGI/ PEF, MMDAs, NGOs, GSA, Food and Drugs Authority, MGSCP
	<ul style="list-style-type: none"> • Limited multiplication and production of planting materials and certification of seeds • Poor storage and untimely release of planting materials and certified seeds 	1.3. Promote seed and planting material development	1.3.1 Support the development and introduction of climate resilient, high-yielding, disease and pest-resistant, short duration crop varieties taking into account consumer health and safety 1.3.2 Support production of certified seeds and improved planting materials for both staple and industrial crops 1.3.3 Intensify dissemination of updated crop production	MOFA, MOFAD, CSIR, Universities, MOTI, GEPA, GIPC, NBSSI, MOF, GRATIS, PEF, MMDAs, NGOs, GSA, FDA, GRA, /Financial

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
			<p>technological packages</p> <p>1.3.4 Build capacity to develop more breeders, seed growers and inspectors</p> <p>1.3.5 Improve the regulatory environment for seed and planting material production and distribution</p> <p>1.3.6 Fully implement the Plant and Fertiliser Act, 2010, Act 803 as it relates to seed production</p>	Institutions, MOE, Other research institutions
	<ul style="list-style-type: none"> Limited participation of beneficiaries in extension programme planning and implementation at the local level Limited access to extension services, especially by women agriculture operators Under-funding of Research Extension Liaison Committees (RELCs) Undeveloped capacity of FBOs to access or deliver services Poor rural road infrastructure Weak systems for disaster prevention, preparedness and response (gaps in legal and policy frameworks) Inadequate agribusiness enterprises along the value chain 	1.4. Increase access to extension services and re-orientation of agriculture education	<p>1.4.1 Formulate and adopt agriculture education syllabus that promotes agriculture and aquaculture as a business at all levels of education</p> <p>1.4.2 Maintain the role of Agriculture Award winners and FBOs to serve as sources of extension in production and markets to small scale farmers within their localities to help transform subsistence farming into commercial farming</p> <p>1.4.3 Increase access and improve allocation of resources to districts for extension service delivery taking cognisance of gender sensitivity</p> <p>1.4.4 Address socio-cultural issues that limit women's access to extension services and agriculture education</p> <p>1.4.5 Build capacity of FBOs and Community-Based Organisations (CBOs) to facilitate delivery of extension services to their members</p> <p>1.4.6 Expand the use of mass extension methods e.g. farmer field schools, nucleus-farmer out-growers schemes, extension fields in the districts through mass education via radio, TV, Junior Farm Field and Life School (JFFLS), communication vans, for knowledge dissemination</p> <p>1.4.7 Improve collaboration with NADMO in addressing gaps in disaster prevention, preparedness and response in extension delivery services</p>	MOFA, CSIR, Universities, MOTI, GEPA, GIPC, NADMO, NBSSI, MOF, GRATIS, PEF, MMDAs, NGOs, GSA, FDA, MOFAD, GRA, Bank of Ghana /Financial Institutions, MOE, Other research institutions
	<ul style="list-style-type: none"> Weak framework for collaboration with other MDAs on agriculture development Limited Public-Private sector engagement in agriculture sector 	1.5. Improve institutional coordination for agriculture development	<p>1.5.1 Strengthen the intra-sectoral and inter-ministerial coordination through a platform for joint planning</p> <p>1.5.2 Develop framework for synergy among projects, and strengthen framework for coordinating activities among diverse stakeholders in the sector</p> <p>1.5.3 Create District Agriculture Advisory Services (DAAS) to provide advice on productivity enhancing technologies</p>	MOFA, MOFAD, MDAs, MMDAs, Private Sector, NDPC
2.	<ul style="list-style-type: none"> Inadequate private investments in agric-business ventures Inadequate dissemination of 	2.1. Increase private sector investments in agriculture	<p>2.1.1 Position public sector to effectively attract private sector investment into agriculture</p> <p>2.1.2 Develop programmes to increase the participation of the youth in agriculture and aquaculture business</p>	MOFA, CSIR, Universities, MOTI, GEPA, GIPC, NADMO, NBSSI, MOF, GRATIS,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<p>information on business opportunities along the agriculture value chain</p> <ul style="list-style-type: none"> Weak regulatory regime to enforce standards across board for ensuring quality and safety 		<p>2.1.3 Optimise the use of the e-governance platform for information dissemination and effective public engagement</p> <p>2.1.4 Promote formalisation of commodity value chain with particular attention to selected crops such as cassava, plantain, tropical fruits in partnership with the private sector and financial institutions</p> <p>2.1.5 Promote awareness and enforce compliance to rules, regulations and standards across board to ensure quality and safety</p>	PEF, MMDAs, NGOs, GSA, FDA, MOFAD, GRA, MOE, Other research institutions
3. Agriculture Competitiveness and Integration into Domestic and International Markets	<ul style="list-style-type: none"> Inadequate product cluster development Low quality and inadequate agriculture infrastructure Low, poor quality and irregular supplies of raw materials to agro-processing enterprises Low patronage of locally produced/processed products (due to lack of awareness, high cost, prejudice and poor packaging) Inadequate institutional arrangement to support commercial scale agro-processing 	3.1 Improve post-production management	<p>3.1.1 Strengthen the operations of the National Buffer Stock Company</p> <p>3.1.2 Improve supply chain management for developing product clusters</p> <p>3.1.3 Promote the patronage of locally processed products through the production of quality and well packaged products</p> <p>3.1.4 Strengthen collaboration between public and private sector institutions to promote agro-processing, storage and marketing</p> <p>3.1.5 Promote cottage level agro-processing industries with interventions to enhance access to machinery and quality of products</p> <p>3.1.6 Develop standards to be at par with those of competing imports</p> <p>3.1.7 Provide incentives for the development of post-harvest management infrastructure and services through direct private sector investment and partnerships</p> <p>3.1.8 Develop effective post-harvest management strategies, particularly storage facilities, at individual and community levels</p> <p>3.1.9 Promote Public Private Partnerships (PPPs) in the agriculture sector</p>	MOFA, MOFAD, MLGRD CSIR, Universities, MOTI, MRH, Ministry of Transport, GEPA, GIPC, AGI, NBSSI, MOFEP, GRATIS, Private Sector, MMDAs, NGOs, GSA, FDA, EPA, MOH
	<ul style="list-style-type: none"> Limited access to market information Low standardisation and product differentiation in domestic markets (weights and measures; grades and standards) Uncongenial environment for trading in local markets Unacceptable risks in public trading places 	3.2 Develop an effective domestic market	<p>3.2.1 Promote accelerated construction of all-weather feeder roads and rural infrastructure</p> <p>3.2.2 Strengthen partnership between private sector and District Assemblies to develop trade in local markets</p> <p>3.2.3 Improve market infrastructure and sanitary conditions</p> <p>3.2.4 Operationalise the Ghana Commodities Exchange</p> <p>3.2.5 Strengthen capacity of Ministry of Food and Agriculture and Ministry of Fisheries and Aquaculture Development and other relevant stakeholders to provide marketing extension</p> <p>3.2.6 Develop standards and promote good agriculture/aquaculture practices along the value chain</p> <p>3.2.7 Enhance the operations of Farmer-Based Organisations to acquire knowledge and skills and to access resources along the</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
			<p>value chain, and for stronger bargaining power in marketing</p> <p>3.2.8 Promote the use of ICT and media to disseminate agriculture/fisheries market information to farmers</p> <p>3.2.9 Develop policy measures for standardisation and product differentiation in local markets</p> <p>3.2.10 Extend the concept of nucleus-out grower and block farming schemes and contract farming to cover staple and cash crops to bridge the gap between large and small scale producers</p> <p>3.2.11 Roll out a programme to convert all major markets in the country into limited liability companies through PPPs</p>	
	<ul style="list-style-type: none"> Inadequate access to market information, intelligence and operations Inadequate management of logistics in commodity marketing Limited capacity of exporters to meet export volumes Limited awareness and appreciation of export trade regimes and practices 	3.3 Expand agriculture exports	<p>3.3.1 Provide comprehensive support for improved access of operators to market information and intelligence</p> <p>3.3.2 Provide relevant technology, market infrastructure (e.g. cold chain facilities), and financing to enable operators to respond to the changing needs of markets</p> <p>3.3.3 Support operators to identify market niches for new products</p> <p>3.3.4 Promote Good Agriculture Practises (GAP's), particularly for meeting sanitary and phytosanitary requirements of importing countries</p> <p>3.3.5 Develop and implement guidelines to support agriculture/ fisheries/aquaculture production and trade contracts</p> <p>3.3.6 Strengthen collaboration with relevant MDAs to improve road access to link production centres to air and sea ports</p> <p>3.3.7 Encourage targeted product clustering and development of cooperatives to expand the scale of production to make local producers competitive</p>	
4. Production risks/ bottlenecks in Agriculture Industry	<ul style="list-style-type: none"> Seasonal variability in food supply and prices High dependence on seasonal and erratic rainfall 	4.1 Promote irrigation development	<p>4.1.1 Develop and promote appropriate and affordable irrigation schemes including dams, boreholes, and other water harvesting techniques for different categories of farmers and agro ecological zones</p> <p>4.1.2 Rehabilitate viable existing irrigation infrastructure and promote their efficient utilisation</p> <p>4.1.3 Promote private sector participation in irrigation development, management and utilisation</p> <p>4.1.4 Promote land reforms targeting equal access to irrigated land by men, women and persons with disabilities</p> <p>4.1.5 Develop policy and legal regime and appropriate tenure arrangement for use of irrigation facilities</p> <p>4.1.6 Promote the use of early warning meteorological information provided by the Meteorological Service Authority and other Agencies in agriculture and fisheries at the district level</p>	MOFA, MOFAD, CSIR, Water Resources Commission, Universities, GRATIS, PEF, MMDAs, GIDA, Meteorological Authority, CERGIS, SADA, Hydrological Services Department, MOEP, and Lands Commission, EPA, TCPD, MESTI

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> • Inadequate access to appropriate financial products • Low level of economies of scale in agriculture • Limited insurance products targeted at the agriculture sector • Inadequate incentives and subsidies 	4.2 Improve Agriculture Financing	<p>4.1.7 Ensure effective implementation of the Ghana Irrigation Development Policy</p> <p>4.2.1 Provide appropriate framework to ensure adequate flow of financial resources to the agriculture and aquaculture industries with particular attention to smallholder farmers</p> <p>4.2.2 Target implementation of NEPAD’s recommendations for a minimum of 10% of GOG’s expenditure on agriculture</p> <p>4.2.3 Provide improved rural infrastructure to enhance private sector investments</p> <p>4.2.4 Provide selective subsidies for the procurement of improved technologies for poor peasant farmers particularly women</p> <p>4.2.5 Initiate special pension scheme for farmers particularly rural women</p> <p>4.2.6 Promote agriculture insurance schemes to cover agriculture risks</p>	
	<ul style="list-style-type: none"> • Absence of national agriculture land use policy • Limited integration of sustainable land and water management schemes into agriculture extension services • High levels of environmental degradation • Ineffective framework for collaboration in the management of the environment • Increasing negative impact of climate change on agriculture 	4.3 Promote sustainable environment, land and water management	<p>4.3.1 Resolve land acquisition and security of title problems through the establishment of a system of land banks</p> <p>4.3.2 Promote the development of community land use plans and enforce their use, particularly in urban and peri-urban agriculture</p> <p>4.3.3 Facilitate land tenure arrangements that yield win-win outcomes for both tenants and land holders</p> <p>4.3.4 Mainstream sustainable land and environmental management practices in agriculture sector planning and implementation</p> <p>4.3.5 Create awareness about environmental issues among all stakeholders and develop an effective and efficient framework for collaboration with appropriate agencies to ensure environmental compliance</p> <p>4.3.6 Improve incentives and other measures to encourage users of environmental resources to adopt less exploitative and non-degrading practices in agriculture</p> <p>4.3.7 Promote joint planning and implementation of programmes with relevant institutions to address environmental issues in food and agriculture</p> <p>4.3.8 Intensify integration/mainstreaming of climate change into sectoral and district plans</p> <p>4.3.9 Provide alternative livelihood schemes for local communities to reduce pressure on lands adjacent to protected areas and water bodies</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
5. <i>Crops Development for Food Security, Exports and Industry</i>	<ul style="list-style-type: none"> Lack of diversification and competitiveness in staples and cash crops Low application of technology especially among small holder farmers leading to comparatively lower yields 	5.1 Promote the development of selected staple and horticultural crops	5.1.1 Promote the development of selected staple crops in each ecological zone 5.1.2 Promote the development of selected non-traditional vegetables for exports 5.1.3 Extend the concept of nucleus-out-grower and block farming schemes as well as cooperative and contract farming to cover staple and cash crops to bridge the gap between large and small scale producers 5.1.4 Ensure implementation of the Ghana Commercial Agriculture Project (GCAP) to link both smallholder and commercial producers to industry	MOFA, CSIR, Universities, PEF, Financial Institutions, MOTI, MOT, MRH, AGI, PEF, NGOs, Cocoa Research Institute (CRI, COCOBOD), MoFAD, MOF, MMDAs
	<ul style="list-style-type: none"> Low commercial utilisation of cocoa by-products Inadequate raw materials to meet increasing demand by local industries Inadequate development of, and investment in processing and value addition of non-traditional cash crops including shea nuts and dawadawa 	5.2 Promote the development of selected cash crops	5.2.1 Expand the production of organic cocoa for strategic buyers 5.2.2 Intensify and extend the mass spraying exercise to include brushing, pest and disease control, shade management, pollination and fertilisation 5.2.3 Promote the commercialisation of research into the utilisation of sub-standard cocoa and cocoa waste 5.2.4 Rehabilitate the road networks in cocoa-growing areas to facilitate the evacuation of the crop 5.2.5 Continue to implement the policy of paying cocoa farmers at least 70% of the international producer prices 5.2.6 Use part of oil and gas revenue to develop oil palm and rubber in the south, bast fiber in the transitional zone, cotton and shea nuts in the north 5.2.7 Set up a Task Force to encourage large scale dawadawa tree development, processing and utilisation 5.2.8 Modernise the indigenous shea-butter extraction process 5.2.9 Use extension and research to support expansion in shea-butter output 5.2.10 Support the operations of the Shea nut Development Board for effective production, post-production, research and marketing initiatives 5.2.11 Facilitate the existing processing infrastructure in the cotton industry for wealth creation in the three northern regions 5.2.12 Promote cotton research and development	MOFA, CSIR, Universities, PEF, Financial Institutions, MOTI, MOT, MRH, AGI, PEF, NGOs, Cocoa Research Institute (CRI, COCOBOD), MoFAD, MOF, MMDAs

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
6. Livestock and Poultry Development	<ul style="list-style-type: none"> • Outdated livestock development policy and legislation • Absence of comprehensive regulatory framework • Low quality genetic material of livestock species • Low level of husbandry practices, low productivity and poor handling of livestock/ poultry products • Absence of feed quality standards • Uncompetitive local livestock/poultry industry • Inadequate and poor quality data and lack of proper monitoring and disease surveillance system • Inadequate access to veterinary services 	6.1 Promote livestock and poultry development for food security and income generation	6.1.1 Review and update current Livestock Development Policy, Diseases of Animal Act 1961, Act 83, and the Veterinary Surgeon's Law of 1992 6.1.2 Establish National Livestock Policy hub 6.1.3 Enact legislations to cover poultry hatchery, livestock breeding, and meat inspection 6.1.4 Strengthen research into large scale breeding and production of guinea fowls, cattle, sheep, and goats especially in the northern regions 6.1.5 Strengthen existing training facilities and establish additional ones in animal health 6.1.6 Support the production of rabbits and grass-cutters 6.1.7 Support large scale cultivation of maize and soya beans for the formulation of animal feed 6.1.8 Promote public awareness on food safety and public health 6.1.9 Strengthen institutional collaboration for livestock and poultry statistics and monitoring 6.1.10 Promote integrated crop-livestock farming 6.1.11 Intensify disease control and surveillance especially for zoonotic and scheduled diseases 6.1.12 Ensure effective implementation of METASIP to modernise livestock and poultry industry for development	MOFA, CSIR, Universities, Private Sector, Financial Institutions, MOTI, MOT, MRH, AGI, PEF, NGOs, FBOs, FDB, GSB
7. Fisheries and Aquaculture Development for Food Security and Income Generation	<ul style="list-style-type: none"> • Inadequate legal and institutional arrangement for fisheries development • Inadequate data for fisheries management (inland and marine) • Insufficient monitoring and control to ensure compliance with laws and regulations on fisheries • Weak collaboration with communities towards the management of fisheries resources • Outdated fishing vessel register • Over-exploitation of fisheries resources • Unsafe and unhygienic working conditions at landing sites • Inadequate alternative livelihood 	7.1 Enhance fish production and productivity	7.1.1 Review Fisheries Act 2002, Act 625 and implement regulation 2010 (LI 1968) of 2010 to improve management of the industry 7.1.2 Promote the collection of scientific and socio-economic data for fisheries management 7.1.3 Ensure compliance with maximum allowable fish catches to promote resource regeneration 7.1.4 Review all existing agreements on fishing to include fishing rights for artisanal sector 7.1.5 Strengthen monitoring controls and surveillance systems and ensure compliance with laws and regulations on fisheries resources 7.1.6 Establish and strengthen co-management mechanisms with local communities for fisheries resource management 7.1.7 Promote the integrated development of artisanal fisheries and create alternative livelihoods 7.1.8 Strengthen inter-sectoral cooperation in fisheries management 7.1.9 Improve existing fish landing sites and develop related infrastructure for storage, processing and exports 7.1.10 Re-direct subsidies in the sector to ensure long term increase in	MOFAD, MOFA, PEF, CSIR, Universities, Research Institutions, MOH, WRC, WRI, MoFAD, EPA, MOTI, MOD, MINT, MOJ & A-G, MOT, Private Sector

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> opportunities for coastal/ fishing communities Inadequate fishing infrastructure including the use of outmoded/over-aged fishing crafts Over-capitalisation of capture fisheries Lack of insurance for artisanal fishers Limited fisheries scientific surveys in marine industry 		fish production 7.1.11 Promote the use of fibre-glass canoes 7.1.12 Establish a Fishermen's Life Insurance Scheme (FLIS) 7.1.13 Accelerate the implementation of the programme for the construction of new fishing harbours and landing sites 7.1.14 Complete the construction of the fish processing plant at Elmina	
	<ul style="list-style-type: none"> Lack of aquaculture map to easily locate various fish farms across the country Delayed implementation of aquaculture strategy and plan Limited availability of improved fish seed and feed Limited availability of fish seed of high value fish/shrimps for culture 	7.2 Promote Aquaculture Development	7.2.1 Fully implement the Ghana National Aquaculture Development Plan (2012 - 2017) 7.2.2 Support the formation of "Fish Farmers Associations" to train members to become service providers 7.2.3 Develop aquaculture infrastructure including fish hatcheries 7.2.4 Promote private sector investment in aquaculture 7.2.5 Utilise irrigation systems and other impounded reservoirs for aquaculture 7.2.6 Develop and multiply breeding stock through research 7.2.7 Promote the improvement in fish husbandry practices and fish health management 7.2.8 Increase productivity and profitability of fish farms and related value chain enterprises within high priority aquaculture zones. 7.2.9 Enforce compliance of fish farms to national environmental and food safety policies, standards and regulations 7.2.10 Develop and adopt spatial plans for aquaculture investments 7.2.11 Support the development of shrimps farming	MOFAD, MOFA, PEF, CSIR, Universities, Research Institutions, MOH, WRC, WRI, EPA, MOTI, MOD, MINT, MOJ & A-G, MOT
B. SUSTAINABLE NATURAL RESOURCE MANAGEMENT				
8. <i>Natural Resource Management and Minerals Extraction</i>	<ul style="list-style-type: none"> Negative impact of some farm practices Negative impact of mining on the environment and host communities Conflict between mining and forest resource conservation Inadequate and delayed payment of compensation to land owners 	8.1 Promote sustainable extraction and use of mineral resources	8.1.1 Review guidelines on mining in forest reserves and re-negotiate Government's position with stakeholders 8.1.2 Review appropriate policies, legislation and investment agreements to optimise returns to the country including the local communities 8.1.3 Diversify the minerals production base of the nation to reduce over-dependence on the few traditional mineral resources 8.1.4 Encourage investments in the domestic salt industry to make it competitive	MLNR, MLGRD Minerals Commission, Forestry Commission, EPA, MESTI, MoEP, MoJ & A-G, Parliament, Ghana Chamber of Mines, Universities, CSIR, Geological Survey Department, MMDAs,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> High social and economic cost to communities in mining areas Minimum local content and local participation in the mining sector Inadequate revenue mobilisation from mining sector Outdated and ineffective regulatory regime in the mining sector Limited value addition to primary products Over dependence on traditional mineral resources 		<p>8.1.5 Enforce compliance of relevant regulations and guidelines on small scale mining</p> <p>8.1.6 Strengthen compliance and enforcement of relevant regulations and guidelines on environmental impact of small scale mining</p> <p>8.1.7 Complete geological exploration to identify suitable areas for small scale mining</p> <p>8.1.8 Provide incentives to encourage value-added downstream mining activities such as refining, smelting etc</p> <p>8.1.9 Improve technical capacity of small- scale miners to enhance efficiency and sustainability in their operations</p> <p>8.1.10 Accelerate the passage of the Minerals Development Fund (MDF) bill</p> <p>8.1.11 Review compensation mechanisms to reflect the long term livelihood impact of mining activities on communities</p>	GNFS, NADMO, Security Agencies, PC
	<ul style="list-style-type: none"> Degradation of the nation's forests High dependence on bio-mass fuel Inefficient use and management of natural resources Inadequate awareness of climate change and its impact 	8.2 Ensure sustainable management of natural resources	<p>8.2.1 Vigorously pursue reclamation and afforestation in degraded areas</p> <p>8.2.2 Introduce and enforce economic instruments for environmental management</p> <p>8.2.3 Revise and enforce Ghana's Mining and Environmental Guidelines</p> <p>8.2.4 Promote the adoption of the principles of green economy in national development planning</p>	NDPC, MESTI, EPA, MoEP, MoJ & A-G MOF, MLNR, MLGRD, FC, MC, MMDAs, WRC
	<ul style="list-style-type: none"> Weak institutional and regulatory framework for natural resource management and environmental governance especially at the district level Weak enforcement of regulations and laws governing the environment and for the management of natural resources 	8.3 Strengthen institutional and regulatory frameworks for sustainable natural resource management	<p>8.3.1 Enhance policy and regulatory framework and coordination among key Government agencies and other stakeholders to improve the management of the environment and natural resources</p> <p>8.3.2 Enforce the legality assurance scheme under the Voluntary Partnership Agreement (VPA)</p> <p>8.3.3 Coordinate and harmonize relevant policies and programmes with regional and international bodies as well as ECOWAS</p> <p>8.3.4 Enact and enforce Legislative Instrument on tree tenure</p> <p>8.3.5 Intensify capacity building in the application of the Strategic Environmental Assessment (SEA) in the planning process</p>	NDPC, MESTI, EPA, MoEP, MoJ & A-G MOF, MLNR, MLGRD, FC, MC, MMDAs, WRC, MoC
	<ul style="list-style-type: none"> Weak information system for natural resource management Different data format and application systems Fragmented national geo-spatial data infrastructure 	8.4 Adopt an integrated national geo-spatial based policy planning and investment decision-making	<p>8.4.1 Develop policy and legal framework for an integrated national geo-spatial data infrastructure</p> <p>8.4.2 Enhance the use of existing Fibre Optics and Information Management System (IMS) database at regional and district levels</p>	NDPC, MESTI, EPA, MoEP, MoJ & A-G, MOF, MLNR, MLGRD, FC, MC, MMDAs, WRC, MoC, CERSGIS, NITA, TCPD, LC, GSD, SD

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
9. Biodiversity Management	<ul style="list-style-type: none"> • Weak integration of biodiversity issues in development decision-making especially at the local level • Lack of a comprehensive biodiversity assessment of Ghana • Encroachment on biodiversity hot spots • Inadequate financial resources for biodiversity activities including climate-related conventions 	9.1 Reduce loss of biodiversity	9.1.1 Facilitate the collaboration in/and harmonization of biodiversity in related agreements 9.1.2 Review and implement a national strategy to deal with invasive alien species 9.1.3 Establish marine protected areas along the coast 9.1.4 Protect important wetlands especially in the western corridor 9.1.5 Develop and implement a system of payment of ecosystem services 9.1.6 Promote research, public education and awareness on biodiversity and ecosystem services 9.1.7 Ensure the effective management of biosphere reserves and other biodiversity hot spots	MESTI, MLNR, MOFA, MOH, MLGRD, MOF, ME, MOTI, MOCTA (Commission on Culture), MOE, Universities
10. Protected Areas Management	<ul style="list-style-type: none"> • High incidence of bush fires • High risk to life and safety of field staff • Pressure from adjacent land use particularly agriculture, mining and human settlement • Poaching and illegal harvesting • Absence of connectivity of protected areas • Limited local involvement in protected area management • Outdated protected area management plans in some cases 	10.1 Maintain and enhance ecological integrity of protected areas	10.1.1 Accelerate the implementation of national buffer zone policies for rivers and protected areas 10.1.2 Facilitate alternative livelihoods including eco-tourism support schemes for fringe communities along protected areas 10.1.3 Identify and manage river corridors best suited for wildlife connectivity that could possibly serve as landscape corridors 10.1.4 Revise existing protected areas management plan to intensify local participation in resource management	DAs, MLGRD, MOJ & A-G, Ghana Fire Service, MOF, Forestry Commission, NGOs, Lands Commission, Ghana Chamber of Mines, MESTI, NDPC, MOFA, EPA, TPCD
11. Land Management and Restoration of Degraded Forest	<ul style="list-style-type: none"> • Increasing population pressure on land • Loss of soil fertility • Poor land use management • Cultivation along steep slopes leading to erosion • Forest destruction by chainsaw operators • Intensification of charcoal production to meet urban energy demands 	11.1 Reverse forest and land degradation	11.1.1 Develop and implement regulatory framework for land use planning at all levels 11.1.2 Intensify implementation of national forest plantation development programme 11.1.3 Integrate watershed management to combat desertification 11.1.4 Facilitate logs importation from exporting African countries to improve resource availability for the timber industry 11.1.5 Apply appropriate agriculture intensification techniques to reduce forest land clearance 11.1.6 Encourage and promote the use of Lesser Used Species (LUS) 11.1.7 Promote and facilitate the use of LPG as a cheaper and cleaner alternative fuel and promote energy efficient charcoal stoves 11.1.8 Implement an educational and enforcement programme to	LC, FC, MLNR, MoFA

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> • General indiscipline in the purchase and sale of land • Inadequate spatial and land use plans • Ineffective development control of human settlement • Indiscriminate sand winning • Increasing incidence of surface mining including illegal mining 	11.2 Promote efficient land use and management systems	<p>reduce bushfires and forest degradation</p> <p>11.2.1 Promote technological and legal reforms in</p> <p>11.2.2 in support of land use planning and management</p> <p>11.2.3 Ensure the effective implementation of land use policy</p> <p>11.2.4 Intensify human resource development for effective land use planning and management.</p> <p>11.2.5 Facilitate vigorous education on value of land and appropriate land use</p> <p>11.2.6 Promote gender equity in land reforms and land use planning and management</p>	
12. Integrated Marine and Coastal Management	<ul style="list-style-type: none"> • Poor environmental sanitation and improper disposal of domestic solid and liquid wastes • Water pollution from industrial waste • Coastal habitat degradation • Increase vulnerability of coastal communities • Sea water intrusion into aquifers 	12.1 Improve investment in control structures and technologies	<p>12.1.1 Investment in upgrading and maintaining waste treatment and small scale waste collection facilities</p> <p>12.1.2 Ensure proper siting of industries in developing coastal towns</p> <p>12.1.3 Promote recycling, recovery, re-use and reduction of waste</p> <p>12.1.4 Increase investment in control structures including gabions and boulder revetments to arrest erosion</p> <p>12.1.5 Mangrove replanting and planting of other vegetative cover to prevent erosion</p> <p>12.1.6 Promote community participation in safe disposal of sewage and garbage</p>	MESTI, EPA, MLGRD, MOT, CSIR, MOFA, MOFAD, GHPA, Fisheries Commission, Ghana Navy, TCPD, MMDAs, Hydrological Services Division, Universities, NGOs, NADMO, MWRWH, LC
	<ul style="list-style-type: none"> • Uncoordinated institutional arrangements • Weak policy framework for coastal management 	12.2 Improve the policy and institutional framework for effective coastal resource management	<p>12.2.1 Establish an Integrated Marine and Coastal Management Framework at all levels</p> <p>12.2.2 Promote an institutional arrangement for the coordination of Marine and Coastal resource management</p> <p>12.2.3 Strengthen institutional capacity for research, monitoring and enforcement of legislation and bye-laws</p> <p>12.2.4 Establish a Coastal Zone Commission with strong stakeholder participation</p> <p>12.2.5 Enforce compliance with Legislative Instrument 1968 of 2010 as it relates to pair-trawling, fishing with light, the use of dynamite, etc</p> <p>12.2.6 Provision of fishery infrastructure to reduce post-harvest losses</p>	
	<ul style="list-style-type: none"> • Marine algae bloom in some selected areas • Depletion of marine resources 	12.3 Improve knowledge and awareness on appropriate coastal resources management	<p>12.3.1 Research into sources of nutrient loading for algae bloom</p> <p>12.3.2 Create public awareness and education to avoid unsustainable exploitation and pollution of sensitive habitats</p> <p>12.3.3 Develop and implement livelihood diversification measures for affected communities</p> <p>12.3.4 Encourage coastal communities to generate income from coastal resources, e.g. tourism</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> Loss of unique coastal habitat and ecosystems 	12.4 Protect coastal forests, wetlands and marine areas	12.4.1 Map and assign conservation status through bye-laws to coastal forests and wetlands in district spatial plans 12.4.2 Strengthen involvement of local communities in the management of coastal forests and wetlands through mechanisms such as community resource management areas (CREMAs) 12.4.3 Establish a pilot marine protected area through an inter-ministerial committee to demonstrate the potential benefits of the approach	MoFAD MESTI,EPA, Wildlife Division, TCPD, MMDAs, NGOs, MLGRD
	<ul style="list-style-type: none"> Pollution of waterways Degradation of coastal lagoons and habitats Poor sanitation and waste management practices in coastal communities 	12.5 Reduce pollution and poor sanitation in the coastal areas	12.5.1 Increase resource allocation for implementation of Environmental and Sanitation plans in Coastal Districts 12.5.2 Enhance institutional capacity to enforce the regulations and guidelines on waste discharges 12.5.3 Develop drainage master plans to manage storm water within settlements 12.5.4 Conduct community scale water supply and sanitation training and assessment of needs for individual and public supply points and sanitation facilities	MLGRD, MWRWH, MoFAD MESTI, EPA, Wildlife Division, TCPD, MMDAs, NGOs
13. Wetlands and Water Resources Management	<ul style="list-style-type: none"> Increased conversion of wetlands to other forms of land use Pollution of wetlands due to indiscriminate waste disposal Over exploitation of wetland resources Adverse impact of climate change conditions Inadequate harvesting of water 	13.1 Ensure sustainable use of wetlands and water resources	13.1.1 Promote decentralisation and participatory wetlands management 13.1.2 Enact appropriate legislation to protect wetlands from degradation 13.1.3 Carry out comprehensive wetlands inventory, supported by research and monitoring 13.1.4 Restore and rehabilitate degraded and badly altered wetlands 13.1.5 Promote communication, education and public awareness of wetlands 13.1.6 Establish alternative livelihoods strategy for protected areas 13.1.7 Develop sustainable financial mechanism for wetland restoration activities 13.1.8 Develop and promote appropriate water harvesting technologies	WRC, DAs, MAs, NGOs, FC, Bar Association, Parliament, Ghana Chamber of Mines, Minerals Commission, Research institutions such as Universities, CSIR, EPA, Geological Survey Department, MMDAs, MLNR, MESTI
	<ul style="list-style-type: none"> Dwindling water resources Water pollution Impoundment of sediments and nutrients Salt water intrusion into aquifers in coastal areas Increased deforestation in river catchment areas Invasion of water bodies by 	13.2 Adopt integrated water resources management	13.2.1 Integrate water resources planning into national development planning 13.2.2 Ensure preparation of Integrated Water Resources Management (IWRM) strategies using watersheds as planning units of river basins 13.2.3 Establish appropriate institutional structures and enhance capacity for planning and implementation of watersheds 13.2.4 Promote partnerships between the public and private sectors for the protection and conservation of water resources 13.2.5 Develop and implement sustainable cost recovery mechanisms	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> weeds Excessive siltation of water bodies 		<ul style="list-style-type: none"> for water supply projects 13.2.6 Promote equity taking into account the specific needs and preferences of the poor 13.2.7 Develop payment for ecosystem services for water resource management 	
14. Waste Management, Pollution and Noise Reduction	<ul style="list-style-type: none"> Inefficient industrial waste management Negative attitudinal and behavioural orientation towards proper waste disposal Weak enforcement of existing sanitation laws Limited investment in waste management and infrastructure Lack of enforcement of existing by-laws on sanitation and noise pollution Lack of awareness of the negative impact of noise pollution on the health of citizens Inadequate facilities for the disposal of waste 	14.1 Promote effective waste management and reduce noise pollution	<ul style="list-style-type: none"> 14.1.1 Intensify public education on improper waste disposal 14.1.2 Increase investment in infrastructure for waste management through Public Private Partnerships (PPPs) 14.1.3 Strengthen regulatory environment to provide sufficient deterrent for sanitation and pollution offences 14.1.4 Promote investment in technologies to convert waste to energy, composting and other useful products 14.1.5 Finalise and implement environmental fiscal policy instrument and regulatory tools 14.1.6 Develop a policy to encourage eco-labelling of products and commodities 14.1.7 Promote the education of the public on the effects of noise pollution on the health of citizens 14.1.8 Intensify enforcement of regulations on noise pollution and control 14.1.9 Create business opportunities through the application of the 4Rs to waste management 	MESTI, EPA, MMDAs, MoE, MOH, Security such as GPS, Environmental and Health Inspectors, MWRWH, MLGRD, Private Sector Waste Companies and CWSA
15. Community Participation in Natural Resource Management	<ul style="list-style-type: none"> Limited involvement of stakeholders in natural resource management initiatives at the local level Limited trust between local communities and the authorities Inadequate institutional framework for community participation in natural resource management 	15.1 Enhance natural resources management through community participation	<ul style="list-style-type: none"> 15.1.1 Develop and implement communication and public participation strategy for natural resource management 15.1.2 Develop and implement gender equity modules for natural resource management 15.1.3 Promote active involvement of community stakeholders in the development of natural resource management plans 15.1.4 Effectively disseminate information on legislation on the environment especially in the local languages 15.1.5 Ensure capacity building of existing governance structures at the local level such as unit committees in natural resource management 	MLNR, EPA, MEST, MLGRD, MMDAs and NGOs
16. Climate Variability and Change	<ul style="list-style-type: none"> Limited human resource capacity in Climate Change issues Limited awareness of climate change and its impacts Unsustainable exploitation of 	16.1 Enhance capacity to adapt to climate change impacts	<ul style="list-style-type: none"> 16.1.1 Increase resilience to climate change impacts through early warning systems 16.1.2 Intensify research and promote awareness of climate change 16.1.3 Implement alternative livelihoods strategies to minimise impacts of climate change on the poor and vulnerable 	MESTI, EPA, NDPC, MOF, MOFA, MOFAD, MoEP, RCC, MLGRD, Universities, MMDAs, MLNR, FC

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> natural resources Weak sub-regional network Inadequate financial resources Inadequate early warning systems Rising sea level Degraded urban waterfronts with potential for redevelopment 		<ul style="list-style-type: none"> especially women 16.1.4 Enhance national capacity to respond to climate change through the establishment of a Climate Change Centre 16.1.5 Manage water resources as a climate change adaptation strategy to enhance productivity and livelihoods 16.1.6 Minimise climate change impacts on socio-economic development through improved agriculture practices 16.1.7 Adopt demand- and supply-side measures for adapting the national energy system to impacts of climate change 16.1.8 Accelerate the preparation and implementation of REDD+ readiness 	
	<ul style="list-style-type: none"> Inadequate infrastructure to cope with the impacts of climate change 	16.2 Mitigate the impacts of climate variability and change	<ul style="list-style-type: none"> 16.2.1 Promote energy efficiency in all aspects of social and economic life 16.2.2 Promote energy efficient transport services and facilities 16.2.3 Promote sustainable forest management and implement forest governance initiatives 16.2.4 Promote various mitigation options in the agriculture sector including education and efficient management practices 16.2.5 Adopt climate-sensitive waste management practices 	MESTI, EPA, NDPC, MOF, MOFA, MOFAD, MoEP, RCC, MLGRD, Universities, MMDAs, PEF, MLNR/FC
		16.3 Promote green economy	<ul style="list-style-type: none"> 16.3.1 Develop a long-term national Low Carbon Growth (LCG) model for effective decision-making 16.3.2 Develop coordinated response to climate change challenges through linkages between research, industry and Government 16.3.3 Prioritise technical and systemic innovation initiatives in the energy, transport, natural resources, waste management and eco-tourism sectors 16.3.4 Create the knowledge base and build technical, human and financial capacity needed to achieve long-term objective of LCG 	MESTI, EPA, NDPC, MOF, MOFA, MOFAD, MoEP, RCC, MLGRD, Universities, MMDAs, other MDAs, PEF
17. Natural Disasters, Risks and Vulnerability	<ul style="list-style-type: none"> Vulnerability to natural disasters especially the national capital Weak capacity to manage the impacts of natural disasters and climate change Frequent droughts, floods, forest and other fire outbreaks 	17.1 Enhance capacity to mitigate and reduce the impact of natural disasters, risks and vulnerability	<ul style="list-style-type: none"> 17.1.1 Invest in the development of effective early warning and response systems including the key seismological monitoring stations 17.1.2 Increase capacity of NADMO to deal with the impacts of natural disasters 17.1.3 Intensify public awareness on natural disasters, risks and vulnerability 17.1.4 Enforce regulations and bye-laws restricting the development of structures in flood-plains, water-ways, wetlands, etc 17.1.5 Improve the resilience of the national capital to natural disasters especially earthquakes 	NADMO, MWRWH, MLGRD, MOF, MESTI, MMDAs, TCPD, PEF, National Security, MOI, GNFS

Appendix 1.4: Oil and Gas Development

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
<i>1. Oil and gas industry development, and its effective linkage to the rest of the economy</i>	<ul style="list-style-type: none"> Inadequate midstream infrastructure to link upstream and downstream operations The potential of oil and gas industry to develop as an enclave (Resource curse) Low capacity of national institutions to manage (regulate, monitor, oversee, supervise, coordinate, implement) the oil and gas industry The danger of over-concentration in the oil and gas sector to the detriment of other sectors of the economy (Dutch disease) Challenges of internal and external migration and their multi-faceted consequences 	1.1 Ensure accelerated and integrated development of the oil and gas industry	1.1.1 Expand the national oil and gas upstream, midstream and downstream infrastructure in collaboration with the private sector within the PPP framework 1.1.2 Ensure that natural gas finds are prioritised for electricity generation and domestic industrial value creation 1.1.3 Use opportunities arising from the oil and gas endowment as a catalyst for diversifying the economy especially the agriculture and industrial sectors 1.1.4 Accelerate development of complementary resources such as salt 1.1.5 Strengthen institutional capacity of national agencies to take leadership role in managing Ghana's oil and gas resources 1.1.6 Leverage the oil and gas industry to support the development of the petrochemical industry 1.1.7 Promote re-development of existing settlements and provision of physical and social infrastructure as part of the "growth" of the new urban settlements expected from the oil and gas industry	MoEP, BOST, IPPs, GNGC, PC, MOF, GNPC, GSA, EC, VRA, Minerals Commission, MLNR, TCPD, MESTI, MOFA, MOFAD, MOTI, PEF, NPA, NDPC
	<ul style="list-style-type: none"> Over-reliance of the economy on primary products with very little value addition 	1.2 Promote value addition in the oil and gas industry	1.2.1 Ensure value addition to local goods and services to maximise their use in oil and gas industry 1.2.2 Facilitate the utilisation of natural gas for the development of industrial sector 1.2.3 Promote the establishment of petroleum and gas-based industries 1.2.4 Promote other industries that depend on the utilisation of the by-products of oil and gas industry	MoEP, BOST, IPPs, GNGC, PC, MOF, GNPC, GSA, EC, VRA, Minerals Commission, MLNR, TCPD, MESTI, MOFA, MOFAD, MOTI, PEF, NDPC
	<ul style="list-style-type: none"> Inadequate local technical and financial capacity for the development of the industry 	1.3 Strengthen technical and financial capacity for the oil and gas industry	1.3.1 Actively support relevant institutions and provide funding for technical training and scientific research and development 1.3.2 Strengthen collaborations between scientific research institutions and industry players and operators in the oil and gas industry 1.3.3 Facilitate financial sector development for long-term funding and capacity-building to provide domestic resource availability to fund investment in oil and gas industry 1.3.4 Strengthen the regulatory and supervisory framework for managing Ghana's oil and gas sector 1.3.5 Attract the relevant investment and partnerships which will ensure that the nation maximises its participation in, and value	GNPC, MOF, MoEP, MOE, GSA, Academia, CSOs, BOG, Financial Institutions, PC

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
			retention from the industry	
	<ul style="list-style-type: none"> Emerging and potential security threats to the oil and gas infrastructure 	1.4 Provide security for oil and gas installations and operations upstream, midstream and downstream	1.4.1 Ensure security for the oil and gas industry as a whole including installations and operations	MoEP, MOD, Ministry of Interior, GMA, GNPC and IOCs, MOF, Security Agencies, GNGC
2. Local Content Development	<ul style="list-style-type: none"> Inadequate local content and local participation especially in the upstream oil and gas industry Limited availability of financial resources to support Ghanaian investments in oil and gas industry development 	2.1 Ensure local content and local participation across the oil and gas value chain	2.1.1 Actively promote the participation of Ghanaian enterprises in the exploration, development and production of oil and gas 2.1.2 Expand and strengthen the capacity of Ghanaians for participation in all segments of the oil and gas industry 2.1.3 Accelerate the passage and ensure effective implementation of local content regulations 2.1.4 Develop SME incubation centres for the oil and gas industry	MoEP, MOTI, MLNR, EPA, MESTI, MOF, MFA, MOD, MOI, BOST, MMDAs, NDPC, MoJ & A-G, PEF, GNPC, GNGC, GSA
3. Employment Creation	<ul style="list-style-type: none"> High national unemployment level especially amongst the youth 	3.1 Leverage the opportunities offered by the oil and gas industry to create decent jobs	3.1.1 Ensure effective implementation of the local content policy as it relates to employment in the oil and gas industry 3.1.2 Ensure that companies comply with regulations in labour recruitment	MoEP, NLC, TUC, MELR, PC, PEF, GNPC, GNGC
4. Protection of the Environment	<ul style="list-style-type: none"> Inadequate baseline information on environmental impact of the operations in oil and gas industry Inadequate capacity to manage environmental impacts Challenges of ensuring environmental sustainability in the oil and gas industry Major land use challenges in the oil belts especially Western Region Inadequate capacity to manage waste and disaster in the industry 	4.1 Ensure that practices in the oil and gas industry are consistent with Ghanaian and international standards of environmental sustainability	4.1.1 Develop adequate capacity of environmental management and regulatory institutions to monitor and enforce regulations for sustainable management of the oil and gas industry 4.1.2 Strengthen research into environmental impacts associated with the oil and gas industry 4.1.3 Develop and enforce the use of spatial plans along the oil belts especially in the Western Region 4.1.4 Strengthen the exploration and production law to maximise national benefits and minimise environmental cost of oil and gas exploitation 4.1.5 Strengthen emergency preparedness to manage disasters in the oil and gas industry	MESTI, EPA, GNPC, GSA, PC, MoEP GNGC, MOD, NADMO
5. Transparency in Revenue Management	<ul style="list-style-type: none"> Potential distortions in the funding of the national budget Limited revenue management capacity High susceptibility to corruption 	5.1 Ensure effective and transparent management of oil and gas revenues	5.1.1 Develop and effectively implement appropriate regulatory framework for revenue collection and management 5.1.2 Strengthen monitoring, evaluation and reporting systems in the industry 5.1.3 Strengthen the capacity of relevant institutions involved in the collection and management of petroleum revenues	MoEP, MOF, GHEITI, GRA, GNPC, PIAC, BOG, IAC, PC

Appendix 1.5: Infrastructure and Human Settlements Development

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
A. INFRASTRUCTURE DEVELOPMENT				
1. Transport Infrastructure: Road, Rail, Water and Air Transport	<ul style="list-style-type: none"> Poor quality and inadequate road transport networks Inadequate international and domestic aviation infrastructure Poor co-ordination and delays in service provision due to inadequate information flow Inadequate human resources to meet the demands of the transport sector Limited and poor rail network Inadequate inter-modal transport system Inadequate facilities at the existing sea ports Congestion at the major airport and harbours Insufficient security and safety at our airports 	1.1 Establish Ghana as a transportation hub for the West African sub-region	1.1.1 Improve and develop the physical infrastructure across all modes for transport 1.1.2 Ensure that Ghana complies with and sustains international safety and security standards at all ports 1.1.3 Accelerate the development and implementation of a railway master plan 1.1.4 Facilitate the establishment of a new national air carrier 1.1.5 Develop and implement an aviation master plan for Ghana 1.1.6 Expand private sector participation in the development and management of airport and seaport facilities under the PPP framework 1.1.7 Improve and expand existing ports infrastructure and accelerate the development of inland ports 1.1.8 Facilitate the establishment of a new deep seaport to serve the economy's development needs including the oil and gas industry 1.1.9 Maximise access to West African sub-region markets and transport networks in line with international standards 1.1.10 Introduce an integrated truck staging and management systems 1.1.11 Mainstream climate change into the transport sector	MOT, MRH, PEF, GRCL, GPHA, GHA, DFR, VLTC, MMDAs, MLRD, Road/Civil/Aviation Contractors Association, BRR, DUR, MOF, Ghana Police Service (MTTU), Parliament, Ghana Airports Company Limited (GACL), GCAA, MoEP, GMA, GRDA, EPA, NRSC, relevant professional institutions, GRTCC, Koforidua Training Centre
	<ul style="list-style-type: none"> Geographical disparities in access to transport services Early deterioration of road networks Inadequate facilities for PWDs in the transport system Congestion on roads in urban areas Inadequate facilities for Non-Motorized Transport (NMT) Ineffective enforcement of regulation for NMT Limited safety facilities and poor services on inland waterways 	1.2. Create and sustain an efficient and effective transport system that meets user needs	1.2.1 Prioritise the maintenance of existing road infrastructure to reduce vehicle operating costs (VOC) and future rehabilitation costs 1.2.2 Improve accessibility to key centres of population, production and tourism 1.2.3 Sustain labour-based methods of road construction and maintenance to improve rural roads and maximise employment opportunities 1.2.4 Promote road-based mass transport system including accelerated implementation of BRT under the Ghana Urban Transport Project (GUTP) 1.2.5 Develop, rehabilitate and modernise the rail-based mass transport system in major urban areas including Accra-Tema, Kumasi-Ejisu, Accra-Nsawam, and Sekondi-Takoradi-Kojokrom 1.2.6 Develop, rehabilitate and modernise road access routes to ferry	MOT, MRH, MMTL, National Disability Council, MESW, MMDAs, MGCSP, GRTCC, MTTU, DVLA, NRSC, MOI, MOJ & A-G, Judiciary, Law Enforcement Agencies, PEF, BRR, CUG, GHA, DFR, DUR, MOF, VLTC, GRC, GRDA, EPA, RMU, Parliament, Ghana Airports Company Limited (GACL), GCAA, BOST, GRCL

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
			stations 1.2.7 Improve river navigation and expand river transport capacity 1.2.8 Enforce the laws, regulations and standards for operations on the inland waterways in order to improve services and safety 1.2.9 Accelerate the upgrading of Volta Lake ferries, pontoons and landing sites 1.2.10 Facilitate the efficient and safe use of Non-Motorised Transport facilities such as bicycle lanes and pedestrian walkways in congested central business districts 1.2.11 Promote the implementation of the provisions on transportation under the PWDs Act, 2006, Act 715 1.2.12 Submit an LI for enforcing transport actions for the PWDs Act 715 1.2.13 Monitor and evaluate sector performance regularly 1.2.14 Establish a comprehensive centralized transport statistical data base system to support planning, monitoring, evaluation, and reporting 1.2.15 Ensure the implementation of a comprehensive and integrated transport policy, governance and institutional frameworks 1.2.16 Link the south to the north via the Volta Lake to facilitate the carriage of cargo and haulage of agriculture produce to the south	
	<ul style="list-style-type: none"> Poor linkages between land use and transport planning Poor coordination and co-operation among relevant institutions 	1.3. Integrate land use, transport planning, development planning and service provision	1.3.1 Accelerate development and implementation of the National Infrastructure Plan 1.3.2 Establish consultation mechanisms between MDAs in the Transport sector with NDPC, MLGRD, MMDAs and other sector Ministries 1.3.3 Accelerate the development of national integrated land use and spatial plan 1.3.4 Accelerate the implementation of Urban Transport Policy	MRH, MOT, MLGRD, MESTI (TCPD), MMDAs, GPRTU, MTTU, DVLA, NRSC, MOJ & A-G, Judiciary, Law Enforcement agencies, NDPC
	<ul style="list-style-type: none"> Inadequate funding from public sources for construction, maintenance and management for all modes of transport Absence of legal framework for developing PPPs 	1.4. Create appropriate environment for private sector participation in the delivery of transport infrastructure	1.4.1 Accelerate the enactment of the legal framework for developing of PPPs 1.4.2 Explore PPP options for investments in transport infrastructure and services (single and multi-modal options) 1.4.3 Accelerate the implementation of the transport infrastructure component of the Public Investment Programme (PIP) 1.4.4 Develop appropriate principles of market regulation in the delivery of transport services 1.4.5 Improve the capacity of local contractors and consultants	MOT, , PEF BRR1, MOTI, GHA, DFR, DUR, MOF, VLTC, GRC, GPHA, CEPS, GMU, Parliament, GIPC, GA CL, GCAA, Ghana Statistical Service, GMA, MOT, OoP
	<ul style="list-style-type: none"> Inadequate evidence-based analysis and comparison of 	1.5. Ensure sustainable development and	1.5.1 Improve institutional capacity to carry out SEA of transport sector policies, plans and programmes	MRH, MOT, PEF, MOH, GRDA, GPHA, GHA,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<p>social, environmental and economic impacts of modal solutions</p> <ul style="list-style-type: none"> • Selective application of ESIA to transport infrastructure projects • Inadequate attention to health and safety issues at construction sites • Increase in road traffic crashes • Inadequate enforcement of transport regulations • Inadequate response to traffic accidents and poor trauma care facilities 	management of the transport sector	<p>1.5.2 Ensure that ESIA and health and safety requirements are effectively implemented</p> <p>1.5.3 Develop and enforce safety standards and regulations in provision of transport services</p> <p>1.5.4 Develop standards for boat construction and operations on inland waterways</p> <p>1.5.5 Develop framework for emergency response to handle oil spills and other hazards arising from maritime transport operations</p> <p>1.5.6 Improve road safety management by ensuring safer roads and mobility and safer road users</p> <p>1.5.7 Enhance the capacity for road crashes response including the accelerated establishment of trauma centres along identified sections of the major roads and highways</p>	DFR, MMDAs, MMDAs, BRRI, GHA, DFR, DUR, MOF, Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE, GMU, EPA, RMA, GRDA, NRSC Ghana Police Service (MTTU), National Ambulance Service, MESTI, EPA, Fire Service, GHS
	<ul style="list-style-type: none"> • Inadequate personnel with requisite technical skills needed for infrastructure construction and maintenance • Inadequate personnel for the monitoring of policies and programmes • Inadequate requisite equipment and technology for operations • Inadequate attention to research into transport operations • Inadequate facilities for maritime and aviation training and education • Inadequate facilities for driver training and education 	1.6. Develop adequate skilled human resource base	<p>1.6.1 Prepare and implement a comprehensive human resource development plan</p> <p>1.6.2 Continue to promote women participation in the transport sector service delivery</p> <p>1.6.3 Improve existing driver training and testing using modern technology</p> <p>1.6.4 Develop a comprehensive research strategy for the transport sector to aid policy formulation, infrastructure design and transport services management</p> <p>1.6.5 Improve maritime and aviation education and expand facilities for practical training</p> <p>1.6.6 Resource and strengthen existing research departments and units in the transport sector and enhance collaboration with BRRI and other research institutions</p>	MOT, BRRI, GHA, Universities, GRDA, MRH, MOC, Ghana Airports Company Limited (GACL), GCAA, NRSC, RMU, GAF, DVLA
	<ul style="list-style-type: none"> • Un-integrated approach to transport planning and development (lack of effective interfaces between road, rail and ports) 	1.7. Develop and implement comprehensive and integrated policy, governance and institutional frameworks	<p>1.7.1 Enhance policy formulation and coordination capacity to embrace the wider policy framework</p> <p>1.7.2 Implement existing recommendations for institutional reform and strengthening in the transport sector</p> <p>1.7.3 Develop the institutional and regulatory arrangements for ensuring the most effective and efficient movement of freight and passengers to and within Ghana</p> <p>1.7.4 Ensure the planning of intermodal facilities into our transport development strategy</p>	OoP, Private Sector, BRRI, MOTI, GHA, DFR, DUR, MOF, VLTC, GRC, GHAPHA, GRA, Maritime University, Parliament, GACL, GCAA, NDPC
2. Science, Technology and Innovation	<ul style="list-style-type: none"> • Low level of Science, Technology and Innovation 	2.1 Promote the application of Science, Technology and Innovation	2.1.1 Promote Science, Technology and Innovation development at all levels of production	MESTI, CSIR, PEF, MOTI, MOE, ITTU,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
<i>Innovation to Support Productivity and Development</i>	<ul style="list-style-type: none"> culture in all spheres of life Ineffective implementation of the national policy to support all levels of production Inadequate application of scientific research results Inadequate knowledge and information for end-users Inadequate science and technology facilities 	Innovation in all sectors of the economy	2.1.2 Promote the diffusion and transfer of technology 2.1.3 Promote the establishment of national Science and Technology Theme Parks to provide world-class facilities for electronics, precision engineering, ICT and bio-technology 2.1.4 Promote the establishment of innovation and incubation centres 2.1.5 Facilitate the introduction of electronic health records to enhance healthcare delivery	GAEC, Universities and Research Institutions, MOFA, MOH, MMDAs
	<ul style="list-style-type: none"> Weak institutional framework and infrastructure to promote the development and application of STI in the country Inadequate funding for research and development (R&D) activities Weak linkage between the research institutions and industry 	2.2 Strengthen the institutional framework to promote the development of research and its application	2.2.1 Adequately resource the Science and Technology Endowment Fund to support research activities in tertiary and research institutions 2.2.2 Provide support for businesses and public agencies to adopt Research and Development as critical component of production 2.2.3 Build appropriate linkages between research and production to ensure that research outputs are utilised 2.2.4 Facilitate the use of the platform of the annual “Ghana Science Congress” for development of relevant technologies to support agriculture, small and medium scale enterprises and climate change mitigation 2.2.5 Provide a forum for collaboration among research institutions 2.2.6 Forge linkages with Ghanaians in the Diaspora to tap their expertise for national development	MESTI, CSIR, PEF, MOTI, MOE, ITTU, GAEC, Universities and Research Institutions, MOFA, MOH, MoC, OoP, MMDAs and other MDAs
<i>3. Information Communication Technology Development</i>	<ul style="list-style-type: none"> Inadequate ICT infrastructure base across the country High cost of providing ICT services Poor quality of ICT services 	3.1 Promote rapid development and deployment of the national ICT infrastructure	3.1.1 Create the enabling environment to promote the mass use of ICT 3.1.2 Accelerate the establishment of a reliable national infrastructure backbone with capacity to carry high-speed voice, video, data, and internet facilities to all districts 3.1.3 Ensure enforcement of service standards in the provision of quality ICT services especially telephone services 3.1.4 Facilitate the development of Community Information Centres (CICs) nationwide 3.1.5 Facilitate the connectivity of all educational institutions to the internet 3.1.6 Facilitate the linking up of universities, scientific and research institutions to form a national ICT hub 3.1.7 Facilitate the implementation of National ICT strategy in health including tele-medicine 3.1.8 Ensure the transformation of Post offices into ICT, and business and financial centres	MOC, MESTI, MOE, GIFEC, NITA, MDAs, OoP, NCA, NMC, PEF, MMDAs, Universities and Research Institutions, NCA, NITA

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> Inefficient institutional and regulatory framework to support ICT development 	3.2 Strengthen the institutional and regulatory framework for managing the ICT sub-sector	3.2.1 Improve the functionality of existing regulatory regime and improve coordinating institutions in ICT sub-sector 3.2.2 Strengthen the partnership between Government and the private sector in the area of ICT development 3.2.3 Support the provision of services and technology to tenant companies in incubation 3.2.4 Develop a policy for the multi-sectoral diffusion and transfer of technology including the establishment of digitized content development bureau 3.2.5 Accelerate the establishment of the Ghana ICT council to guide the professional conduct of practitioners in the ICT industry	MOC, MESTI, MOE, GIFEC, NITA, MDAs, OoP, NCA, NMC, PEF, MMDAs, Universities and Research Institutions
	<ul style="list-style-type: none"> Loss of productivity in handling paper work in public institutions Limited access to public information Difficulties associated with application for official documents including passport, driving license and vehicle registration Insufficient ICT professionals Limited use of ICT as a tool to enhance the management and efficiency of businesses Limited development of ICT programmes in all educational institutions Unsecured data management system 	3.3 Increase the use of ICT in all sectors of the economy	3.3.1 Encourage ICT training at all levels 3.3.2 Ensure nationwide availability of broadband high speed internet connectivity 3.3.3 Accelerate the implementation of National e-Governance programme 3.3.4 Support SMEs to make use of services made available by national internet backbone 3.3.5 Accelerate the implementation of National Electronic Security system 3.3.6 Develop a critical mass of ICT personnel to satisfy both domestic and external demands 3.3.7 Facilitate the establishment of outsourced ICT businesses in the country 3.3.8 Provide prompt, reliable and secure universal portal services	MOC, MESTI, MOE, GIFEC, NITA, MDAs, OoP, NCA, NMC, PEF, MMDAs, Universities and Research Institutions
4. Social, Community and Recreational infrastructure	<ul style="list-style-type: none"> Inadequate space designated for the development of recreational infrastructure Ineffective enforcement of planning regulations Illegal sale of land designated as open spaces for housing and other unintended uses 	4.1 Create open spaces and establish green belts across the country especially in urban areas	4.1.1 Promote integrated development planning among MMDAs and enforce planning regulations 4.1.2 Ensure the involvement of land owners and local community as stakeholders in the preparation of urban plans and in the management of protected areas 4.1.3 Enforce the regulation of land acquisition in urban centres 4.1.4 Promote the creation of green belts to check unrestricted sprawl of urban areas 4.1.5 Enforce existing land use planning regulation	MESTI, TCPD, MLGRD, MMDAs, Traditional Authorities, Department of Parks and Gardens
	<ul style="list-style-type: none"> Inadequate community/social centres especially in the urban 	4.2 Develop social, community and recreational facilities	4.2.1 Promote historical and cultural heritage, and ensure the preservation of forest and natural reserves	MoTCCA, TCPD, MLGRD, MMDAs

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<p>areas</p> <ul style="list-style-type: none"> • Disregard for the importance and the need to maintain historical and cultural heritage • Encroachment on waterways and natural reserve areas 		<p>4.2.2 Encourage the use of STI for the management of historical buildings and sites</p> <p>4.2.3 Develop and maintain community and social centres countrywide</p> <p>4.2.4 Enforce existing regulations and related sanctions regimes on protection of water ways, natural reserves, historical and cultural heritage sites, etc</p>	Ghana Heritage, Traditional Authorities, Department of Parks and Gardens, MESTI
	<ul style="list-style-type: none"> • Inadequate maintenance leading to low patronage of parks and green areas in urban centres • Low level of appreciation of recreational activities 	4.3 Foster and promote the culture of leisure and healthy lifestyle among Ghanaians	<p>4.3.1 Promote attitudinal change, ownership and responsibility among the citizenry</p> <p>4.3.2 Promote the culture of maintenance of recreational areas and facilities</p> <p>4.3.3 Strengthen and equip the Department of Parks and Gardens</p> <p>4.3.4 Encourage private sector to invest in recreational facilities</p>	MLGRD, Department of Parks and Gardens, MOF
5. Energy Supply to Support Industries and Households	<ul style="list-style-type: none"> • Inadequate infrastructure to support the delivery of energy services • High cost of electricity generation • Weak regulatory enforcement • Inefficiencies in the management of utilities • Unreliable power supply • Inadequate and obsolete electricity grid network • Low adoption of energy efficiency technology • Low involvement of private capital in the power sector • Unreliable supply of petroleum products to consumers 	5.1. Provide adequate, reliable and affordable energy to meet the national needs and for export	<p><u>Electricity and Thermal Energy</u></p> <p>5.1.1 Expand power generation capacity</p> <p>5.1.2 Accelerate and sustain the implementation of the power sector reforms</p> <p>5.1.3 Develop a non-congested transmission and distribution system</p> <p>5.1.4 Facilitate the participation of independent power producers (IPPs) and other private sector institutions in the generation and distribution sector</p> <p>5.1.5 Secure long-term reliable gas supplies for the operation of the thermal power plants</p> <p>5.1.6 Increase access to energy by the poor and vulnerable</p> <p>5.1.7 Achieve cost recovery for electricity services</p> <p>5.1.8 Improve efficiency in power generation, transmission and distribution</p> <p>5.1.9 Complete the development of a Gas Master Plan</p> <p>5.1.10 Support and intensify sub-regional power interconnectivity under West African Power Pool (WAPP) involving Burkina-Faso, Mali, Niger, Togo, Benin, and Cote D'Ivoire</p> <p>5.1.11 Ensure universal access to electricity by 2016</p> <p>5.1.12 Ensure the availability of energy meters for households and industry</p> <p>5.1.13 Undertake revenue enhancement programmes to ensure financial sustainability</p>	MoEP, Energy Commission, VRA, BPA, IPPs, GRIDCo, ECG, NED, TOR, BOST, MOF, NDPC, MDAs

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> • Low contribution of renewable energy in the generation mix • Difficulty in the extension of grid electricity to remote rural and isolated communities • Low utilisation of bio-fuels for energy • Relatively high cost of energy produced from renewable sources • Over dependence on wood fuel 	5.2. Increase the proportion of renewable energy (solar, bio-mass, wind, small and mini-hydro and waste-to-energy) in the national energy supply mix	<p><u>Renewable Energy (Hydro, Biomass, and Wind & Solar)</u></p> <p>5.2.1 Accelerate implementation of the provisions in the Renewable Energy Act, 2011, Act 832</p> <p>5.2.2 Promote the local manufacture of solar and other renewable energy equipment</p> <p>5.2.3 Promote Public Private Partnerships for integrated mini-hydro projects</p> <p>5.2.4 Support resource assessment for solar, wind, hydro and biomass</p> <p>5.2.5 Support R&D in the renewable energy sector</p> <p>5.2.6 Build capacity of the Renewable Energy Unit of MoEP</p> <p>5.2.7 Promote the use of alternative fuels (such as LPG, ethanol liquid & gel, biogas etc.) and energy efficient end use devices (such as improved wood fuel stoves, etc)</p> <p>5.2.8 Promote the establishment of dedicated woodlots for efficient wood fuels production</p> <p>5.2.9 Improve the cost-effectiveness of solar and wind technologies</p> <p>5.2.10 Support the use of decentralised off-grid alternative technologies (such as solar, PV and wind)</p> <p>5.2.11 Enact the required Legislative Instruments (LIs) for the effective implementation of the Renewable Energy Act</p> <p>5.2.12 Promote net metering technology to encourage end-users to invest in renewables</p> <p>5.2.13 Accelerate the replacement of kerosene lanterns with solar lanterns</p>	MoEP, EC, TOR PURC, GRIDCo, ECG, NED, VRA, BPA, GNPC, PEF
	<ul style="list-style-type: none"> • Low utilisation of waste as an energy resource 	5.3. Promote the conversion of waste to energy	<p><u>Waste-to-Energy</u></p> <p>5.3.1 Promote energy production from waste</p> <p>5.3.2 Intensify research in generation of energy from waste</p> <p>5.3.3 Ensure proper management of source waste separation</p>	MoEP, EC, MLGRD, MMDAs, GAEC
	<ul style="list-style-type: none"> • High initial infrastructural development cost 	5.4. Explore the options for nuclear, geo-thermal and tidal waves energy.	<p><u>Other Energy Sources, including Nuclear</u></p> <p>5.4.1 Continue to explore the development of nuclear power</p> <p>5.4.2 Explore Ghana's potential for generating power from geo-thermal and tidal waves energy</p> <p>5.4.3 Support research into and develop nuclear power</p>	
	<ul style="list-style-type: none"> • Irregular supply of petroleum products to consumers • High cost of transportation and distribution of petroleum products 	5.5. Ensure regular availability of petroleum products	<p><u>Access to Petroleum products</u></p> <p>5.5.1 Expand petroleum product storage capacity, and extend petroleum products bulk distribution infrastructure to all parts of the country</p> <p>5.5.2 Support expansion of the supply and reach of LPG to homes and small businesses</p> <p>5.5.3 Undertake regular review of petroleum pricing mechanism</p>	MoEP, NPA, BOST, TOR, PEF, EF

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> Poor attitudes towards energy utilisation Inadequate financing for energy conservation and efficiency projects Limited awareness of energy conservation measures Use of inefficient, old and obsolete equipment 	5.6. Ensure efficient utilisation of energy	5.5.4 Expand domestic oil refinery capacity to meet petroleum needs <u>Energy Efficiency and Conservation</u> 5.6.1 Develop preferential pricing regime incentive for energy conservation 5.6.2 Promote the use and design of energy efficient and renewable energy technologies in public and private buildings 5.6.3 Develop energy use efficiency policy and programmes 5.6.4 Continue to discourage the importation and use of high energy consuming equipment 5.6.5 Explore minimum standards and energy labels for appliances <u>Transportation of Energy Products</u> 5.6.6 Develop and implement measures to reduce petroleum product consumption in transportation 5.6.7 Enforce the implementation of the zonal system for lifting of petroleum products from dedicated storage depots 5.6.8 Reduce electricity transmission and distribution losses 5.6.9 Encourage the use of public mass transport facilities 5.6.10 Increase pipeline infrastructure for the transportation of petroleum products	
	<ul style="list-style-type: none"> Vulnerability to environmental hazards in the production, transportation and utilisation of energy Inadequate capacity to adapt and mitigate the impact of climate change on energy supply Poor regulation of activities in the energy sector to protect the environment 	5.7. Ensure that energy is produced and utilised in an environmentally-sound manner	<u>Energy and Environment</u> 5.7.1 Promote the use of environmentally friendly energy supply sources such as renewable energy (solar, wind, waste) in the energy supply mix of the country 5.7.2 Encourage a shift from oil to gas wherever gas is a technically feasible alternative 5.7.3 Promote the use of improved wood fuels burning equipment for cooking in households and other commercial activities 5.7.4 Support and actively participate in international efforts to ensure sustainable delivery of energy and mitigate negative environmental impacts and climate change 5.7.5 Encourage entities engaged in activities in the energy sector to explore and access international environmental financial mechanisms and markets to overcome investment, technology and other relevant barriers 5.7.6 Ensure effective disposal of all hazardous substances and materials associated with the production, transportation and use of energy 5.7.7 Promote environmental protection awareness programmes	MoEP, MESTI, EPA, OoP, FC, EC, IPPs
	<ul style="list-style-type: none"> Limited involvement of women in the planning and management of energy services 	5.8. Mainstream gender into decision-making in the	<u>Gender and Energy</u> 5.8.1 Support capacity development of women in the energy sector 5.8.2 Ensure participation of women in the formulation and	MOGCSPP, MoEP, MESTI, EPA, OoP, FC, EC

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> • Relatively few women in management positions in the energy sector • Overburdening of women and children with the collection and use of fuel wood and charcoal • High exposure of women to indoor pollution 	energy sector	implementation of interventions in energy sector 5.8.3 Ensure that concerns of women and children are taken into account in every aspect of energy production and distribution 5.8.4 Promote the use of modern forms of energy by households	
	<ul style="list-style-type: none"> • Inadequate financial resources for operational activities • Inadequate human resource capacity • Inadequate enforcement of existing regulations 	5.9. Build a transparent and effective regulatory environment	<u>Regulatory Environment</u> 5.9.1 Harmonise the legal, regulatory and institutional regimes in conformity with ECOWAS Energy Protocols 5.9.2 Strengthen and streamline regulations and institutional arrangements 5.9.3 Strengthen human resource capacity of the regulatory institutions 5.9.4 Ensure the independence of the national regulatory agencies	EC, MoEP, PURC, NPA, MoJ & A-G, MOFA & RI
	<ul style="list-style-type: none"> • High cost of energy infrastructure 	5.10. Encourage public and private sector investments in the energy sector	<u>Mobilisation of Investment for Energy Sector Development</u> 5.10.1 Provide conducive legal, fiscal, and regulatory environment to attract investments into the energy sector 5.10.2 Encourage the capital markets, including the Ghana Stock Exchange, to raise financing for investments in the energy sector 5.10.3 Expand capital and risk capacity of financial system to support energy-driven and oil and gas-based industries 5.10.4 Ensure efficient and transparent pricing regime for energy services	EC, MoEP, MOF, PURC, NPA, MoJ & A-G, MOFA & RI, GIPC, PEF
	<ul style="list-style-type: none"> • Inadequate educational and institutional capacity to support local expertise and skills development in the energy sector 	5.11. Build adequate local human resource capacity for effective management of the energy sector	<u>Building Human Resource Capacity and R&D</u> 5.11.1 Ensure effective implementation of the local content policy in energy sector operations 5.11.2 Support the training of Ghanaians in all fields of energy development and management and build the capacity to develop indigenous energy technologies 5.11.3 Prioritise adaptive R&D in energy technologies while promoting basic research 5.11.4 Support the transformation of local energy research institutions into Centres of Excellence for Energy Research and Development 5.11.5 Develop and equip local academic institutions to produce the needed human resource capacity in the energy sector	MoEP, MoF, MESTI, MOE

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
B. HUMAN SETTLEMENT DEVELOPMENT				
6. Spatial/Land Use Planning and Management	<ul style="list-style-type: none"> Absence of a Human Settlements Policy to guide the comprehensive growth and development of human settlements 	6.1 Promote a sustainable, spatially integrated and orderly development of human settlements	6.1.1 Formulate a Human Settlements Policy (including Land Development) to guide settlements development 6.1.2 Ensure a spatially integrated hierarchy of settlements in support of rapid transformation of the country 6.1.3 Promote through legislation and public education the use of green technologies in the planning and development of human settlements	MESTI, EPA, TCPD, MLGRD, NDPC, MLNR, LC, MOF, MMDAs, MWRWH, PEF, Traditional Authorities, Academic and Research Institutions, Relevant Professional Bodies, Utility Service Providers
	<ul style="list-style-type: none"> Ineffective and inefficient spatial/land use planning and implementation particularly in the urban areas 	6.2 Streamline spatial and land use planning system	6.2.1 Implement relevant planning models, simplified operational procedures and planning standards for land use 6.2.2 Integrate land use planning into the Medium-Term Development Plans at all levels 6.2.3 Expand the use of Geographic Information System (GIS) and Global Positioning System (GPS) in spatial/land use planning at all levels	MESTI, EPA, TCPD, MLGRD, NDPC, MLNR, LC, MOF, MMDAs, MWRWH, PEF, Traditional Authorities, Academic and Research Institutions, Relevant Professional Bodies, Utility Service Providers
	<ul style="list-style-type: none"> Weak enforcement of planning and building regulations 	6.3 Facilitate on-going institutional, technological and legal reforms in support of land use planning	6.3.1 Accelerate the enactment of coherent legal framework for land use planning 6.3.2 Adopt new and innovative means of promoting development control and enforcement of the planning and building regulations 6.3.3 Support research and development in urban and regional planning	MESTI, TCPD, MLGRD, NDPC, MLNR, LC, MOF, MMDAs, MWRWH, PEF, Traditional Authorities, Academic and Research Institutions, Relevant Professional Bodies, Utility Service Providers, MoJ & A-G
	<ul style="list-style-type: none"> Inadequate human and institutional capacities for land use planning 	6.4 Strengthen the human and institutional capacities for effective land use planning and management	6.4.1 Strengthen the institutional capacity to manage human settlements and land use and spatial planning nationwide 6.4.2 Create Regional Mobile Planning Teams as a stop-gap measure to address critical shortage of professional staff especially at the district level 6.4.3 Expand the facilities for the training of professionals in land use planning	MESTI, EPA, TCPD, MLGRD, NDPC, MLNR, LC, MOF, MMDAs, MWRWH, PEF, Traditional Authorities, Academic and Research Institutions, Relevant Professional Bodies, Utility Service Providers
7. Urban Development and Management	<ul style="list-style-type: none"> Rapid, uncontrolled and uncoordinated urban growth Limited capacity of Government 	7.1 Promote redistribution of urban population and spatially integrated hierarchy of urban	7.1.1 Create and develop new growth points as counter-magnets to fast growing cities especially in the poorer regions 7.1.2 Facilitate the implementation of the National Urban Policy and	MLGRD, MMDAs, NDPC, MESTI, EPA, TCPD, MLNR, LC, MOF,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> to provide social housing units • Urban security and safety • Rapid and unplanned peri-urban growth and inner city decline • Inadequate intermediate cities between key urban settlements and the rural settlements 	settlements	<p>Action Plan as well as the Street Naming and Property Address System</p> <p>7.1.3 Facilitate the establishment of a hierarchy of urban centres for specific functions and level of services throughout the country</p> <p>7.1.4 Ensure mixed use development and densification policy in urban areas</p> <p>7.1.5 Mainstream security and disaster prevention into urban planning and management systems</p> <p>7.1.6 Create awareness on the greening of human settlements</p> <p>7.1.7 Design a framework for the establishment of a new hierarchy of urban centres</p> <p>7.1.8 Promote accelerated growth of medium-sized towns to large urban centres</p> <p>7.1.9 Link all district capitals to regional capitals by all-weather roads</p> <p>7.1.10 Formulate and implement national, regional and district spatial development framework for implementation</p> <p>7.1.11 Facilitate suitable linkages between urban and rural areas</p>	MWRWH, PEF, Traditional Authorities, Academic and Research Institutions, Relevant Professional Bodies, Utility Service Providers, Security Agencies, NADMO
	<ul style="list-style-type: none"> • Limited urban infrastructure to support development in a planned, controlled manner 	7.2 Promote resilient urban infrastructure development, maintenance and provision of basic services	<p>7.2.1 Facilitate the implementation of urban renewable programmes especially Ghana Urban Management Pilot Project (GUMPP), Greater Accra Community Upgrading Project (GACUP) etc</p> <p>7.2.2 Facilitate Public Private Partnerships in the development and maintenance of urban infrastructure and the provision of basic services</p>	MLGRD, MMDAs, NDPC, MESTI, EPA, TCPD, MLNR, LC, MOF, MWRWH, PEF, Traditional Authorities, Academic and Research Institutions, Relevant Professional Bodies, Utility Service Providers
8. Rural Development and Management	<ul style="list-style-type: none"> • High rate of rural-urban migration • Poor and inadequate rural infrastructure and services • Limited capacity in the adoption of innovative approaches 	8.1 Create an enabling environment to accelerate rural growth and development	<p>8.1.1 Improve access to social and infrastructure services to meet basic human needs</p> <p>8.1.2 Introduce sustainable programmes to attract investment for the growth and development of the rural areas</p> <p>8.1.3 Facilitate the proper utilisation of rural and peri-urban lands by improving land use and land management schemes</p> <p>8.1.4 Encourage the channeling of royalties into socio-economic and infrastructure development</p> <p>8.1.5 Formulate and implement a National Rural Development Policy and Action Plan</p> <p>8.1.6 Expand the implementation of the National School Feeding Programme</p>	MLGRD, MMDAs, NDPC, MESTI, EPA, TCPD, MLNR, LC, MOF, MWRWH, MGCSF, PEF, Traditional Authorities, Academic and Research Institutions, Relevant Professional Bodies, Utility Service Providers, MOFA, MOFAD
	<ul style="list-style-type: none"> • Unregulated exploitation of rural 	8.2 Facilitate the sustainable use and management of natural	8.2.1 Promote the establishment of rural service centers to promote agriculture, non-farm enterprises and agro-based industries	MLGRD, MMDAs, NDPC, MESTI, EPA,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<p>economic resources</p> <ul style="list-style-type: none"> Limited local economic development (micro and small scale enterprises development) 	<p>resources that support the development of rural communities and livelihoods</p>	<p>8.2.2 Promote regulated and non-exploitative utilisation of natural resource endowments for the development of rural communities within the framework of local economic development</p> <p>8.2.3 Provide incentives to attract direct private investments into rural areas</p>	<p>TCPD, MLNR, LC, MOF, MWRWH, MGCSP, PEF, Traditional Authorities, Academic and Research Institutions, Relevant Professional Bodies, Utility Service Providers, MOFA, MOFAD</p>
		<p>8.3 Promote the construction, upgrading and maintenance of new integrated commercial/residential housing communities</p>	<p>8.3.1 Foster the redevelopment of low-income residential structures under development control guidelines</p> <p>8.3.2 Enforce development control measures to consolidate on-going reforms in conversion of residential properties into mixed commercial uses</p> <p>8.3.3 Redevelop Low Density Inner City Areas</p> <p>8.3.4 Promote the development of affordable standard serviced plots in urban areas</p> <p>8.3.5 Ensure the implementation of incentives for the provision of social housing facilities under the new PPP framework</p>	
<p>9. Institutional Arrangement for Implementing Human Settlements Development</p>	<ul style="list-style-type: none"> Multiplicity of agencies and overlap of roles in human settlements development Low collaboration among MDAs and institutions with statutory responsibility for human settlements development Uncoordinated implementation of human settlements development programmes and action plans 	<p>9.1 Establish an institutional framework for effective coordination of human settlements development</p>	<p>9.1.1 Establish a land use and spatial planning authority as National Human Settlements Commission to coordinate the activities of all institutions involved in housing development</p> <p>9.1.2 Facilitate the passage of the land use and spatial planning bill into law</p> <p>9.1.3 Facilitate the passage of planners registration council bill into law</p> <p>9.1.4 Promote effective inter-agency collaboration between relevant infrastructure service delivery agencies</p> <p>9.1.5 Enhance the capacities of institutions for effective planning of human settlements</p>	<p>MLGRD, MMDAs, NDPC, MESTI, EPA, TCPD, MLNR, LC, MOF, MWRWH, MGCSP, PEF, Traditional Authorities, Academic and Research Institutions, Relevant Professional Bodies, Utility Service Providers, MOFA, MOFAD</p>
<p>10. Housing/Shelter</p>	<ul style="list-style-type: none"> Huge housing deficit Over stretched housing /infrastructure services Cumbersome, oblique and insecure land acquisition procedures Inadequate incentives and capacity support for private sector involvement in housing delivery Limited use of local building materials for housing construction Weak enforcement of standards 	<p>10.1 Increase access to adequate, safe, secure and affordable shelter</p>	<p>Urban Housing</p> <p>10.1.1 Accelerate the implementation of the national housing policy</p> <p>10.1.2 Support the creation of land banks</p> <p>10.1.3 Expand the availability of housing financing</p> <p>10.1.4 Promote the manufacture and use of standardised local building materials and appropriate technologies in housing including use of bricks, tiles and pozzolana cement in the construction industry</p> <p>10.1.5 Provide support for private sector involvement in the delivery of rental housing</p> <p>10.1.6 Adopt and enforce the reviewed national building codes</p> <p>10.1.7 Support technical education institutions and other professional bodies to train more human resources for the construction sector</p>	<p>MLGRD, MMDAs, NDPC, MESTI, EPA, TCPD, MLNR, LC, MOF, MWRWH, MGCSP, PEF, Traditional Authorities, Academic and Research Institutions, Relevant Professional Bodies, Utility Service Providers, MOFA, MOFAD</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	and codes in the design and construction of houses			
	<ul style="list-style-type: none"> Haphazard land development Poor quality of rural housing 	10.2 Improve and accelerate housing delivery in the rural areas	<p>Rural Housing</p> <p>10.2.1 Promote orderly growth of settlements through effective land use planning and management</p> <p>10.2.2 Promote the transformation of the rural economy to encourage the growth of quality settlements</p> <p>10.2.3 Promote improvements in housing standards, design, financing and construction</p> <p>10.2.4 Support self-help building schemes organised along communal themes, co-operative societies, and crop and trade associations</p> <p>10.2.5 Support the establishment of public-sponsored site and services schemes</p> <p>10.2.6 Provide technical assistance to communities to support basic house-building skills training programmes, technical information service and low cost house design and construction</p> <p>10.2.7 Partner UN-HABITAT in the provision of housing units in rural communities</p> <p>10.2.8 Encourage the MMDAs to use a portion of their Common Fund to embark on the construction of social housing units</p>	MLGRD, MMDAs, NDPC, MESTI, EPA, TCPD, MLNR, LC, MOF, MWRWH, MGCSP, PEF, Traditional Authorities, Academic and Research Institutions, Relevant Professional Bodies, Utility Service Providers, MOFA, MOFAD
	<ul style="list-style-type: none"> Proliferation of slums Weak enforcement of planning laws Lack of appropriate land and regulatory framework to address the needs of the urban poor Unclear mandate of local authorities to facilitate social housing provision 	10.3 Upgrade existing slums and prevent the occurrence of new ones	<p>Slum upgrading</p> <p>10.3.1 Introduce major slum renewal and redevelopment programmes</p> <p>10.3.2 Encourage the participation of slum dwellers/urban poor including women in urban planning and decision-making</p> <p>10.3.3 Strengthen and enforce the legal framework on slum upgrade</p> <p>10.3.4 Improve infrastructure facilities in slum areas</p>	MLGRD, MMDAs, NDPC, MESTI, EPA, TCPD, MLNR, LC, MOF, MWRWH, MGCSP, PEF, Traditional Authorities, Academic and Research Institutions, Relevant Professional Bodies, Utility Service Providers, MOFA, MOFAD
11. Settlement Disaster Prevention, Emergency Response and Hazard Mitigation	<ul style="list-style-type: none"> Overemphasis on reactive approaches to disaster management Low capability for rapidly disseminating warnings of multiple hazards at the regional and district levels Absence of specific regulations on flood hazard prevention Limited adherence to building 	11.1 Promote proactive planning for disaster prevention and mitigation	<p>11.1.1 Improve planning and development of infrastructure in hazard-prone landscapes and wetland areas</p> <p>11.1.2 Promote planning and integration of climate change and disaster risk reduction measures into all facets of national development planning</p> <p>11.1.3 Review building codes and planning laws and strengthen institutions to enforce them within urban settlements and rural areas</p> <p>11.1.4 Promote the use of science and technology to mitigate the impact of natural disasters</p>	MLGRD, NDPC, MMDAs, NADMO, MOH, GHS, TCPD, MWRWH, MEST, EPA, PEF, CWSA, Security Agencies, MOI, MOIMR

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	<p>codes and planning regulations</p> <ul style="list-style-type: none"> Inadequate investments in infrastructure in support of hazard prevention and mitigation 		11.1.5 Establish an effective and decentralized multi-hazard early warning system	
12. Settlements and Infrastructure along Coasts, Riverbanks and Floodplains	<ul style="list-style-type: none"> High exposure of settlements and infrastructure to natural and man-made hazards High vulnerability of fishing settlements along the coast Inappropriate design of structures along vulnerable and eroding coastlines Lack of regular monitoring and maintenance of installed shore protection structures Inadequate capacity at the district level to develop emergency response Emergency response disasters Lack of plans to relocate highly vulnerable communities 	12.1 Increase resilience of settlements and infrastructure along the coast, riverbanks and floodplains	12.1.1 Develop and implement a national coastal zone management policy 12.1.2 Sustain the use of both hard (revetments and groynes,) and soft (planting native vegetation) engineering measures for managing shoreline erosion 12.1.3 Develop and implement resettlement plans for vulnerable communities 12.1.4 Develop and implement monitoring and maintenance plans for engineered shore protection structures 12.1.5 Revitalise and redevelop older coastal settlements 12.1.6 Provide national guidance and standards for addressing multi-hazard threats 12.1.7 Develop zoning policies that address flood plain protection	MLGRD, NDPC, MMDAs, NADMO, MOH, GHS, TCPD, MWRWH, MEST, EPA, PEF, CWSA, Security Agencies, MOI, MOIMR
13. Water, Environmental Sanitation and Hygiene	<ul style="list-style-type: none"> Weak water resources management Pollution of water bodies Deforestation of vegetation cover along river systems 	13.1 Improve management of water resources	13.1.1 Support relevant state agencies, MMDAs and local communities to undertake reforestation programmes for the protection of water sheds 13.1.2 Prepare and implement a comprehensive Coastal Zone Management Strategy that addresses the protection, management, and sustainable use of wetlands and other coastal resources 13.1.3 Set up mechanisms and measures to support, encourage and promote rainwater harvesting 13.1.4 Promote re-use and recycling of water through the use of effective waste water treatment systems 13.1.5 Identify and assess ground water resources to enhance water availability 13.1.6 Accelerate the establishment of functional management structures for all major river basins 13.1.7 Promote climate change adaptation in water resources management 13.1.8 Enhance trans-boundary water resources cooperation and	MWRWH, MLGRD, MMDAs, Ghana Water Company, PURC, Community Water and Sanitation Agency, MESTI, EPA, PEF, WRC, GHS

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
			<p>management</p> <p>13.1.9 Improve data collection for water resources assessment and decision-making</p> <p>13.1.10 Ensure preparation and implementation of Legislative Instruments for efficient water resources management</p>	
	<ul style="list-style-type: none"> Inadequate access to quality and affordable water Lack of maintenance of water systems Inadequate funding 	13.2 Accelerate the provision of adequate, safe and affordable water	<p><u>Rural Water Provision</u></p> <p>13.2.1 Ensure sustainable funding for rural water delivery</p> <p>13.2.2 Develop and manage alternative sources of water, including rain water harvesting</p> <p>13.2.3 Adopt cost effective borehole drilling technologies</p> <p>13.2.4 Establish cost effective mechanism for water quality monitoring and purification schemes including the use of ultraviolet technology</p> <p>13.2.5 Strengthen PPPs in water provision</p> <p>13.2.6 Implement measures for effective operations, maintenance and systematic upgrading of water facilities</p>	MWRWH, MLGRD, MMDAs, GWCL, GUWCL, PURC, CWSA, MESTI, EPA, PEF, WRC, GHS
	<ul style="list-style-type: none"> Unreliable service delivery High cost of maintenance of water systems Obsolete systems High level of unaccounted for water Inadequate distribution network Lack of investment 		<p><u>Urban Water Supply</u></p> <p>13.2.7 Mobilise investments for the construction of new, and existing rehabilitation and expansion of existing water treatment plants</p> <p>13.2.8 Implement demand management measures for efficient water use</p> <p>13.2.9 Encourage PPPs in water service delivery</p> <p>13.2.10 Strengthen the sub-sector management systems for efficient service delivery</p> <p>13.2.11 Establish a “Water Fund” to support implementation of a pro-poor pricing regime in urban areas</p>	MWRWH, MLGRD, MMDAs, GWCL, GUWCL, PURC, CWSA, MESTI, EPA, PEF, WRC, GHS
	<ul style="list-style-type: none"> Inadequate access to environmental sanitation facilities Poor disposal of waste 	13.3 Accelerate the provision of improved environmental sanitation facilities	<p>13.3.1 Promote the construction and use of modern household and institutional toilet facilities</p> <p>13.3.2 Expand disability-friendly sanitation facilities</p> <p>13.3.3 Promote recycling, re-use, reduction and recovery principles in waste management in major towns and cities</p> <p>13.3.4 Improve the conditions and management of urban sewerage systems</p> <p>13.3.5 Promote the construction of sewage systems in new housing communities</p> <p>13.3.6 Scale-up the Community Led Total Sanitation (CLTS) for the promotion of household sanitation</p> <p>13.3.7 Review, gazette and enforce MMDAs bye-laws on sanitation</p> <p>13.3.8 Facilitate the acquisition of land for the development of engineered land-fill sites for the treatment and disposal of</p>	MLGRD, MWRWH, MMDAs, CWSA, MESTI, EPA, PEF, WRC, GHS, MOH

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
			solid and liquid waste in all major cities and towns 13.3.9 Strengthen PPPs in waste management 13.3.10 Operationalise a results-based monitoring and evaluation (M&E) system for effective monitoring of environmental sanitation services 13.3.11 Review and implement the Sanitation and Water for All Ghana Compact 13.3.12 Provide modern toilet and sanitary facilities in all basic schools 13.3.13 Operationalise the Polluter Pays Principle	
	<ul style="list-style-type: none"> Poor hygiene practices and inadequate hygiene education 	13.4 Ensure the development and implementation of health and hygiene education as a component of all water and sanitation programmes	13.4.1 Incorporate hygiene education in all water and sanitation delivery programmes 13.4.2 Promote behavioural change (hand washing with soap, household water treatment and safe storage, safe excreta disposal) to curtail open defecation in communities	MWRWH, MLGRD, MMDAs, CWSA, MESTI, EPA, PEF, WRC, GHS, MOH
	<ul style="list-style-type: none"> Weak sector coordination due to fragmentation of sector approaches and procedures 	13.5 Adopt a sector-wide approach to water and environmental sanitation delivery	13.5.1 Develop and implement a Strategic Sector Development Plan 13.5.2 Accelerate the implementation of a Strategic Environmental Sanitation Investment Plan 13.5.3 Develop and implement a comprehensive M&E for the water and sanitation sectors 13.5.4 Implement the National Environmental Sanitation Strategy and Action plan 13.5.5 Incorporate cross-cutting themes such as gender, environment, public sector reform, decentralisation and governance in the implementation of SWAPs	MWRWH, NDPC, MLGRD, MMDAs, CWSA, MESTI, EPA, PEF, WRC, GHS, MOH
	<ul style="list-style-type: none"> Weak institutional capacities 	13.6 Improve sector institutional capacity	13.6.1 Build the capacity of MMDAs to better manage water resources as well as water and environmental sanitation facilities 13.6.2 Enhance the mandate and capacity of lead sector agencies (WRC, GWCL, EHSD and CWSA) 13.6.3 Strengthen the capacity of community level management structures	MWRWH, MLGRD, MMDAs, CWSA, MESTI, EPA, PEF, WRC, GHS, MOH

Appendix 1.6: Human Development, Productivity and Employment

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATING AND COLLABORATING AGENCIES
1. Education	<ul style="list-style-type: none"> Inadequate and inequitable access particularly after the basic level and for persons with special needs 	1.1. Increase inclusive and equitable access to, and participation in education at all levels	1.1.1 Remove the physical, financial and social barriers and constraints to access to education at all levels 1.1.2 Expand delivery modes including distance education, open schooling, transition education and competency-based training for Technical and Vocational Education and Training (TVET) 1.1.3 Mainstream education of children with special needs 1.1.4 Convert the NFED into an agency and empower it to make the necessary interventions for life-long education 1.1.5 Roll out a programme for the attainment of universal access to second cycle education and the introduction of free SHS 1.1.6 Bridge the gender gap and access to education at all levels	GNAT, MOE, GES MOF, MOGCSP, MMDAs, CHASS, PEF, NABPTEX, MLGRD, NAB, COTVET, NCPWD, NCTE, GETFund
	<ul style="list-style-type: none"> Non implementation of the policy on 60:40 admission ratio of Science to Humanities students at the tertiary level 	1.2. Promote the teaching and learning of science, mathematics and technology at all levels	1.2.1 Ensure that tertiary institutions adhere to the national policy on 60:40 admission ratio in favour of science, mathematics, engineering and technology in the medium to long term 1.2.2 Expand the Mathematics, Science and Technology Scholarships Scheme (MASTESS) and use it to attract majority of students into science and science-biased courses 1.2.3 Expand infrastructure and facilities in tertiary institutions to absorb the increasing number of qualified students	GNAT, MOE, GES MOF, MOGCSP, MMDAs, CHASS, PEF, NABPTEX, MLGRD, NAB, COTVET, NCPWD, NCTE, GETFund
	<ul style="list-style-type: none"> Weak management and supervision Lack of comprehensive policy for tertiary education Lack of timely and reliable data for planning and programming 	1.3. Improve management of education service delivery	1.3.1 Strengthen capacity for education management 1.3.2 Ensure efficient development, deployment and supervision of teachers 1.3.3 Review policies to meet emerging demands in education at all levels especially at the tertiary level 1.3.4 Adopt clear policy for tertiary education 1.3.5 Provide timely, reliable, and disaggregated data for policy-making, planning, programming, monitoring and evaluation	GNAT, MOE, GES MOF, MOGCSP, MMDAs, CHASS, PEF, NABPTEX, MLGRD, NAB, COTVET, NCPWD, NCTE, GETFund
	<ul style="list-style-type: none"> Poor quality of teaching and learning especially at the basic level Unacceptably high number of untrained teachers at the basic level 	1.4. Improve quality of teaching and learning	1.4.1 Ensure adequate supply of teaching and learning materials 1.4.2 Review and standardise curricula especially at the basic, TVET and Non-Formal education level 1.4.3 Deploy adequately qualified teachers and improve teachers' time-on-task 1.4.4 Expand the Untrained Teachers Diploma Education (UTDE) programme to reduce the number of untrained teachers by, at least, half in the medium-term 1.4.1 Institutionalise the In-Service Education and Training (INSET)	GNAT, MOE, GES MOF, MOGCSP, MMDAs, CHASS, PEF, NABPTEX, MLGRD, NAB, COTVET, NCPWD, NCTE, GETFund

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> Inadequate knowledge and life skills for managing personal hygiene, fire safety, environment, sanitation and climate change 	1.5. Ensure continued provision of life skills training and management for managing personal hygiene, fire safety, environment, sanitation and climate change	<p>programme at the basic level</p> <p>1.5.1 Equip community members with life skills to manage personal hygiene, fire safety, environment, sanitation and climate change.</p> <p>1.5.2 Provide all public basic schools with modern toilet facilities and improved access to potable water</p>	GNAT, MOE, GES, MOF, MOGCSP, MMDAs, CHASS, PEF, NABPTEX, MLGRD, NAB, COTVET, NCPWD, NCTE, GETFund
2. Human Capital Development, Employment, Productivity and Labour Relations	<ul style="list-style-type: none"> Lack of a National Employment policy Lack of a comprehensive National Human Resource Development policy Lack of reliable employment/labour data/statistics for policy decision-making, monitoring and evaluation 	2.1. Improve the policy environment and institutional capacity for effective human capital development, and employment policy management	<p>2.1.1 Accelerate the adoption and implementation of a comprehensive National Employment policy, National Human Resource Development policy and Labour Intensive public works policy</p> <p>2.1.2 Ensure integration of employment issues in policies and programmes at all levels</p> <p>2.1.3 Develop database on Human Resource capacity needs at all levels</p> <p>2.1.4 Re-tool existing skills development institutions</p> <p>2.1.5 Integrate entrepreneurship training into the education system at the post-second cycle level and all skills delivery</p> <p>2.1.6 Establish functional labour market information system</p> <p>2.1.7 Empower the Ghana Statistical Service (GSS) to produce reliable labour statistics on regular basis</p> <p>2.1.8 Develop capacity for effective use of data for decision-making</p> <p>2.1.9 Empower and resource the NDPC to draw up a long-term programme to meet the human resource requirements of the economy in the medium to long-term</p>	OoP, MELR, MOF, GES, Universities, NCTE, PEF, MLGRD, other MDAs, MMDAs, MOGCSP, NDPC
	<ul style="list-style-type: none"> High levels of unemployment and under-employment especially among the youth and groups with special needs Low levels of Technical/vocational skills Lack of entrepreneurial skills for self-employment Inadequate apprenticeship opportunities Mismatch between training and the needs of the labour market 	2.2. Create opportunities for accelerated job creation across all sectors	<p>2.2.1 Develop schemes to support self-employment, especially among the youth</p> <p>2.2.2 Promote more labour intensive and value-added industries</p> <p>2.2.3 Promote demand-driven skill development programmes</p> <p>2.2.4 Design measurable and time bound affirmative policies to create inclusive and equitable employment for groups with special needs</p> <p>2.2.5 Develop and promote internship and modern apprenticeship schemes</p> <p>2.2.6 Ensure effective collaboration between employers and training/educational institutions</p> <p>2.2.7 Support establishment of participatory and cooperative mechanisms to enhance income and job security in the informal sector</p>	OoP, MELR, MOF, GES, Universities, NCTE, PEF, MLGRD, other MDAs, MMDAs, MOGCSP, NDPC

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> • Low labour productivity • High level of under-employment • Lack of reliable productivity indicators and measurements • Lack of effective schemes to support labour mobility across professional areas 	2.3. Enhance labour productivity across all sectors	2.3.1 Develop a National Productivity Policy 2.3.2 Develop and implement productivity measurement and enhancement programmes for the formal and informal sectors of the economy 2.3.3 Strengthen capacity of the relevant institutions for effective implementation of productivity measurement and enhancement programmes 2.3.4 Develop schemes that will support easy labour mobility across skills and professional areas	OoP, MELR, MOF, GES, Universities, NCTE, PEF, MLGRD, other MDAs, MMDAs, MOGCSP, NDPC, GSS
	<ul style="list-style-type: none"> • Lack of comprehensive legal framework to ensure workplace safety and health • Increasing incidence of industrial accidents and diseases 	2.4. Improve work place safety and health	2.4.1 Accelerate the adoption and implementation of national health and safety policy 2.4.2 Increase occupational safety and health services at all workplaces 2.4.3 Enhance the capacity of relevant institutions to enforce laws on work place safety and health	DFI, MELR, MOE, LD, GTUC, GEA, AGI, MOH, PEF
	<ul style="list-style-type: none"> • Poor industrial /labour relations among partners • Increasing incidence of casualisation of employment • Inadequate protection of the rights of workers • Increasing number of labour agitations • Distortions and inequalities in public sector wages and salaries 	2.5. Enhance labour administration and promote harmonious labour relations	2.5.1 Strengthen and enforce labour laws and regulations 2.5.2 Deepen collaboration with social partners in the tripartism system 2.5.3 Strengthen the capacity of the Labour Department to effectively perform its oversight role 2.5.4 Improve and sustain Ghana's relations with international labour organisations including ILO and ARLAC 2.5.5 Ratify and implement relevant ILO conventions including C189 on domestic workers 2.5.6 Ensure enforcement of employment protection legislation to reduce casualisation of labour 2.5.7 Promote the creation of sustainable employment opportunities 2.5.8 Strengthen the capacity of the National Labour Commission to effectively perform its role in overseeing the implementation of Act 651 2.5.9 Ensure adherence to laid-down procedures in the management of the employment relationship at the enterprise level 2.5.10 Strengthen collective bargaining at the enterprise level 2.5.11 Enhance the use of Alternative Dispute Resolution (ADR) Mechanisms in the resolution of industrial disputes	LD, MELR, GTUC, GEA, AGI, OoP, MOF, NLC, GES, Universities, NCTE, PEF, MLGRD, other MDAs, MMDAs, MOGCSP, NDPC

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATING AND COLLABORATING AGENCIES
3. Nutrition	<ul style="list-style-type: none"> Persistent high under-nutrition and malnutrition especially among children, older people, pregnant and lactating women and women of reproductive age, particularly in rural areas and northern Ghana 	3.1. Reduce under-nutrition and malnutrition related disorders and deaths among infants and young children and women in their reproductive ages	3.1.1 Accelerate the adoption and implementation of approved Nutrition policy as well as the Food Safety policy 3.1.2 Enhance access to adequate nutrition and related services to all especially women during pregnancy, underserved communities and vulnerable groups 3.1.3 Scale-up evidence-based health and food-based nutrition interventions to reduce child malnutrition focusing on the 1000 days window of opportunity 3.1.4 Encourage Public Private Partnerships in addressing malnutrition and promoting optimal nutrition	MOH, GHS, MOE, GES, MOFA, MOFAD, MOF, FDA, GSA, MOGCSP, MLGRD, MMDAs, Universities, PEF
	<ul style="list-style-type: none"> Inadequate research and integration of nutrition issues in relevant sectors 	3.2. Ensure effective coordination, integration and implementation of nutrition interventions in relevant sectors	3.2.1 Strengthen leadership and coordination of multi-sectoral plans with clear objectives and targets for effective programming at all levels 3.2.2 Strengthen research for policy making, planning, programming, implementation, monitoring and evaluation of nutrition interventions	MOH, GHS, MOE, GES, MOFA, MOFAD, MOF, FDA, GSA, MOGCSP, MLGRD, MMDAs, Universities, PEF
	<ul style="list-style-type: none"> Increasing incidence of lifestyle and diet-related diseases 	3.3. Ensure optimal nutrition among all segments of the population	3.3.1 Support development and use of diet and physical exercise guidelines and enhance capacity to provide dietary and lifestyle modification services for all segments of the population 3.3.2 Promote behavioural change communication around right food and lifestyle choices and care seeking	MOH, GHS, MOE, GES, MOFA, MOFAD, MOF, FDA, GSA, MOGCSP, MLGRD, MMDAs, Universities, PEF
4. Health	<ul style="list-style-type: none"> Huge gaps in geographical access to quality health care (e.g. urban and rural) 	4.1 Bridge the equity gaps in geographical access to health services	4.1.1 Strengthen the district and sub-district health systems as the bed-rock of the national primary health care strategy 4.1.2 Accelerate the implementation of the revised CHPS strategy especially in under-served areas 4.1.3 Formulate and implement health sector capital investment policy and plan 4.1.4 Implement the health sector ICT policy and E-health strategy focusing on under-served areas.	MOH, GHS, GAC, NHIA, MLGRD, MMDAs, MOF, MOGCSP, MOE, GES, MELR, MWRWH, GSS, GRMA, PHMHB, Parliament, Teaching Hospitals, Medical Schools, UG-SPH
	<ul style="list-style-type: none"> Inadequate financing of the health sector, and ever increasing cost of healthcare delivery Inadequate financial protection for the poor 	4.2 Ensure sustainable financing for health care delivery and financial protection for the poor	4.2.1 Finalise and implement a comprehensive health financing strategy 4.2.2 Improve efficiency and effectiveness of health service delivery including the NHIS 4.2.3 Strengthen public financial management and accountability systems in the health sector 4.2.4 Increase coverage of NHIS especially for the poor	MOH, GHS, GAC, NHIA, MLGRD, MMDAs, MOF, MOGCSP, MOE, GES, MELR, MWRWH, GSS, GRMA, PHMHB, Parliament, Teaching Hospitals, Medical Schools, UG-SPH
	<ul style="list-style-type: none"> Inadequate leadership capacity, governance and management 	4.3 Improve efficiency in governance and management	4.3.1 Review and restructure of the health sector leadership development and management programmes	MOH, GHS, GAC, NHIA, MLGRD, MMDAs, MOF,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATING AND COLLABORATING AGENCIES
	<p>structures at all levels of the health sector</p> <ul style="list-style-type: none"> Inadequate and inequitable distribution of critical staff mix Inadequate capacity to use health information for decision-making at all levels 	of the health system	<p>4.3.2 Develop and implement health sector response to the national decentralisation program</p> <p>4.3.3 Deepen stakeholder engagement and partnership (public, private and community) for health care delivery</p> <p>4.3.4 Implement the human resource development strategy to improve production, distribution and retention of critical staff and performance management</p> <p>4.3.5 Improve health information management systems including research in the health sector</p> <p>4.3.6 Strengthen capacity for Monitoring and Evaluation in the health sector</p> <p>4.3.7 Strengthen regulation in the health sector and facilitate the passage of health sector legislations</p>	MOGCSP, MOE, GES, MELR, MWRWH, GSS, GRMA, PHMHB, Parliament, Teaching Hospitals, Medical Schools, UG-SPH
	<ul style="list-style-type: none"> Public and users' concerns about the quality of healthcare Huge unmet need for mental health services 	4.4 Improve quality of health services delivery including mental health services	<p>4.4.1 Develop and implement a comprehensive national strategy for quality health and patient safety</p> <p>4.4.2 Improve response and management of medical emergencies including road traffic accidents and strengthen the referral system</p> <p>4.4.3 Expand specialist and allied health services (e. g. diagnostics, ENT, Eye, Physiotherapy, etc.)</p> <p>4.4.4 Improve supply chain, ensure commodity security and availability of quality medicines</p> <p>4.4.5 Implement the Mental Health Act, finalise and implement the mental health strategy</p> <p>4.4.6 Scale-up the integration of traditional medicine into existing health service delivery system</p> <p>4.4.7 Ensure gender mainstreaming in the provision of health care services</p>	
	<ul style="list-style-type: none"> Persistent high neonatal, infant and maternal mortality High morbidity and mortality from malaria Persistence of HIV/AIDs and TB 	4.5 Enhance national capacity for the attainment of the health-related MDGs and sustain the gains	<p>4.5.1 Accelerate the implementation of the Millennium Acceleration Framework (MAF)</p> <p>4.5.2 Scale-up community and facility-based interventions for the management of childhood and neonatal illnesses</p> <p>4.5.3 Intensify and sustain Expanded Programme on Immunisation (EPI)</p> <p>4.5.4 Scale-up quality adolescent sexual and reproductive health services</p> <p>4.5.5 Scale-up the implementation of national malaria, TB, HIV/AIDs control strategic plans</p>	MOH, GHS, GAC, NHIA, MLGRD, MMDAs, MOF, MOGCSP, MOE, GES, MELR, MWRWH, GSS, GRMA, PHMHB, Parliament, Teaching Hospitals, Medical Schools, UG-SPH
	<ul style="list-style-type: none"> Increasing morbidity, and 	4.6 Intensify prevention and control of non-	4.6.1 Implement the Non-Communicable Diseases (NCDs) control strategy	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATING AND COLLABORATING AGENCIES
	<p>mortality disability due to non-communicable diseases</p> <ul style="list-style-type: none"> • High prevalence of communicable diseases including epidemic-prone diseases and climate-related diseases • High morbidity and disability form Neglected Tropical Diseases (NTDs) and 	<p>communicable and other communicable diseases</p>	<p>4.6.2 Review and Scale-up Regenerative Health and Nutrition Programme (RHNP)</p> <p>4.6.3 Implement international conventions and treaties including framework convention on tobacco control (FCTC)</p> <p>4.6.4 Develop and implement the national health policy for the Aged</p> <p>4.6.5 Strengthen rehabilitation services</p> <p>4.6.6 Intensify efforts for the certification of eradication of guinea worm and polio</p> <p>4.6.7 Accelerate implementation of the national strategy for elimination of yaws, leprosy, buruli ulcer, filiarisases and other NTDs</p> <p>4.6.8 Strengthen Integrated Disease Surveillance and Response (IDRS) at all levels and impement fully the International Health Regulations (IHR)</p> <p>4.6.9 Formulate national strategy to mitigate the effect of climate change-related diseases.</p>	
<p>5. HIV & AIDS and STIs</p>	<ul style="list-style-type: none"> • High stigmatization and discrimination • Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups • High HIV prevalence among the youth and in some communities <ul style="list-style-type: none"> • Gaps in treatment and sustainable services for HIV & AIDS and STIs • Periodic shortages of HIV& AIDS commodities (ARV's, Test Kits, Condoms) 	<p>5.1. Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups</p> <p>5.2. Improve HIV and AIDS/STIs case management</p>	<p>5.1.1 Expand and intensify HIV Counselling and Testing (HTC) programmes</p> <p>5.1.2 Intensify education to reduce stigmatisation</p> <p>5.1.3 Intensify behavioural change strategies especially for high risk groups for HIV & AIDS and TB</p> <p>5.1.4 Promote the adoption of safer sexual practices in the general population</p> <p>5.1.5 Promote healthy behaviors and the adoption of safer sexual practices among PLHIV, MARPs and vulnerable groups</p> <p>5.1.6 Develop and implement prevention programmes targeted at the high risk groups and communities</p> <p>5.1.7 Scale-up and improve the quality of elimination of mother-to-child transmission (eMTCT) of HIV services</p> <p>5.1.8 Intensify advocacy with key stakeholders to reduce infection and impact of malaria, HIV & AIDS and TB</p> <p>5.1.9 Strengthen collaboration among HIV & AIDs, TB, and sexual and reproductive health programmes</p> <p>5.2.1 Scale-up and sustain quality HIV & AIDS treatment, care and support activities, including increasing ART and PMTCT Sites</p> <p>5.2.2 Support the local production of Antiretroviral Therapy (ART)</p> <p>5.2.3 Strengthen logistics management and forecasting</p> <p>5.2.4 Develop and implement a programme to deepen public awareness and management of STIs</p>	<p>MOH, GHS, GAC, NHIA, MLGRD, MMDAs, MOF, MOGCSP, MOE, GES, MELR, MWRWH, GSS, GRMA, PHMHB, Parliament, Teaching Hospitals, Medical Schools, UG-SPH</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> Inadequate management and supervision Periodic compromise of the quality of some HIV& AIDS commodities and service delivery Inadequate and decreasing resources for HIV & AIDS 	5.3. Improve institutional capacity for efficient and effective delivery of HIV and AIDS/STIs services	5.3.1 Strengthen the management capacity of GAC and NACP and implementation arrangement of HIV & AIDS services 5.3.2 Improve the quality assurance of HIV& AIDS commodities and ensure continuous quality improvement of PMTCT and ART sites 5.3.3 Establish sustainable financing arrangement for the delivery of HIV and AIDS/STIs services 5.3.4 Ensure the implementation of the GAC resource mobilisation strategy 5.3.5 Promote the implementation of Private Public Partnerships (PPPs) arrangements for the delivery of HIV and AIDS/STIs services	
6. <i>Sports Development</i>	<ul style="list-style-type: none"> Inadequate and poor quality infrastructure and absence of disability-friendly facilities in communities and schools 	6.1. Provide adequate and disability friendly infrastructure for sports in communities and schools	6.1.1 Enforce planning provision for establishment of community-based sports facilities 6.1.2 Expand opportunities for the participation of PWDs in sports 6.1.3 Rehabilitate existing and construct new sports infrastructure and provide sports equipment at all levels 6.1.4 Encourage private sector participation in sports development and provision of infrastructure	MoYS, MOF, Sports Council, Academia, All Sports Organisations / Association, MOE, GES, National Sports Authority, PEF, NDPC
	<ul style="list-style-type: none"> Weak management and capacity for sports development 	6.2. Strengthen national capacity for sport management	6.2.1 Restructure and strengthen sports management to enhance efficiency, effectiveness and transparency 6.2.2 Formulate a framework for professional sports development and administration	
	<ul style="list-style-type: none"> Inadequate promotion of lesser known sports 	6.3. Support the development of lesser known sports	6.3.1 Popularise the lesser known sports with the support of all relevant stakeholders 6.3.2 Facilitate investment in unearthing and training of potential talents for long-term gain	
7. <i>The Youth</i>	<ul style="list-style-type: none"> Inadequate integration of youth concerns including gender and vulnerability dimensions, into national development planning and decision-making processes High level of youth unemployment including graduate unemployment 	7.1. Ensure integration of youth concerns into national development planning processes and programmes	7.1.1 Mainstream youth development issues into National Development Policy frameworks, plans and programmes in all sectors and at all levels 7.1.2 Enhance capacity and provide resources for the implementation of the New National Youth Policy 7.1.3 Accelerate the enactment of the Youth Bill and its accompanying Legislative Instrument 7.1.4 Establish a Youth Enterprise Scheme Fund to support and encourage young people to become successful entrepreneurs 7.1.5 Accelerate the implementation of the Graduate Business Support Scheme (GBSS)	MoYS, MOF, Sports Council, Education Institutions, All Sports Organisations / Association, MOE, GES, National Sports Authority, PEF, GYEEDA, COTVET, NVTI, MOGCSP, NDPC

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> Inadequate training and skills development 	7.2. Ensure provision of adequate training and skills development in line with global trends	7.2.1 Streamline recruitment and skills development under the self-employment modules of the GYEEDA 7.2.2 Establish a labour and information database to provide regular and reliable data on job opportunities, unemployment numbers and vacancies 7.2.3 Promote career counseling especially in second cycle and tertiary institutions 7.2.4 Provide employable skills training for out-of-school youth and graduates 7.2.5 Introduce new initiatives for youth employment including promotion of entrepreneurial skills and absorption into new value-added industries	
	<ul style="list-style-type: none"> Inadequate consideration of the needs of youth with disability 	7.3. Ensure adequate capacity and skills development of the youth with disability	7.3.1 Improve and establish youth training institutions targeting the youth with special needs 7.3.2 Reserve admissions for people with disability in Youth Leadership Training Institutes 7.3.3 Review upward proportion of the DACF set aside for PWDs (Disability Fund)	
8. <i>Social Policy and Social Protection</i>	<ul style="list-style-type: none"> Absence of a comprehensive social development policy framework Weak coordination of social policies, programmes and projects 	8.1. Develop a comprehensive social development policy framework	8.1.1 Consolidate and harmonise the existing fragmented social intervention programmes under a national social protection agency to enhance delivery, effectiveness and targeting 8.1.2 Strengthen inter-sectoral coordination of social policies and programmes 8.1.3 Mainstream social protection into sector and district planning processes 8.1.4 Establish a national social protection floor	MELR, GEA, TUC, NLC, PEF, NIA, DSW, MOGCSP, GSS, MOF, MOH, MLGRD, MMDAs, other MDAs
	<ul style="list-style-type: none"> Ineffective targeting of social protection policies and programmes Limited coverage of social protection interventions 	8.2. Make social protection more effective in targeting the poor and the vulnerable	8.2.1 Improve targeting of existing social protection programmes 8.2.2 Progressively expand social protection interventions to cover the poor and the vulnerable 8.2.3 Build capacity for scaling up social protection interventions 8.2.4 Strengthen monitoring and evaluation of social protection programmes	MELR, GEA, TUC, NLC, PEF, NIA, DSW, MOGCSP, GSS, MOF, MOH, MLGRD, MMDAs, other MDAs
	<ul style="list-style-type: none"> Inadequate funding for social protection interventions 	8.3. Enhance funding and cost-effectiveness in social protection delivery	8.3.1 Provide adequate resources for implementation, monitoring and evaluation of social policy 8.3.2 Consolidate the fragmented sources of funds into a dedicated fund for social protection interventions 8.3.3 Rationalise social protection expenditures to ensure efficiency	MELR, GEA, TUC, NLC, PEF, NIA, DSW, MOGCSP, GSS, MOF, MOH, MLGRD, MMDAs,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> Lack of reliable and timely data for planning, policy making, programming, monitoring and evaluation 	8.4. Provide timely, reliable and disaggregated data for policy-making and planning	8.4.1 Conduct relevant gender sensitive research/social surveys for monitoring and evaluating progress on social inclusion 8.4.2 Establish and maintain an integrated database of registered potential beneficiaries of social protection interventions 8.4.3 Optimise the use of administrative systems for collation, analysis, and dissemination of pertinent information on targeted segments of the population	other MDAs
9. The Aged	<ul style="list-style-type: none"> Inadequate knowledge, dissemination and implementation of the National Policy on the Aged 	9.1. Mainstream issues on ageing in the development planning process	9.1.1 Expedite effective implementation of the ageing policy 9.1.2 Improve funding of programmes for older persons 9.1.3 Develop a programme to create awareness on the National Policy on the Aged.	MOGCSP, MELR, MOF, DSW, MOH, MOIMR, MLGRD, MMDAs
	<ul style="list-style-type: none"> Discrimination and violence against older persons especially women 	9.2. Enhance national capacity for protection of the Aged	9.2.1 Promote information dissemination and dialogue around ageing and the Aged 9.2.2 Enforce existing laws on the rights of the Aged 9.2.3 Ensure the promulgation of an Act on the Aged and establish National Council on the Aged	
	<ul style="list-style-type: none"> High incidence of poverty among older people Chronic age-related health conditions, poor diet and lack of geriatric care 	9.3. Accelerate the implementation of social and health interventions targeting the Aged	9.3.1 Develop and integrate geriatric care policy in public health delivery 9.3.2 Enhance social protection interventions for the Aged	
10. Child Development and Protection	<ul style="list-style-type: none"> Low awareness of and regard for the rights of children High incidence of violation of children's rights Weak enforcement of laws on the rights of children 	10.1. Promote effective child development in all communities, especially deprived areas	10.1.1 Promote advocacy and create public awareness on the rights of children 10.1.2 Formulate and implement key policies and appropriate programmes to enhance child protection and development 10.1.3 Mainstream children's issues in development planning at all levels especially those of children with special needs 10.1.4 Enhance capacity to enforce laws protecting children 10.1.5 Improve human, material and financial resources for child development, survival and protection 10.1.6 Review and implement the Early Childhood Care and Development Policy	MOGCSP, DOVVSU, MOE, GES, MOH, GHS, MOJ & A-G, MLGRD, MMDAs, MINT

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATING AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> Prevalence of abuse, violence and exploitation of children including child trafficking and other worst forms of child labour (WFCL) Absence of a comprehensive Child Protection Policy 	10.2. Protect children against violence, abuse and exploitation	10.2.1 Promote alternative forms of education, including transitional programmes to mainstream out-of-school children, particularly in the most deprived areas for children withdrawn from the WFCL 10.2.2 Establish clear institutional arrangements for identification, withdrawal, rehabilitation and social integration of children engaged in unconditional WFCL 10.2.3 Promote and implement programmes and policies on integrated area-based approaches towards child labour-free zones (CLFZS) 10.2.4 Provide adequate education facilities, health care, nutrition and recreation to enhance children's physical, social, emotional and psychological development 10.2.5 Establish a well-resourced continuum of care services at all levels for prevention of response of and reintegration of victims of violence abuse and exploitation 10.2.6 Develop, adopt and implement National Child Protection Policy	
	<ul style="list-style-type: none"> Significant number of children of school-going age not in school 	10.3. Advance the implementation of the compulsory component of FCUBE	10.3.1 Ensure the implementation of the compulsory component of the Free Compulsory Universal Basic Education (FCUBE) 10.3.2 Expand the School Feeding Programme 10.3.3 Review the capitation grant as and when appropriate 10.3.4 Intensify the implementation of the policy of attaching kindergartens to all primary schools	
	<ul style="list-style-type: none"> Weak coordination and collaboration on children's issues 	10.4. Enhance institutional arrangements for inter- and intra- sectoral collaboration	10.4.1 Create appropriate platforms for institutional collaboration on child survival, development and protection 10.4.2 Strengthen the capacity of oversight institutions for children 10.4.3 Enhance implementation and reporting of international conventions and protocols	
	<ul style="list-style-type: none"> Inadequate child development data for policy-making and planning, programming, monitoring and evaluation 	10.5. Provide timely and reliable child development data for policy-making and planning	10.5.1 Develop a reliable system for the collection, compilation, analysis and dissemination of relevant data on child development 10.5.2 Develop capacity for effective use of data for decision-making	
11. Disability	<ul style="list-style-type: none"> Lack of appreciation of issues affecting Persons With Disability (PWDs) Lack of effective implementation of legislation and policies especially Act 715 and UN Convention on the Rights of Persons with Disability 	11.1. Ensure effective appreciation of and inclusion of disability issues	11.1.1 Mainstream issues of disability into development planning processes at all levels 11.1.2 Ensure the passage and implementation of Legislative Instrument under the Disability Act, 2006, Act 715 and UN Convention on the Rights of Persons with Disability (UNCRPD) 11.1.3 Improve funding for disability programmes	MESW, Help Age, CSOs, NGOs, Department of Social Welfare, FBOs, MLGRD, GFD, NCPD, MMDAs

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATING AND COLLABORATING AGENCIES
	(UNCRPD) <ul style="list-style-type: none"> Lack of reliable and timely data on disability for planning and policy-making 	11.2. Provide timely, reliable, and disaggregated data on PWDs	11.2.1 Develop a reliable system for the collection, compilation, analysis and dissemination of relevant data on PWDs for planning and policy-making 11.2.2 Develop capacity for effective use of data on PWDs for decision-making	
12. Population Management and Migration for National Development	<ul style="list-style-type: none"> Inadequate coordination and integration of population concerns into the development planning process 	12.1. Integrate population variables into all aspects of development planning at all levels	12.1.1 Strengthen capacity of relevant stakeholders to integrate population issues into development planning and policy-making 12.1.2 Strengthen capacity to effectively coordinate, monitor and evaluate population programmes	NPC, GSS, MINT, GIS, NDPC, NIA, MLGRD, MMDAs, NYA, PPAG, MOH/GHS, GRMA, MDAs, BDR, NCCE, MOIMR, MoGCSP, UG-RIPS
	<ul style="list-style-type: none"> Low coverage of reproductive health and family planning (FP) services 	12.2. Reinforce family planning as a priority in national development	12.2.1 Integrate family planning (FP) into policy formulation, planning programming, monitoring and evaluation 12.2.2 Expand coverage, availability and accessibility of reproductive health and Family Planning services including adolescents/youth	
	<ul style="list-style-type: none"> Absence of institutional regulatory framework for effective management of migration for development Increasing trend of irregular and precarious migration 	12.3. Optimise the potential impact of migration for Ghana's development	12.3.1 Adopt, promote and implement National Migration Policy 12.3.2 Mainstream migration into national development frameworks 12.3.3 Establish a regulatory body for effective migration management 12.3.4 Formulate and implement programmes to harness the benefits of migration for socio-economic development and mitigate its negative impacts	NPC, GSS, MINT, GIS, NDPC, NIA, MLGRD, MMDAs, NYA, PPAG, MOH/GHS, GRMA, MDAs, BDR, NCCE, MOIMR, MoGCSP, UG-RIPS
	<ul style="list-style-type: none"> Increasing internal migration flows into urban centres leading to slums development and poverty 	12.4. Promote re-distribution of population between urban and rural areas	12.4.1 Accelerate implementation of the National Urban Policy 12.4.2 Promote the development of growth centres to serve as holding points for migrants 12.4.3 Implement local economic development (LED) policy initiatives to improve livelihoods in places of origin	
	<ul style="list-style-type: none"> Inadequate demographic data for policy-making, planning, programming, monitoring and evaluation 	12.5. Provide timely and reliable demographic data for policy-making and planning	12.5.1 Develop a reliable system for the collection, compilation, analysis and dissemination of relevant and timely demographic data for planning and policy-making 12.5.2 Establish a database on Ghanaians in the Diaspora 12.5.3 Develop capacity for effective use of data for decision-making	
13. Poverty Reduction and Income Inequalities	<ul style="list-style-type: none"> Lack of appropriate coordination mechanism on poverty reduction 	13.1. Enhance institutional arrangements for sectoral collaboration on poverty reduction	13.1.1 Create appropriate platforms for institutional collaboration on poverty reduction 13.1.2 Strengthen the capacity of oversight institutions on poverty reduction 13.1.3 Enhance implementation and reporting on international agreements pertaining to poverty reduction	NDPC, GSS, MOGCSP, MOF, LGS, MLGRD, MMDAs and other MDAs
	<ul style="list-style-type: none"> High incidence of poverty, especially among disadvantaged 	13.2. Develop targeted economic and social interventions for	13.2.1 Coordinate and redistribute development projects and programmes in a manner that ensures fair and balanced	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATING AND COLLABORATING AGENCIES
	<p>groups</p> <ul style="list-style-type: none"> • High level of poverty among women due to lower literacy rate • Heavier time burdens and limited access to productive resources 	vulnerable and marginalized groups	<p>allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs</p> <p>13.2.2 Build the capacity of MMDAs and Regional Coordinating Councils to develop harmonised regional infrastructure, promote growth and create employment</p> <p>13.2.3 Expand social and economic infrastructure and services in rural and poor urban areas (including education and training, health, roads, good housing, water and sanitation)</p> <p>13.2.4 Improve business development services including investment plans to facilitate local economic development and expand opportunities for private sector participation</p> <p>13.2.5 Promote the economic empowerment of women through access to land, credit, information technology and business services and networks</p>	
	<ul style="list-style-type: none"> • High incidence of poverty among food crop farmers and fisher folks 	13.3. Reduce poverty among food crop farmers and fisher folks	<p>13.3.1 Establish mechanisms for effective marketing of fish and farm produce (for example through linkages to the Ghana School Feeding Programme, second cycle institutions, Prison Service, etc.)</p> <p>13.3.2 Develop and implement programmes to expand access to complimentary inputs and services by extremely poor farmers and fisher folks</p> <p>13.3.3 Provide comprehensive business support, especially training, to farmers and fisher folks benefiting from credit schemes</p>	
	<ul style="list-style-type: none"> • Growing income disparities among socio-economic groups and between geographical areas 	13.4. Reduce income disparities among socio-economic groups and between geographical areas	<p>13.4.1 Enhance income generating opportunities for the poor and vulnerable</p> <p>13.4.2 Implement local economic development activities to generate employment and ensure social protection</p> <p>13.4.3 Improve agriculture productivity and incomes, and transform rural agriculture management and practices into viable business ventures</p> <p>13.4.4 Accelerate the establishment of development authorities for all special development zones</p>	
	<ul style="list-style-type: none"> • Lack of adequate poverty data for planning and decision-making 	13.5. Ensure the provision of reliable poverty data at all levels	<p>13.5.1 Ensure regular collection, compilation, analysis and dissemination of reliable poverty data for planning and policy-making</p> <p>13.5.2 Develop capacity for analysis and effective use of data on poverty</p> <p>13.5.3 Establish inter-survey estimates of poverty for districts and targeted areas</p>	

Appendix 1.7: Transparent, Responsive and Accountable Governance

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
1. Deepening the Practice of Democracy and Institutional Reform	<ul style="list-style-type: none"> Imbalance of power among the arms of Government Inadequate resourcing of the arms of Government and independent governance institutions (IGIs) Resource disparities undermining the effective functioning of the arms of Government 	1.1 Improve the balance among arms of Government, governance institutions and their functioning	1.1.1 Implement the recommendations of the Constitution Review Commission to streamline the roles and responsibilities of arms of Government and independent governance institutions (IGIs) 1.1.2 Strengthen capacity of Parliament and other governance institutions to perform their respective oversight functions 1.1.3 Improve technology, equipment and housing infrastructure for Parliament and other governance institutions	OoP, Parliament, MOF, Parliamentary Service, EC, MOJ & A-G, CRC, NDPC, CHRAJ, EOCO, NCCE, MOI, Political Parties, National Identification Authority, MMDAs, Judicial Service, MOIMR, NMC, NCCE
	<ul style="list-style-type: none"> Insufficient public ownership and participation in governance processes by the citizenry 	1.2 Expand and sustain opportunities for effective citizens' engagement	1.2.1 Promote coordination, harmonisation and ownership of the development process 1.2.2 Enhance avenues for citizens' engagement with Government at all levels to ensure responsiveness and accountability from duty bearers	
	<ul style="list-style-type: none"> Inadequate responsiveness to civil society and private sector initiatives in governance processes Insufficient engagement of arms of Government and other governance institutions with civil society and the private sector 	1.3 Enhance platforms for engagement with civil society and private sector and improve responsiveness by governance institutions	1.3.1 Institute regular dialogue between CSOs, private sector and Government agencies/ state institutions at national and decentralised levels 1.3.2 Ensure clarity in the roles and responsibilities of CSOs 1.3.3 Develop real and concrete avenues for citizens' engagement with Government at all levels so that they can demand responsiveness and accountability from all duty bearers 1.3.4 Facilitate the regular engagement of Parliament with the media and the general public 1.3.5 Strengthen the representation role of Parliament and Members of Parliament	OoP, Parliament, MOF, Parliamentary Service, EC, MOJ & A-G, CRC, NDPC, CHRAJ, EOCO, NCCE, MOI, Political Parties, National Identification Authority, MMDAs, Judicial Service, MOIMR
	<ul style="list-style-type: none"> "Winner takes all" character of the political system 	1.4 Ensure inclusive and equitable political system	1.4.1 Introduce reforms in the appointment of political office holders 1.4.2 Enforce legal, operational and financial standards for party organisation 1.4.3 Strengthen existing mechanisms for inter-party participation in the electoral process 1.4.4 Establish an election fund with guidelines for transparency and accountability	
	<ul style="list-style-type: none"> Inadequate quality assurance of the electoral process 	1.5 Improve transparency and integrity of the electoral process	1.5.1 Review and implement mechanisms for ensuring quality standards in electoral process	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Limited awareness, advocacy and enforcement of rights and responsibilities 	1.6 Strengthen and promote the culture of rights and responsibilities	1.6.1 Strengthen engagement between assembly members and citizens 1.6.2 Intensify and sustain awareness of rights and responsibilities at all levels 1.6.3 Introduce “citizens” charter	
2. Local Governance and Decentralisation	<ul style="list-style-type: none"> Conflicting legal and policy framework and inherent challenges in Act 462 Weak leadership and managerial capacity at MMDA level Non-functioning sub-district structures Poor demarcation of district boundaries Inadequate infrastructure at the MMDA level especially the newly created districts Inadequate infrastructure at the ILGS Low birth and death registration 	2.1 Ensure effective implementation of the decentralisation policy and programmes	2.1.1 Implement the National Decentralisation Action Plan 2.1.2 Accelerate the review and harmonisation of existing legislation on local governance and ensure the enactment of the Consolidated Local Government Bill 2.1.3 Formalise performance appraisal of MMDCEs 2.1.4 Enforce compliance of LI. 1967 2.1.5 Accelerate the implementation of the Benning Committee’s Report on district boundary disputes 2.1.6 Promote Public Private Partnerships (PPPs) arrangements for infrastructural development for the newly created districts and ILGS 2.1.7 Scale-up community population registration programme and mobile registration exercise in areas with limited access to registration facilities 2.1.8 Review the Functional Occupational Assessment Tool (FOAT) to facilitate the achievement of the objectives of the overall decentralisation programme.	MLGRD, MOF, OHCS, Local Government Service, ILGS, NDPC, MMDAs, Parliament, MOJ, RCCs, RPCUs, PSC, DPCUs, CAGD, NCCE, DACF, Private Sector, Audit Service, APRM
	<ul style="list-style-type: none"> Weak financial base and management capacity of the District Assemblies 	2.2 Ensure effective and efficient resource mobilisation, internal revenue generation and resource management	2.2.1 Ensure the availability of long term funds for investment and capacity building for MMDAs including grants under the District Development Facility (DDF) and the Urban Development Grant (UDG) 2.2.2 Improve the capacity of finance and administrative staff of MMDAs 2.2.3 Institute measures to block leakages and loopholes in the revenue mobilisation system of MMDAs 2.2.4 Ensure effective monitoring of revenue collection and utilisation of investment grants 2.2.5 Develop reliable business and property database system including the street naming and property addressing	
	<ul style="list-style-type: none"> Limited implementation of fiscal decentralisation policy including composite budgeting Gaps in communication and accountability between MMDAs and citizens 	2.3 Integrate and institutionalise district level planning and budgeting through the participatory process at all levels	2.3.1 Deepen fiscal decentralisation– ensure finalisation and implementation of the inter-Governmental fiscal transfers 2.3.2 Strengthen engagement between assembly members and citizens 2.3.3 Deepen the integration and institutionalisation of district level planning and budgeting through the participatory	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Poor linkage between planning and budgeting at national, regional and district levels 		<p>process at all levels</p> <p>2.3.4 Institutionalise democratic practices in Local Government structures</p> <p>2.3.5 Accelerate the enactment of Legislative Instrument to enforce compliance with the National Development Planning System Act 1994, Act 480</p> <p>2.3.6 Facilitate the computerisation of accounting processes at all levels</p> <p>2.3.7 Build the capacity of MMDAs to implement the public expenditure management framework</p> <p>2.3.8 Strengthen institutions responsible for coordinating planning at all levels and ensure their effective linkage with the budgeting process</p>	Service, APRM
	<ul style="list-style-type: none"> Weak orientation of MMDAs towards job creation Poor relationship between MMDAs and the Private Sector 	2.4 Mainstream local economic development (LED) for growth and local employment creation	<p>2.4.1 Facilitate the implementation Local Economic Development Programmes at the district levels</p> <p>2.4.2 Promote local business enterprises based on resource endowments for job creation</p>	
3. Special Development Zones	<ul style="list-style-type: none"> Ineffective monitoring and evaluation of interventions in Special Development Zones Increased income and spatial disparities between rural and urban areas and across different socio-economic groups Inadequate basic infrastructure and social services in deprived areas Uncoordinated demands for special development zones Weak coordination of on-going and emerging national development opportunities and challenges Disconnect between district level administrations and SDZs 	3.1. Reduce spatial development disparities among different ecological zones across the country	<p>3.1.1 Coordinate and harmonise the selection and development of special development zones by aligning all on-going and special programmes in line with NDPC's mandate</p> <p>3.1.2 Ensure improved coordination and harmonisation of development projects and programmes for equitable and balanced allocation of national resources</p> <p>3.1.3 Accelerate development at the district level aimed at improving rural infrastructure, environment and access to social services</p> <p>3.1.4 Review legislative frameworks for special development zones to conform to the national development planning system, integration and harmonisation with MMDAs legal framework</p> <p>3.1.5 Improve agriculture productivity and incomes, and transform rural agriculture management and practices into viable business ventures</p> <p>3.1.6 Empower rural populations by reducing poverty, exclusion and vulnerability</p> <p>3.1.7 Enhance planning and coordination of the development of Ghana's oil basin, and other special development zones including SADA, MIDA, CEDECOM/ Coastal Savannah, Bui City, etc</p>	NDPC, OoP, MLGRD, MELR, MOGCSP, MOJ & A-G, SADA, Labour Commission, Fair Wages Commission, MMDAs, GSS

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			3.1.8 Enhance monitoring and evaluation of programmes for special development zones	
4. Public Policy Development and Management	<ul style="list-style-type: none"> Weak evidence-based development policy formulation Inefficient and ineffective implementation of development policies and plans Poor coordination in development policy formulation and implementation Ineffective monitoring and evaluation of the implementation of development policies and plans Absence of National Long-Term Development Policy Framework and Plan Weak coordination of the development planning system 	4.1. Strengthen policy formulation, development planning, and M&E processes for equitable and balanced spatial and socio-economic development	4.1.1 Strengthen the coordination role of NDPC to ensure enhanced evidence-based decision-making in policy and strategy formulation and management processes at all levels 4.1.2 Ensure enactment of LI for effective implementation of National Development Planning Acts 480 and 479 4.1.3 Harmonise and strengthen social dimension of the criteria for allocation of the DACF 4.1.4 Build capacity of MDAs and MMDAs in the public policy and planning processes including considerations for gender and women empowerment 4.1.5 Strengthen capacity of research and statistical information management of MDAs and MMDAs 4.1.6 Establish unified development information system 4.1.7 Mainstream Strategic Environmental Assessment (SEA) in public policy processes 4.1.8 Strengthen spatial planning at the NDPC and other relevant agencies 4.1.9 Develop spatial management information systems on investments to facilitate resource allocation and tracking of investment decision-making 4.1.10 Formulate and implement national Medium and Long-Term Development Policy Frameworks and Plans 4.1.11 Institutionalise the coordination of development policy formulation, planning, monitoring and evaluation (M&E) at all levels especially among sector agencies	NDPC, OoP, MOJ, DTCP, MLGRD, DACF, CAGD, MOF, Parliament, MOWAC, MMDAs, OHCS, PSC, PSRS, GSS, MESTI, MDAs, PEF
	<ul style="list-style-type: none"> Limited capacity for policy formulation and implementation Unsatisfactory working conditions and environment for public sector workers 	4.2. Promote and improve the efficiency and effectiveness of performance in the public and civil services	4.2.1 Review current status of the on-going public sector reform programme and ensure its accelerated implementation 4.2.2 Develop a systematic training framework in public policy formulation and implementation for public and civil servants 4.2.3 Design and implement a human resource development policy for the public sector 4.2.4 Provide favourable working conditions and environment for public and civil servants	PSRS, OoP, Civil Servants Association, FWSC, PEF, AGI, GEA, TUC, PSC, Parliament, Political Parties, National House of Chiefs, MINT, OHCS
	<ul style="list-style-type: none"> Overlap and duplication of activities among MDAs 	4.3. Rationalise and define structures, roles and procedures for state institutions	4.3.1 Review and clarify the mandate, functions and terms of reference of institutions 4.3.2 Ensure public accountability and transparency in official processes	OoP, OHCS, NDPC, Public Sector Reforms Secretariat, Civil Servant Association, PEF, Public Services

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			4.3.3 Establish participatory and consultative systems for policy-making, regulations and management of resources	Commission, Parliament, MOF, MDAs, MMDAs, PSC, CRC
	<ul style="list-style-type: none"> Inadequate commitment to issues on vulnerability Inadequate social intervention and weak coordination of programmes for the vulnerable and excluded Ineffective implementation of social intervention programmes 	4.4. Ensure equity and social cohesion at all levels of society	4.5.1 Prepare and implement a comprehensive national social policy framework 4.5.2 Align, harmonise and improve targeting of programmes that support the vulnerable and socially excluded groups 4.5.3 Strengthen institutions to programme and offer support to the vulnerable and excluded at all levels 4.5.4 Enhance coordination and implementation of social protection initiatives for the vulnerable and excluded at all levels	MOGCSP, MELR, OoP, LC, MOH, MOE, MLGRD, MoF and other MDAs, MMDAs
	<ul style="list-style-type: none"> Weak e-Governance structure 	4.5. Promote inter and intra-agency linkages of technology-based information systems	4.6.1 Integrate institutional networks and information sharing within the public sector 4.6.2 Facilitate compulsory automation and networking as a tool to reduce fraud 4.6.3 Enhance networking infrastructure and systems interoperability across all governance institutions	MOC, MOIMR, CEPS, IRS, VAT, MOF, Controller & Accountant General's Department, BOG, Banks, NIA, EC, NITA, NDPC
5. Public Sector Reform	<ul style="list-style-type: none"> Ineffective supervision and human resource management Lack of reliable human resource database 	5.1 Enhance supervision and productivity in the public services	5.1.1 Institutionalise performance management policy in the public services 5.1.2 Strengthen capacity to implement performance management system at all functional levels in public services organisations 5.1.3 Ensure the development of a reliable and updated HR database for the Civil Service 5.1.4 Develop a comprehensive national human resource development plan for the public services	OoP, PSRS, OHCS, PSC, State Enterprises Commission, FWSC, MELR, ILGS, GIMPA, MDPI, GSS, Universities, NDPC
		5.2 Establish a reliable public service-wide Human Resource Management Information System	5.2.1 Design and implement a Human Resource Management Information System (HRMIS) 5.2.2 Coordinate capacity building of public service organisations for effective implementation of the HRMIS	
	<ul style="list-style-type: none"> Absence of human resource management policy for civil and public servants 	5.3 Promote excellence in people management	5.3.1 Ensure the development and effective implementation of a policy framework to guide human resource governance and management in the public services 5.3.2 Establish mechanisms to align remuneration to productivity and reward excellence	OoP, OHCS, PSC, State Enterprises Commission, FWSC, MELR, ILGS, GIMPA, MDPI, GSS, Universities, NDPC, PSRS
	<ul style="list-style-type: none"> Weak coordination and collaboration among central management agencies 	5.4 Improve the responsiveness of the public service in service delivery	5.4.1 Institute measures to assess performance of public sector institutions 5.4.2 Enhance the capacity of Fair Wages and Salaries Commission to deliver on its mandate	OoP, OHCS, PSC, State Enterprises Commission, FWSC, MELR, ILGS, GIMPA, MDPI, GSS,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Non-sustainability of public sector reforms • Inappropriate performance measurement and assessment standards • Weak institutional memory and knowledge transfer • Inadequate career development and specialisation 		5.4.3 Empower the MELR to effectively supervise and monitor the institutions and agencies under it 5.4.4 Implement the subvented agencies reform 5.4.5 Facilitate the implementation of client service delivery improvement measures in MDAs and MMDAs including international charters, protocols and service charters 5.4.6 Implement career development programmes and succession plans for all categories of staff in the public service	Universities, MLGRD, MDAs, MMDAs, NDPC, PSRS
	<ul style="list-style-type: none"> • Ineffective management systems • Lack of a well-defined and transparent criteria for constituting and dissolving governing boards and councils • Absence of clear distinction of roles between heads of institutions and boards of directors 	5.5 Strengthen public sector management and oversight	5.5.1 Standardise rules, regulations and performance measures governing public sector management 5.5.2 Institutionalise training of public sector boards of directors and Chief Executives 5.5.3 Reorganise and retool the State Enterprises Commission to offer guidance to all public boards to ensure accountability	OoP, OHCS, PSC, State Enterprises Commission, FWSC, MELR, ILGS, GIMPA, MDPI, GSS, Universities, NDPC, PSRS
6. Development Communication	<ul style="list-style-type: none"> • Inadequate access to public information by media, civil society and general public • Inadequate legal regime to back demand for public information • Poor management of public records • Inefficient functioning (unaccountable) of public institutions and poor interaction with the citizenry 	6.1 Improve transparency and access to public information	6.1.1 Ensure the passage of the Right to Information Bill and its accompanying legislative instrument into law 6.1.2 Modernise information management systems of MDAs 6.1.3 Facilitate the publicising of District Assembly proceedings 6.1.4 Promote public interest in performance monitoring reports of public institutions including MMDAs	MLGRD, MMDAs, MoIMR, , MOJ&A-G, PRAAD, NCCE, Parliament, NDPC, NITA
	<ul style="list-style-type: none"> • Weak structures for effective participation of citizens especially vulnerable groups in decision-making and policy implementation 	6.2 Enhance development communication across the public sector and policy cycle	6.2.1 Finalise and implement the Ghana Development Communication Policy and programmes across MDAs and MMDAs 6.2.2 Strengthen the capacity of ISD to effectively implement and coordinate its public relations role in MDAs and	NDPC, MOIMR, NCCE, PRAAD, MDAs, MLGRD, MMDAs

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Limited communication flow between Government and public including absence of established feedback mechanisms at all levels Weak capacity in development communication management 		<p>MMDAs</p> <p>6.2.3 Expand the opportunities and structures for community ownership of public communication channels with particular attention to socially disadvantaged groups</p>	
	<ul style="list-style-type: none"> Weak capacity for policy dialogue Information asymmetry leading to weak engagement of citizenry in the Policy process Weak communication in budget preparation, implementation and expenditure tracking Ineffective and inefficient feedback mechanisms in MDAs and between state and non-state actors 	6.3 Promote social accountability in the public policy cycle	<p>6.3.1 Enhance participatory budgeting, revenue and expenditure tracking at all levels</p> <p>6.3.2 Expand communication platforms for civil society to enhance participation in the policy process</p> <p>6.3.3 Strengthen feedback mechanism for policy review</p> <p>6.3.4 Facilitate the development of the capacity of CSOs for policy engagement</p>	MoF, MOIMR, NDPC, MOJA&G, NCCE, Parliament, MLGRD, MOGCSP, other MDAs, MMDAs
	<ul style="list-style-type: none"> Absence of a law to regulate broadcasting Weak capacity of National Media Commission to enforce its authority Weak capacity of the media to engage in development communication 	6.4 Improve development communication and mutual accountability	<p>6.4.1 Accelerate the enactment of the Broadcasting law</p> <p>6.4.2 Review and amend Act 449, 1993 to ensure its enforcement</p> <p>6.4.3 Review and harmonise NCA law with NMC law</p> <p>6.4.4 Strengthen the capacity of the NMC to enforce its regulations and guidelines</p> <p>6.4.5 Strengthen partnership with the media to enhance national cohesion for sustainable development</p> <p>6.4.6 Deepen media pluralism and independence</p> <p>6.4.7 Enact a media standards legislation</p>	OoP, Parliament, MDAs, MOC, NCCE, MOIMR, NMC, MOJ&AG's, NCA

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
7. Gender Equity and Women Empowerment	<ul style="list-style-type: none"> • Slow progress in the elimination of gender-based inequalities • Low recognition of gender equity in public sector (public sphere) • Lack of gender responsive budgeting • Inadequate representation and participation of women in public life and governance • Insufficient candidature of females in elections • Insufficient procedures and tools to monitor progress 	7.1 Promote gender equity in political, social and economic development systems and outcomes	7.1.1 Integrate gender into Government policy and planning systems and financial frameworks, and their implementation at all levels 7.1.2 Target the attainment of gender balance on all Government-appointed committees, boards and other official bodies including the amendment of the Local Government Act 1993, (Act 462), to reserve 40% of Government appointees of MMDAs for women 7.1.3 Institutionalise gender responsive budgeting 7.1.4 Target and bridge capacity gaps for the active and equal participation of women and men at all levels of civil society, economy, peace building and governance 7.1.5 Encourage political parties to facilitate the candidature of females in elections 7.1.6 Develop an Affirmative Action Policy for women	OoP, Parliament, MLGRD, MMDAs, MoF, other MDAs, Political Parties, MOGCSP, NDPC
	<ul style="list-style-type: none"> • Prevalence of sex-discrimination and perceived harassment of women • Managing multiple roles, socio-cultural, time and mobility limitations of women and girls • Prevalence and practice of outmoded customs inimical to the rights of women and girls • Inadequate support for victims of violence especially women and girls 	7.2 Safeguard the security, safety and protection of the rights of the vulnerable in society, especially women and the girl-child	7.2.1 Adopt legal, legislative and operational measures to reinforce the principle of gender equality and equity in personal status and civil rights 7.2.2 Ensure the integration of a gender perspective in the development of all Government policies, processes and programmes, systems and structures	OoP, Parliament, MLGRD, MMDAs, MoF, other MDAs, Political Parties, MOGCSP, NDPC
	<ul style="list-style-type: none"> • Disparities in access to economic opportunities • Persistence of gender disadvantage in the formal labour market • Gender-related inequalities in women's capacity for choice and agency 	7.3 Promote women's access to economic opportunity and resources, including property	7.3.1 Provide a regulatory environment conducive to women's economic activities 7.3.2 Develop entrepreneurial and technical skills of women and girls 7.3.3 Expand access of women entrepreneurs to financial services and business assistance	OoP, Parliament, MLGRD, MMDAs, MoF, other MDAs, Political Parties, MOGCSP, NDPC
	<ul style="list-style-type: none"> • Limited availability and analysis of relevant data on gender issues on all segments of society 	7.4 Promote the effective integration of gender considerations at all stages, and in all dimensions of data production and creation of	7.4.1 Institutionalise gender statistics production across sectors and at all levels of data generation in the context of international guidelines, including Beijing Platform for Action	MOGCSP, MESW, GSS, ILGS, DOVVSU, DSW, Legal Aid Board, NCWD, MOH, MOJ & A-G, ,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Low capacity in the production, analysis and use of gender statistics at all levels of planning and decision-making 	statistical knowledge	7.4.2 Standardise the compilation of gender statistics from routine administrative processes 7.4.3 Develop and implement capacity building initiatives to engender transformation of statistical inquiries and communication of results 7.4.4 Integrate measurement of asset rights; small business financing, and business ownership in regular administrative and economic survey instruments	Traditional Authorities, Other Micro-Finance Institutions, Ghana Police Service, CHRAJ, Parliament, NCCE
8. Corruption and Economic Crimes	<ul style="list-style-type: none"> High perception of corruption in the public sector 	8.1. Promote transparency and accountability	8.1.1 Review and enforce the Internal Audit Agency Act and other public financial management laws and regulations to combat corruption and wastage 8.1.2 Expedite the amendment of the Public Procurement Act to make it more user friendly 8.1.3 Enforce implementation of anti-corruption and transparency -enhancing legislation including the Whistle-blower's Act 2006, Act 720 8.1.4 Institute coherent and transparent policy on acquisition and sale of Government lands particularly in the major urban cities and towns 8.1.5 Promote the enactment of appropriate legislation for the participation of private auditing firms in public audit services	MOF, EOCO, CHRAJ, MOJ&A-G, Auditor General, Ministry of Interior, Parliament, MLGRD, MMDAs, LC
	<ul style="list-style-type: none"> Weak institutional capacity to fight corruption Weak collaboration among institutions charged with the responsibility of fighting corruption Increase in and diversification of crimes (cyber-crime, money laundering etc) Narcotic trafficking Reluctance of citizens to report incidence of crime and exact accountability at all levels 	8.2. Promote effective and efficient anti-corruption systems	8.2.1 Enforce legal, operational and financial standards 8.2.2 Accelerate the passage of the Right to Information Bill into law 8.2.3 Ensure the implementation of the national anti-corruption action plan 8.2.4 Transform the Economic and Organised Crime Office into a security agency to enable it collaborate effectively with other security agencies in the prevention of economic and organised crimes 8.2.5 Empower the Financial Intelligence Centre (FIC) to collaborate with other security agencies to fight, money laundering and other related crimes 8.2.6 Strengthen and empower anti-corruption institutions 8.2.7 Comprehensively review Criminal Offences Act to encompass corruption-related offences 8.2.8 Enact the relevant regulations to enforce the Public Officer's (Code of Conduct Bill into Law) Liability Act 8.2.9 Implement the code of conduct for public officers 8.2.10 Accelerate the establishment of a Financial	MOF, EOCO, CHRAJ, MOJ&A-G, Auditor General, Ministry of Interior, Parliament, MLGRD, MMDAs

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			Administration Tribunal 8.2.11 Transform the Narcotics Control Board into an autonomous Commission and empower it to deal effectively with drug trafficking issues 8.2.12 Foster a sense of duty and civic responsibility (patriotism) in the citizenry 8.2.13 Amend the CHRAJ Act to make its decisions directly enforceable	
9. Rule of Law and access to Justice	<ul style="list-style-type: none"> Barriers in accessing justice (physical, economic, social) Inadequate facilities for legal education Inadequate legal representation for the vulnerable and excluded Slow pace of judicial processes and procedures 	9.1. Improve access to affordable and timely justice	9.1.1 Increase the number and improve quality of court infrastructure 9.1.2 Implement gender policy to increase access to justice by women and vulnerable groups 9.1.3 Expand Court-connected ADR services within the justice delivery system 9.1.4 Amend governing acts, rules, regulations, policies and procedures to improve communication and institutional capacity, and also speed up trial processes 9.1.5 Provide appropriate infrastructure and expand the presence of the Attorney-General at all high courts and regional capitals 9.1.6 Transform the Legal Aid Scheme into an independent constitutional body 9.1.7 Strengthen the implementation of the “Justice For All” programme with the introduction of weekend courts and small claims courts 9.1.8 Expand training of judges to handle emerging issues	MOJ & A-G, Judicial Service, Security Agencies, Legal Aid Scheme, Parliament, RCC
	<ul style="list-style-type: none"> Poor coordination between Attorney-General’s Department and other stakeholders Ineffective enforcement of laws Lack of confidence in the justice and administrative systems Low public awareness of legal aid services to the citizens 	9.2. Enhance public confidence in the justice delivery and administrative systems	9.2.1 Increase and expand public outreach and engagement activities through the media and other targeted programmes 9.2.2 Implement the Legal Service law 9.2.3 Strengthen the administrative structures of the Legal Service 9.2.4 Improve inter-agency and cross-sectoral legal coordination 9.2.5 Expand training infrastructure of the legal system	MOJ & A-G, Security Agencies, Legal Aid Board, Parliament, Judicial Service
10. Public Safety and Security	<ul style="list-style-type: none"> Inadequate human and institutional capacity 	10.1. Improve internal security for protection of life and property	10.1.1 Enhance institutional capacity of the security agencies 10.1.2 Improve border management technology, infrastructure	MINT, Ghana Police Service, Ghana Prison Service, GIS,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Outmoded laws and regulations • Incidence of violent crimes • Weak monitoring and regulation of private security firms • Tendency of communal conflicts and disputes • High rate of road traffic accidents and associated fatalities • Prevalence of fires, floods and other disasters • Inadequate community and citizen involvement in public safety • Proliferation and trafficking of small and illicit arms • Incidence of narcotic trafficking, abuse of drug and psychotropic substances • Weak enforcement of migration laws and regulations 		<p>and institutional inspection</p> <p>10.1.3 Review existing laws to streamline and effectively regulate and monitor private sector involvement in the provision of internal security</p> <p>10.1.4 Intensify road user education and ensure strict enforcement of rules and regulations</p> <p>10.1.5 Enhance the preparedness of disaster management agencies to effectively respond to emergencies</p> <p>10.1.6 Intensify public education on drug and psychotropic abuse</p> <p>10.1.7 Develop comprehensive database on importers, dealers, manufacturers and owners of small arms and enforce strict adherence to the relevant regulations</p> <p>10.1.8 Develop a comprehensive programme to address the cultivation and trade in cannabis including alternative livelihoods</p> <p>10.1.9 Strengthen inter-agency coordination in dealing with drug trafficking</p> <p>10.1.10 Accelerate the review of existing laws and policies on GIS, NADMO, Police and Prisons Services, and on the acquisition of arms and ammunition regime</p> <p>10.1.11 Strengthen the international collaboration especially with neighbouring countries to combat cross border crimes and piracy</p> <p>10.1.12 Facilitate marking of state and individual arms to enhance tracing of arms</p> <p>10.1.13 Enforce fire auditing and inspection of public facilities</p> <p>10.1.14 Develop a National Policy on refugee management</p>	NADMO, NACOB, NACSA, National Peace Council, GNFS, MoD
	<ul style="list-style-type: none"> • Overcrowding in custodial facilities and inadequate rehabilitation centres 	10.2. Reduce recidivism and promote effective re-integration of ex-convicts	<p>10.2.1 Review programmes to rehabilitate and reform prisoners and drug addicts</p> <p>10.2.2 Review legislation to introduce non-custodial sentences</p> <p>10.2.3 Ensure the renovation and expansion of prison facilities at all levels</p>	
	<ul style="list-style-type: none"> • Instability in the sub-region • Potential incidents of external aggression • Lack of effective community and citizen involvement in public safety • General lack of security 	10.3. Enhance Peace and Security	<p>10.3.1 Forestall civil strife and external aggression</p> <p>10.3.2 Build operational, human resource and logistics capacity of the security agencies</p> <p>10.3.3 Improve the capacity of security services in external peacekeeping operations</p> <p>10.3.4 Strengthen the relationship between the public at large and security agencies</p> <p>10.3.5 Constitute strategic manpower and skills in areas of the</p>	MINT, MFRI, MOD, GAF, Ghana Air Force, Ghana Navy, GIS, Ghana Police Service, Ghana Prison Service, National Security, NCCE, GES, MOE

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	consciousness among the citizenry		security agencies into special work-gangs to undertake specific national assignments 10.3.6 Promote security consciousness among the citizenry	
11. Access to Rights and Entitlements	<ul style="list-style-type: none"> Inadequate access to essential social services 	11.1. Address equity gaps in the provision of quality social services	11.1.1 Increase access to quality social services 11.1.2 Promote the development and publication of a Citizens' Charter 11.1.3 Develop Geographic Information Systems (GIS) to map-out the distribution of essential social services 11.1.4 Expand equitable access to good quality and affordable social services	MOGCSP, MOELR, MOJ&A-G, CHRAJ, NCCE, Legal Aid Scheme, DSW, DOVVSU, Traditional Authorities Ghana Federation of Disabled (GFD), GIS, MMDAs, GES, GHS, MWRWH, NDPC
	<ul style="list-style-type: none"> Child abuse and harmful traditional practices Inadequate enforcement of provisions in the Children's Act 1998, Act 560 	11.2. Protect children from direct and indirect physical and emotional harm	11.2.1 Strengthen the capacity of relevant institutions to monitor child abuse and child trafficking 11.2.2 Intensify implementation of policies that protect children 11.2.3 Intensify public education programmes on children's rights and the dangers of child abuse and harmful cultural practices 11.2.4 Develop an integrated child development policy 11.2.5 Decentralise and strengthen the Children's Department of MoGCSP 11.2.6 Facilitate the ratification of international charters and conventions, e.g. child labour (ILO Convention 182)	MOGCSP, MOELR, MOJ&A-G, CHRAJ, NCCE, Legal Aid Scheme, DSW, DOVVSU, Traditional Authorities Ghana Federation of Disabled (GFD), GIS, MMDAs, GES, GHS, MWRWH, MLNR, MoFARI, MOFAD, MMDAs, NDPC
	<ul style="list-style-type: none"> Limited capacity for effective education and enforcement of rights and entitlements Inadequate enforcement of provisions in the Human Trafficking Act 2005, Act 694 	11.3. Safeguard citizens' rights and entitlements and eliminate human trafficking	11.3.1 Strengthen capacity of relevant institutions and agencies at all levels for effective public education and dissemination of information on rights, entitlements and responsibilities 11.3.2 Enhance the capacity of relevant agencies to adequately enforce laws on family life including the Domestic Violence Act 11.3.3 Enforce the relevant laws and regulations on Human Trafficking Act 11.3.4 Incorporate international human rights and protocols into the national agenda	MOGCSP, MOELR, MOJ & A-G, CHRAJ, NCCE, Legal Aid Scheme, DSW, DOVVSU, Traditional Authorities Ghana Federation of Disabled (GFD), GIS, MMDAs, GES, GHS, MWRWH, MLNR, MoFA, MOFAD, MMDAs, NDPC
	<ul style="list-style-type: none"> Limited compliance with the Disability Act 	11.4. Ensure effective integration of PWDs into society	11.4.1 Expedite the preparation and implementation of the action plan to implement the Disability Act 11.4.2 Create an enabling environment to ensure the active involvement of PWDs in mainstream society 11.4.3 Introduce affirmative action for persons with disabilities with due consideration for gender	
	<ul style="list-style-type: none"> Conflicting claims to land 	11.5. Promote efficient and effective	11.5.1 Review laws and regulations affecting land administration	MLGRD, MMDAs, NDPC,

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	<p>ownership, bureaucracy and outmoded disposal procedures</p> <ul style="list-style-type: none"> Excessive use and abuse of discretion Poor application of land laws Absence of a land banks policy to facilitate access to land for investors and industry 	land administration system	<p>11.5.2 Establish specialised Land Tribunals</p> <p>11.5.3 Promote public education on land acquisition procedures</p> <p>11.5.4 Develop a comprehensive policy on the establishment of land banks especially at the district level for investment purposes</p>	TCPD, MLNR, Lands Commission
12. National Culture for Development	<ul style="list-style-type: none"> Lack of a comprehensive National Culture Policy Limited attention to issues of culture in national development Limited documentation on Ghanaian culture and history Few well-equipped Centres for National Culture across the regions and districts Low patronage of local creative industry 	12.1. Harness culture for national development	<p>12.1.1 Strengthen the existing regulatory and institutional framework on culture</p> <p>12.1.2 Mainstream culture in the nation's social and economic development agenda</p> <p>12.1.3 Assist less endowed traditional authorities to document their culture and history</p> <p>12.1.4 Accelerate the establishment of fully-functional Centres for National Culture in all regions and enhance their capacity to promote culture</p> <p>12.1.5 Restructure the National Commission on Culture</p>	MoTCCA, MoCTA, NCC, Academia, MMDAs, MLNR, MoJ & A-G, MOGCSP, National House of Chiefs
	<ul style="list-style-type: none"> Inadequate recognition of the developmental role of the chieftaincy institution in national planning Weak support mechanism for the chieftaincy institution Chieftaincy disputes and communal conflicts Lack of adequate number of experienced legal counsel Inadequate trained personnel in ADR at the traditional councils 	12.2. Promote the role of the chieftaincy institution in national development	<p>12.2.1 Strengthen the National and Regional Houses of Chiefs</p> <p>12.2.2 Develop modalities to harness the inherent potential of the chieftaincy institution in national development</p> <p>12.2.3 Ensure the appointment of experienced legal counsel to the National and Regional Houses Of Chiefs</p> <p>12.2.4 Mainstream ADR into the National and Regional Houses of Chiefs</p>	MoTCCA, NCC, Academia, MMDAs, , MLNR, MoJ & A-G, MOGCSP, National House of Chiefs
13. International Relations for Development	<ul style="list-style-type: none"> Bottlenecks in the free movement of goods and services among ECOWAS member states 	13.1. Accelerate economic and social integration with regional and sub-regional states and promote a rules-based and equitable International Trading System	<p>13.1.1 Work towards the establishment of a common customs union</p> <p>13.1.2 Ensure that national trade policies incorporate ECOWAS protocols, WTO and ACP/EU accords</p> <p>13.1.3 Strengthen links between national industrial and trade policies</p>	MFA & RI, GTA, GIS, GIPC, MOF, GHATOF, MOTI, PEF
	<ul style="list-style-type: none"> Threats to international peace 	13.2. Promote international peace and	13.2.1 Ensure the integration of international obligations into	MFA&RI, MOTI, GTA, MOI,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	and security <ul style="list-style-type: none"> • Low compliance with international protocols and conventions 	sustainable development	national laws and policies 13.2.2 Strengthen Sub-Regional, Regional and Global collaboration for the promotion of international peace, security and sustainable development 13.2.3 Act in concert with other countries to address threats to international peace and security and strengthen Ghana's bilateral and multilateral diplomacy	GIPC, MOF, NCC, GIS, Parliament, OoP, NDPC
	<ul style="list-style-type: none"> • Low utilisation of opportunities to promote Ghana's interests abroad 	13.3. Leverage economic and technological opportunities for sustainable development	13.3.1 Leverage Ghana's democratic and governance credentials to promote its political and economic interests abroad 13.3.2 Review diplomatic representation and alignments in pursuit of Ghana's interest	
14. Evidence-Based Decision-making	<ul style="list-style-type: none"> • Proliferation of registration and disjointed identification systems • Lack of coordination between and among civil registration institutions and identification systems 	14.1. Establish and maintain an efficient identification management system	14.1.1 Harmonize policy and legal frameworks and regulations governing national identification 14.1.2 Develop a comprehensive national identification system 14.1.3 Adopt data transfer protocols for the exchange of identity information 14.1.4 Create integrated infrastructure for capturing, storage, retrieval and archival of personal records and data	NIA, GIS, EC, SSNIT, DVLA, C&AG, MINT, AG's Dept., MoH, GHS, B&DR, MLGRD, MoF, MFARI, GSS
	<ul style="list-style-type: none"> • Underdevelopment and underutilisation of the civil registration information systems • Lack of awareness and non-compliance with civil registration regulations • Gaps in the events registers at all levels 	14.2. Improve quality and completeness of vital events registration and associated services	14.2.1 Reform and enhance civil registration processes and practices 14.2.2 Expand civil registration with the participation of key stakeholders at all administrative and sub-district levels 14.2.3 Create awareness on immediate uses, communication and demand for civil registration 14.2.4 Establish and maintain operational linkages and interface mechanisms among national registration and identification systems	NIA, GIS, EC, SSNIT, DVLA, C&AG, MINT, AG's Dept, MoH, GHS, B&DR, MLGRD, MoF, MF&ARI, GSS
	<ul style="list-style-type: none"> • Limited compilation and analysis of vital statistics from civil registration • Overdependence on infrequently organised sample-based surveys 	14.3. Improve production and use of health and vital statistics from civil registration	14.3.1 Institutionalise partnerships between the MDAs responsible for civil registration and vital statistics activities 14.3.2 Harmonize standards and methods for the production of vital statistics 14.3.3 Develop effective mechanisms for capturing, processing and compiling vital statistics 14.3.4 Enhance capacity for analysis, production and dissemination of vital statistics appropriately disaggregated (i.e., by age, sex, geographical levels, etc.) 14.3.5 Establish procedures for managing civil registration and vital statistics	NIA, GIS, EC, SSNIT, DVLA, C&AG, MINT, AG's Dept, MoH, GHS, B&DR, MLGRD, MoF, MF&ARI, GSS
	<ul style="list-style-type: none"> • Weak demand for and 	14.4. Enhance efficiency and	14.4.1 Review and strengthen the national M&E institutional	CMAs, NDPC, OoP, MDAs,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> utilisation of M&E results Monitoring exercises driven by projects Weak institutional capacity Weak linkage between planning, budgeting and M&E Limited resources and budgetary allocations for M&E Low compliance with M&E guidelines 	effectiveness of the national M&E system at all levels	<p>arrangements</p> <p>14.4.2 Improve coordination and harmonisation of national, sector and district M&E, including Central Management Agencies (CMAs)</p> <p>14.4.3 Increase demand for M&E</p> <p>14.4.4 Review and re-inforce the regulatory environment for undertaking M&E at all levels</p> <p>14.4.5 Develop sustainable funding arrangements in support of the development of a functional national M&E system</p> <p>14.4.6 Build technical capacity for M&E and statistics at all levels</p> <p>14.4.7 Strengthen leadership for the use and sustainability of a well-functioning Government M&E system</p> <p>14.4.8 Enhance management and public dissemination of M& E information</p>	MMDAs, NITA, GSS, MoF, Parliament, Audit Service
	<ul style="list-style-type: none"> Inadequate institutional capacity and infrastructure for statistics production at all levels Weak coordination and cohesion among producers of statistics in the national statistical system 	14.5. Enhance production and management of statistical information	<p>14.5.1 Formulate and implement an Official Statistics Policy and law for the national statistics system</p> <p>14.5.2 Review and implement the Ghana Statistics Development Plan (GSDP)</p> <p>14.5.3 Reinforce coordination, oversight and accountability mechanisms for statistics production and related activities</p> <p>14.5.4 Develop and implement capacity building programmes in the production and use of statistics for policy formulation, planning, monitoring and evaluation across MDAs and MMDAs</p> <p>14.5.5 Establish strategic partnership among MDAs to harmonise and standardise Government spatial databases for planning and monitoring of development activities</p>	GSS, NDPC, MOI, MMDAs, OoP, NCCE, MDAs, MOF, BOG, Academia and Research Institutions, CERSGIS, LC, GSD, MESTI, TCPD, MLGRD
	<ul style="list-style-type: none"> Exclusive dependence on enquires for the dissemination of statistical information Neglect of administrative records and registers Lack of quality and relevant database to inform decision-making Inconsistencies in the definition of statistical concepts and variables Weak record keeping culture 	14.6. Improve availability of quality data for policy formulation, analysis and decision-making	<p>14.6.1 Reform statistical operations, corresponding to all production stages of the different sources/methods of collection</p> <p>14.6.2 Develop administrative statistical system to routinely compile, analyse and disseminate reliable data from administrative processes and registers</p> <p>14.6.3 Adopt standards and good practices system-wide, including the United Nations Principles for Official Statistics and the IMF's Special Data Dissemination Standards</p> <p>14.6.4 Adopt the Compendium of Statistical Standards, Variables and Concepts for Ghana's Official Statistics</p> <p>14.6.5 Institutionalise the culture and practice of proper record</p>	GSS, NDPC, OoP, MOF, BOG, Academia and Research Institutions, MESTI, TCPD, MMDAs, MDAs, MOI, MLGRD

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>keeping</p> <p>14.6.6 Facilitate the development of maps by districts indicating population distribution, poverty and deprivation levels, infant and maternal motility and literacy rates, sanitation and environmental degradation, and the availability of portable water and energy</p>	
	<ul style="list-style-type: none"> • Low statistical literacy and under-utilisation of statistics • Weak capacity for evidence-based M&E • Under-utilisation of M&E in the planning process 	14.7. Promote the effective use of data for decision-making and development communication	<p>14.7.1 Develop and implement data dissemination policy and plan</p> <p>14.7.2 Strengthen coordination mechanism for M&E and statistics</p> <p>14.7.3 Mainstream statistics in the planning process</p> <p>14.7.4 Update and maintain a comprehensive database for different range of users and uses</p> <p>14.7.5 Design and implement statistical literacy products and programmes</p> <p>14.7.6 Revamp the producer-user consultation process</p>	NCCE

