



Republic of Ghana

**MEDIUM-TERM NATIONAL DEVELOPMENT POLICY FRAMEWORK:
GHANA SHARED GROWTH AND DEVELOPMENT AGENDA
(GSGDA), 2010-2013**

**VOLUME I:
POLICY FRAMEWORK**

FINAL DRAFT

GOVERNMENT OF GHANA

NATIONAL DEVELOPMENT PLANNING COMMISSION (NDPC)

SEPTEMBER 7, 2010

TABLE OF CONTENTS

CHAPTER ONE	1
INTRODUCTION	1
1.1 GHANA’S LONG-TERM DEVELOPMENT IMPERATIVE.....	1
1.2 BACKGROUND	2
1.3 POLICY CONTEXT AND STRATEGIC DIRECTION.....	4
1.3.1 THE POLICY CONTEXT	4
1.3.2 STRATEGIC DIRECTION	5
CHAPTER TWO	7
ENSURING AND SUSTAINING MACROECONOMIC STABILITY	7
2.1 INTRODUCTION	7
2.2 REVIEW OF ECONOMIC PERFORMANCE	8
2.2.1 GDP GROWTH AND THE STRUCTURE OF THE ECONOMY	8
2.2.1.1 <i>Productive Sector Performance</i>	8
FIGURE 2.2.1: STRUCTURE OF GHANAIAN ECONOMY	10
TABLE 2.2.1: SECTOR AND SUB-SECTOR REAL GROWTH RATES, 1998 – 2009.....	11
2.2.1.2 <i>Growth and Poverty</i>	11
2.2.1.3 <i>Growth and Employment</i>	12
2.3 ACCELERATING GROWTH IN THE MEDIUM-TERM	12
2.3.1 EMERGING OPPORTUNITIES: OIL AND GAS DISCOVERY AND DEVELOPMENT	12
2.3.2 STRATEGIC DEVELOPMENT INITIATIVES.....	13
2.3.3 CHALLENGES TO ECONOMIC GROWTH	13
2.3.4 ASSUMPTIONS UNDERLYING THE MEDIUM-TERM GROWTH TARGETS	14
2.3.5 THE MEDIUM-TERM GROWTH TARGETS	14
TABLE 2.3.5: PROJECTED REAL GDP GROWTH FOR THE MEDIUM-TERM	14
2.4 MONETARY AND FINANCIAL DEVELOPMENTS AND MANAGEMENT	15
2.4.1 INFLATION	15
FIGURE 2.4.1: ANNUAL CONSUMER INFLATION (%).....	15
2.4.2 INTEREST RATES.....	15

FIGURE 2.4.2: TRENDS IN INTEREST RATES (%)	16
2.4.3 EXCHANGE RATES	16
FIGURE 2.4.3: EXCHANGE RATE MOVEMENTS (%)	16
2.4.4 ACCESS TO CREDIT	17
2.5 FISCAL DEVELOPMENTS AND MANAGEMENT	18
2.5.1 FISCAL DEFICITS	18
2.5.2 REVENUES AND EXPENDITURES	18
2.5.3 DEBT PROFILE.....	19
2.6 INTERNATIONAL TRADE DEVELOPMENTS AND MANAGEMENT	20
CHAPTER THREE.....	22
ENHANCING COMPETITIVENESS IN GHANA’S PRIVATE SECTOR	22
3.1 INTRODUCTION.....	22
3.1.1 CHALLENGES TO PRIVATE SECTOR DEVELOPMENT	22
3.3.2. KEY STRATEGIES FOR PRIVATE SECTOR DEVELOPMENT	22
3.3.2.1. <i>Improve Private Sector Competiveness (domestically and globally)</i>	23
3.3.2.2. <i>Attract Private Capital (from both domestic and international sources)</i>	25
3.3.2.3. <i>Pursue Accelerated Industrial Development</i>	27
3.3.2.4. <i>Develop Micro, Small, and Medium Enterprises (MSMEs)</i>	30
3.3.2.5. <i>Pursue and Expand Market Access</i>	32
3.3.2.6. <i>Make Private Sector Work for Ghana; Share the Benefits of Growth and Transformation</i>	33
3.3.3 STRATEGIC OUTCOMES	36
CHAPTER FOUR.....	38
ACCELERATED AGRICULTURAL MODERNISATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT	38
4.1 ACCELERATED AGRICULTURAL MODERNISATION.....	38
4.1.1 INTRODUCTION	38
4.1.2 IMPROVED AGRICULTURAL PRODUCTIVITY	38
4.1.3 INCREASED AGRICULTURAL COMPETITIVENESS AND ENHANCED INTEGRATION INTO DOMESTIC AND INTERNATIONAL MARKETS	40
4.1.4 REDUCED PRODUCTION AND DISTRIBUTION RISKS/ BOTTLENECKS IN AGRICULTURE AND INDUSTRY	41
4.1.5 SELECTED CROPS DEVELOPMENT FOR FOOD SECURITY, EXPORT AND SUPPORT TO INDUSTRY	44
4.1.6 LIVESTOCK AND POULTRY DEVELOPMENT FOR FOOD SECURITY AND INCOME	45

4.1.7	PROMOTION OF FISHERIES DEVELOPMENT FOR FOOD SECURITY AND INCOME.....	46
4.1.8	IMPROVED INSTITUTIONAL COORDINATION FOR AGRICULTURAL DEVELOPMENT	47
4.2	SUSTAINABLE NATURAL RESOURCE MANAGEMENT	48
4.2.1	INTRODUCTION	48
4.2.2	THE VISION FOR THE ENVIRONMENT AND NATURAL RESOURCE SECTOR	49
4.2.3	INVESTING IN THE NATURAL CAPITAL FOR DEVELOPMENT	50
	4.2.3.1 <i>Climate Variability and Change</i>	50
	4.2.3.2 <i>Protected Areas</i>	52
	4.2.3.3 <i>Biodiversity</i>	54
	4.2.3.4 <i>Land Degradation and Land Use</i>	54
	4.2.3.5 <i>Marine and Coastal Ecosystems</i>	55
	4.2.3.6 <i>Mineral Extraction (including oil and gas)</i>	57
	4.2.3.7 <i>Wetlands and Water Resources</i>	58
	4.2.3.8 <i>Waste, Pollution and Noise</i>	59
	4.2.3.9 <i>Community Participation</i>	60
	4.2.3.10 <i>Natural Disasters, Risks and Vulnerability</i>	61
	CHAPTER FIVE	63
	OIL AND GAS DEVELOPMENT	63
5.1	INTRODUCTION.....	63
5.1.1	DEVELOPMENT OF THE OIL AND GAS INDUSTRY	63
5.1.2	EMPLOYMENT CREATION	63
5.1.3	PROTECTING THE ENVIRONMENT	64
5.1.4	TRANSPARENCY IN REVENUE MANAGEMENT	65
5.1.5	DIVERSIFICATION OF THE ECONOMY AND NATIONAL RELEVANCE OF OIL AND GAS.....	65
5.1.6	CAPACITY DEVELOPMENT	66
5.1.7	INCREASING ACCESS TO PETROLEUM PRODUCTS.....	66
5.1.8	PRICING	67
	CHAPTER SIX.....	68
	INFRASTRUCTURE, ENERGY AND HUMAN SETTLEMENTS.....	68
6.1	INTRODUCTION.....	68
6.1.1	TRANSPORTATION: ROAD, RAILWAY, MARITIME AND RIVERINE TRANSPORT AND AVIATION	68
	6.1.1.1 <i>Roads and Highways</i>	69

6.1.1.2	<i>Railway Network</i>	69
6.1.1.3	<i>Aviation</i>	70
6.1.1.4	<i>Lake and Sea Transport</i>	70
6.1.2	SCIENCE, TECHNOLOGY AND INNOVATION TO SUPPORT PRODUCTIVITY AND DEVELOPMENT	71
6.1.3	INFORMATION AND COMMUNICATION TECHNOLOGY DEVELOPMENT	71
6.1.4	RECREATIONAL INFRASTRUCTURE.....	72
6.2.1	ENERGY.....	73
6.2.1.1	<i>Energy Supply to Support Industries and Households</i>	74
6.2.1.2	<i>Electricity and Thermal Energy</i>	74
6.2.1.3	<i>Renewable Energy</i>	75
6.2.1.4	<i>Waste-to-Energy</i>	77
6.2.1.5	<i>Nuclear and Geo-thermal Energy</i>	77
6.2.1.6	<i>Energy Efficiency and Conservation</i>	77
6.2.1.7	<i>Transportation of Energy Products</i>	78
6.2.1.8	<i>Energy and Environment</i>	78
6.2.1.9	<i>Energy and Gender</i>	79
6.2.1.10	<i>Regulatory Environment</i>	80
6.2.1.11	<i>Mobilization of Investment for Energy Sector Development</i>	80
6.2.1.12	<i>Building Human Resource Capacity and R&D</i>	81
6.3.1	HUMAN SETTLEMENTS DEVELOPMENT.....	81
6.3.1.1	<i>Spatial /Land Use Planning and Management</i>	82
6.3.1.2	<i>Urban Development and Management</i>	83
6.3.1.3	<i>Housing/Shelter</i>	84
6.3.1.4	<i>Slum Upgrading and Prevention</i>	85
6.3.1.5	<i>Settlement Disaster Prevention</i>	86
6.3.1.6	<i>Hierarchy of Human Settlements</i>	87
6.3.1.7	<i>Rural Development and Management</i>	88
6.3.1.8	<i>Institutional Arrangements for Implementing Human Settlements Development</i>	89
6.3.1.9	<i>Water, Environmental Sanitation and Hygiene</i>	89
CHAPTER SEVEN		92
HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT		92
7.1	INTRODUCTION	92
7.1.1	EDUCATION.....	92
7.1.1.1	<i>Increasing Equitable Access to and Participation in Quality Education at all Levels</i>	94

7.1.1.2	<i>Improving the Quality of Teaching and Learning</i>	96
7.1.1.3	<i>Bridging the Gender Gap in Access to Education</i>	96
7.1.1.4	<i>Improving Access to Quality Education for Persons with disabilities</i>	97
7.1.1.5	<i>Promoting Science and Technical Education at all Levels</i>	97
7.1.1.6	<i>Strengthening the Linkages between Tertiary Education and Industry</i>	97
7.1.1.7	<i>Integrating essential knowledge and life skills into school curriculum</i>	98
7.1.1.8	<i>Improving the Management of Education Service Delivery</i>	98
7.2.1	HEALTH	98
7.2.1.1	<i>Bridging equity gaps in access to health care and nutrition services</i>	99
7.2.1.2	<i>Health Care Legislation</i>	99
7.2.1.3	<i>Human Resources Development for the Health Sector</i>	100
7.2.1.4	<i>Sustainable financing arrangements that protect the poor</i>	100
7.2.1.5	<i>Health Infrastructure</i>	100
7.2.1.6	<i>Improving governance and strengthen efficiency in health service delivery</i>	101
7.2.1.7	<i>Improving access to quality Maternal, Child and Adolescent Health Services</i>	102
7.2.1.8	<i>Intensifying prevention and control of non-communicable and communicable diseases</i>	103
7.2.1.9	<i>Strengthening Mental Health service delivery</i>	103
7.3.1	HIV AND AIDS/STI/TB	104
7.4.1	NUTRITION AND FOOD SECURITY	104
7.5.1	SPORTS DEVELOPMENT	105
7.5.1.1	<i>Developing Comprehensive Sports Policy and Legislation</i>	106
7.5.1.2	<i>Promoting Academicals/Juvenile/School sports</i>	106
7.5.1.3	<i>Improving Sports Infrastructure</i>	106
7.5.1.4	<i>Improving Sports Management</i>	106
7.6.1	PRODUCTIVITY AND EMPLOYMENT	107
7.6.1.1	<i>Productivity</i>	107
7.6.1.2	<i>Employment opportunities in Formal and Informal economies</i>	108
7.6.1.3	<i>Mainstreaming employment issues in national development planning process</i>	109
7.6.1.4	<i>Promoting decent work in Formal and Informal economies</i>	109
7.6.1.5	<i>Strengthening the legal and institutional framework for labour administration</i>	110
7.6.1.6	<i>Implementing a Functional Labour Market Information and Statistics System</i>	110
7.6.1.7	<i>Implementing policies and strategies to promote Workers Rights, Social Dialogue and Social Protection</i>	111
7.7.1	POPULATION MANAGEMENT	111
7.7.1.1	<i>Ensure integration of population variables into all aspects of development planning</i>	112

7.7.1.2	<i>Reposition family planning as a priority in national development</i>	112
7.7.1.3	<i>Update demographic database on population and development</i>	112
7.7.1.4	<i>Create awareness on implication of rapid population growth on development</i>	112
7.7.1.5	<i>Minimizing the negative impact and optimizing the potential impact of migration</i>	113
7.8.1	CHILD SURVIVAL, DEVELOPMENT AND PROTECTION	113
7.9.1	YOUTH DEVELOPMENT	114
7.10.1	AGEING	115
7.11.1	DISABILITY	116
7.12.1	POVERTY AND INCOME INEQUALITIES REDUCTION	116
7.12.1.1	<i>Reducing spatial and income inequalities across the country</i>	117
7.12.1.2	<i>Reducing the Feminisation of Poverty</i>	118
7.12.1.3	<i>Reducing poverty among food crop farmers and other vulnerable groups</i>	119
7.12.1.4	<i>Implementing preventive, promotional, protection and empowerment interventions</i>	119
7.12.1.5	<i>Reviewing the National Social Protection Framework</i>	120
7.12.1.6	<i>Strengthening the Family and the Provision of Care</i>	121
7.12.1.7	<i>Reviewing the Livelihood Empowerment against Poverty Programme</i>	121
CHAPTER EIGHT		122
TRANSPARENT AND ACCOUNTABLE GOVERNANCE		122
8.1	INTRODUCTION	122
8.2	CHALLENGES TO GOOD GOVERNANCE	122
8.2.1	DEEPENING THE PRACTICE OF DEMOCRACY AND INSTITUTIONAL REFORM	123
8.2.2	STRENGTHENING LOCAL GOVERNANCE AND DECENTRALIZATION	124
	<i>Administrative:</i>	125
	<i>Political:</i>	125
	<i>Fiscal:</i>	127
8.2.4	PUBLIC POLICY MANAGEMENT	128
8.2.5	PUBLIC SECTOR REFORM	130
	8.2.5.1 <i>Leadership orientation</i>	131
	8.2.5.2 <i>Structures and Processes</i>	132
	8.2.5.3 <i>Optimum Capacity Deployment</i>	134
	8.2.5.4 <i>Provision of other resources</i>	135
8.2.6	DEVELOPMENT COMMUNICATIONS	135
8.2.7	WOMEN AND GOVERNANCE	137
8.2.8	FIGHTING CORRUPTION AND ECONOMIC CRIMES	138

8.2.9	ENHANCING RULE OF LAW & JUSTICE	138
8.2.10	ENSURING PUBLIC SAFETY & SECURITY	139
8.2.11	IMPROVING ACCESS TO RIGHTS & ENTITLEMENT	140
8.2.12	PROMOTION OF NATIONAL CULTURE FOR DEVELOPMENT	142
8.2.13	STRENGTHENING DOMESTIC AND INTERNATIONAL RELATIONS (PARTNERSHIP) FOR DEVELOPMENT	143
8.2.14	PROMOTING EVIDENCE-BASED DECISION MAKING.....	144
8.2.15	MANAGING MIGRATION FOR NATIONAL DEVELOPMENT	145
CHAPTER NINE		146
ENABLING ENVIRONMENT FOR EFFECTIVE PLAN PREPARATION AND IMPLEMENTATION		146
9.1	INTRODUCTION.....	146
9.1.1	RELATIONSHIPS, ROLES AND RESPONSIBILITIES OF KEY PLANNING AGENCIES.....	147
	TABLE 9.1.1: ROLES AND RESPONSIBILITIES OF KEY PLANNING INSTITUTIONS.....	148
9.1.2	STRATEGIES.....	149
	<i>9.1.2.1 Legislative Instrument for Regulating Planning Activities.....</i>	<i>150</i>
	<i>9.1.2.2 Streamlining Processes and Timing of Planning Activities</i>	<i>150</i>
9.1.3	COMMUNICATION FOR PLANNING, IMPLEMENTATION, MONITORING AND EVALUATION.....	151
	<i>9.1.3.1 Mainstreaming Communication into the Development Planning System.....</i>	<i>151</i>
	<i>9.1.3.2 Challenges to the implementation of the GPRS Communications Strategy</i>	<i>152</i>
	<i>9.1.3.3 Creating an Enabling Environment for Citizens' Engagement in the Planning Process.....</i>	<i>153</i>
	<i>9.1.3.4 Information Dissemination, Development Dialogue and Management of Expectations</i>	<i>153</i>
	<i>9.1.3.5 Promotion of Development Dialogue around National, Sector and District Plans.....</i>	<i>154</i>
	<i>9.1.3.6 Establishment of Mechanisms for Managing Feedback</i>	<i>154</i>
	<i>9.1.3.7 Behavioural Change Communication.....</i>	<i>154</i>
	<i>9.1.3.8 Development of a Comprehensive Development Communication Strategy.....</i>	<i>155</i>
9.1.4	STAKEHOLDER CONSULTATION AND PARTICIPATION	155
	<i>9.1.4.1 The Cross-Sectoral Planning Groups (CSPGs)</i>	<i>156</i>
	<i>9.1.4.2 The Public Consultation Process</i>	<i>156</i>
9.1.5	STRENGTHENING NATIONAL CAPACITY TO ENFORCE RULES AND REGULATIONS AND DISCIPLINE	157
	<i>9.1.5.2 Access to Rights and Entitlements.....</i>	<i>159</i>
	<i>9.1.5.3 Justice for National Development.....</i>	<i>159</i>
	<i>9.1.5.4 Human Safety and Security</i>	<i>160</i>
9.1.6	ESTABLISHING CONDITIONS FOR PLAN STABILITY AND NATIONAL OWNERSHIP	161
9.1.7	DEVELOPING CAPACITIES OF KEY PLANNING AGENCIES.....	162
	<i>9.1.7.1 National Development Planning Commission (NDPC).....</i>	<i>162</i>

9.1.7.2	<i>PPMEDs and RCCSs</i>	163
9.1.7.3	<i>The District Assemblies (the DPCU)</i>	163
CHAPTER TEN		165
MONITORING AND EVALUATION		165
10.1	INTRODUCTION	165
10.2	REVIEW OF THE M&E UNDER THE GPRS I & II	165
10.3	M&E CHALLENGES UNDER GPRS I & II	166
10.4	MONITORING AND EVALUATION UNDER GSDSA	167
10.5	M&E INSTITUTIONAL ARRANGEMENTS UNDER THE GSDSA	169
FIGURE 10.5.1 INSTITUTIONAL ARRANGEMENTS UNDER GSODA.....		169
APPENDIX I: MATRICES - MEDIUM-TERM DEVELOPMENT POLICY FRAMEWORK, 2010 – 2013		171
<i>I. ENSURING AND SUSTAINING MACROECONOMIC STABILITY</i>		<i>171</i>
<i>II. ENHANCING COMPETITIVENESS IN GHANA’S PRIVATE SECTOR</i>		<i>175</i>
<i>III. ACCELERATED AGRICULTURAL MODERNISATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT</i>		<i>180</i>
<i>IV. OIL AND GAS DEVELOPMENT</i>		<i>203</i>
<i>V. INFRASTRUCTURE, ENERGY AND HUMAN SETTLEMENTS DEVELOPMENT</i>		<i>207</i>
<i>VI. HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT</i>		<i>231</i>
<i>VII. TRANSPARENT AND ACCOUNTABLE GOVERNANCE</i>		<i>243</i>

CHAPTER ONE

INTRODUCTION

1.1 GHANA'S LONG-TERM DEVELOPMENT IMPERATIVE

The 1992 Constitution provides a long-term national development imperative for Ghana through the Directive Principles of State Policy which requires that every Government must pursue policies that would ultimately lead to the “establishment of a just and free society”, where every Ghanaian would have the opportunity to live long, productive, and meaningful lives.

In preparing this medium-term policy framework, Ghana Shared Growth and Development Agenda (GSDA, 2010-2013), Government responds to this constitutional injunction within the context of its *Better Ghana Agenda*. The “Better Ghana Agenda” encompasses, but is not limited to the understated social and economic goals:

- Putting food on people's tables;
- Providing citizens with secure and sustainable jobs;
- Rehabilitating and expanding infrastructural facilities;
- Expanding access to potable water and sanitation, health, housing and education;
- Guaranteeing the security of persons and their property;
- Embarking on an affirmative action to rectify errors of the past, particularly as they relate to discrimination against women;
- Reducing geographical disparities in the distribution of national resources;
- Accelerating economic growth rate to at least 8% per annum;
- Ensuring environmental sustainability in the use of natural resources through science, technology and innovation;
- Pursuing an employment-led economic growth strategy that will appropriately link agriculture to industry, particularly manufacturing;
- Creating a new social order of social justice and equity, premised on the inclusion of all hitherto excluded and marginalized people, particularly the poor, the underprivileged and persons with disabilities;

- Ensuring that the benefits of economic growth are fairly shared among the various segments of society; and
- Maximizing transparency and accountability in the use of public funds and other national resources.

It is the belief of Government that the policies and programmes emanating from this Ghana Shared Growth and Development Agenda (GSDA) will lay the foundation to move Ghanaians closer to the long-term aspiration of a just, free and prosperous society.

1.2 BACKGROUND

Since Ghana attained independence in 1957, successive Governments have pursued, with varying degrees of success, programmes to accelerate the growth of the economy and raise the living standards of the people. With the return to constitutional rule in 1993, successive Governments have provided various policy frameworks and development plans to guide the overall economic and social development of Ghana in line with Article 36 (5) of the Constitution.¹

In 1995, Government presented to Parliament the *Coordinated Programme of Economic and Social Development Policies* with the theme, *Ghana: Vision 2020*, aimed at making Ghana a middle-income country in 25 years. *The First Medium-Term Development Plan (1997-2000)* based on Vision 2020 focused on the following priority areas: Human Development, Economic Growth, Rural Development, Urban Development, Infrastructure Development, and an Enabling Environment.

The Vision 2020 was followed by the Ghana Poverty Reduction Strategy (GPRS I, 2003-2005) and the Growth and Poverty Reduction Strategy (GPRS II, 2006-2009). GPRS I was initiated as a condition for development assistance under the IMF-World Bank-supported Heavily Indebted Poor Countries (HIPC) debt relief initiative in 2002. It sought to restore macroeconomic stability

¹For the purposes of the foregoing clauses of this article, within two years after assuming office, the President shall present to Parliament a co-ordinated programme of economic and social development policies, including agricultural and industrial programmes at all levels and in all the regions of Ghana.

and reduce the incidence of poverty. It focused on the following themes: Production and Gainful Employment, Human Resource Development and Basic Services, Special Programmes for the Poor and Vulnerable, and Governance. Across these themes, five areas were selected for priority action: Infrastructure, Rural Development based on Modernized Agriculture, Enhanced Social Services, Good Governance, and Private Sector Development.

The GPRS-II placed emphasis on growth as the basis for sustained poverty reduction “so that Ghana can achieve middle-income status within a measurable planning period”. Its thematic areas were: Continued Macroeconomic Stability, Private Sector Competitiveness, Human Resource Development, and Good Governance and Civic Responsibility. Both GPRS I and GPRS II contributed significantly to guiding the allocation of resources and also provided a platform for dialogue between the Government of Ghana and the Development Partners, and mainstreamed the Millennium Development Goals (MDGs) and other international commitments relevant to poverty reduction into the national development agenda.

Under GPRS I and GPRS II substantial progress was made towards the realisation of macroeconomic stability and the achievement of poverty reduction goals. However, structural challenges also emerged, characterized by large fiscal and balance of payment deficits mainly as a result of fiscal over-runs and external shocks including upsurge in crude oil and food prices. Remittances declined and access to private external financing became more difficult as a result of the global financial crisis. This was in spite of favourable global market conditions for cocoa and gold exports.

In many respects, the current medium-term framework seeks to address the challenges that had emerged at the end of 2008. These included a fiscal deficit that had risen to 14.5% of GDP excluding new domestic expenditure arrears of 4.2% of GDP as well as resurgence of macroeconomic instability that manifested in an end-year inflation rate of 18.1% and increased volatility on the foreign exchange market.

In spite of the impressive GDP performance recorded over the period 2003-2009, available data indicate that agriculture, especially crops and livestock, and fisheries as well as manufacturing,

which have the potential to generate large scale employment opportunities, did not perform well. Not surprisingly, poverty studies in Ghana, including various Ghana Living Standard Surveys (GLSS), have indicated that while poverty has continued to fall in the forest zones and cocoa producing communities of Ghana, it has increased in predominantly food crops producing areas and fishing communities of Ghana.

Considering the challenges and setbacks of the immediate past, the current framework outlines the development policies and strategies that will guide the management of the economy between 2010 and 2013. Within the period, emphasis will be placed on human development, transparent and accountable governance and infrastructural development, in support of agricultural modernisation, natural resource development, particularly oil and gas, private sector development, ICT, housing and energy for accelerated employment creation and income generation for poverty reduction. The framework also envisages protecting the environment and minimizing the impacts of climate change.

In view of agriculture's dominance as the single largest sector, in terms of income, employment, food security, and export earnings, the sector needs to be modernised to improve its performance. Government considers the modernisation of agriculture as a pre-condition for the structural transformation of the economy and the sustainable reduction in the incidence of poverty. Policy options will therefore be focused in this strategic direction.

1.3 POLICY CONTEXT AND STRATEGIC DIRECTION

1.3.1 The Policy Context

Despite significant improvements in the performance of the economy in the last two decades, there remain a number of macroeconomic and structural challenges that limit the capacity of the economy to achieve sustainable improvements in the standards of living of the people. These include over-reliance on the production of primary commodities without sufficient linkages to other sectors of the economy, over-reliance on rain-fed agriculture and low application of science, technology and innovation in the various production and distribution chains.

The medium-term strategy is anchored on the continued pursuit of macroeconomic stability and the sustainable exploitation of Ghana's natural resource endowments in agriculture, minerals and oil and gas supported by strategic investments in human capital, infrastructure, human settlements, science, technology and innovation to drive industrialisation, in particular manufacturing.

1.3.2 Strategic Direction and Priorities

In the medium-term, the strategic direction will be to lay the foundation for the structural transformation of the economy within the decade ending 2020, through industrialisation especially manufacturing, based on modernised agriculture and sustainable exploitation of Ghana's natural resources, particularly minerals, oil and gas. The process will be underpinned by rapid infrastructural and human development as well as the application of science, technology and innovation.

In this regard, expenditure will be prioritized in favour of policies, programmes and projects in the following areas:

1. Agriculture
2. Infrastructure (including energy, oil and gas)
3. Water and sanitation
4. Health
5. Education (including ICT, Science, Technology and Innovation)

The strategy will also entail:

- Improved enabling environment to empower the private sector;
- Active collaboration between the public and private sectors, including public-private partnerships and civil society organisations;
- Active government interventions where appropriate;
- Transparent and accountable governance and efficiency in public service delivery at all levels; and
- Effective decentralisation for enhanced local economic development.

This will enhance the creation of employment and income earning opportunities for rapid and sustained economic growth and poverty reduction.

Within this context, the thematic areas of the MTDPF will be as follows:

- Ensuring and sustaining macroeconomic stability;
- Enhanced competitiveness of Ghana's private sector;
- Accelerated agricultural modernisation and natural resource management;
- Oil and gas development;
- Infrastructure and human settlements development;
- Human development, employment and productivity; and
- Transparent and accountable governance.

CHAPTER TWO

ENSURING AND SUSTAINING MACROECONOMIC STABILITY

2.1 INTRODUCTION

With the large fiscal imbalance experienced in 2008 and the difficult macroeconomic situation at the beginning of 2009, the overarching goal for the medium-term economic development policy framework, is to achieve and sustain macroeconomic stability while placing the economy on a path of higher growth, in order to attain middle-income status by 2020 while also achieving the Millennium Development Goals (MDGs). It is also aimed at reducing poverty through a pro-poor, export-led growth strategy based on modernizing agriculture and linking it to industry in an emerging oil and gas economy. To achieve these goals, special attention will be given to accelerated development of infrastructure especially ICT, energy, transportation, as well as human development and human settlements development.

The shared growth agenda will be pursued with a renewed sense of urgency aimed at generating employment opportunities and improving the standard of living of the people, especially the disadvantaged. In order to achieve the accelerated growth which will create employment, reduce poverty and inequalities, the macroeconomic policy framework identifies the following policy areas:

- Monetary and financial sector: to promote sound and competitive banking and financial system which can support the growth strategy;
- Fiscal Policy management: to maintain fiscal deficits at sustainable levels through more efficient revenue mobilization, efficient expenditure and debt management;
- Economic policy management: to develop, strengthen, monitor and evaluate economic planning and forecasting to address macroeconomic and structural weaknesses;
- International Trade Management: to emphasize export diversification and sustainable levels of foreign reserves through international competitiveness in a well managed exchange rate system; and
- Employment, Unemployment and Wage policies: to place employment creation at the centre of macroeconomic and other public policies; and implement the single spine salary structure.

2.2 REVIEW OF ECONOMIC PERFORMANCE

2.2.1 GDP Growth and the Structure of the Economy

2.2.1.1. Productive Sector Performance

The performance of the economy, as measured by the rate of growth of Gross Domestic Product (GDP), averaged at an annual rate of 4.3% per annum in the 1990s. Due to the external shocks, triggered by the decline in the world market prices of Ghana's major export commodities, cocoa and gold, GDP growth reduced from 4.4% in 1999 to 3.7% in 2000. From 2001 onwards, however, growth began to accelerate and reached a high of 7.3% in 2008, which is the second highest growth rate in the past three decades after the 8.6% recorded in 1984. In the wake of the global financial crisis and economic decline in 2007/2008, the real GDP growth rate declined to 4.7% in 2009. The deceleration in growth in 2009 was largely on account of stabilization measures adopted in the year to arrest fiscal and trade deficits that emerged in 2007 and 2008 with threatening consequences for macroeconomic stability. With the large fiscal deficit of 14.5% recorded in 2008, it became imperative for Government to take appropriate policy measures to reduce the level of the deficit for 2009.

In terms of sectoral performance, the Agricultural sector continues to be the largest sector with about 39% of total GDP, thus maintaining the historical dominant position in economic structure of the country. The Services sector accounts for about 35% of total GDP while the Industry sector accounts for about 26%. Though the structure of the economy has remained basically unchanged over the years, a slight shift has occurred between the relative shares of Agriculture and Services while Industry's share in GDP has remained fairly constant. Whereas Agriculture's share in GDP has declined from its historical levels of about 45% to about 39% in recent years, the Services sector's relative share in GDP has increased from around 30% to 35%.

Despite the fact that Agriculture has the single largest share in GDP, its growth rates over the period were generally below overall GDP growth rate. The impressive GDP growth rates experienced in recent years were on the back of the Services and Industry sectors of the

economy. Indeed, for the Agricultural Sector, the growth rates were generally attributed to cocoa production and marketing; Livestock, Fisheries and Food Crops sub-sectors, on the other hand, have not shown any appreciable improvements, thus reinforcing the characteristics found in various poverty studies including Ghana Living Standard Surveys (GLSS).

Although the Industry Sector has maintained its relative share in GDP, intra-sectoral shifts occurred with a significant decline in the Manufacturing sub-sector's share while those of the Mining and Construction sub-sectors have increased. Manufacturing sub-sector's share in GDP declined consistently from 9.1% of GDP in 1997 to 7.9% in 2007. Indeed in 2007, its growth rate was -2.3% in spite of a 5.7% overall GDP growth and at 4.5% in 2008 when GDP growth rate was 7.3%. Manufacturing, essentially, continues to shrink and does not have effective linkages to domestic raw material and export markets.

The growth points of the Services Sector, which are all above the GDP growth rates, are the "Finance, Insurance, Real Estate, and Business Services", "Wholesale and Retail Trade" and "Government Services" sub-sectors. Although these growth rates are laudable, these sub-sectors are not sufficiently complementing agricultural and manufacturing production on the scale needed to create sustainable decent employment opportunities. With Financial Services in particular, although growth rates were as high as 14.4% and 10% in 2007 and 2009 respectively, credit supply by the DMBs was largely to the Services sector, and to Construction and Mining as well as to the Cocoa sub-sectors. Not surprisingly, most studies including those carried out by the AGI, suggest that *availability and cost of credit* constitute the single largest constraint to private sector operations. Available evidence shows that financial institutions consider manufacturing and agricultural enterprises as very risky undertakings with high default traits.

Several issues have emerged with the current structure of GDP, which need to be addressed within the framework of the medium-term agenda. Some of these are:

- Growth of the Services Sector, which lacks effective linkages with agriculture and manufacturing sectors;
- Lack of overlap of production for domestic market and external market, especially the disconnect between agriculture and manufacturing;

- Dominance of cocoa and poor performance of crops and livestock as well as fisheries;
- Growth that inures more to the benefit of external sector, thus, begging the issue of whether GDP is the appropriate measure for poverty related policies and programmes; and
- The need to take appropriate measures to ensure that the oil and gas industry does not become an enclave like mining with little effective linkages to other sectors of the economy.

Figure 2.2.1: Structure of Ghanaian Economy

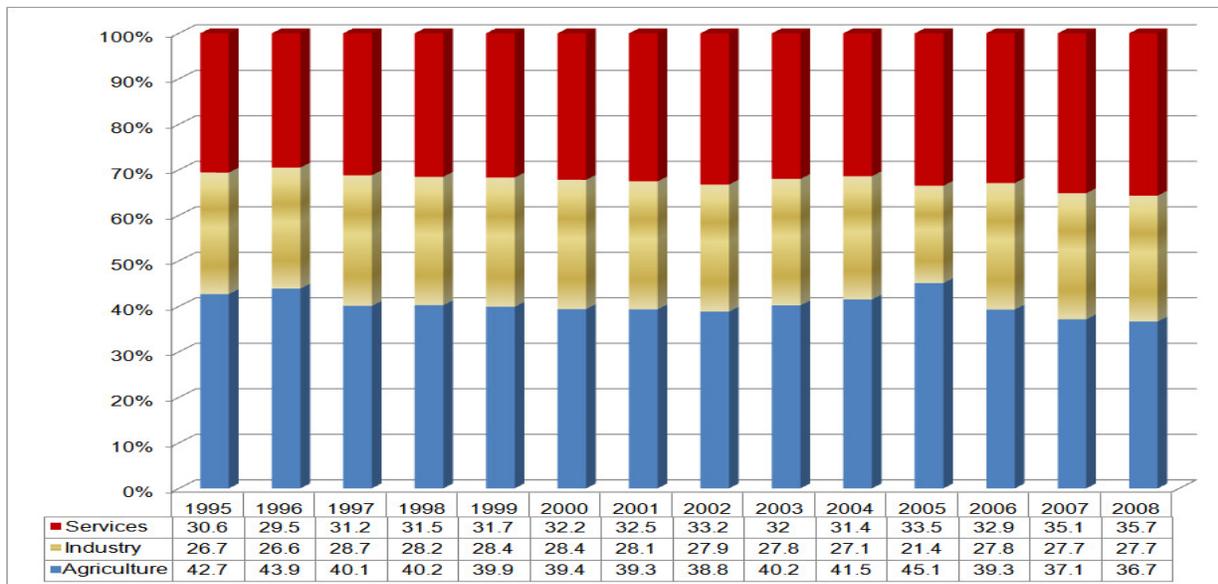


Table 2.2.1: Sector and Sub-Sector Real Growth Rates, 1998 – 2009

Item	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008*	2009*
Real GDP Growth	4.7	4.4	3.7	4.2	4.5	5.2	5.6	5.9	6.4	5.7	7.3	4.7
AGRICULTURE	5.1	3.9	2.1	4.0	4.4	6.1	7.0	4.1	4.5	2.5	5.1	6.2
Crops and Livestock	4.4	4.7	1.1	5.0	5.2	5.3	4.3	3.3	3.5	3.1	5.8	7.0
Cocoa Production and Marketing	11.1	(0.5)	6.2	(1.0)	(0.5)	16.4	29.9	13.2	2.0	(3.5)	5.0	5.0
Forestry and Logging	10.0	6.8	11.1	4.8	5.0	6.1	4.2	5.6	2.6	2.5	3.5	3.5
Fishing	1.8	1.0	(1.6)	2.0	2.8	3.0	6.2	(1.2)	15.0	5.0	3.0	5.0
INDUSTRY	3.2	4.9	3.8	2.9	4.7	5.1	4.8	7.7	9.5	5.1	8.1	3.8
Mining and Quarrying	6.1	3.0	1.5	(1.6)	4.5	4.7	3.0	6.3	13.3	13.9	2.1	8.0
Manufacturing	4.0	4.8	3.8	3.7	4.8	4.6	4.6	5.0	4.2	(2.3)	4.5	5.0
Electricity and Water	(10.0)	7.8	4.5	4.2	4.1	4.2	3.7	12.4	24.2	(17.2)	19.4	9.0
Construction	5.0	5.5	5.1	4.8	5.0	6.1	6.6	10.0	8.2	15.0	12.0	-1.0
SERVICES	6.0	5.0	5.4	5.1	4.7	4.7	4.9	6.9	6.7	10.0	9.3	4.6
Transport, Storage and Communication	5.5	6.0	6.0	5.5	5.7	5.8	5.2	7.9	7.2	9.8	8.9	7.0
Wholesale and Retail Trade, Restaurants and Hotels	6.0	6.5	4.0	5.1	5.6	5.0	6.0	10.0	7.5	10.6	10.2	2.0
Finance, Insurance, Real Estate and Business Services	6.5	4.0	5.0	4.5	5.5	5.2	4.8	7.6	9.0	14.4	9.6	10.0
Government Services	6.2	4.0	6.0	5.0	3.6	4.0	4.4	5.0	5.7	9.2	9.7	3.0
Community, Social and Personal Services	5.9	5.9	6.9	6.5	4.4	4.1	4.2	4.3	4.2	5.0	4.5	4.5
Producers of Private Non-profit Services	5.1	4.1	3.1	3.2	3.1	3.2	3.5	3.6	4.0	5.0	5.0	4.0
* Revised												
Source: Ghana Statistical Service												

2.2.1.2 Growth and Poverty

The strong growth in GDP nearly halved the poverty rate in Ghana from approximately 52.0% at the beginning of the 1990s to 28.6% in 2005/6. At this rate, Ghana is poised to achieve the MDG of halving extreme poverty ahead of the 2015 time frame. The reduction in poverty may be attributed to the strong growth in cocoa and forestry sub-sectors. Despite these gains, income inequality across regions and between socio-economic groups remains high and has increased during the period of accelerated growth. While all income groups have benefited from the economic expansion since the beginning of the 1990s, the gains by the extreme poor were much lower than those of the rest of society. Similarly, even though all regions saw gains in incomes and a reduction in poverty, these gains and poverty reduction were much less pronounced in the three northern regions.

2.2.1.3 Growth and Employment

In spite of consistent GDP growth over the past two decades, formal sector employment as a percentage of total employable labour force is on the decline: it is estimated that only 8.0% of total labour force is in the formal sector of the economy with the remaining 92.0% in the informal sector.

This implies that Ghana faces severe employment problems which need to be addressed. However, in view of lack of reliable data on labour dynamics, there is an urgent need for GSS to revert to its regular publication of labour statistics for policy purposes.

2.3 ACCELERATING GROWTH IN THE MEDIUM-TERM

2.3.1 Emerging Opportunities: Oil and Gas Discovery and Development

With the discovery of oil and gas in commercial quantities in June 2007, Ghana is poised to become a major player in the international oil and gas trade. This would have implications for the pace and direction of national development. Government is determined to make this natural resource a blessing rather than a curse for the nation.

A critical concern of Government is to manage the impact of the oil and gas proceeds on inflation in order to avoid the situation where exchange rate appreciation may lead to a decrease in exports, an increase in imports of consumption goods and inflation (Dutch Disease). Accordingly, Government will optimize the use of the revenues from the oil and gas industry by adopting policies that will encourage the importation of capital goods, which would enhance domestic productivity and production. Investments will be made in productivity enhancing infrastructure including roads, cost-efficient and reliable energy supplies, storage facilities and irrigation works that would ‘crowd-in’ or stimulate private investments to reduce the inflationary impact of the inflows. Additionally, public investment programmes would be directed at increasing the production of tradeable goods.

Furthermore, with the restructuring of the financial system, policies would be put in place to accelerate the establishment of a financial centre of excellence in Ghana. This would enable the financial institutions to develop appropriate products to meet the needs of the emergent oil and gas industry and other new export-oriented productive ventures such as gold refineries.

2.3.2 Strategic Development Initiatives

In the medium-term, Government will embark special development initiatives. The significance of such development initiatives including the Savannah Accelerated Development Authority (SADA), CEDECOM/Western Corridor Development Authority, Eastern Corridor Development Authority, and Millennium Development Authority (MiDA), for achieving the strategic objectives of the shared growth agenda cannot be overemphasized. These initiatives will ultimately contribute to an improvement in infrastructure that will lead to the creation of new growth poles, enhancing employment and income-generation opportunities. In the medium to long-term, they would contribute to the reduction of spatial, social and economic inequalities as well as rural-urban migration.

2.3.3 Challenges to Economic Growth

Despite the positive growth rates recorded in the recent past and the positive outlook for the medium-term, there remain some challenges that must be addressed. Notable among these are:

- Achieving and maintaining low level of inflation;
- Unavailability and cost of credit;
- Exchange rate instability and low foreign exchange cover;
- High fiscal and trade deficits;
- Poor revenue and expenditure management;
- High and disguised unemployment levels; and
- Inadequate and poor infrastructure.

To accelerate growth beyond the current rate, Government will implement policies and programmes to address these and other relevant challenges.

2.3.4 Assumptions underlying the Medium-Term Growth Targets

Even though the global financial crisis has had an adverse impact on economies of most countries, the effect on Ghana has been relatively moderate. This is partly due to buoyant prices for Ghana's two main exports, cocoa and gold, and partly because of strong rain-fed agricultural production. It is expected that the trend will continue and Ghana would take advantage of the favourable world market prices and increase the volume of exports of these commodities. It is expected that growth would also come from increased investments in infrastructure to support agricultural modernization, ICT, and the nascent oil and gas industry, among others.

2.3.5 The Medium-Term Growth Targets

In the light of the above assumptions, it is projected that in the medium-term, Ghana will attain growth rates of above 8% up to 2013 without compromising macroeconomic stability. Consequently, the following growth rates have been projected and summarized in two scenarios (without and with oil) in Table 2.3.5.

Table 2.3.5: Projected Real GDP Growth for the Medium-term

	2010	2011	2012	2013
GDP (non-oil)	6.5	7.9	8.5	8.2
Agriculture	6.0	6.7	6.7	6.4
Industry	6.5	8.9	10.8	9.7
Services	7.0	8.3	8.5	8.8
Oil factored GDP	6.5	23.4	8.0	8.0

Source: GSS and MoFEP

The non-oil economy is projected to grow at 6.5%, 7.9%, 8.5% and 8.2% in 2010, 2011, 2012, and 2013, respectively; averaging 7.7% in the period. Assuming a constant population growth rate of 2.4%, the real per capita GDP is expected to grow at 4.1%, 5.5%, 6.1% and 5.8% in 2010, 2011, 2012, and 2013 respectively. When petroleum-based activities are factored in, real GDP over the medium-term is projected to grow at 6.5%, 23.4%, 8.0% and 8.0% in 2010, 2011, 2012, and 2013, respectively.

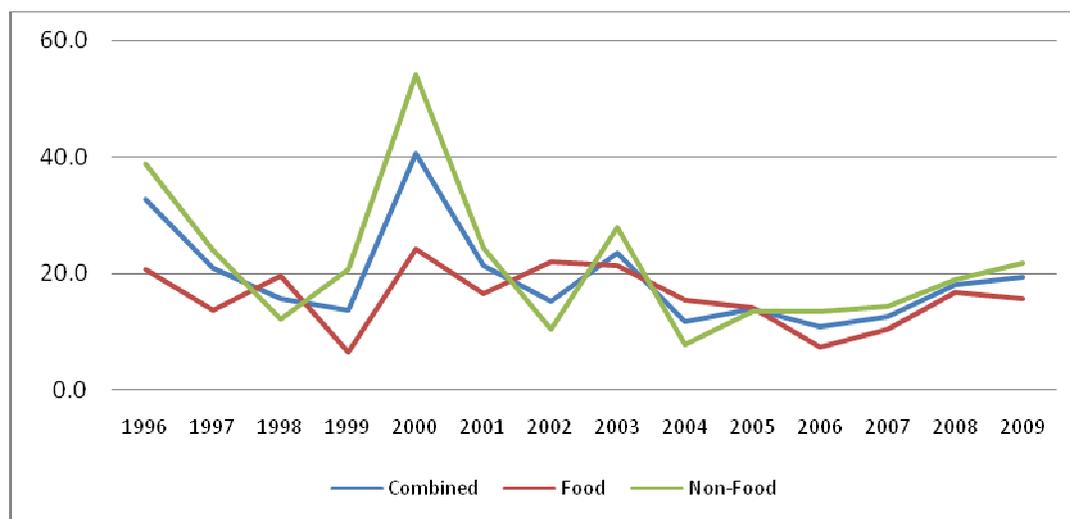
2.4 MONETARY AND FINANCIAL DEVELOPMENTS AND MANAGEMENT

2.4.1 Inflation

The acceleration of inflation was due to high expansionary fiscal policy, particularly in 2008, to counter the global food and fuel price increases and the currency depreciation between June 2008 and June 2009. Inflation continues to be a major challenge although the peak levels observed between October 2007 and June 2009 have reduced significantly. Inflation increased from 10.1% at the end of October 2008 to peak at 20.7% in June 2009. Since then inflation has declined steadily to a single digit of 9.46% in July 2010.

The decline in inflation is as a result of tighter fiscal and monetary policies as well as an improvement in the food component of the CPI. Indeed food inflation decelerated from 11.84% in December 2009 to 5.84% in July 2010, while non-food inflation declined from 18.82% to 11.94% in same the period. With the attainment of single digit rate of inflation, the challenge is how to sustain it in line with Government policy.

Figure 2.4.1: Annual Consumer Inflation (%)

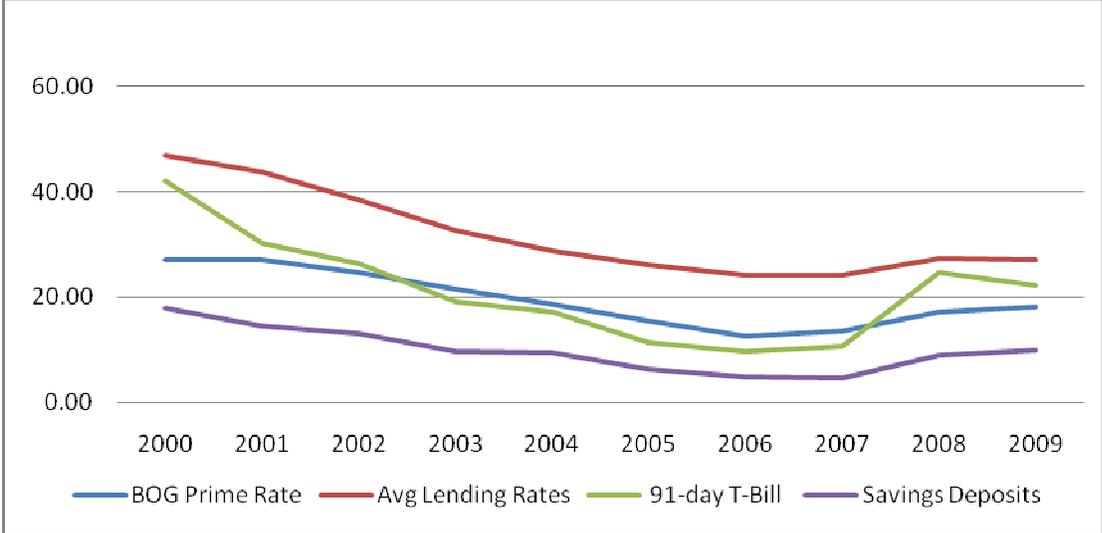


Source: BOG

2.4.2 Interest rates

Interest rates have generally trended downwards over the past decade alongside the deceleration of inflation. Although Bank of Ghana’s policy rates have generally been reduced, the operational rates of the banks, especially the lending rates have not reduced significantly to reflect the reduction in the policy rates. While lending rates to the private sector are very high, deposit rates are generally very low, creating huge spreads. The challenge is how to reduce the spreads to enable the private sector access funds at lower rates for investments and encourage savings.

Figure 2.4.2: Trends in Interest Rates (%)

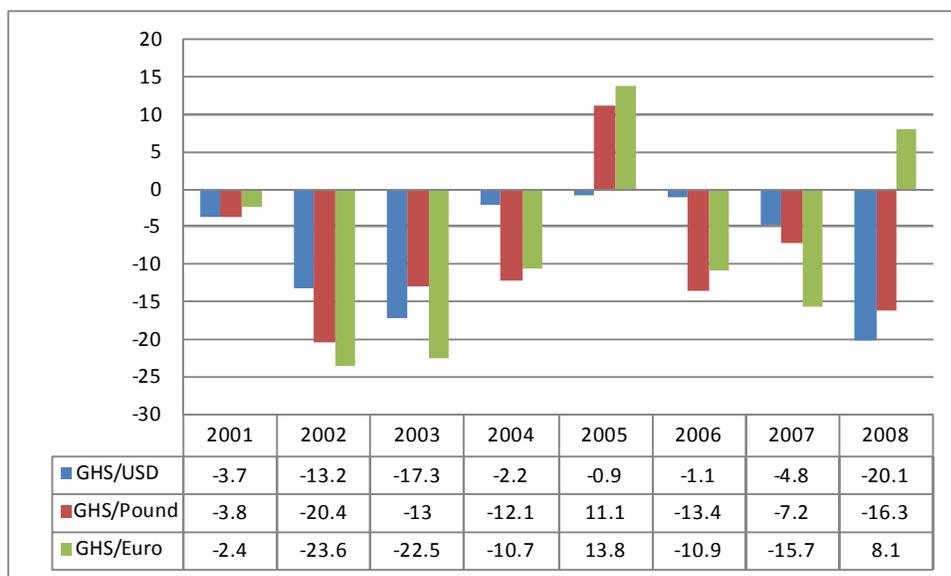


Source: BOG

2.4.3 Exchange Rates

The foreign exchange market has remained relatively stable in recent years on account of strong inflows and prudent fiscal and monetary policies. Excluding periods of high volatility, exchange rate depreciation has averaged 5.0% per annum over the last decade. In 2009, the Cedi depreciated by 15.0% against the US Dollar, 16.0% against the Euro, and 20.1% against the Pound Sterling. Figure 2.4 shows the movements in the exchange rate from 2001 to 2008.

Figure 2.4.3: Exchange Rate Movements (%)



Source: BOG

The thrust of exchange rate policy regime 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 depict periods of stability interspersed with fluctuations largely explained by the strength of international currencies, commodity price movements and capital inflows.

2.4.4 Access to Credit

Although there has been improvement in credit to the private sector, the cost and availability of credit remains a major obstacle to private sector investment. Various studies, including those undertaken by the Association of Ghanaian Industries (AGI) indicate that cost and availability of credit remains the single greatest constraint in their operations. This is in spite of the fact that the number of banks has increased from 17 in 2000 to 26 in 2009 with a total branch network of 706.

Another factor which militates against the willingness of the banks to make credit available to the private sector is the default rate which has been on the ascendancy in the recent past. The

challenge therefore is how to minimize the risk factors that banks perceive as obstacles to credit delivery to the private sector.

The following are policy objectives and strategies to manage and address the identified monetary and financial issues (see details in the policy matrix):

Policy Objectives

The monetary policy objectives for the medium-term are to:

- Ensure Price and Exchange Rate Stability;
- Deepen the Capital Markets; and
- Create a more diversified financial sector and improve access to financial services.

Strategies

The strategies for achieving these objectives include to:

- Improve liquidity management;
- Strengthen the inter-bank foreign exchange market;
- Consolidate the implementation of BASEL II approach to risk-based supervision; and
- Implement schemes to increase long-term savings/funds.

2.5 FISCAL DEVELOPMENTS AND MANAGEMENT

2.5.1 Fiscal Deficits

A perennial characteristic of Ghana's fiscal position is the huge deficits, which have since 1992 become cyclical and tend to worsen in election years. In 2000, it was 8.4% and figure nearly doubled to 14.5% in 2008. Major sources of the fiscal deficits over the years are the intractability of the public sector wage bill and unplanned expenditures. In addition to this is the tendency to accumulate areas which are then redeemed in election years with further debt built-up.

2.5.2 Revenues and Expenditures

Although budgetary estimates are robust ex-ante, they tend to exhibit significant shortfalls, which automatically widen the deficits. On the other hand, expenditures tend to exceed estimated

targets. The expenditure over-runs are particularly on recurrent budgets while the capital expenditures are reduced. For example in 2009, there was a revenue shortfall equivalent to 1.9% of GDP, while in the case of expenditures, the wage over-run and domestic interest cost exceeded budgeted targets by 0.6% of GDP in each instance. The excess expenditures over revenues are typically financed by borrowing from the domestic banking system, divestiture proceeds and external sources. Borrowings from the banking system tend to crowd out the private sector. In some cases, divestiture proceeds have also been used to finance recurrent expenditures.

The challenge is how to improve upon revenue mobilization through the implementation of appropriate tax reforms and institutional arrangements to make the collecting agencies more effective and efficient. Similarly, expenditure management needs strengthening through the full scale implementation of all financial management reform schemes that are initiated by the Ministry of Finance and Economic Planning.

2.5.3 Debt Profile

In spite of the HIPC write-off and the Gleneagles Debt Initiative of the past decade, Ghana's debt level, at over 60% of GDP, is approaching an unsustainable level. The critical issues are to rationalize Ghana's debt policy and to ensure that it is brought to sustainable levels.

Ghana's economic outlook in the medium-term depends critically on the ability to address existing fiscal imbalances through a series of structural policy measures while Government maintains fiscal discipline in the management of revenues and expenditures.

Policy Objectives

The main objectives of fiscal policy in MTDF will be to:

- Improve financial resource mobilization;
- Improve public expenditure management, public sector reforms, and energy reforms to reinforce expenditure control systems and improve service delivery at sustainable cost levels;
- Promote effective debt management; and

- Institute mechanisms to manage external shocks.

Strategies

The following strategies will be adopted to achieve the fiscal policy objectives:

- Minimize revenue leakages in all collecting agencies - Reforms to raise tax collection (Ghana Revenue Authority, taxation of natural resources and reduction of tax exemptions);
- Institute tax reforms with emphasis on indirect taxes and enhancing tax incentives;
- Pursue the revenue agencies modernization programme;
- Ensure transparent, efficient and effective oil and gas revenue management;
- Ensure expeditious utilization of all aid inflows;
- Introduce the budget law;
- Introduce the budget execution reforms;
- Adopt measures to manage the wage bill efficiently;
- Introduce efficient financial management in key sectors of the economy;
- Continue with treasury management reforms;
- Implement asset management systems in all MDAs and MMDAs;
- Adopt a comprehensive Ghana Integrated Financial Management Information System (GIFMIS) for effective budget management; and
- Develop a well-functioning domestic debt market as a vibrant and alternative source of financing for public investment projects.

2.6 INTERNATIONAL TRADE DEVELOPMENTS AND MANAGEMENT

The policy thrust of the external sector is to build reserves that can cushion the economy against external shocks. In the medium-term, the strategy is to build enough reserves to cover at least 3 months, while in the long term the strategy is to build 6 months of import cover to meet the appropriate WAMZ convergence criterion. This will entail outward oriented policies to promote exports and attract inward direct investments. Accordingly, the present level of exports, which stood at US\$5,839 million in 2009, would have to be increased to substantial levels. Although, the expected oil and gas exports beginning in the last quarter of 2010 would increase export

earnings, Ghana would have to take steps to diversify its exports. The challenge for the medium-term is how to address the incidence of the persistently high trade deficits.

Policy Objectives

Within the framework of trade liberalization, trade policy will be used to promote international competitiveness of domestic enterprises. The specific policy objectives are:

- Improve Export Competitiveness;
- Diversify and increase exports and markets; and
- Accelerate economic integration with other regional and/or sub-regional states.

Strategies

- Maintain competitive real exchange rates;
- Improve the import/export regime;
- Establish the Ghana International Trade Commission to deal with unfair international trade practices;
- Promote new goods and services;
- Continue to take full advantage of Preferential Access to markets, such as AGOA, etc;
- Engage fully in multilateral trade negotiations;
- Implement the WAMZ programme;
- Ensure that National Trade Policy reflects ECOWAS protocols; and
- Strengthen links between industrial and trade policies.

CHAPTER THREE

ENHANCING COMPETITIVENESS IN GHANA'S PRIVATE SECTOR

3.1 INTRODUCTION

Ghana's private sector remains uncompetitive in spite of several attempts by succeeding Governments to enhance its competitiveness. The private sector is expected to partner with Government and other stakeholders in the transformation of the economy through industrialisation and modernised agriculture.

3.1.1 Challenges to Private Sector Development

The private sector in Ghana comprises a few large multinational companies and a very large number of Micro, Small and Medium Enterprises (MSMEs). They all face serious challenges. These include: ineffective national strategic agenda; capable but non-responsive public sector; unpredictable macroeconomic conditions; unreliable and expensive infrastructural services; unpredictable legal and regulatory regimes; inadequate managerial skills; inadequate capital base; poor entrepreneurial orientation; obsolete technology; generally low productivity; pervasive corruption; and poor market access. All these obstacles have hampered the growth of the private sector and hence the centrality of the issue of Ghana's private sector competitiveness.

To address these challenges, the medium-term strategy will focus on developing a thriving private sector that creates jobs and enhances livelihoods for all. If Government succeeds in achieving this, then Ghana's private sector would have driven an employment-intensive economic growth and transformation.

This will be achieved by improving private sector competitiveness, domestically and globally; attracting private capital from both domestic and international sources; developing viable and efficient Micro, Small, and Medium Enterprises (MSMEs); and industrial development, among others, through the implementation of key policy objectives and strategies as outlined elsewhere in this document.

3.3.2. Key Strategies for Private Sector Development

Private Sector Development is one of the key focus areas under the thematic area of enhancing the competitiveness of Ghana's private sector. Other areas of focus are: Good Corporate Governance; Industrial Development; Market Access; and Making Private Sector work for Ghana and Ghanaians. The policy objectives that will seek to address identified issues under these focus areas are to: improve Private Sector Competiveness (domestically and globally); attract Private Capital (from both domestic and international sources); pursue accelerated Industrial Development; develop viable and efficient MSMEs; pursue and expand Market Access; and Making Private Sector work for Ghana and Ghanaians: sharing the benefits of growth and transformation.

3.3.2.1. Improve Private Sector Competiveness (domestically and globally)

Ghana needs to accelerate the growth and transformation of its economy. The role of the private sector will be crucial. However, the private sector lacks the level of competitiveness that will enable it lead Ghana's growth and transformation. A major effort shall be made to build a vibrant, competitive private sector. The following strategies will drive the competitiveness agenda:

i) Remove barriers to trade and investment:

Many barriers confront investors and make investing in Ghana unattractive. These barriers have to be removed if Ghana should become competitive as an investment destination. The barriers include several business registration requirements, several levies for business registration, several investment legislations, unresponsive MDAs that create long delays in executing investment propositions and pervasive corruption in the public sector.

ii) Reduce the cost of doing business by Removing Internal Value Chain and institutional Constraints:

To enhance productivity and efficiency, action shall be taken to reduce the cost of doing business in Ghana. The focus will be on removing value chain constraints and improving service delivery. Furthermore, efforts will be made to reduce the cost of infrastructure, and improve efficiency and reliability.

iii) Invest in Science, Technology and Innovation:

Ghana needs modern skills to drive its growth and economic transformation. It will also be crucial to align the manpower output from the education sector to Ghana's development needs. A more detailed policy framework has been provided under the Human Development, Productivity and Employment section in this document but it is captured here to emphasize its criticality to Ghana's competitiveness.

iv) Invest aggressively in modern infrastructure:

There is an urgent need to aggressively invest in both physical and social infrastructure to enhance Ghana's competitiveness. Even more critically, it will be a prime objective to ensure uninterrupted availability and reliability at competitive cost to the private sector as well as other consumers. It is acknowledged that the quality and cost of infrastructure impact directly on the cost of doing business, profitability of industries and the quality of life of consumers. They also determine, to a large extent, whether countries and their enterprises can compete locally, regionally and globally. It will therefore be a priority in the MTDPF to invest aggressively in basic physical and social infrastructure including energy, roads and transport, ports and harbours, information technology, water, health and education.

Government is often constrained in mobilizing the required financial and technical resources to cope with the rising cost of financing the infrastructure deficit. Hence, it is the objective of the MTDPF to actively promote Public-Private Partnerships (PPP) to address the financing and capacity issues to ease the burden on the budget.

v) Invest in relevant and quality human resources to provide modern skills and competencies:

Ghana's industries require modern skills and competencies in general management and entrepreneurship; science, technology and innovation; information technology, brand building, domestic and international marketing; supply chain and logistics management; financial management; and human resource training, development and retention. These skills are often missing and it does not only make us less competitive but it also creates room for the massive use of expatriates by many local enterprises thus constricting the opportunities for employing Ghanaian professionals.

3.3.2.2. Attract Private Capital (from both domestic and international sources)

While private capital inflows have increased, there is much that needs to be done to deepen financial intermediation if Ghana's financial sector is to play a stronger role in driving economic transformation. There is need for the sector to increase private sector access to credit at competitive cost and provide innovative products that are better suited to the needs of the private sector. Furthermore, to ensure that the financial sector responds effectively to the needs of the private sector, Government will continue to deepen financial sector reforms and also continue to implement, monitor, evaluate and regularly update the on-going Financial Sector Strategic Plans (FINSSP I).

The following strategies will be deployed:

i) Sustain stable and predictable macro-environment, medium to long term:

Outside of the extractive industries and equity investment on the Ghana Stock Exchange, private capital flows have generally been low over the past 20 years. The record of poor fiscal management which has created consistent swings in the macro-environment often resulted in short-periods of stability followed by long periods of painful adjustments and chequered stability. Ghana needs to overcome this poor record because it creates considerable uncertainty. A financial strategy that builds and sustains a prudent fiscal and monetary environment will be the hallmark of the MTDPF.

ii) Deepen financial intermediation and promote inward transfers of capital including Diaspora sources:

The financial sector has undergone tremendous change and is performing well. However, access to credit is still a major issue to the private sector. There are structural issues that need to be resolved including non-interest bearing reserves with the Bank of Ghana and the many levies imposed on the banks. There are also relatively high levels of non-performing assets that need to be restructured. Finally, the inconsistent macro-environment exposes the banks to great risk. The MTDPF will address these issues to make the banks adequately resourced to meet the challenge of financing Ghana's growth and transformation. Another source of attracting capital will be transfers from Ghanaians living and working abroad. Transfers from the Diaspora averaged over

US\$1.8billion per annum in 2008 and 2009 without any official promotion. Action will be taken in the medium-term to target with incentives Ghanaians in the Diaspora, to grow transfers from them for investment. A clear target will be set.

iii) Expand the space for private sector investment and participation:

Government still dominates the economy and this probably explains Ghana's low growth and transformation rates. There is limited fiscal space to undertake the enormous cost of transforming Ghana's economy, especially infrastructure. It will be the focus of the MTDPF to expand the space for private sector investment and participation. It is necessary to allow the private sector to grow. The following policy actions will be adopted: an aggressive deployment of Public-Private Partnerships, particularly in infrastructure building, the enforcement of local content in FDI investments and the divestiture of non-sensitive State-Owned-Enterprises (SOEs).

iv) Guarantee and protect security of investments as well as personal security:

The Ghana Investment Promotion Centre (GIPC) Act, 1994, Act 478 explicitly guarantees investments against expropriation. However, it is weak on sanctity of contracts and in recent years, there have been concerns about the enforcement of contracts. The new GIPC law under preparation will seek to strengthen the enforcement of contracts for all investors including Government. Additionally, it will be the focus of the MTDF to seek to resource the police to enforce personal security.

v) Provide predictable and speedy resolution of commercial disputes:

Commercial litigation in the Courts is arduously frustrating; it is indeed a great barrier to attracting private capital. The Courts are not only under-resourced, the infrastructure is old and inefficient and delays are long and costly.

The MTDPF will continue to focus attention on enhancing the capacity of the Courts to provide speedy resolution of commercial disputes. To build trust in the administration of justice, efforts shall continue to be made to fight the pervasive corruption in the Court system which has undermined confidence.

3.3.2.3. Pursue Accelerated Industrial Development

To transform the economy and deliver an average growth rate of 8% per annum in the medium-term will require an accelerated industrial development. In the medium-term, the focus will be to build the foundation for an efficiency-driven economy from the current factor-driven economy. This will be achieved by anchoring industrial development on the conversion of Ghana's raw materials into value-added products with emphasis on agro-based manufacturing, down-stream oil and gas and minerals processing and manufacturing, tourism and creative arts. The following strategies will be adopted:

i) Link industrialization to agriculture and other natural endowments:

Ghana's economy is heavily commodity dependent; it is a factor-driven economy. Hence it is always at the mercy of the wide swings in the world market prices of its major export commodities which provide over 80% of its foreign exchange inflows. It also makes the economy overly dependent on import tax revenues for its development.

In the MTDPF a major effort shall be made to move from a factor-driven economy to an efficiency-driven economy in the context of an accelerated industrialization programme. The programme will be underpinned by a strong linkage to agro-based manufacturing, downstream oil and gas processing and manufacturing, downstream minerals processing and manufacturing, tourism and creative arts. It will also be essential to invest in the Service sector, particularly financial and IT services to provide the bedrock for the industrialization programme.

In agriculture, value addition preferably at the farm gate, will be a major focus. There will also be the need to adopt modern manufacturing techniques while promoting market access and providing incentives.

The MTDPF will further aim at transforming the extractive industry for economic development. Ghana depends significantly on the extractive industry for foreign exchange earnings. However, much of the produce from this sector is exported unprocessed. The industry cannot only make a bigger financial contribution to Ghana's budget if it is integrated into the economy through downstream manufacturing processing but it can also earn more foreign exchange.

The mining sector for instance employs over 20,000 people and 50,000 if artisanal mining is included. The sector contributes 40% of total export earnings, 14% of total tax revenues and 5.5% of GDP but this could be raised substantially through local value addition. Yet the country's earnings capacity from the sector has been low. A major policy action shall be made to correct the obvious inconsistencies vis-a-vis the oil and gas regime by reviewing the mining law.

The potential impact of the oil and gas find could be a major factor in propelling Ghana to achieve its vision of a middle-income status by 2020. Government is already in the process of putting before Parliament an Oil Revenue Management Bill which should define the best way oil revenues will be managed to catalyze Ghana's economic transformation. Besides, the local content law to be passed will aim to create opportunities for active participation by Ghanaians in the sector.

ii) Define and Promote Priority Areas and direct private sector and public sector investment:

For an accelerated industrialization to be attained, Ghana will need to clearly define the key pillars which will drive its industrialization agenda. These priority areas shall provide the foundation for Ghana's long term growth and economic transformation. In the MTDPF, the growth pillars will be agriculture, manufacturing, infrastructure, services, extractive industry (oil, gas and minerals), tourism and creative arts. Public and private sector investments will be directed behind these sectors and should provide the private sector with a better clarity on the country's direction. The MTDPF will also ensure that Public Investment Programmes (PIPs) are put behind these sectors to facilitate their growth.

It will be important that there are clear criteria when selecting investment opportunities and benchmarks, assessment of potential impact of the investment and its multiplier effect and its capacity in terms of growth, employment creation and poverty reduction. Above all, for Ghana to become a major player on the world stage the MTDPF will promote brand building at country and enterprise levels, promote investment friendliness and where necessary provide special incentives.

iii) Diversify Exports:

It is anticipated that the accelerated industrial development will enable Ghana diversify its exports away from commodities. However, it will be the focus in the MTDf to sustain the growth of non-traditional exports while also encouraging the processing of horticulture. Salt production will be considered as a strategic venture for production for export to other countries in the sub-region and the creation of the raw material base for the development of an indigenous petrochemical industry. Ghana has the capacity and opportunity to exploit niche markets for healthy organic foods. Clear targets will be set for growth and revenue generation.

iv) Pursue spatial and geographic industrialization:

The MTDf will aim to decentralize the industrialization agenda in order to exploit the resource endowments of Districts and the rural areas. This will create employment opportunities and accelerate poverty eradication.

Furthermore, as part of measures to ensure even development across the different ecological zones in the country and to address the historical and current development imbalances, specific interventions to bridge the existing gaps between the North and the South and within other poverty endemic communities in the country especially the Central Region, will be adopted. The interventions will include the provision of basic social services, improvement of infrastructure and the provision of opportunities for sustainable development. In the specific case of the three northern regions and the Central Region, Government will endeavour to fast-track their development, and harness all available resource potentials. These include the limestone deposits at Buipe, Nauli and Nadowli for cement as well as the clay deposits in the Central Region for the production of bricks and ceramics. Existing tax incentives will be enhanced to encourage targeted companies to locate in these areas.

v) Improve access to land:

Access to land is a major development issue in Ghana. Government will need to confront it; otherwise it will frustrate the country's industrialization. For years, Governments supported by the Development Partners have tried to improve land administration so as to facilitate land acquisition. It has taken too long to complete and the frustration has continued. In the MTDf

greater effort will be made to complete the Land Administration Project (LAP). Government will also establish more land banks while encouraging traditional custodians of land to release land for projects. Because of the many conflicting claims to land in Ghana, land disputes abound. It will be necessary to consider special Land Courts within the Commercial Courts system to facilitate the settlement of land disputes.

3.3.2.4. Develop Micro, Small, and Medium Enterprises (MSMEs)

Almost 80% of Ghana's economy is made up of MSMEs. Their efficiency and competitiveness will be crucial to the country's growth, employment generation and poverty reduction.

Training and developing entrepreneurs at the MSME level will therefore be vital to improving their performance. It is common for MSMEs to blame their difficulties on lack of access to finance, however there is overwhelming evidence that lack of management skills has often constrained their growth. The following strategies will drive the development of MSMEs:

i) Provide Training and business development services:

It will be the focus of the MTDPF to provide entrepreneurial and management training to improve their capacity to run successful and efficient businesses. It will also aim to increase the supply of good quality services, making them affordable to smaller firms thus helping to raise productivity. Already in existence are public institutions established to support the training and development of MSMEs. These include the MDPI, NBSSI, GIMPA, NVTI and others including NGO facilities. The public institutions will be resourced and refocused to the needs of the MSMEs. The MTDPF will also promote the establishment of incubators and technology parks in addition to the land banks.

ii) Enhance Access to affordable credit:

Having improved the managerial and entrepreneurial capacity of MSMEs, the MTDPF will facilitate access to affordable credit. Already there exists sources of credit but their access has been cumbersome and expensive, for example EDIF and the Venture Capital. The Commercial Banks have traditionally also lacked the appetite to lend to MSMEs because they find them risky.

The MTDPF will focus on streamlining access to credit from existing institutions, encourage the establishment of private sector MSME-focussed credit facilities and provide some guarantees. Consideration will also be given to the establishment of very low cost start-up capital funds. It is anticipated that the low inflation/low interest regime being pursued, if sustained should make this possible.

iii) *Make available appropriate but cost-effective technology to improve productivity:*

Providing appropriate technology to MSMEs will be essential to their growth and development. There are already in existence medium scale machinery manufactures. They have to be aligned behind MSME needs. Ghana should promote on-shore provision of appropriate technology and consciously support and grow the sector.

iv) *Remove Value Chain Constraints to promote productivity and efficiency:*

The key to removing value chain constraints will be to improve the quality and efficiency of infrastructure and reduce its cost. Besides, there is also a strong link to the availability of credit and the ease with which it is accessed as well as the productivity of the producer. The MTDPF will focus on removing these constraints.

(v) *Pursue push-pull arrangements:*

Large foreign- owned and domestic firms are potentially a valuable source for technology and supply chain opportunities that SMEs can take advantage of to build their businesses and improve productivity. The MTDPF will support large businesses to outsource processes and goods from SMEs to reduce supply chain cost and improve the efficiency and profitability of both partners. Support will be granted on a one-on-one basis and may take the form of paying for the cost of establishing the new relationship. Sponsors and their suppliers will need to demonstrate that they will be financially self-supporting in the medium-term in order to avoid permanent dependency.

v) *Provide Incentives:*

The Ghana Investment Act, 1994, Act 478 provides no incentives to local SMEs; the incentive regime only favours FDI investments to the disadvantage of local SMEs. This clearly is an

anomaly, which the new GIPC law shall address. It will also be necessary to include SMEs in all PPP and local content arrangements.

3.3.2.5. Pursue and Expand Market Access

i) Pursue Regional Economic Integration

Regional integration is an important strategic issue requiring the active participation of all stakeholders especially the private sector. Unfortunately, sub-regional integration has been seen as a government-to-government agenda and the private sector has not participated fully in ensuring that more attention is focused on enhancing greater regional trade and investment.

As a priority, Government will pursue intra-regional infrastructure which will promote intra-regional trade, including investments in energy, harmonisation of trade and investment regulations and policies, removal of non-tariff barriers and promote trade facilitation. There shall be greater engagement with the private sector to build awareness about regional initiatives. The private sector, through its associations will be helped to forge stronger intra-regional relationships and build its capacity to negotiate. Above all the private sector in West Africa should aim to build strong relationship with the ECOWAS Private Sector Directorate to be able to influence policies to promote intra-regional trade

Furthermore, Government will accelerate the full implementation of the National Trade Policy, to promote the integration of Ghana into regional and global markets. It shall explore the possibility of deriving maximum relief under all international trade arrangements and protocols (WTO, ECOWAS, etc) to support domestic industry to grow.

Complementary measures will also be taken to ensure the effective utilisation of the EXIM Guarantee facilities to support the export of Ghanaian produce to ECOWAS countries in particular and the rest of Africa in general. The Public Procurement Act will be amended to enhance the local content of goods in all public procurement transactions. In addition, the government will set up a Trade Adjustment Fund to assist industries, which suffer from the negative consequences of the free trade regime.

ii) *Promote Regional Infrastructure:*

Regional Economic integration will not work unless there is a focus on developing regional infrastructure – roads and highways, rail, energy, shipping, airlines, immigration, customs and law enforcement. Already, there are many protocols that are not being implemented. Nevertheless, it will be important to focus development assistance also on this area. Ghana has a small market and for now a financially-stressed population. We need the large ECOWAS market, with some relatively rich countries, to build the economies of scale that should allow us to compete on the global market. The MTDPF will seek to build on existing protocols and encourage the Development Partners to invest in regional infrastructure.

iii) *Secure emerging market level competitiveness:*

In 2009, Ghana's competitive rating was 87 while the World Bank Doing Business Report placed Ghana at 92. This confirms the difficulty that the public sector reform agenda has encountered. To grow at an average rate of 8% per annum in the medium-term and pursue economic transformation, Ghana's competitiveness rating should not be lower than the average of emerging market rating which is currently 51. Unless this is achieved, Ghana's emerging market competitors will outperform the country in global markets.

iv) *Leverage existing trade and investment partnerships and build new ones:*

Ghana's trading partners are predominantly Western countries. Ghana should continue to leverage the long-standing relationship it has built with these countries. However, in the medium-term there are opportunities from some emerging global economic giants, namely, Brazil, Russia, India and China; in short the BRICs and Ghana should seek to build new relationships. The BRICs offer new opportunities for wider market access and greater access to investment funds. Therefore, in the MTDPF the private sector shall be encouraged to look to these countries for capital, technology and markets.

3.3.2.6. *Make Private Sector Work for Ghana; Share the Benefits of Growth and Transformation*

i) *Pursue Technology Transfers:*

Act 478, the GIPC Act, 1994 provides incentives for technology transfer. However, most companies do not plan to transfer technology. If FDI should be beneficial to Ghana, one of the basic principles is that it must provide the transfer of technology. In the MTDPF, agencies responsible for monitoring technology transfers including the GIPC will be expected to enforce provisions in Agreements. In most instances also technology transfer are linked to expatriate quota. It will be a focus area to ensure that non-compliance of technology transfers agreements does not constrain the development and employment of trained Ghanaians.

ii) *Good Corporate Governance:*

The need for good governance practices at both national and corporate levels to promote accelerated growth, poverty reduction and socio-economic development cannot be overemphasised. The recent global experiences of dishonesty displayed by international financial operatives that led to global business failures have reinforced the need for effective corporate governance regimes.

The strategic policy direction will be to strengthen institutions that have responsibility for monitoring the behaviour and practices of companies. The regulatory framework will be strengthened, while capacity will be built to enhance the ability of these agencies to effectively do their work. Additionally, efforts will be made to promote the adoption of codes of good business ethics, providing for accountability and transparency through full disclosure and house-relationship with all stakeholders.

Training of high quality and result-oriented managers:

One of the major drawbacks for the development of the private sector has been the dearth of high quality and result-oriented enterprise managers. In the medium-term, special training programmes would be rolled out to raise the quality of the human resource base of the private sector. Emphasis will be placed on such specialised areas as:

- Logistics and procurement management;
- Financial management;
- Project planning, design and management; and
- Oil and gas management

iii) *Ensuring Consumer Safety:*

Currently Ghanaian consumers are exposed to trade malpractices and many risks especially the illegal sale of expired and fake goods, particularly pharmaceuticals. Government will enact a comprehensive consumer protection law and ensure its enforcement. It will aim to:

- Prepare consumer protection policy;
- Establish a national agency for the protection of consumers;
- Prohibit the sale of sub-standard, fake and hazardous goods on local markets;
- Enact legislation to ensure the protection of economic rights, safety and welfare of consumers; and
- Empower consumers to form associations and ensure representation of consumers on relevant national bodies.

iv) *Expand Opportunity for Job Creation:*

The MTDPF will focus on expanding opportunities for job creation and the PSDS II has elaborate policy actions for expanding opportunities for job creation. It will be important however, to acknowledge that education and the provision of relevant modern skills will be crucial for delivering this strategy. Besides, the focus on modernized agriculture and infrastructure development, MSME development will be a vital instrument for delivering this strategy.

v) *Protect the Environment, Mitigate the effects of, and Adapt to Climate Change:*

Enforcement of environmental sustainability will be key to the success of Ghana's industrialization drive and the achievement of access to global markets. It will be important for the Environmental Protection Council (EPA) in the medium-term to enforce environmental standards. Ghana shall also endorse and implement international conventions that seek to protect the environment and respond to climate change risks. Companies operating in Ghana shall be expected to respect environmental standards no lower than what their parent companies insist on in the developed world. With predictions that agricultural output may fall by 30% in Africa and the effect that lower rainfall may have on the country, Ghana must make its contribution to international efforts to contain and mitigate the effects of climate change.

In many ways, the threat of climate change represents an opportunity for Ghana and its private sector. The threat to global food security should keep food prices high increasing the return on investment in irrigation and water management. Rising energy prices will provide greater incentives to increase the efficiency of power usage. The focus on sustainable, low carbon intensive production should provide opportunities for agriculture and industry. PSDS II will, therefore, identify and promote technologies and business models that can help to mitigate the effects of climate change and adapt our economy to a less carbon intensive future.

vi) *Pursue Diversity and Equity:*

Promoting equal opportunity must be a major corporate responsibility. Women and the physically challenged shall not be discriminated against. While there are laws against discrimination, companies operating in Ghana will be encouraged to promote women's interests in their organizations and give them equal opportunity to promotion and senior-level appointment. Equally, in respect of the physically challenged, so far as their disability does not prevent them from undertaking a particular task they shall be given equal opportunity. Furthermore, as earlier indicated, the MTDPF will aim to speed up industrialization outside urban areas to spread income distribution, provision of amenities and promote pro-poor policies.

3.3.3 Strategic Outcomes

The implementation of the aforementioned objectives and strategies should lead to the following strategic outcomes:

- High enterprise competitiveness- Ghana's enterprises should achieve levels of competitiveness comparable with those of emerging economies and a national competitive rating of 51 on the Global Competitiveness scale should be achieved;
- High levels of productivity- Ghana's benchmark will be productivity levels achieved by efficiency-driven economies;
- Expanded market access, internal, regional, and global- Ghanaian companies should be able to secure access and compete in internal as well as regional and global markets;

- Equity in the spread and re-distribution of Income- The private sector's role will have been best played if it also led to a spread of investments throughout the country, thus bringing incomes to the poor wherever they live;
- Eradication of poverty made visible- Poverty eradication has remained an aspiration. It is time for those affected to experience it and visibly attest to it; and
- Foundations for achieving middle-income status- The MTDPF will have succeeded if firm foundations were established to achieve middle-income status within the plan period.

CHAPTER FOUR

ACCELERATED AGRICULTURAL MODERNISATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT

4.1 ACCELERATED AGRICULTURAL MODERNISATION

4.1.1 Introduction

Currently, Ghana's agriculture is dominated by subsistence small holder production units with weak linkages to industry and the services sector. The agricultural sector is characterised by low productivity, low income and un-competitiveness in production, processing and distribution. Given its central role in generating income and providing subsistence for majority of the people as well as its potential to lead the transformation of the economy, agriculture is expected to drive the new development agenda.

The main focus of agricultural development policy, over the medium-term, will be to accelerate the modernisation of agriculture and ensure its linkage with industry through the application of science, technology and innovation. The modernised agriculture sector is expected to underpin the transformation of the economy through job creation, increased export earnings, food security, and supply of raw materials for value addition and rural development as well as significant reduction in the incidence of poverty. This will be complemented by an effective natural resource management and environmental governance regime.

4.1.2 Improved Agricultural Productivity

Low productivity in the agricultural sector has been a perennial problem. The causes, which are many and varied, include the following:

- Low level of technology especially mechanization;
- Inadequate post-production infrastructure (i.e. storage, processing, transport etc);
- Low uptake of research findings by stakeholders;
- Limited availability of improved technological packages, especially planting materials and certified seeds; and

- Limited participation of beneficiaries in extension programme planning and implementation.

Other related challenges include poor coordination and limited and uncoordinated research efforts; absence of up-to-date and disaggregated data /statistics on the sector to inform policy making and programming as well as lack of a special programme for training agricultural manpower requirement. Added to these are: low capacity of Farmer-based organisations (FBOs) to access or deliver services and limited participation of beneficiaries in extension programme planning and implementation.

To raise productivity and increase production, the use of agricultural mechanisation will be accelerated. Government will collaborate with the private sector to build their capacity to produce and/or assemble appropriate and affordable agricultural machinery, tools, and other equipment locally. The establishment of Agricultural Mechanization and Service Centres (AMSEC), and machinery hire purchase and lease schemes with backup spare parts for all machinery and equipment would be facilitated to improve access. The promotion of the production and use of small-scale multi-purpose machinery and equipment along the value chain, including farm level storage facilities, appropriate agro-processing machinery/ equipment and Intermediate Means of Transport (IMTs) would be fully implemented.

The utilisation of appropriate technology and the introduction of economies of scale in food crop production will be pursued. Other strategies include strengthening the Research-Extension-Farmer Linkages (RELCs), promoting collaboration between public agencies, private companies, and consumers, and between local and foreign research institutions.

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

To ensure increased access to extension services and agricultural education, the following strategies will be implemented:

- Improve allocation of resources to districts for extension delivery, backed by enhanced efficiency and cost-effectiveness;
- Build capacity of Farmer-Based Organisations (FBOs) and Community-Based Organisations (CBOs) to facilitate delivery of extension services to its members;
- Emphasize the use of pluralistic extension methods; establish Junior Farm Field and Life Schools (JFFLS) in the districts to improve livelihood options for young people in deprived communities; and
- Create District Centres for Agric Advisory Services (DAAS) to provide advice on productivity enhancing technologies such as improved and drought resistant seeds and breeds for subsistent farmers in crop and aquaculture, etc.

4.1.3 Increased Agricultural Competitiveness and Enhanced Integration into Domestic and International Markets

The medium-term national development agenda also focuses on accelerating growth in the agriculture sector by raising the capacities of the players in the sector from the smallholders to large scale commercial farmers to meet the complexities of the markets. The policy will be based on value chain development. The objective is to enhance and translate Ghana's comparative advantage into competitive advantage in the production process to supply/export the needed commodity volumes and quality on timely basis.

Currently, the sector is faced with challenges, some of which are poor quality and irregular supplies of raw materials to agro-processing enterprises; low patronage of locally processed products and inadequate institutional arrangements to support commercial scale agro-processing. There are also challenges with the legal and regulatory framework, which make it difficult to establish and enforce contractual arrangements in the production and marketing of agricultural produce. Other constraints are poor road networks linking production, processing and marketing centres; inadequate market information including limited marketing extension for producers, traders and exporters; weak market integration between local, district, and regional markets; and low standardisation and product differentiation in domestic markets (weights and measures; grades and standards).

Post-harvest management practices will be improved to reduce post-harvest losses. The strategies to be pursued include the provision of silos, pack-houses and warehouses for the creation of a national buffer stock to ensure food security using the Commodity Exchange Approach as well as the establishment of the National Food Buffer Company to stabilise minimum guarantee prices. There is also the need to develop product clusters to enhance access to technical advice and logistics and promote the utilisation of locally processed products through improved quality standards and packaging.

Government will also give attention to the development of the domestic market. Partnership between the private sector and District Assemblies will be encouraged to develop trade in internal markets and help minimise risks. In addition, the development of commodity brokerage services will be encouraged to support marketing of agricultural produce as well as promote good agricultural practices along the value chain. Government will continue to promote the formation of viable farmer groups/Farmer-Based Organisations to enhance their knowledge, skills, and access to resources along the value chain, and foster stronger bargaining power in marketing and awareness creation about GAP/HACCP. This will be complemented by the accelerated development of feeder roads and associated rural infrastructure for the transportation and marketing of food and food products in high potential areas.

The development of agricultural exports is a major strategy to stimulate growth and improve incomes in the sector. Government will provide comprehensive support for improved access to market information and intelligence. The following strategies will also be pursued: provision of relevant technology, market infrastructure (e.g. cold chain) and Export Trade Houses in counterpart countries and financing to enable operators respond to the changing needs of markets; support operators to identify market niches for new products; and encourage the formation of strong FBOs to represent common fronts.

4.1.4 Reduced Production and Distribution Risks/ Bottlenecks in Agriculture and Industry

The high risk traditionally associated with the sector does not make it attractive for private equity investments. 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. The sector is also challenged by low productivity and output due to over-dependence on rainfall, low application of technology and high cost of production among others. Furthermore, socio-cultural practices limit and in some cases inhibit access to land including irrigated land by women for agricultural purposes in some traditional areas.

Other challenges facing the sector are:

- Inadequate flow of financing facilities for agricultural productivity;
- Absence of effective sectoral value chain linkages to industry;
- Inadequate agriculture-related infrastructure and facilitating services; and
- Ineffective institutional framework for collaboration with the appropriate agencies to address environmental issues related to agriculture

In order to address these challenges, Government will pursue the following policy objectives: expand agriculture-related infrastructure; and promote sustainable management of land and the environment. Strategies identified to achieve these objectives include the following: promote the development of appropriate irrigation schemes such as small drainage dams, dugouts and lifting water from rivers and wells, and other water harvesting techniques for different categories of users; promote land reforms that ensure equal accessibility of all to irrigated land for men, women and persons with disability; and promote the use of early warning meteorological information system in agriculture at the district level.

Irrigation is seen as a necessary instrument for the modernisation of agriculture, and in particular, for reducing vulnerability of smallholders to rainfall variability. However, the expansion in irrigation is slow and the productivity of public systems is low due to poor management.

Less than one per cent of arable land is under irrigation; formal public irrigation schemes are operating at approximately a third of their design capacity with low yield and low cropping intensity because of poor operation and maintenance of irrigation facilities, the latter being partly

due to inadequate cost recovery. Formal irrigation development has been very much supply-driven, and over-reliance on the formal system is limiting the area under irrigation. The informal sector, on the other hand, is not serviced sufficiently to realise its potential. Irrigation support services, especially for the private sector, have been inadequate due to unclear institutional mandates.

The focus of policy under the medium-term strategy will be to target the rehabilitation, expansion and promotion of the use of existing irrigation facilities and infrastructure along with intervention to promote the development of small scale community-based valley-bottom irrigation schemes; ground water development and exploitation for irrigation purposes; and the promotion of hand-fix pumps for irrigation purposes. The flagship irrigation project within the period will, however, be a phased irrigation of the Accra plains subject to the results of on-going technical studies being undertaken by a team of experts.

Improved agricultural financing is to be based on value chain financing to be achieved through the central bank promoting the building up of the capacities of the various financial institutions to develop products to that effect, including specifications and regulations for export market, and the establishment of an Agricultural Development Fund to enhance the liquidities of all financial institutions to strengthen their capacities to provide the short, medium and long term financing needs of agriculture and incidental infrastructure. The financing direction will provide direct support to selected projects and establishments which engage the services of the youth as well as provide a legal and regulatory framework, including the provision of incentives to financial institutions to ensure adequate flow of financial resources to the agricultural sector.

Funding will be sourced from the oil proceeds and the progressive implementation of the NEPAD's CAADP recommendations of allocating at least 10% of Government expenditure to agriculture and also provide selective subsidies for the agriculture sector for the procurement of inputs. The development and provision of agricultural insurance products will be strongly supported and promoted to reduce the risks along the value chain. There will be a special pension scheme for farmers as well as the provision of special financial packages to make agriculture more attractive, especially to the youth. Government will also introduce an insurance scheme to

protect farmers against natural disasters such as drought, torrential rains and floods on a pilot basis. The pilot scheme will cover grains production.

The key strategies for ensuring sustainable land management include:

- Establishment of land banks by District Assemblies and land owners and stools to resolve the problem of land acquisition and security of title;
- Promote the development of community land-use plans and the enforcement of their use, particularly in urban and peri-urban agriculture;
- Promote the establishment of agri-business zones and land banks with special consideration for needs of women;
- Improved access of operators in peri-urban agriculture to sustainable land and environmental management practices;
- Establishment of an Agricultural Development Fund; and
- Promotion of agricultural insurance and pension schemes

Sustainable land and environmental management practices will be mainstreamed in agricultural sector planning and implementation as well as the creation of awareness and sensitization of stakeholders on environmental issues and the development of an effective and efficient policy framework for collaboration with appropriate agencies to ensure environmental compliance.

4.1.5 Selected Crops Development for Food Security, Export and Support to Industry

This policy framework looks at encouraging the diversification of agricultural production for the triple purposes of attaining food security, increasing export revenues and securing the raw material base to support industry.

The promotion of selected crops development is to be adopted as one of the complementary options to help address the chronically low productivity in staples and horticultural crops; inadequate research into the utilisation of selected crops as well as the inadequate investment in processing and value addition to other traditional cash crops/ raw materials including shea nuts and dawadawa. Strategies with respect to staples and horticultural crops include: the 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 comparative and competitive advantage. This approach will extend the concept of nucleus-outgrower, block farming schemes and contract farming to cover staples and horticulture crops to bridge the gap between large and small scale producers. Closely linked to this is the need to promote a linkage between smallholder production (including indigenous and industrial crops, livestock, and fisheries) and industry

The cash crop development strategy will concentrate on cocoa, dawadawa, shea-nut, oil palm and cotton. Strategies include encouraging the promotion of organic cocoa for strategic buyers; intensification and extension of the mass spraying exercise; introduction of special incentives to stimulate investments in the local processing of cocoa by local and foreign entrepreneurs; establishment of a Task Force to encourage large-scale dawadawa tree development, processing and utilization; establishment of a Shea-nut Development Board to be responsible for the introduction of effective production, post-production and marketing initiatives; promotion and the development of the various shea-nut markets locally and globally; and revival of the cotton industry to create jobs and enhance the economy of the three northern regions. Consideration would be given to the possibility of using part of the oil revenue to develop oil palm in the south, bast fiber in the transitional zone, and cotton and shea butter in the north. Policy framework will be developed to clear the dilemmas on biofuel promotion.

4.1.6 Livestock and Poultry Development for Food Security and Income

The agricultural sector's objective of attaining food security covers access to supply of quality meat, animal and dairy products to ensure balanced diet and adequate nutrition for the people.

Ghana has a supply-consumption deficit of livestock and poultry products. This is due largely to the low genetic material of livestock species; poor management practices (feeding and health care), low productivity; and the inability of local livestock farmers to match the stiff competition from cheap imports. Strategies outlined to achieve this objective include the following: initiate 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 and water; improve the dispensation of animal health services as well as institute mass vaccination against Pest de Petit Ruminant (PPR) in small ruminants and Newcastle disease in poultry; improve 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 strengthen the enforcement of quarantine regulation on livestock movement including those herded by Fulanis. The issue of the Fulani herdsmen will be addressed through the ECOWAS protocol on trans-humans. A National Poultry Council would be established to promote and strengthen commercial poultry production.

4.1.7 Promotion of Fisheries Development for Food Security and Income

The fisheries sub-sector is confronted with a number of challenges including the consistent decline in national output and dwindling stock levels, resulting in high levels of national annual consumption deficits. This state of affairs has been attributed largely to over exploitation of stock on the relatively narrow continental shelf due to reasons that include: insufficient monitoring and control to ensure compliance with laws and regulations on fisheries; weak collaboration with communities in the management of fisheries resources; lack of alternative livelihood opportunities for coastal/ fishing communities; and inadequate fishing infrastructure including the use of over-aged fishing crafts and other obsolete fishing methods.

In marine fishery, the strategies are aimed at preventing the over-exploitation of the resources of the sea and the lagoons caused by inefficient and destructive fishing methods as well as promoting the general principles of responsible fishery with emphasis on the enforcement and compliance to the maximum allowable fish catches that will enable the resources to renew themselves. The policy on the establishment of co-management mechanisms with local communities for fisheries resource management will be vigorously pursued; all existing agreements on fishing within Ghana's territorial waters/EEZ will be reviewed to ensure sustained livelihoods and the long-term interests of fishing communities; effective monitoring, controls and surveillance systems will be established; and compliance with applicable laws and

regulations on managing fishery resources in the country will be enforced to forestall the inimical practices of rogue operators.

A fisheries college will be established to train extension officers and technicians for marine and inland fisheries. The existing fish landing sites and related infrastructure for storage, processing and exports would be expanded and upgraded to international standards, while the current fleet of fishing crafts will be revamped with modern ones equipped with appropriate storage and processing facilities. In addition, credit lines for improvement in the livelihoods of people in the fishing communities would be provided in tandem with the improvement and diversification of livelihood opportunities for operators in the post-harvest fishery sub-sector.

In the area of inland fishing and aquaculture, the set of strategies seek to support the formation of “Fish Farmers Associations” which will be assisted to train members as service providers; private sector investments in aquaculture would be supported to boost the adoption of scientific practices in the breeding and production of fingerlings, and enhance the general management of different fish species.

4.1.8 Improved Institutional Coordination for Agricultural Development

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. Currently the sector has a weak framework for collaboration with other MDAs to promote the development agenda for agriculture. In addition, there is a limited public-private sector engagement in the agricultural sector.

The strategies identified seek to strengthen the intra-sectoral and inter-ministerial coordination through a platform for joint planning; facilitate 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. This will include each ministry identifying an agricultural content for its strategic policy.

4.2 SUSTAINABLE NATURAL RESOURCE MANAGEMENT

4.2.1 Introduction

One of the three main targets specified under the Millennium Development Goals (MDG 7) is the integration of the principles of sustainable development into country policies and programmes and reversing the loss of environmental resources by 2015. However, the West African sub-region suffers from environmental problems that essentially emanate from elsewhere, such as the dumping of used computers in Ghana as is the case with many other countries in the sub-region.

The Current Situation

The environmental problems associated with overpopulation of urban areas in Ghana are those that have direct bearing on human health, such as basic sanitation and disposal of waste, the shortage of essential facilities and disregard of approved land use allocations. Ghana's current pattern of development puts a lot of stress on the environment. The total economic cost of poor environmental management and sanitation is over 10% of Ghana's GDP.

Many efforts have been made in the past to address environmental issues, including the ratification of a number of international conventions related to the environment. However, there is still the need to continuously adopt realistic environmental policies to solve the current challenging issues and emerging national and global environmental problems as and when they occur.

Two major drawbacks militating against progress are the lack of knowledge on the environment and a lack of capacity to deal with management of the environment and sanitation issues. These environmental problems are very complex and their solutions necessitate the inclusion of social, economic, and political aspects, in addition to the technical issues involved, especially as several of these issues are trans-boundary in their nature and effects. Government has risen to these challenges by the funding of a new Institute of Environment and Sanitation Studies at the University of Ghana to address the information and capacity needs in the sector.

The Key Issues and Challenges

Ghana is endowed with abundant natural resources, which have played a very important role in the agricultural and industrial development efforts of the country. However, as a result of incessant exploitation of these natural resources to meet legitimate socio-economic aspirations, irreparable damage has been made to productive lands by deforestation, air and water pollution, desertification, overgrazing, and destruction of biodiversity.

The fast growing population is presently exerting immense pressure on national resources, as well as creating waste management problems in the major towns and cities. Land degradation has been identified as one of the key environmental problems facing the country, resulting in declining productivity of the land in the face of mounting population pressure. There is rapid loss of biological diversity and wildlife populations.

The state of Ghana's natural resources and environment are rapidly changing due to:

- Declining resources, e.g. shrinking of areas under natural forests;
- New opportunities for communities from the Forestry and Mining Sectors, e.g. oil;
- Possible threats, e.g. pollution;
- Cross-sector dynamics, e.g. revenue generation from forestry to the national exchequer and in the provision of household income and to subsistence needs; and
- Global issues like climate change and biodiversity conservation.

Local issues relating to solid and liquid waste disposal, sanitation, mining and the loss of wetlands as well as other forms of environmental degradation, deforestation and poor urban planning all have impacts on society.

4.2.2 The Vision for the Environment and Natural Resource Sector

Environment is cross-cutting and the sustainable management of natural and renewable resources is essential to deliver the Medium-Term National Development Agenda. The key objectives of the sector for the future are as follows:

- Improved cross-sectoral environmental management, including the consideration of global issues such as climate change and loss of biodiversity, as well as the opportunities of initiatives such as REDD+, VPA/Flegt;
- Strategic Environmental Assessment (SEA) applied to inform decision-making and mainstream environment into all sectors of the economy, especially as regards the cost of environmental degradation;
- Improved Environmental and Social Impact Assessment (ESIA) processes and compliance;
- Decentralized environmental management, including the enforcement of laws on waste, illegal mining and chain-saw logging at the local level;
- Improved environmental monitoring and reporting; and
- Strengthened functional partnership and participation in environmental management with civil society, development partners, industry, and research bodies.

4.2.3 Investing in the Natural Capital for Development

To sustain the development of the economy, where production and incomes are based on the use of natural capital, management of the environment becomes a development issue and this management must be efficient. There is a need for a clearly articulated and widely accepted strategic direction, which focuses on sustainable and equitable development. The ten key areas of focus for the environment sector are:

4.2.3.1 Climate Variability and Change

The impacts of increased global emissions of greenhouse gases are already being felt with evidence that further change will occur. Climate is a development issue. Vulnerability and adaptation assessments have demonstrated that the economy will be adversely affected by climate change since it depends on sectors that are predominantly susceptible to the impacts of climate change. There is a commitment to tackling climate change. However; efforts to ensure a climate proof economy have been unsuccessful due to limited capacity both technically and financially. Key policy objectives to effectively cope with the threats of climate change include: adapting to the impacts of and reduce vulnerability to climate variability and change; mitigating

the impacts of climate variability and change; and low carbon growth strategy. Several Development Partners have indicated the need for a Centre of Excellence for Climate to be established, and this can be done within the University of Ghana Institute of Environment and Sanitation Studies.

Adapting to the Impacts of and reducing Vulnerability to Climate Variability and Change:

Adaptation is the principal way to address the potential impacts of climate change. It is a mechanism that allows the management of risks; adjust development, including economic, environmental, and socio-cultural activities, to reduce vulnerability of the national economy, population and ecosystems to the impact of climate change in order to achieve national development and economic growth.

Strategies identified to achieve this objective include the following: increase resilience to climate change impacts, identifying and enhancing early warning systems; alternative livelihoods: minimizing impacts of climate change for the poor and vulnerable, enhance national capacity to adapt to climate change through improved land use management; adapt to climate change through enhanced research and awareness creation; development and implementation of environmental sanitation strategies to adapt to climate change; manage water resources as climate change adaptation to enhance productivity and livelihoods; minimize climate change impacts on socio-economic development through agricultural diversification; minimize climate change impacts on human health through improved access to healthcare; demand and supply side measures on adapting the national energy system to impacts of climate change; and adapt to climate change: sustain livelihoods through enhanced fisheries resource management.

Mitigate Impacts of Climate Variability and Change: The Copenhagen Accord entreats member countries to submit a list of National Appropriate Mitigation Actions (NAMAS), which would be implemented to reduce carbon emission levels. With Ghana's agenda for low carbon development pathway, there is an urgent need to develop effective mitigation policy options to address high levels of Green House Gas (GHG) emissions.

Strategies identified to achieve this objective include the following: promote energy efficiency in all aspects of life; improve transport services and facilities; promote sustainable forest management and implement forest governance initiatives; promote various mitigation options in the agricultural sector including education and efficient management practices; and improve waste management mechanisms.

Using Low Carbon Growth as a specific Mitigating Approach integrating the nexus between Climate and Development: By slowing its rate of greenhouse gas emissions, Ghana has opportunities to make use of international support for shifting towards a lower carbon economy. Ghana has opportunities to address emissions at low or even negative cost, and meet other development objectives.

To achieve Lower Carbon Growth (LCG) objectives the focus would be: development of a long-term national LCG approach based on a clear assessment of the scientific and economic basis for action; development of a coherent holistic response to climate challenges within the broader context of sustainable development and use of the tri-helix model of linking research, industry and government sectors; prioritization of technical and systemic innovation initiatives in the most pressing areas and those areas with the most potential for rapid cost-effective results; involvement of a wide range of stakeholders so as to understand and negotiate tradeoffs and to achieve broad consensus for a package of LCG policies for sustainable development; identification of the technical, human and financial capacity needed to achieve long term Low Carbon Growth; and creation of the knowledge base that would allow the nation to enter international negotiations with a clear understanding of the potential for emission abatement, and the financing needs of the country.

4.2.3.2 Protected Areas

Currently, there are 16 legally constituted wildlife reserves in Ghana, which cover about 5.3% of the total surface land area. These have been categorized into: one strict nature reserve, six National Parks, two wildlife sanctuaries, six resource reserves and one Biosphere reserve. There are also six wetlands declared as Ramsar sites. For most of the protected areas, budgetary allocations are too low to provide adequate protection for the wildlife populations, which have

been gradually declining due to habitat fragmentation and the trade in bush-meat. Key policy strategies that have been identified to address these challenges are: maintaining and enhancing the Protected Area system; and strengthening the legal framework on protected areas.

Maintaining and Enhancing the Protected Area system: Government will ensure adequate accommodation, logistics and remuneration for protected area staff by creating a financial framework that would ensure adequate motivation for protected area field staff. There is also the need to implement national buffer zone policies for rivers and protected areas incorporating the education of potential users on dangers their activities pose to wildlife and water bodies. Government will also expedite action on the poverty alleviation agenda by pursuing more vigorously national strategies like Youth in Agriculture, Savannah Accelerated Development Authority (SADA) and Central Regional Development Commission (CEDECOM) to enable communities near protected areas and local communities benefit from revenues earned from the exploitation of natural resources. The identification of river basins and corridors best suited for connectivity and acquisition of lands that could possibly serve as landscape corridors will be fast-tracked. There is also the need to ensure that local participation is an integral component of forest and wildlife policy by making local communities partners in protected area management where local people will be involved in all stages of the management process. The provision of alternative livelihood for local people to reduce pressure on lands adjacent to protected areas and water bodies shall be considered a priority.

Strengthening the legal framework on protected areas: The promulgation of strict national legislation on initiation of bush fires would enable District Assemblies to enforce bye-laws on bush fires and empower local authorities to prosecute bush fire offenders. The creation of specialized courts to adjudicate protected area offences, with intensified community education to promote partnerships will also help strengthen the legal framework on protected areas. Government will strengthen the law enforcement unit of the Wildlife Division, so as to enforce laws on capture of, and trade in bush-meat and wild animals. A law will be passed to prevent mining activities in all protected areas. Government will also constitute a multi-sectoral body to upgrade and possibly separate wildlife policy from forest policy as in the 1994 policy.

4.2.3.3 Biodiversity

The loss of biodiversity is proceeding at an alarming rate. A major area of concern is the lack of integration of biodiversity issues into development planning. A Steering Committee will be established to mainstream biodiversity issues into sector programmes to facilitate the development of relevant sector biodiversity policies. Another drawback is the lack of research, public education and awareness on biodiversity and ecosystem services. The Ministry of Environment, Science and Technology will facilitate the collaboration and harmonization of the biodiversity-related agreements. The Ministry will also establish monitoring mechanisms for biodiversity activities.

4.2.3.4. Land Degradation and Land Use

About 69% of the total land surface area is estimated as being prone to severe or very severe soil erosion. Farming practices and the removal of vegetation cover are some of the direct causes of soil degradation, with deforestation and mining, especially illegal mining activities, contributing the most serious forms of natural resource degradation. Land use is classified as agricultural, i.e., the cultivation of annual crops, tree crops, bush fallow and other uses, and unimproved pasture or non-agricultural, which includes forest reserves, wildlife reserves, unreserved closed forests, unreserved savanna lands, lands for mining, settlements, and institutional uses.

Land degradation has a significant impact on the environment and natural resource base of the country. Key policy objectives identified to address this, include reversing land degradation through investments and encouraging appropriate land use.

Reversing Land and Natural Resources Degradation through Investments: Various strategic actions have been identified to reverse natural resource degradation. Appropriate agriculture intensification techniques that provide irrigation infrastructure and promote correct soil conservation techniques will be applied, while afforestation of degraded forests and off-reserve areas would be encouraged, including the adoption of a medium to long term plan for public and private programmes. Investments would be encouraged in industrial scale tree farming in specific depleted Forest Reserves and on degraded land, and in commercial forestry outside

forest reserves and along dried up and flowing streams and rivers. Other strategies include the promotion of plantation/woodlot development to meet the needs of society; human-centred biodiversity conservation initiatives; the use of Lesser Used Species (LUS), particularly for the construction industry on the domestic market; and the utilization of non-traditional tree species such as rubber-wood, coconut and bamboo to supplement raw material supply from natural forests.

Encouraging Appropriate Land Use: Agriculture Extension Services personnel will be empowered to promote interactive learning processes that will entail the demonstration of the appropriate use of agrochemicals. Stakeholders would be consulted and district assemblies and traditional leaders sensitized on the prohibition of farming along steep slopes. The national policy on the reclamation of degraded and deforested land by timber and mining companies would be strictly enforced with compliance as the precondition for renewal of license. Value addition to timber products will also be encouraged.

4.2.3.5 Marine and Coastal Ecosystems

The coastal zone covers only 6.5 percent of the total land area. However, about a quarter of the nation's population and more than three quarters of its industries are located in this area. With increasing pressure of population growth, conflicts over land, water and resource utilization constraints will be exacerbated. In addition, overlapping policies at all levels of governance have led to sectoral conflicts with regard to resource development and management, including environmental protection.

To address these issues, three key policy objectives have been identified. These include: investing directly for financing control structures, construction, technological improvements including appropriate technology suited to small-scale enterprises; promoting regulatory or economic incentives (in the form of taxes, subsidies, charges, licenses) and improving institutional/policy reforms for effective coastal resource management; and increasing knowledge and awareness of decision-makers or resource users, for more appropriate management of coastal resources.

Investing directly for financing control structures, construction, technological improvements including appropriate technology suited to small-scale situations: In order to arrest and delay further deterioration of the coastal zone habitat, there is the need for direct investments in control structures; the establishment of gabions and boulder revetments to arrest erosion; and the promotion of mangrove forests replanting and planting of other vegetative cover to contain erosion. In reducing the impacts of pollution on the environment, investments would be encouraged in upgrading and maintaining waste treatment and small scale waste collection facilities. Appropriate policies will also be designed to promote recycling, recovery, re-use and reduction of all types of waste.

Promoting regulatory or economic incentives (in the form of taxes, subsidies, charges, licenses) and improving institutional/policy reforms for effective coastal resources management: To minimize environmental pollution, industries will be compelled to comply with EPA maximum permissible environmental quality discharge limits. The Agency will be empowered to implement regulations and fines for illegal mining, indiscriminate bush burning, mangrove and wetlands destruction, sand and gravel mining. Effective management of coastal resources requires monitoring and enforcement of regulations contained in the newly enacted Legislative Instrument against inappropriate fishing methods, such as the use of light for fishing and the use of small mesh size, strengthening enforcements against illegal fishing by trawlers, and strengthening institutional capacity for research, monitoring and enforcement of all by-laws. Further strategies to improve coastal zone management include ensuring proper location of industries in developing coastal towns; encouraging the use of alternative building materials to minimize the use of sand and beach building materials; the provision of fishery infrastructure to reduce post harvest losses as incentives for fishermen; and the establishment a Coastal Zone Commission with strong stakeholder participation.

Increasing knowledge and awareness of decision-makers or resource users, for more appropriate management of coastal resources: For better management of coastal resources, various groups such as decision makers and resource users should be better informed. Community participation in safe disposal of sewage and garbage will be encouraged to create

public awareness in order to avoid unwise exploitation, conflicts and pollution of sensitive habitats. Coastal communities will also be empowered and encouraged to generate income from coastal resources, e.g. tourism. Strengthening cooperation and coordination among various institutions and on various programmes will also lead to effective management of the coastal zone and its resources.

4.2.3.6 Mineral Extraction (including oil and gas)

The policy objective aims at reducing the environmental impacts of mineral extraction (including oil and gas). Mineral extraction contributes a significant portion to revenue mobilization. However, the activities of both large and small scale mining companies will be monitored in order to protect the environment. This objective will be achieved with following strategies:

Restoration of Degraded Mining Areas: The issue of environmental degradation will be checked by controlling the negative effects of mining (especially illegal mining) by vigorously pursuing the reclamation and plantation development measures in areas mined-out specially by illegal miners.

Promote Sustainable Extraction and Use of Mineral Resources: The issues raised on mines, would be addressed through the diversification of the mineral production base of the nation to reduce over-dependence on the few precious minerals. The salt industry will be supported to expand production to provide the raw material requirements of the petrochemical industry.

Government interventions would also seek to enhance international and regional cooperation in the mining industry and actively promote the country's involvement in the Extractive Industries Transparency Initiative (EITI). The EITI seeks to ensure transparency in the payment, receipts, disbursement and utilization of extractive sector revenues. The current legal framework on mining will be reviewed with special emphasis on the fiscal regime to ensure that the state and mining communities derive maximum benefits from the country's mineral resources. This should ultimately provide fiscal and related incentives that would encourage value addition downstream in mining activities such as refining and smelting.

Building the Institutional Frameworks for Sustainable Extraction and Management of Mineral Resources: Weak institutional and regulatory frameworks for natural resource management and environmental governance compromise the nation's ability to effectively manage its natural resources. The policy and the relevant regulatory framework for effective co-ordination among key government agencies to improve the performance of the mining sector would be enhanced. Government will in the medium-term strengthen and enforce existing environmental laws and regulations including the passage of regulations under the current Minerals and Mining Act 2006 (Act 703). The formulation of a National Mining Policy would be accelerated and the Minerals Development Fund would be reviewed to address concerns of communities, chiefs and District Assemblies on percentage of royalty allocations.

4.2.3.7 Wetlands and Water Resources

Sustainable Use of Wetlands: Until recently, wetlands were virtually considered as waste lands. Since the coming into force of the Conversion on Wetlands in 1971, however, wetlands have been internationally recognised as ecosystems of considerable importance, comparable to forests, rangelands and marine ecosystems. Wetlands ecosystems in Ghana constitute about ten percent 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.

Government, together with all stakeholders, would promote decentralization and participatory wetlands management. National capacity building will be accelerated and the appropriate legal and institutional framework to regulate the sustainable use of wetlands will be instituted. Government would also support comprehensive wetlands inventory, backed by research and monitoring and put strategies in place to restore and rehabilitate degraded and badly altered wetlands. Furthermore, the long term sustainability of wetlands will be ensured by preserving their ecological, cultural, recreational and aesthetic values. At the community level, Government will establish sustainable livelihood strategies so as to enhance poverty reduction in communities that depend on wetlands for their livelihood.

Integrated Water Resources Management: Current trends point to the fact that an integrated water resources management approach is needed to ensure that water does not become a constraint to national development. With continued population growth and urbanisation, and rapidly growing and diversified demands, including water for irrigation, hydropower generation, industrial processes, fisheries and aquatic ecosystem protection, the resource is becoming increasingly scarce and is often of inferior quality. The result of this prevalent situation has often been in the form of non-optimal and unsustainable use of the resource. Current approaches to natural resource management acknowledge that planning for the use and preservation of any natural resource must take the wider sustainable development needs of society into consideration.

Government will adopt water resources planning as a cross-cutting basic component of national economic planning. Government will also ensure the preparation of IWRM strategies using the various river basins as the planning units. Appropriate institutional structures will be established to enhance capacity building. In addition, Government will ensure that planning for water resources is made with due recognition of “environmental flow” requirements as well as the adoption of sustainable practices that avoid damage to critical natural capital and irreversible ecological processes. In line with the current position on PPP, Government will promote partnership with the private sector for the protection and conservation of water resources. Government policy will also be tailored towards ensuring cost recovery to guarantee sustainability of water projects as well as promote equity taking into account the specific needs and preferences of the poor.

4.2.3.8 Waste, Pollution and Noise

With increasing population, more waste is generated. Separation of waste will be encouraged and collection would be regular so as to prevent any outbreak of diseases as a result of pollution. The existing sanitation laws would be properly enforced by relevant authorities and offenders will face the appropriate penalties. Old recycling plants will be rehabilitated and where possible, a new one will be set up in every district. Existing regulations on noise pollution will be updated as and when appropriate for strict enforcement.

4.2.3.9 Community Participation

Local communities, as custodians of natural resources, often possess immense knowledge about local ecosystems, resources, and their use that is often not available at the national level. Effective community participation in the management of resources will therefore become a hallmark of the new regime as community involvement in decision making increases an awareness of issues while fostering ownership of local resources.

Enhancing Community participation in environmental and natural resources management by awareness raising: Awareness creation is important for the success of any community participation initiatives. Awareness will be created in the communities about the environmental value of local natural resources and Government's strategies for their management. Initiatives to increase awareness of the conditions of natural resources within local communities will be put in place. Government will promote Information, Communication and Education (ICE) strategies as a means to develop community responsibility to manage the environment on a sustainable level. These include workshops, preparation and distribution of print materials (in the vernacular languages), meetings, presentations at local forums, durbars etc. Creating public awareness about the value of community resources and the current or potential threats to those resources to motivate community members to take management action is also important.

Enhancing Community Participation in governance and decision making: An increased understanding of local traditional institutions and governance systems and of the ways they operate to control resource exploitation at the local settings is important in ensuring that local communities are involved in governance and decision making. Participatory programmes will be integrated into traditional resource management practices. In creating opportunities for local participation in the natural resource management processes it is important to create equal opportunities for both men and women. Women's participation in community organizations that manage natural resources is not only an equity issue, but also affects efficiency and effectiveness. The exclusion of women will marginalise women from valuable assets including physical assets such as the use of dug out wells, bore holes or forest products; and human assets,

such as training, credit or other benefits earmarked only for the group or organization members. Measures will be taken to integrate a gender perspective in the design and implementation of environmentally sound and sustainable resource management mechanisms. Plans developed would be based on engagement with communities and involve the full range of key stakeholders. This will ensure community ownership.

Strengthen and develop local level capacity to participate in the management and governance of natural resources: Community participation in decision-making is an important element of Agenda 21 and is a fundamental concept of sustainable development. Strengthening the community's capability to access funds to support viable and environmentally sustainable socioeconomic projects will ensure their continued interest in the sustainable use of natural resources. In order for communities to have a say in development and investments especially those that will depend on the exploitation of natural resources, it is important that they are assisted to form alliances and organizations which can lobby and negotiate with both Government and private investors. Providing opportunities for community members to gain the skills and knowledge necessary to undertake environmental management initiatives would be a continuous process. A Community Leadership Program that provides training and education in the sustainable use of natural resources to instill the necessary skills and confidence in community leaders will also be of assistance. Finally "Co-management" of natural resources, which involves local people and other institutions sharing responsibility for decision-making about access to and the use of natural resources, would be encouraged by establishing coordinating structures and also strengthening coordination among Metropolitan, Municipal, and District Assemblies (MMDAs) to enforce planning regulations relevant to environment.

4.2.3.10 Natural Disasters, Risks and Vulnerability

Natural disasters are risk factors, which affect the rate of economic growth, destroy the assets and increase vulnerability especially among the already vulnerable groups such as women, the aged and children. On the other hand resource mismanagement and environmental degradation can exacerbate the frequency and impact of droughts, floods, bush fires, and other natural hazards. Again the poor are the most vulnerable to environmental disasters and ("shocks") as well as to more gradual processes of environmental degradation - as the majority of the rural

poor live in ecologically fragile areas, while the urban poor often live and work in environments with a high exposure to environmental hazards. Natural disasters worsen economic deprivation in the short term and can compromise long-term welfare by forcing affected households to sell assets that would otherwise be used to meet future needs and contingencies. Current issues include the high vulnerability of environmental natural resources to natural disasters, the poor management of the impacts of natural disasters and climate change, earthquakes and minor tremors in Accra district and some coastal areas, occasional droughts – most severe in 1983- with disastrous effects on livelihoods, increasing frequency and impact of droughts, floods, forest fires, and other natural hazards. Policies will aim at mitigating natural disasters and reducing risks and vulnerability.

Mitigating Natural Disasters and Reducing Risks and Vulnerability: The frequency, intensity, and duration of extreme weather events are likely to increase as a result of climate change. These will affect developing countries like Ghana disproportionately. The need to invest in early warning and response systems cannot be overstated. In order to improve adaptation and mitigation, there is the need develop strategies and programmes that create awareness about climate change, its impacts and possible adaptation measures. Dealing with the impact of natural disasters will entail increasing the capacity of NADMO.

As Accra district and some coastal areas have previously experienced earthquakes and continue to experience minor tremors, modern seismological stations will be constructed at Weija, Shai Hills, Kukurantumi and Accra to collect and provide scientific information on seismic activities along the country's known fault lines. The impacts of natural disasters are not restricted to any one sector. Hence to reduce the impacts of natural disasters on natural resources requires a multi-sectoral approach, bringing in all the various sectors such as the Ministries of Health, Education, Environment, Science and Technology, the Ministry of Finance and Economic Planning and the Ministry of Employment and Social Welfare. Finally, Metropolitan, Municipal and District Assemblies will be required to create and enforce bye-laws restricting structures in flood-plains, water-ways, wetlands, etc. Other law enforcement bodies such as the police and the judiciary would be sensitised about these issues as well.

CHAPTER FIVE OIL AND GAS DEVELOPMENT

5.1 INTRODUCTION

5.1.1 Development of the Oil and Gas Industry

The recent discoveries of oil and gas fields offshore Ghana, create tremendous opportunities for stimulating national development. However, the potential for oil and gas to drive the economy positively for the well-being of Ghanaians, as should be the case with other natural resources, will only be realized if this emerging industry is fully integrated into the local economy. Oil and gas must, therefore, be seen in terms of linkages with other sectors of the economy, generating resources that can be used for a rapid development of national infrastructure, for increasing agricultural productivity, for enabling a paradigm shift in the structure of the economy toward increased industrial value-added production, accelerating job creation and facilitating the building of national capacity to harness advanced technologies. Concomitantly, there will be a constant focus on protecting the environment to ensure sustainable development.

The oil and gas industry must not be taken in isolation if it is to propel national development. It must not become another enclave for resource exploitation that is dominated by foreign interests. Having regard to the areas in which these major oil and gas discoveries are located, the sector can provide the impetus to build new growth poles in the economy. The key focus areas of the oil and gas sub-sector are Employment Creation; Protecting the Environment; Revenue Management and Transparency; Diversification of the Economy; Capacity Development; Increasing access to Petroleum Products; and Petroleum Pricing.

Synergy between the oil and gas industry and the rest of the economy is critical for ensuring that Ghana achieves a broad-based development with the exploitation of its natural resources meeting the needs and aspirations of its citizens. The prospect of significant oil and gas production in Ghana starting in the last quarter of 2010 creates an urgent need for a planning outlook that locates the development of these resources strategically at the heart of the national development agenda.

5.1.2 Employment Creation

The high unemployment level in the country is of critical concern to Government. Like all the other sectors there are high expectations on benefits from the oil and gas industry to improve the economy by engaging many Ghanaians in the industry. To help address the problem of unemployment in the country, the oil and gas industry aims to convert the opportunities offered by the sector to create jobs especially for the youth. Strategies to achieve this policy involves ensuring the utilisation of oil revenue in the priority areas of education, health, agriculture, rural development, infrastructure, water, and sanitation and poverty reduction; and providing incentives to facilitate investments along the oil and gas value chain.

5.1.3 Protecting the Environment

Environmental protection is one of the major concerns of the people. A key policy objective is to ensure that the practices of the oil and gas industry are consistent with international standards of environmental sustainability. Natural gas utilisation will become a central part of every oil production project.

The industry is challenged by inadequate information on environmental impacts, inadequate capacity to manage environmental impacts and inadequate public awareness of the potential and impact of the oil and gas resources on the nation's development prospects. Research will be conducted into environmental impacts associated with the exploration of the oil and gas industry in the Ghanaian context. The regulatory framework for ensuring protection of the environment will be strengthened based on international best practice. A culture of compliance with the regulatory framework will be emphasized from the onset and on sustained basis. This will require persistent and stringent monitoring of activities and evaluation of impacts on an ongoing basis.

Another strategy to achieve the policy objective is to manage Ghana's oil and gas resource endowment to ensure sustainability in reserves and the environment by optimizing resource exploitation while proving up further reserves through accelerating the pace of exploration in the various sedimentary basins that Ghana has. Considering that the discovery of oil already appears to be worsening the haphazard physical planning and land use practices, particularly, in the

Western Region, special attention needs to be paid to the development of the human settlements near the areas of oil and gas production and other related activities.

5.1.4 Transparency in Revenue Management

The need for more efficient national revenue management is highlighted by the anticipation of large revenue inflows from the oil and gas industry. The revenue collection and management capacities of existing institutions will be oriented to the peculiar needs of the oil and gas industry. Oil and gas revenues will be managed transparently and equitably for the benefit of present and future generations of Ghanaians. It becomes even more necessary to address the challenges of corruption and ensure that these increased resources are channelled productively for national purposes and not appropriated illegitimately for individual benefit.

5.1.5 Diversification of the Economy and National Relevance of Oil and Gas

Ghana's over-reliance on primary products with very little value addition is one of the challenges that have faced the economy. The development of the oil and gas industry will seek to reverse this tendency. Indeed, the linkages of, as well as revenue from, the oil and gas industry will facilitate higher value addition in other sectors. Agriculture will be boosted, not displaced, by oil and gas.

Sector policy objectives are to: transform the structure of the economy from production and export of primary products to a diversified industrial-based economy and to sustain and optimise the exploitation and utilisation of Ghana's resource endowments for the overall benefit and welfare of all Ghanaians, present and future. However, some challenges can be anticipated in the achievement of these objectives. 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 the opportunities available from the developments in the oil and gas industry. Local entrepreneurs are only beginning to appreciate what can be done in this industry. There is also inadequate capacity of indigenous financial institutions and limited availability of financial resources to support Ghanaian investment in the oil and gas industry.

The oil and gas industry must provide the impetus to strengthen the capacity of local financial institutions to compete with their foreign counterparts for opportunities. It should also build capacity to improve domestic resource availability to fund further exploration as well as the establishment of other strategic industries. Strategies to drive these objectives are: ensure security for the oil and gas industry as a whole (including installations and operations); maximise the use of local goods, services, and associated resources in all segments of the oil and gas industry value chain in order to retain the benefits within Ghana. It also includes redevelopment of existing settlements as part of the new urban settlements expected from the developments associated with the exploitation of oil and gas resources.

Owing to the huge investment requirements, attracting requisite investment capital in oil and gas exploration and development will continue to be an important step towards increased benefits to the people of Ghana. Other strategies are: support regional initiatives for integrating energy infrastructure to expand and accelerate cross-border energy trade and investments; promote the supply of cheaper fuels such as natural gas from Ghana's domestic natural gas resources and the West Africa Gas Pipeline Project for power generation; and maximise the utilisation of natural gas reserves by prohibiting flaring or venting of natural gas produced within Ghana, unless necessary in operations.

5.1.6 Capacity Development

Human capacity for exploitation, development and production of oil and gas resources is lacking. To address this issue, resources from the oil and gas industry will be used to support capacity-building at all levels in the country's technical, vocational and tertiary institutions. The industries will: link up with educational institutions to monitor and evaluate; create a human resource database of worldwide Ghanaian capacities in the oil and gas industry; as well as assess and build local capacity of Ghanaians both within and outside the country.

5.1.7 Increasing Access to Petroleum Products

Access to petroleum products in Ghana has to be improved on a sustainable basis. To do this, the industry will expand petroleum product storage capacity and petroleum products bulk distribution infrastructure will be expanded to all parts of the country. It will also be improved.

5.1.8 Pricing

The cost of transportation and distribution of petroleum products is high. As a response, the policy objective will be to ensure equitable access to, and uniform pricing of petroleum products. Other related strategies will include improvement in efficiency in the electric power industry to drive cost down. Ex-refinery prices of petroleum products will be based on import parity prices or other cost-effective pricing formula.

Furthermore, there is the need to regulate transportation and distribution charges for petroleum products to ensure reasonable profit margins for transporters and distributors, and also apply cross-subsidies among petroleum products to achieve specific national development objectives.

CHAPTER SIX INFRASTRUCTURE, ENERGY AND HUMAN SETTLEMENTS

6.1 INTRODUCTION

The critical role of infrastructure in propelling economic growth and sustainable poverty reduction has become more crucial as Ghana aspires to move to become a middle-income country. Accordingly, this thematic area seeks to expand existing social and economic production infrastructure to ensure that services provided are reliable, affordable and efficient.

The key focus areas of policy for the medium-term are: transport infrastructure; energy and energy supply to support industries and households; science, technology and innovation; information and communication technology development; human settlements development; recreational infrastructure; and water, environmental sanitation and hygiene.

6.1.1 Transportation: Road, Railway, Maritime and Riverine Transport and Aviation

Transportation plays an important role in the economy of Ghana. It facilitates the haulage of goods, movement of people and the general integration of the rural and urban economies. The various modes of transportation within the sector include road, rail, air, sea, inland water, push carts, animal drawn carts with road as the principal means of transport in the country.

Key challenges that confront the entire transportation sector include: inadequate development of inter-modal transport system; poor inter-modal facilities; inadequate funding for maintenance, upgrading and rehabilitation of existing infrastructure and management for all modes of transport; poor coordination and cooperation among relevant institutions; inadequate and unfriendly walk ways for PWDs; and un-integrated approach to transport planning and development. Key policy objectives that will be pursued to address the challenges in the entire transport sector are as follows: establish Ghana as a transportation hub for the West African Sub-region; integrate land use, transport planning and development planning and service provision; and ensure sustainable development in the transport sector. Specific challenges and policy interventions for key modes of transportation are presented in the sections below:

6.1.1.1 Roads and Highways

Ghana's road network consists of about 66,222 kilometres of roads. It comprises about 42,192 km of feeder roads, 12,400km of urban roads and 11,628 km of trunk roads. The network is comprehensive and links all districts and regions, and also provides access to a large number of settlements. Extensive use of road transport in relation to other forms of transport and poor maintenance of roads however, have led to pre-mature deterioration of the road network, congestion on roads and highways, especially in the urban areas, and an increase in road traffic accidents. Currently, 41% of the road network is in good condition, 27% is in fair condition and 32% is in poor condition.

To address these challenges in the medium-term and enhance road transport, the following policy objectives will be pursued: prioritize the maintenance of existing road infrastructure to reduce Vehicle Operating Costs (VOC) and future rehabilitation costs; improve accessibility by determining key centres of population, production and tourism; re-instate labour-based methods of road construction and maintenance to improve rural roads and maximize employment opportunities; implement urban transport projects such as the Ghana Urban Transport Project (GUTP) including the Bus Rapid Transit (BRT) and school busing schemes; and explore PPP and concession options for investment in transport infrastructure and services (single and multi-modal options); build capacity of local road contractors and consultants, and ensure their proper classification and use, and develop the institutional and regulatory arrangements for ensuring the most effective and efficient movement of freight and passengers.

6.1.1.2 Railway Network

Ghana's existing rail network is confined mostly to the southern part of the country which is economically more advanced and has a higher population density. The total rail track length is 1,300 kilometres. Minerals constitute the main bulk of goods traffic on the network, but cocoa and timber traffic contribute immensely to the earnings of the operating company. Limited passenger train services are provided on the network. The current rail network is characterised by old tracks and inadequate railway terminals and platforms. The existing railway network will be rehabilitated in some cases, and totally re-built in others, modernized and expanded to support

the new oil and gas industry as well as to ease pressure and congestion on the roads and highways.

6.1.1.3 Aviation

The main focus of aviation infrastructure is to modernize airports other than Accra to enable them play their respective roles in meeting the demand for domestic flights. These include the ten (10) airfields/airstrips located in each of the regions of the country and the four (4) domestic airports at Accra, Takoradi, Kumasi and Tamale.

The facilities at the Kotoka International Airport will be sustained and progressively improved to make Accra a West African hub and gateway that will lead to growth in exports and tourism. Domestic air services will be encouraged through tax incentives for locally based airlines. In terms of strategies attention will be given to ensuring that Ghana complies with, and sustains international safety and security standards at all its airports.

6.1.1.4 Lake and Sea Transport

Ghana has two deepwater ports in Tema and Sekondi. There are also a few smaller ports (Akosombo, Buipe and Yapei) where freight is moved by surfboats and lighters. Most of Ghana's imports and exports are handled at the two main ports which have had extensive rehabilitation over the years. Although they handle large volumes of cargo, the performance of the ports is constrained by an increasing amount of congestion, and longer cargo dwell.

The Volta Lake Transport system on the other hand, spans about 450 kilometres from the south to the north, with major ferry crossings at Yeji, KetaKrachi, Damba and Kpando. It is responsible for transporting petroleum and agricultural products as well as passengers especially those living across the lake. Periodic drops in the level of the lake however inhibit longitudinal movement. There is also the problem of aging equipment, and underwater obstructions to safe navigation. These problems would be addressed among others, by dredging, removal of tree stumps from the Lake and the procurement of additional boats, ferries etc to transform the Volta Lake Transport system into an effective transport system.

6.1.2 Science, Technology and Innovation to support Productivity and Development

Government has prioritised Science, Technology and Innovation (STI) as a principal vehicle to drive Ghana's development agenda. However there are issues of concern that must be addressed in the medium-term in order to achieve the goals of the agenda. These include: lack of a national policy to promote the development of appropriate technology to support agriculture and small to medium scale enterprises; lack of a national policy on commercialization of scientific research; weak institutional arrangements to support the development and application of science, technology and innovation; and lack of science and technology culture in all aspects of society.

The thrust of the STI policy is to harness the nation's science and technology capacity to achieve accelerated economic growth and sustained poverty reduction. The medium-term policy objectives are to: promote the application of Science, Technology and Innovation in all sectors of the economy; and strengthen the appropriate institutional framework to promote the development of science and technological research. Strategies to achieve these policy objectives include: encourage the diffusion and transfer of technology; promote the establishment of national science and technology theme parks; promote and establish national systems of innovation to address the technology development cycle; establish a science and technology fund to support research activities in tertiary institutions and research institutions (private and public); provide support for businesses to adopt research and development as a critical component of production; and provide incentives to strengthen research and industry linkage and collaboration.

6.1.3 Information and Communication Technology Development

Currently the ICT sector is faced with constraints which include: low ICT infrastructure base across the country; unreliable and inadequate access to telephone and internet facilities, especially in rural areas; inefficient institutional and regulatory framework to support ICT development; and limited deployment of ICT as a tool for enhancing the management and efficiency of businesses.

To accelerate the development of ICT infrastructure in the country, key policy objectives to be pursued in the medium-term are to: promote the use of science and technology to ensure that modern information and communication technologies are available and utilised at all levels of society; promote rapid development and deployment of the national ICT infrastructure; strengthen the institutional and regulatory framework for managing the ICT sector; promote the use of ICT in all sectors of the economy; and facilitate the provision of quality meteorological data and forecast in support of weather sensitive sectors of the economy.

These policy objectives will be achieved through the following strategies: facilitate the development of the ICT sector through the use of local capabilities in STI; provide affordable equipment/accessories to encourage the mass use of ICT; and ensure that the broadband high speed internet connectivity is available in every district to increase adequate coverage of ICT infrastructure. Other critical strategies are the implementation of the National e-Governance programme and a review of the existing institutional and legal framework to ensure effective meteorological service delivery and forecasting.

6.1.4 Recreational Infrastructure

The concept of designating green belts around the city, or certain areas within the city as public open spaces is a deliberate attempt by city authorities to protect the natural environment; improve air quality within urban areas, prevent neighbouring towns from merging into one another and largely to check the unrestricted sprawl of large built-up areas among others. Usually, the land uses allowed in green belts include farming activities, forestry and recreational activities such as Children's Parks, football pitches, golf courses, cycling and boating. Apart from the recreational uses of open spaces they are also used as protected water-ways, Ramsar and nature conservation sites.

Currently, very few open spaces and green belts exist within the urban areas. Open spaces in Accra, constitute about 5% of the urban land surface area with very little recreational activities. Similarly, Kumasi, the capital city of the Ashanti Region, which hitherto was surrounded by

green belts has over the years been overtaken by developments of all sorts, probably as a result of the influx of rural migrants, urbanization, etc.

To address the challenges posed by the lack of open spaces the following policy objectives will be pursued to: ensure that urban centres incorporate the concept of open spaces and the creation of green belts or green ways within and around urban communities respectively; develop recreational facilities and promote cultural heritage and nature conservation in both urban and rural areas; foster social cohesion; and enhance the participation of people in leisure activities as a way of improving healthy lifestyles.

Strategies identified for achieving the stated objectives are as follows: promote integrated development planning and strengthen capacity and coordination among Metropolitan, Municipal, and District Assemblies (MMDAs) to enforce planning regulations; ensure the creation of green belts to check unrestricted sprawl of urban areas in order to manage and prevent incidence of flooding in urban settlements and also as a climate change adaptation measure; create awareness of the need to preserve historic and cultural heritage for the promotion of tourism among others; ensure the involvement of land owners and the local community as stakeholders in the design of urban plans and in the management of protected areas; strengthen and equip the Department of Parks and Gardens to enable it maintain green areas; employ the use of artists to raise the aesthetic value of the cities; promote attitudinal change, ownership and responsibility among the citizenry and orientate them on the maintenance of recreational areas/facilities; encourage the use of Science, Technology and Innovation (STI) for the management, preservation and maintenance of the country's public buildings, including historic buildings and sites; and also encourage, through education and legislation, the greening of human settlements.

6.2.1 Energy

Fundamentally, the Energy sector will seek to ensure secure and reliable supply of high quality energy products and services for all sectors of the economy as Ghana regains her position as a regional exporter of power and becomes a net exporter of oil. Of the total energy consumed in the country, biomass (fuel wood and charcoal) accounts for about 63%, petroleum accounts for

27% with electricity accounting for the remaining 9%. Although Ghana abounds in renewable energy resources, their exploitation has so far been minimal.

6.2.1.1 Energy Supply to Support Industries and Households

The energy sector is plagued with a number of serious challenges. These include inadequate access to the national electricity grid; over-dependence on few sources of energy and neglect of potential indigenous sources; inefficiency in the supply of petroleum products to consumers in a cost effective manner; low adoption of energy efficiency technology among domestic users; absence of renewable energy in the national energy mix; absence of climate change mitigating and adaptation policies for the energy sector, and unreliable and inadequate supply of energy to households and industry.

The policy objectives in the medium-term are to: ensure increased access of households and industry to reliable and adequate energy supply and diversify the national energy mix to include the use of indigenous sources of energy. Strategies to achieve these objectives include the following: rehabilitate and expand energy infrastructure to ensure adequate and reliable supply of energy; increase access to the modern forms of energy to the poor and vulnerable through the extension of national electricity grid; ensure the reduction in the cost of electricity production and distribution; and promote energy efficient technologies that safeguard the health of domestic users especially women and children.

6.2.1.2 Electricity and Thermal Energy

Accounting for 69% of energy use, electricity is the dominant modern energy form used in the industrial and service sectors of the national economy. The generation and supply of electricity provides employment for a significant number of Ghanaians. It is also an important source of foreign exchange earnings through exports of power to the neighbouring countries, Togo, Benin, and Burkina Faso. Ghana also has a mutual interconnection and supply agreement with Cote d'Ivoire.

The vision of the power sub-sector is to become a major exporter of power in the sub-region. This is expected to be achieved through capacity addition and modernisation of the transmission and distribution infrastructure. In addition to increasing installed power generation capacity from about 2,000 MW at present to 5,000 megawatts (MW) by 2015, access to electricity will be increased from the current level of 66% to universal access by 2020. The power sub-sector is characterised by inadequate power supply infrastructure, inadequate access to electricity, high cost of fuel for electricity generation, inadequate regulatory capacity and enforcement, operational and management difficulties in utility companies and vulnerability to climate change.

The medium-term policy objective is to provide adequate and reliable power to meet the needs of Ghanaians and for export. The strategies for achieving this objective are: complete the implementation of the power sector reforms; develop a non-congested transmission system; sustain power generation capacity expansion; and rehabilitate and reinforce the transmission and distribution infrastructure to meet the projected growth in power demand of 10% per year in the medium-term. Other strategies are to: secure reliable and cheap fuel supplies for the operation of the thermal power plants; increase access to electricity by consumers, especially those in the rural areas; achieve cost recovery for electricity services; and reduce power system losses and waste in electricity supply and consumption. To increase generation to meet the growing accessibility of power supply, the sub-sector will seek financing for the rehabilitation and expansion of existing power plants; complete and operationalise on-going power projects; encourage investment in power infrastructure; and ensure the minimisation of inefficiencies.

6.2.1.3 Renewable Energy

There is an abundance of untapped potential of natural renewal elements such as waves, rivers and waterfalls, wind and sun for power generation in Ghana. Other renewable energy resources include: biomass, wood fuels, gasohol and biofuels, which are alternative fuel sources. The key policy objective is to increase the proportion of renewable energy, particularly solar, wind, mini-hydro and waste-to-energy in the national energy supply mix; and contribute through the use of alternative sources of energy to mitigate climate change. Strategies to promote the use of

renewable energy under the power sub-sector include: switch from the use of biomass to alternative sources of energy and facilitate access to grid for waste-to-energy power plants.

Hydro: The strategies to achieve the policy objectives include: create appropriate fiscal and regulatory framework to encourage renewable energies for mini-hydro; provide pricing incentives for mini- hydropower projects; complete the development of the Bui Hydropower Project on the Black Volta; and support the development of small and medium scale hydro power projects on other rivers, including the Western Rivers (Ankobra, Tano and Pra), River Oti and the White Volta. Even though the overall potential of mini-hydro is limited, 21 potential mini-hydro sites that could be developed for power generation have been identified in the country. The generating capacities of these sites range between 4kW and 325kW.

Biomass: Biomass, wood fuel and charcoal, is Ghana's dominant energy resource in terms of endowment and consumption. Biomass resources cover about 20.8 million hectares of the 23.8 million hectares land mass of Ghana, and is the source of supply of about 60% of the total energy used in the country. In 2008, biomass energy consumption was 11.7 million tonnes, while petroleum products and electricity consumption were 2.01million tonnes and 8,059 GWh respectively.

Strategies to achieve the power sub-sector's policy objectives, under biomass are to promote the establishment of dedicated woodlots for wood fuel production; promote the production and use of improved and more efficient biomass utilisation technologies; promote the use of alternative fuels such as LPG as substitute for fuel wood and charcoal by addressing the institutional and market constraints that hamper increasing access to LPG in Ghana; and balance biofuel development against food security;

Wind and Solar: By virtue of its geographical location, Ghana is well endowed with solar resources which could be exploited for electricity generation and low heat requirements in homes and industries. Solar energy utilisation has, however, been limited owing to its comparatively higher initial investment cost.

The cost of producing energy from renewable sources is very high, owing to the current state of technology. To achieve the power sub-sector's policy objectives, the strategies for the wind and solar energy component include: continue to develop capacity in the use of wind and solar energy; complete feasibility studies on wind and solar energy technologies; improve the cost-effectiveness of solar and wind technologies; support indigenous research and development to reduce the cost of solar and wind energy technologies; and support the use of decentralised off-grid alternative technologies (such as solar PV and wind), and support collaboration between Ghanaian engineers and their foreign counterparts to develop viable and affordable solar and wind energy technologies.

6.2.1.4 Waste-to-Energy

Waste-to-energy projects have become a very 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. Significant amounts of waste are generated in Ghana, including municipal (both solid and liquid), industrial wastes and agricultural wastes. These wastes are improperly managed, while the cost of waste-to-energy technologies is high. A comprehensive waste management approach will enable Ghana to generate reasonable amounts of energy from its wastes. The policy objective here is to convert most of the wastes generated in municipal, urban and rural activities and from industrial and agricultural operations to energy. Strategies to achieve the waste-to-energy policy are: maximise energy production from waste, if it is cost effective; provide access to waste-to-energy technologies for other sectors.

6.2.1.5 Nuclear and Geo-thermal Energy

Nuclear energy is a good source of power. However, the potential is yet to be fully explored in Ghana. The policy objective here is to explore other sources of energy resources. Strategies to achieve this objective are: assess the implementation of the development of nuclear power; and continue to explore nuclear and geo-thermal energies as options in the diversification of the country's energy mix.

6.2.1.6 Energy Efficiency and Conservation

Energy production, transportation and utilisation result in losses and wastage. The causes of these losses include poor habits and attitudes towards energy consumption and utilisation, inadequate financing for energy conservation and efficiency, and limited awareness of energy conservation measures. Reducing the losses will lead to significant benefits for the national economy. The energy sub-sector aims to ensure efficient production and transportation as well as end-use efficiency and conservation of energy. To do this, strategies set include: establish appropriate pricing regime for energy services that would reflect the cost of production and supply; provide incentives for domestic and industrial consumers to voluntarily manage their energy consumption; and develop and implement programmes and measures to help consumers optimise their energy use. The sub-sector will undertake a sustained and comprehensive public education and awareness creation campaigns on the methods and benefits of energy conservation; and discourage the importation and use of high-energy-consuming vehicles and appliances.

6.2.1.7 Transportation of Energy Products

Strategies to ensure efficient transportation of energy sources include: develop and implement measures to reduce petroleum product consumption in transportation; enforce the implementation of the zonal system for lifting of petroleum products from dedicated storage depots; and reduce electricity transmission and distribution losses.

6.2.1.8 Energy and Environment

The impact of the production and use of energy on the environment is undeniable and varying in its degrees. The uncontrolled exploitation of biomass energy resources results in deforestation and also in Carbon Dioxide (CO₂) emissions, while the use of fossil-based fuels also contributes to CO₂ emissions. The use of wood fuel exposes users to harmful emissions and also has negative health implications. The production and transportation of crude oil and petroleum products and the flaring of natural gas associated with petroleum production also have associated environmental risks. This notwithstanding, the country's capacity to adapt to and mitigate the

effects of climate change, for example, is inadequate; also the regulation of activities in the energy sector to protect the environment is poor. To mitigate the environmental hazards of energy production, transportation and use, the policy objective is aimed at ensuring that energy is produced and utilised in an environmentally sound manner.

To achieve this policy objective, the sector is expected to: promote the use of environmentally friendly energy supply sources such as renewable energy (solar, wind, waste) in the energy mix of the country; encourage a shift from oil to gas wherever gas is a technically feasible alternative; promote the use of improved wood fuel burning equipment for cooking in households and other commercial activities; and encourage and enable all relevant 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.

The energy, oil and gas sector professionals will: actively participate in international efforts and cooperate with international organisations that seek to ensure sustainable delivery of energy to mitigate negative environmental impacts and climate change; ensure effective disposal of all hazardous substances and materials associated with the production, transportation and use of energy; and facilitate environmental protection awareness programmes.

6.2.1.9 Energy and Gender

Energy issues are of concern to all. However, women constitute one of the most important actors in the energy sector because of their regular contact with, use and management of renewable energy sources. Statistics show that many people in the rural areas, especially women, lack access to electricity and rely on biomass (primarily wood fuel and charcoal) for cooking. Over 86% of all households in the country use wood or charcoal. Whereas wood is the overwhelming source of fuel in the rural areas, charcoal predominates in the urban areas. Electricity and gas constitute a very minor source of energy for cooking in both rural and urban centres. The overburdening of women and children with the collection of wood fuel and charcoal; high exposure of women to indoor pollution; limited involvement of women in the planning and management of energy services; and the limited capacity of women in management positions in the energy sector remain critical issues in Ghana's energy development.

The overall goal 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. The policy objectives to support this goal are to: promote increased access to modern forms of energy by women in order to reduce the tedium in their activities; and ensure that concerns of women and children are taken into account in all aspects of energy. Policy will be pursued to promote the use of modern forms of energy in households; support the capacity development of women in the energy sector; and ensure participation of women in the formulation and implementation of energy interventions.

6.2.1.10 Regulatory Environment

The regulatory environment of the energy sector consists of the Ministry of Energy, Energy Commission, National Petroleum Authority (NPA), and Public Utilities and Regulatory Commission (PURC). The Ministry is responsible for formulating, monitoring and evaluating policies, programmes and projects while the Energy Commission is responsible for the technical regulations in the power sector and advises the Minister for Energy on matters relating to energy planning and policy. The Public Utilities and Regulatory Commission, together with the Energy Commission regulates electricity supply, and the NPA which, by law, is the independent regulatory authority for the downstream oil and gas sector.

This regulatory environment is characterized by inadequate financial resources for operational activities; inadequate human resources; and weak enforcement. To address these issues, the sector policy objective is to build a transparent and effective regulatory environment and strengthen the regulatory institutions to fulfil their mandate effectively. To ensure the achievement of the policy objective, strategies to be embarked on include: streamline regulations and institutional arrangements; strengthen human resource capacity of the regulatory institutions; ensure the independence of the national regulatory agencies; implement administrative and regulatory changes that will enhance the financial independence of regulatory institutions; and strengthen the capacity of regulatory agencies to enforce regulations.

6.2.1.11 Mobilization of Investment for Energy Sector Development

Energy infrastructure costs are high. As such, the energy, oil and gas sector has set out a policy objective to encourage public and private sector investment in the energy sector.

Strategies to achieve this policy objective are to provide a conducive legal, fiscal and regulatory environment to attract investors into the energy sector; encourage capital markets, including the Ghana Stock Exchange, to raise financing for investments in the energy sector; and establish transparent and non-discriminatory practices in the implementation of rules and regulations and ensure efficient and transparent pricing regimes for energy services.

6.2.1.12 Building Human Resource Capacity and R&D

There is inadequate educational and institutional capacity to support Ghanaian expertise and skills development in the energy sector. The sector therefore aims at building adequate Ghanaian human resource development and training/ capacity for controlling and managing the energy sector and creating an enabling environment for effective Research and Development (R&D).

Institutions in the sector will ensure the achievement of this policy objective through the following strategies: develop a comprehensive Ghanaian local content in all aspects of energy sector operations; ensure maximum ownership and management control of all aspects of the energy sector; support the training of Ghanaians in all fields of energy development and management and build capacity in the indigenous development of energy technologies; increase the allocation of resources for energy R&D activities; give priority to adaptive R&D in energy technology while promoting basic research; support the transformation of Ghanaian energy research institutions into Centres of Excellence for professional training in energy research and development; and collaborate with relevant Government, local and international agencies to develop the capacity of tertiary and allied institutions for training and research in energy.

6.3.1 Human Settlements Development

The overall goal of human settlements development is to ensure that all organized 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 will focus on spatial/land use planning and management;

urban development and management; housing/shelter; slum upgrading and prevention; disaster prevention; institutional arrangements; hierarchy of human settlements and rural development and management.

6.3.1.1 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. This could be illustrated with the rush for land in the Western Region with the recent discovery of oil, as has been the case in other parts of the country with new natural resource discoveries, and the consequent haphazard sale of land. 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.

The situation regarding land use however, can be explained, among others, by the absence of a human settlements policy, inadequate spatial policy considerations in our development planning, inefficient spatial/land use plans; poor plan implementation and weak enforcement of planning and building regulations; lack of integration of climate change adaptation and disaster risk reduction into land use planning; and inadequate human resource capacity for land use planning.

To address the above challenges the following policy objectives will be pursued in the medium-term: promote sustainable, spatially integrated and orderly development of human settlements to support socio-economic development; review the spatial/land use planning system in Ghana; facilitate ongoing institutional, technological and legal reforms under the LAP/TCPD-LUPMP in support of land use planning; and enhance the human and institutional capacities for effective land use planning and management through science and technology.

The strategies identified include: formulate a Human Settlements (including land development) policy to guide settlements development; promote a spatially integrated hierarchy of settlements in support of rapid transformation of the country; promote through legislation and education, the

greening of human settlements; ensure the use of Geographic Information System (GIS) in spatial/land use planning; integrate climate change adaptation and disaster risk reduction into human settlements and land use planning; ensure the drafting and passing of a coherent and modernized legal framework for land use planning and strengthen research and development in urban and regional development

6.3.1.2 Urban Development and Management

Increasing population growth, rural-urban migration and the re-classification of settlements from rural to urban have contributed to the rapid urbanization of our towns and cities. At a projected average urban growth rate of around 3 percent between 2000 and 2030, Ghana's urban population is expected to increase from about 52 percent of the total population in 2010 to around 65 percent by 2030. The rise in urban population, however, puts a strain on limited social infrastructure resulting in congestion, overcrowding and the emergence of slums. Other related challenges include: haphazard, uncontrolled and uncoordinated urban development; lack of role assignment to towns and cities in the national development framework; and unplanned/uncontrolled rural and peri-urban development.

Another facet of the current urban development and land use management practices is the informalisation of the urban economy, a situation that has arisen partly as a result of the rapid increase in rural-urban migration and other related factors. Seen by many as a spontaneous and creative response to the formal economy's incapacity to satisfy basic needs, the informal economy contributes significantly to the national economy. Available statistics from GLSS IV indicate that the informal sector's share of total employment increased from 80.5% in 1987/88 to 88.6% in 2005/06. Weak capacity of Government agencies, particularly the Metropolitan, Municipal And District Assemblies (MMDAs) to provide adequate housing facilities and map out well planned residential and commercial areas, have all contributed to the haphazard development of social and economic activities in the cities.

Considering that activities within the urban economy drive physical expansion, there is a need to designate space for them. Furthermore, to ensure that urbanization serves as a catalyst for

economic growth and social improvement, the following policy objectives will be pursued: facilitate completion of comprehensive urban development policy; promote integrated urban planning; promote urban infrastructure development; accelerate provision of basic services; and promote private sector participation in disaster management.

The strategies to be adopted include: guide relevant MMDAs and the private sector to incorporate urban issues in their policies, strategies and work plans; ensure street naming and property addressing system in urban areas; ensure that urban spatial planning plays a critical role in urban management; provide adaptive space in the urban areas for commercialisation; ensure proper linkages between urban and rural areas; institute a nationwide urban renewal programme; and develop the special endowments of towns and cities.

6.3.1.3 Housing/Shelter

The rapid increase in population has resulted in a large housing deficit, especially in urban areas. This has resulted in overcrowding and the development of slums. Current estimates indicate that the country needs at least 100,000 housing units annually while supply is estimated at 35% of the total need. There are also cumbersome land acquisition procedures; weak enforcement of standards and codes in the design and construction of houses; ineffective rural housing policy; and haphazard land development that need to be addressed. Another major challenge relates to housing finance. This is reflected in inadequate finance to support the construction industry; high cost of mortgages; and low production of, and poor patronage of local building materials.

The policy objectives identified to address these challenges include: increase access to safe, adequate and affordable shelter; provide relevant opportunities for enhanced participation of the private sector; improve institutional and legal frameworks; sensitise the public about the qualities of local building materials and promote their use. Other objectives are to: facilitate sustainable land development; improve and accelerate housing delivery in the rural areas and develop a viable and accessible housing finance system to enable the real estate industry deliver homes at affordable rates.

Strategies for Urban Housing development include: promote the manufacture and use of local building materials and appropriate technologies in housing; establish standards for local construction materials to guarantee the appropriate use of these materials for construction; and ensure the enforcement of standards for architectural designs and building codes. Other strategies are to: establish a legal framework to support the construction of condominiums; streamline the manufacture and distribution of building materials to make it more affordable; promote savings and investments in housing; set standards for engineering infrastructure, i.e. road designs, electricity, water, telephones, fire hydrants etc to suit various localities and income groups; ensure the adequate staffing, training and/or upgrading of relevant skills and enhance the equipment base of relevant institutions of the sector to render effective and efficient service.

With respect to rural housing, the strategies are to: review and implement existing rural housing policy; foster the growth of settlements which can support the rural economy and transformation; promote self-help building schemes organized along trade associations; and provide technical assistance to communities to support basic house-building skill training programmes.

6.3.1.4 Slum Upgrading and Prevention

Slum development, is a characteristic feature of the urban environment in Ghana. Its emergence is attributed largely to the rapid process of urbanisation in the country and the accompanying attractive pull factor for people from the rural areas to the urban cities. Another major contributory factor is the limited supply of land and regulatory frameworks to address the needs of the urban poor. The latter includes the absence of a housing policy that addresses the needs of low income earners, and thereby creates a shortage of housing units for the urban poor.

In 2001, the number of people living in slums in Ghanaian cities was estimated at about 5 million and growing at a rate of 1.8% per annum. This is particularly pronounced in Accra, Kumasi, Tema and Tamale with lower prevalence rates in Cape Coast, Koforidua, Sunyani, Ho and Bolgatanga. Slum dwellers face severe inadequacies in access to water, sanitation, shelter,

health, education and in many cases, insecurity of tenure. To address these issues, a new approach is required, which entails the identification and implementation of adaptive measures.

Key issues to be addressed include: weak enforcement of planning regulations; absence of human settlements and housing policies; weak coordination across MMDAs; unclear mandate of local authorities to facilitate housing provision, especially for low to very low income earners; lack of participation of communities and key stakeholders in urban planning; and inadequate legal framework (Acts 462, Act 480, Cap 48) on urban development, slum upgrading and prevention programmes.

The broad policy directive in the medium-term is to upgrade existing slums and prevent the occurrence of new ones in towns and cities. The strategies include the following: encourage the participation of the urban poor including women in urban planning and decision making; strengthen the legal framework on urban development; set out clear guidelines for the planning and development of urban areas through the implementation of a national housing policy; improve upon existing infrastructure and facilities within slum communities; enforce planning laws to prevent the formation of slums; introduce major slum renewal programmes; and clearly establish the roles and responsibilities of MMDAs in the delivery of urban development and slum upgrading and prevention.

6.3.1.5 Settlement Disaster Prevention

Disasters, whether natural or man-made, are serious developmental issues that must be factored into 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 urban 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. Other precipitating factors include the high proportion of the population living in poor quality and overcrowded housing facilities within slum settlements with high fire risks; outmoded building codes; building on water-ways and hazardous sites which are at risks from floods, earthquakes etc and poor infrastructure in terms of drainage and road network which inhibit

delivery of emergency relief services. These challenges would be addressed through the implementation of the policy objective of minimizing the impact of, as well as the development of adequate response strategies to disasters.

The strategies that have been identified include: proper planning of drainage systems; proper planning and integration of climate change and disaster risk reduction measures into all facets of national development planning; encourage the use of science and technology to minimize the impact of natural disasters; undertake educational and sensitization programmes to make society more conscious of how to prevent and manage disasters; strengthen institutions to enforce building and planning laws within urban settlements and rural areas; and review and modernize building codes.

6.3.1.6 Hierarchy of Human Settlements

The urban system in Ghana is characterised by an over concentration of towns within the southern areas as compared to fewer towns in the northern part of the country, which has only one metropolitan area (Tamale) and several small and a few intermediate-sized towns. This does not promote an even regional development in the country. This state of affairs is largely attributed to: the absence of effective competition to the grade 1 cities of Accra and Kumasi ; lack of effective intermediate cities between key urban settlements and the rural settlements; uncontrolled urban sprawl in cities and key urban settlements as a result of the attractiveness to rural migrants; inadequate infrastructure to support industrial development; and the need for grade 1 centres to become effective points of interaction between Ghana and the outside world.

The main objectives identified to ensure an integrated hierarchy of settlements therefore is as follows: ensure a balanced development in a spatially integrated hierarchy of human settlements in support of the rapid transformation of the country; create new growth points to serve as counter-magnets to fast growing cities and regions such as Accra in the Greater Accra Region and Kumasi in the Ashanti Region; promote accelerated growth of medium-sized towns to large urban centres; and decongest and reverse the decline in productivity of the primary cities and selected fast growing settlements.

The strategies to be implemented include the establishment of a new hierarchy of urban centres. These will be spatially integrated with each hierarchy having a clearly defined set of functions through the reduction in inter-regional disparities. Over-concentrated growth points of key urban settlements like Accra and Kumasi will be decongested by establishing new growth centres, especially in the poorer regions of the country. In line with this, capacity of grade 2 centres will be enhanced to perform increased industrial and commercial functions. Other strategies are: physically integrate all regions and districts, especially their respective capitals; promote accelerated growth of medium-sized towns to large urban centres; expand and upgrade infrastructure, and maintain efficient services especially in the least developed Grade I settlements to attract investment and employment opportunities; collaborate effectively with other cities and political jurisdictions of governance in an increasingly interconnected national and international urban system; and introduce new incentives to direct Public-Private Partnership (PPP) in the provision of housing facilities.

6.3.1.7 Rural Development and Management

The development of the rural areas of Ghana lags behind the urban areas long after independence. This is reflected in the inadequate provision of basic social amenities, infrastructural development and decimation of some rural communities resulting out of the high rate of migration of people from the rural to the urban areas. In addition to this is the exploitation of the natural resources of rural communities leaving the people in abject poverty. To arrest this situation the following policy objectives will be pursued: create an enabling environment that would enhance the development of the potential of rural areas as a measure to check out-migration; facilitate the proper utilization of rural and peri-urban lands as well as the sustainable use and management of key natural resources that support the development of rural areas.

The strategies are as follows: improve the supply of a critical mass of social services and infrastructure to meet the basic needs of the people and attract investment for the growth and development of the rural areas; promote alternative livelihood programmes to develop skills

among rural dwellers; establish rural service centres to promote agriculture and agro-based industries; and increase mining output without compromising the environmental quality of mining communities.

6.3.1.8 Institutional Arrangements for Implementing Human Settlements Development

The planning and management of human settlements involve multiple stakeholders with specified management and operational responsibilities. This is due to its cross cutting nature which embraces the development of shelter, infrastructure, services, amenities and institutions in single and network of settlements. Notwithstanding this, a number of challenges have been associated with the management of the sector. These include:

- Lack of clarity in the functions of institutions responsible for housing/human settlements development;
- Weak coordination among MDAs and institutions with statutory duties to service the housing sector;
- Functional overlaps of institutional mandates;
- Uncoordinated implementation of development and action programmes; and
- Inadequate institutional framework for the preparation and management of a national housing policy or shelter strategy.

To address these challenges the following objectives have been identified for implementation: establish an institutional framework for effective coordination of human settlements development and enhance the capacities of institutions for effective planning of human settlements.

The strategies in the medium-term include: the setting up of a National Human Settlements Commission or National Housing Board to coordinate the activities of all institutions involved in housing development and ensure effective inter-agency collaboration especially with the infrastructure and social service delivery agencies.

6.3.1.9 Water, Environmental Sanitation and Hygiene

Access to safe water, sanitation and the observation of good hygiene practices for improving the health status of the people is of critical concern to Government. A healthy population is not only an asset by itself, but also facilitates sustained poverty reduction and socio-economic growth. It is therefore, necessary that critical policy interventions are instituted to address the issues associated with ensuring access to safe water and sanitation facilities. Some of the issues to be addressed are as follows: inadequate access to quality and affordable water; poor water resource management; inadequate access to sanitation facilities and poor sanitation service delivery; inaccessible and unfriendly environmental, water and sanitation facilities; poor environmental sanitation; poor hygiene practices and inadequate hygiene education; and inadequate financing of environmental sanitation services.

Although several on- going investments in safe water provision have been implemented under GPRS II there is still the need to intensify these and initiate other interventions. Within the medium-term therefore the policy objectives are to: accelerate the provision of safe and affordable water; ensure proper management of water resources; accelerate the provision of adequate disability friendly sanitation facilities; improve environmental sanitation; ensure the implementation of health education programmes as a component of all sanitation activities; and ensure sustainable financing of environmental sanitation services.

With respect to the provision of safe water in rural and urban areas, there is the need to develop District Water and Sanitation Plans (DWSP) and their corresponding Strategic Investment Plans (SIPs), strengthen public-private and NGO partnerships in water provision as well as improve community owned and managed water supply systems. Other strategies include facilitating the creation of a National Water Grid system by a phased inter-linkage of the treated water systems in the country after the expansion and modernization programmes; develop disability friendly sanitation facilities; extend distribution networks especially to low income consumers; and strengthen the management of Ghana Water Company to enhance service delivery.

To ensure proper management of water resources, the following strategies would be pursued: ensure the implementation of a water policy that clearly defines the roles of Central Government,

Municipal and District Assemblies in the prudent management of water resources and the environment; initiate river catchments protection in the context of integrated water resources management using the water-shed as a basic planning unit; prepare 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 for all new buildings at all levels; and incorporate water supply programmes into estate development schemes.

Other strategies aimed at improving environmental sanitation include the following: promote the construction and use of appropriate and affordable domestic latrines; integrate hygiene education into water and sanitation delivery; support public private-partnership in solid waste management; promote cost-effective and innovative technologies for waste management; and establish a fund for environmental sanitation.

CHAPTER SEVEN HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT

7.1 INTRODUCTION

The acquisition and application of knowledge and skills in solving problems in society have remained essential aspects of national development efforts aimed at achieving growth and social equity. This has become even more important for developing countries such as Ghana where the human development indicators in such areas as education and skills acquisition, health, employment, productivity, social protection, poverty reduction are comparatively low and where income inequalities are worsening. Without a well educated, skilled and informed population, the transformation of the key sectors of the economy, and the effort to raise living standards and productivity as the bases of wealth creation and the optimization of the potential of the economy will continue to stall.

This thematic area addresses issues in the education sector; human resource development, productivity and employment; health promotion including HIV/AIDS and STDs; population management, including migration and development; youth and sports development; poverty reduction and social protection.

7.1.1 Education

Education and skills development underpin any strategy of human development and productivity as it is through education that the necessary skills, knowledge and aptitudes are acquired, and the creative abilities of individuals released, to open the way to a better life and society. But the education sector comprising Pre-school Education, Primary and Junior High School, Second Cycle Education including Technical and Vocational Education and Training (TVET), Tertiary Education and Non Formal Education faces problems of access, quality and management. These problems are compounded by disparities at both regional and intra-regional levels, leading to highly unequal outcomes. In addition, there is low motivation and poor conditions of service for education sector workers; low quality of teaching and learning; lack of supervision and poor management; low access to science and technical education; insufficient materials for special schools; and inadequate curricula emphasis on issues of population, environment, life-long learning, gender, health, HIV and AIDS/STI, conflict management and peace, fire safety, road

safety, civic responsibility, human trafficking, and human rights to inculcate values and bring about the necessary attitudinal change.

While significant efforts have been made by Government and other agencies over the years to improve access, financing and the provision of infrastructure and facilities at all levels, education quality issues remain a matter of national concern as evidenced by the persistently low educational outcomes and below average contribution of education to national development.

In responding to these sector challenges, priority policy strategies have been proposed which when implemented, will promote the achievement of structural poverty reduction, facilitate the attainment of the Education For All (EFA) goals and the Millennium Development Goals (MDGs) and propel Ghana towards attaining middle-income status, with emphasis on addressing quality issues in education.

Pre-school education: Policy issues relating to pre-school education include inadequate access to quality education, the shortage of trained teachers and attendants, leadership and advocacy for pre-school education, and lack of resources.

Primary and Junior High School education: At the level of Primary and Junior High School education, key policy related issues to be addressed include the low perception of quality of teaching and learning outcomes, the removal of geographical disparities to support the reduction of overcrowding/providing enough schools for the growing school-age population, addressing the inadequate provision of workshops, laboratories and library facilities in all schools, the poor quality of teachers, low teacher motivation and supervision, and inadequate supply of teachers in classrooms especially in deprived districts.

Second Cycle Level: At the Second Cycle Education level, outstanding critical issues include inadequate access to quality second cycle education and poor placement procedures, poor learning outcomes especially in mathematics and basic sciences; growing inequalities between a few elite schools and the majority of secondary schools in rural and semi-urban areas, inadequately equipped Science Resource Centres and ineffective guidance and counselling services in schools.

Technical and Vocational Sector: The policy-related issues under the Technical and Vocational Education and Training sub-sector are severe underfunding; inadequate infrastructure; limited curricula choices and continuing non-responsiveness of skills to labour market demands; severely limited vacancies and insufficient number; and poor quality of trainers.

Tertiary education: At the Tertiary Education level, the critical issues relate to limited access to quality tertiary education; high cost of tertiary education to the growing number of young adults who qualify to be admitted and those already admitted in tertiary institutions; need for complementary modes of delivering tertiary education to meet rising demand for tertiary education; and unfavourable and unattractive conditions of service for faculty leading to problems of attracting younger faculty, and 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.

Prioritised policy interventions of the education sector for achieving the MDGs, which involve promoting accelerated growth, poverty reduction and attaining middle-income status are the following: increase equitable access to and participation in quality education at all levels; improve quality of teaching and learning; bridge the gender gap in access to education; improve access to quality education for persons with disabilities; promote science and technical education at all levels. Others are: link the content of education and training to the labour market; mainstream issues of population, family life education, gender, health, HIV and AIDS/STI, conflicts, fire safety, road safety, civic responsibility and human trafficking, environment, education for peace and respect for human rights in the school curriculum; and improve the management of education service delivery.

7.1.1.1 Increasing Equitable Access to and Participation in Quality Education at all Levels

The required priority policy interventions to address concerns of pre-school education include the provision of infrastructure facilities for pre-school across the country particularly in deprived

areas, strengthening of enrolment drives in communities, promoting collaboration with private sector to expand pre-school education within the set guidelines for the establishment of schools, and enhancing teaching and learning in pre-schools through increasing the deployment of trained teachers to pre-schools. Further interventions required are the inclusion of pre-school curriculum into programmes of colleges of education, improving leadership and advocacy for pre-school education and increased resource inflows to that level of education.

At the Primary and JHS level, the policy interventions include ensuring the availability of teachers in classrooms through a new teacher development policy and the institutionalization of continuous professional development for teachers. The successes of the Untrained Teachers Diploma in Basic Education (UTTDBE) will be expanded to reduce the number of untrained teachers at primary level from the current 59.4 percent to 30 percent over the plan period, while the institutionalization of the In Service Education and Training (INSET) programme should contribute to enhancing the teaching abilities of primary school teachers to improve teaching and learning outcomes. In addition, incentives will be provided for teachers working in deprived areas, and measures undertaken to support the involvement of communities and parents in the management of schools. Particularly in the context of the decentralization policy, district and other assemblies would be made to become fully involved in teacher deployment, and to sponsor the training of locals who will be made to accept postings back to their sponsoring districts. The provision of quality and relevant education will improve the attractiveness of schooling as a means to a better life and help to increase access and participation in education.

The policy interventions at the second cycle education level include improving and expanding academic facilities in poorly endowed SHS to bridge equity gaps, improving water and sanitation facilities in Community SHS and reintroducing well functioning guidance and counselling services. Regarding the Technical and Vocational Education and Training (TVET), the policy interventions include the construction and rehabilitation/upgrading of facilities in all public technical vocational Institutes in each District across the country, repositioning TVET in education and Human Resource Development and strengthening linkages with Industry. It will also involve the re-organisation and expansion of the current national apprenticeship programme, providing opportunities for trainers in Technical and Vocational Institutes to undertake further

studies in pedagogy, developing competency-based curriculum for TVET, strengthening career guidance and counselling services, supporting TVET institutions in generating funds internally and exploring other funding sources to support other TVET institutions not under the Ministry of Education.

A number of policy interventions have been provided to address the issues relating to tertiary education. These include: improving academic and other infrastructural facilities, including ICT in all Public Universities; accelerating the establishment of the universities for Health and Allied Sciences and Renewable Energy and Natural Resources; improving salaries and other forms of remuneration for tertiary staff; providing scholarship /student loan packages to support student education financing; accelerating the programme of expansion of infrastructural facilities in polytechnics; and introducing new and relevant career- oriented occupations into polytechnic education.

To reach the high numbers of persons who are functionally illiterate, strategies will be adopted to re-invigorate the Non-Formal Education (NFE) programme, provide appropriate incentives to volunteers (trainers) and integrate NFE with skills development programmes.

7.1.1.2 Improving the Quality of Teaching and Learning

The policy measures to improve quality of teaching and learning include upgrading training facilities in the colleges of education, upgrading the qualifications of staff, introducing a 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 a clear career structure through the establishment of a Teacher Coordinating and Licensing body for teacher motivation and retention; strengthening of supervision and management in schools to constantly monitor quality with the support of district assemblies, communities and parents; and providing academic counselling services at the JHS and SHS level.

7.1.1.3 Bridging the Gender Gap in Access to Education

Strategies to be adopted to bridge the gender gap in access to education include: creating girl friendly schools by ensuring the provision of adequate toilet facilities and onsite water sources;

the availability of female teacher role models especially in deprived areas; enforcing a ‘no tolerance’ policy for sexual harassment and publicized disciplining of recalcitrant teachers; expanding the incentive schemes including take home rations to increase girls’ enrolment, retention and completion particularly in deprived areas; intensifying community mobilization and sensitization to create awareness of the importance of girls’ education; monitoring boys participation and achievement in schools; re-introducing science and technology workshops for girls in second cycle institutions and an increase in vacation camps for girls from rural/deprived communities.

7.1.1.4 Improving Access to Quality Education for Persons with disabilities

Strategies to address improving access to quality education for persons with disabilities include: ensuring that rehabilitated/new infrastructure are disability-friendly to students; enhancing the pedagogical skills of teachers of special education; improving the supply of logistics for special education on a regular basis; strengthening the capacity of institutions responsible for PWDs e.g. specialist teachers, Resource Assessment Centres, & Rehabilitation Centres; designing action plans to implement education- related provisions of the Disability Act; and supporting private institutions (Non profit) providing education to PWDs.

7.1.1.5 Promoting Science and Technical Education at all Levels

To promote science and technical education at all levels, efforts will include providing incentives for science, mathematics, technical and vocational teachers; supporting science and research development by increasing funding for research and technology development; upgrading tools and equipment for teaching science, technical and vocational subjects; providing incentives to attract students to study science; and encouraging the private sector to support initiatives in science education.

7.1.1.6 Strengthening the Linkages between Tertiary Education and Industry

Strengthening linkages between tertiary education and industry will be supported by strategies relating to establishing industry/university collaborative programmes to increase opportunities for practical training/internship and human resource planning; determining the skills and human resources requirements necessary to achieve middle-income status; the creation of opportunities for students to study and work; strengthening collaboration between polytechnics and industry;

and creating opportunities for industry to participate in curriculum development in the polytechnics.

7.1.1.7 Integrating essential knowledge and life skills into school curriculum

The strategy seeks to ensure respect for human rights, human survival and safety, and better life choices for improved well-being. Strategies to be adopted to integrate essential knowledge and life skills into school curriculum to ensure respect for human rights, human survival and safety, and better life choices for improved well-being include introducing attitudinal change regarding population, family life education, good health, HIV and AIDS, gender, human rights, fire safety, road safety, conflict prevention and management, civic education, environmental concerns, human trafficking, religious and moral education, into the curricula of schools and institutions of higher learning. It will also involve encouraging the setting up of anti-trafficking clubs in schools in endemic areas; and identifying and promoting programmes that will assist in the prevention and management of HIV and AIDS/STI. Finally, it will include the promotion of vigorous public education on human rights, including the rights of children.

7.1.1.8 Improving the Management of Education Service Delivery

To improve management of education service delivery and in line with the National Decentralization Policy, strategies will focus on aligning the management aspects of the Education Act 2008 with the Local Government Service Act, 2003 to ensure the establishment of fully decentralized structures to better manage the education sector in each district or sub/metropolitan area. This will involve local determination, in consultation with the central education authorities, of the required staff numbers, responsibilities, functions, deployment and resources, to address neglected problems in educational planning and delivery.

Other measures include strengthening institutional arrangements for enhancing the roles of CBOs and CSOs in advocacy, monitoring and evaluation of education delivery at the local level; introducing school and district report cards in all public basic schools and districts; and training education sector managers/leaders in management and leadership skills.

7.2.1 Health

Even though the health status of Ghanaians has generally improved over the years, there are persistent policy-related issues that need to be addressed. These include: large gaps in access to health care between urban and rural as well as the rich and poor; absence of an appropriate legal framework for the health sector; high infant and maternal mortality; high morbidity and mortality from communicable diseases such as malaria, HIV and tuberculosis; increasing prevalence of non-communicable diseases with high disability and mortality e.g. cancers, cardiovascular diseases; threats of epidemic prone diseases and diseases of pandemic potential such as influenza; and low level of overall health expenditure and inadequate social protection. Others are: inadequate and unequal distribution of health infrastructure; limited access to health facilities especially by deprived communities; inequitable distribution of workers at different levels of services delivery; inadequate staff numbers; low morale and motivation of health workers; inadequate support /facilitative supervision; high attrition rate of health workers, weak performance management systems; limited training capacity to meet increasing numbers into the training institutions; and inadequate collaboration between MOH and Ministry of Education training institutions; lack of integration of traditional medicine practice into the existing healthcare system; inadequate mental health services; as well as weak governance and accountability.

To improve access to quality health care, the policy objectives will be to: bridge equity gaps in access to health care and nutrition services; improve governance and strengthen efficiency in health service delivery, including medical emergencies; improve access to quality Maternal and Child Health services; intensify prevention and control of non-communicable and communicable diseases (malaria, HIV and AIDS/STI/TB); promote healthy lifestyle as well as strengthen Mental Health service delivery and make health services youth friendly at all levels.

7.2.1.1 Bridging equity gaps in access to health care and nutrition services

Strategies to address bridging equity gaps in access to health care and nutrition services between urban and rural as well as rich and poor are anchored under legislative framework, human resources, infrastructure and sustainable financing arrangements that protect the poor.

7.2.1.2 Health Care Legislation

The intervention relating to health care legislation is to pass new/outstanding bills intended to meet current policy challenges of the health sector such as Health Service, Teaching Hospital Authority, National Ambulance Service and, Mental Health, and amend the NHIS Act to allow for investment to enable Government implement the one-off payment as well as, the traditional medicine practice ACT 575.

7.2.1.3 Human Resources Development for the Health Sector

Strategies to address human resource concerns in bridging equity gaps in access to health care and nutrition services between urban and rural as well as rich and poor include: building managerial capacity at all levels of the health sector with emphasis on the lower levels; continuing the development and implementation of structured verifiable incentive system for under-served areas; expanding training and education of midwives, medical assistants, laboratory technicians, orthotics, prosthetics and core auxiliary staff; deploying requisite human resource skill mix in the areas of midwifery, obstetric care, and child and adolescent health; deploying qualified specialists to Regional and District hospitals; continuing accreditation of training institutions; continuing development of performance management systems, including performance contracting; and appraisal; and motivating and retaining medical professionals.

7.2.1.4 Sustainable financing arrangements that protect the poor

Policy interventions with respect to sustainable financing arrangements that protect the poor include: improving funding of NHIS institutions; evaluating the activities of the NHIS; scaling up NHIS registration of the very poor; ensuring speedy access to NHIS services; reviewing and implementing a comprehensive health financing strategy; implementing the one-time premium payment; strengthening institutional capacity for Internally Generated Fund (IGF) generation and management; advocating for 'sin' taxes as part of health revenue generation; amending the NHIS Act for the one-off payment of premiums; and fully integrating private medical practice into the operations of the NHIS.

7.2.1.5 Health Infrastructure

Health infrastructure will be improved in order to bridge equity gaps in access to health care and nutrition services between urban and rural as well as rich and poor. Strategies in this direction include accelerating CHPS expansion in under-served areas; establishing new district hospitals in districts without such facilities; upgrading, equipping and staffing existing district hospitals; constructing new health facilities in underserved areas; scaling-up the implementation of the medical waste management programme; establishing infectious disease management centre; establishing intensive care units in regional and districts hospital; carrying out major rehabilitation and PPM of existing health infrastructure and improving equipment management systems; expanding pre-service health training institutions facilities; and expanding infrastructure and equipment to support effective and efficient maternal and child delivery services. Others are: implementing the Integrated Capital Investment Planning model focusing on filling service and capacity gaps in deprived and hard to reach areas; scaling up transport replacement programme and implementing PPM plan for fleet management; collaborating with private sector and other relevant MDAs in the provision of health service and health facilities; providing adequate health infrastructure; and equipment that will enhance the localization of medical treatment.

7.2.1.6 Improving governance and strengthen efficiency in health service delivery

Strategies to be implemented to strengthen efficiency in public health service delivery are improving financial management systems e.g. budget, procurement and audit, strengthening intra and inter-sector processes for policy dialogue, review, collaboration, coordination, planning and accountability; reviewing and aligning data collection tools and link districts health management information system (DHIMS) to regional/headquarters essential data depositories for effective action e.g. MOH, GHS (ICD, PHD, PPME etc); and monitoring and evaluating the performance of the health sector. Other strategies are: strengthening data management; documentation, and reporting systems within the MOH and agencies; bringing up health facilities to meet accreditation requirements and accredit them; continually updating essential drug list for traditional practitioners; advocating for provision of intellectual property rights for traditional medicines; enhancing systems for continuous monitoring and assurance of the quality, efficacy and safety of medicines including traditional medicines; and integrating traditional medical practice into existing health care systems. The rest of the strategies are: increase support to

research and cultivation of plant medicines, increasing resources to centres for research into plant medicine; promoting local production of key health commodities including pharmaceuticals and traditional medicines; improving customer services and developing a comprehensive District Rotation Program for Ghanaian and non-Ghanaian Medical Professionals in the Diaspora involving those who express interest in using their leave/ holiday periods to offer service; streamlining and accelerating accreditation and practice of private health sector, encouraging private health sector operators to attract qualified medical professionals including specialists in rural communities; and supporting capacity building of private health sector operating in rural communities.

7.2.1.7 Improving access to quality Maternal, Child and Adolescent Health Services

Access to quality maternal, child and adolescent health services will be improved by the following policy measures: re-introducing certificate midwifery training and ensuring midwifery service in CHPS compounds; providing comprehensive emergency obstetric care (including blood transfusion, ambulances) at the district level; providing basic emergency obstetric care at all health centers; scaling up community case management and strengthening high rapid impact delivery (HIRD) for U5M & MM and malnutrition; and instituting essential newborn care. Other policy measures are: to ensure safe blood and blood products transfusion; intensifying the implementation of strategies to reduce maternal mortality; continuing the implementation of the free health care for pregnant women including deliveries; continuing training and upgrading of skills of people engaged in traditional maternal health service delivery in deprived areas, sensitizing the public on entrenched negative cultural beliefs associated with maternal health, increasing coverage of community based management of childhood diseases and nutrition and scaling up implementation of essential nutrition actions. The remaining measures are: strengthening community/facility growth promotion including school feeding programme; supplementary feeding for malnourished children under five years of age and pregnant and lactating women; equipping district hospitals and health centers to handle obstetric emergencies, strengthening referral services for childhood and maternal emergencies and other essential services, and strengthening adolescent health service programmes at school, clinic and community levels.

7.2.1.8 Intensifying prevention and control of non-communicable and communicable diseases

To prevent and control the growth of non-communicable and communicable diseases efforts will be made to establish screening and management programmes (for diabetes, hypertension, cancers, sickle cell, and asthma), develop capacity for research into communicable and non-communicable diseases; adolescent health programming; and strengthen co-ordination and accountability of agencies involved in attaining the MDG6 goal. Other strategies are: improve surveillance, epidemic preparedness and response to cholera; meningitis, yellow fever and address issues of emerging and other zoonotic diseases (e.g. H1N1, anthrax, rabies, avian flu etc); attain universal access for the following interventions ITNs, IPTP, ART, DOTS, address issues of neglected tropical diseases (guinea worm, Buruli ulcer, Filariasis, Lymphatic Leishmaniasis, Onchocerciasis, Schistosomiasis, etc); strengthen surveillance and provide adequate funding for achieving objectives set for diseases targeted for eradication (GW, Polio) and elimination (Leprosy, Measles, Yaws, Blinding Trachoma, maternal and neonatal tetanus); address issues of other endemic communicable diseases (e.g. typhoid, hepatitis); institutionalize Rapid Diagnostic Test and Microscopy in all health facilities, scale up indoor residual spraying (IRS) coverage by extending coverage to selected districts with at least 90% of all structures in each district sprayed); improve malaria data management; and scale up home management of malaria. The rest of the strategies are: improve household ownership and use of insecticide treated bed nets; advocate and work with District Assemblies to provide safe water and sanitary facilities in rural communities; implement National Behaviourial Change Communication strategy for lifestyle and integrate healthy life styles and regenerative health into curricula of schools and health institutions; promote chemoprophylaxis for pregnant women; and increase funding for research and improve dissemination and utilization of research results.

7.2.1.9 Strengthening Mental Health service delivery

The following strategies will be applied to strengthen Mental Health service delivery: advocating for the passage of the mental health bill and implement the mental health law; promoting community based services and ensure stakeholder collaboration; training and deploying more mental health personnel, scaling up mental health promotion; establishing services for, treatment

and rehabilitation of alcohol and drug addiction and other psychiatric conditions in all age groups, especially young people; establishing and upgrading mental health facilities and infrastructure; and establishing stress management centres at all levels. Other strategies are: embarking on research on mental health and baseline surveys; developing and implementing strategic framework for medical rehabilitation of the physically and mentally challenged in response to the Disability Bill; and exempting mental health patients from the payment of premiums under the NHIS.

7.3.1 HIV and AIDS/STI/TB

The HIV and AIDS national prevalence rate of 1.7% among the general population poses a bleak future if strenuous effort is not made to check the pandemic. HIV, AIDS and Sexually Transmitted Infections (STI) and tuberculosis continue to have negative impact on productivity with respect to loss of productive assets, high treatment costs and a break in the transfer of valuable livelihood knowledge from one generation to the next. The main prioritized policy related issues are: adverse effect of HIV and AIDS/STIS/TB on quality of life and life expectancy of the people, high pressure on health care services and other scarce resources, loss of quality human and material resources and high stigmatization. The policy objectives that will be adopted to address the adverse effect of HIV and AIDS/STI/TB and other related issues to promote healthy lifestyle are to: ensure the reduction of new HIV and AIDS/STI/TB transmission; ensure reduction of the impact of HIV and AIDS-related morbidity and mortality; and mitigate the negative socio-cultural effect HIV and AIDS and enhance their proper management.

7.4.1 Nutrition and Food Security

Nutrition and food security is an essential cross-cutting issue for addressing human resource development. Currently, there is a persistent high malnutrition rate among children, particularly in rural areas and northern Ghana. However coverage of nutrition programmes is limited geographically and there is a general lack of national nutrition and food security policy.

The following policy objectives would be adopted to address the issues relating to nutrition and food security: reducing malnutrition related disorders and deaths among infants and young

children and Women In their Fertility Ages (WIFA); promoting the consumption of locally available and nutritionally adequate food including the consumption of micro-nutrient rich foods among children and Women In their Fertility Ages (WIFA); advocating for increased food security and social protection for vulnerable households including smallholder farmers households; developing a comprehensive national nutrition and food security policy; and mitigating the impacts of rising food prices as well as climate change on food security of the poor and vulnerable households.

7.5.1 Sports Development

Besides the contribution of sports to improved public health, unity, social cohesion, enhancement of an individual's personal abilities, general health, self-esteem and professionalism, sports at a global level has attracted investments and earnings. This is in addition to fostering national and international friendship, cooperation and understanding. Nonetheless, some of the main policy related issues confronting sports development are the disparity in sports development especially of the lesser known sports; inadequate sports activities in schools; absence of a sports department in school systems for the sole purpose of organizing and coaching sports; absence of formal sports fixtures for various sports in schools, low level of funding of sports in school; low appreciation of the impact of sports on the development of each persons.

Other issues are: potential not being appropriately tapped in sports “development”; no attention being paid to foundational development, imbalance between academic and physical activity on the one hand, and Physical Education and sports on the other. The rest include: lowered productivity of youth: unhealthy living, and lowered sport skills at the elite level: inadequate and poor quality of existing infrastructure; delay in passage of the new sports bill; over-centralization of sports management; non-conformity of associations to IFS; misdirection of opportunities; and funding deployment of lower level staff with multiple duties, as well as inertia among existing personnel

The policy objectives to be adopted to promote sports development include developing comprehensive sports policy and legislation; promoting academics/juvenile/school sports; and improving sports infrastructure and management.

7.5.1.1 Developing Comprehensive Sports Policy and Legislation

Measures to address comprehensive sports policy and legislation include strengthening the legislation that regulates and guides sports development in Ghana; passing the new Sports Bill; and reviewing and implementing a comprehensive sports policy.

7.5.1.2 Promoting Academics/Juvenile/School sports

Interventions that will help in reintroducing Academics/Juvenile/School sports will be to revive School Sports, vigorously support school competitions from district to national levels, ensure availability and affordability of sports equipment, promote local production of sports equipment, build the capacity of community sports, amateur, professional and fitness clubs, promote the establishment of sports academies across the country, strengthen the capacities of the National Sports Council, National Sports Associations, National Sports institutions and colleges and sports oriented NGOs, enhance the involvement of corporate bodies and individuals in sports promotion and development, promote national integration and unity through sports, promote international friendship, solidarity and cooperation and enforce compulsory PE in schools.

7.5.1.3 Improving Sports Infrastructure

Strategies to handle sports infrastructure include: providing adequate and appropriate sports and recreational facilities at local, district, regional and national levels; rehabilitating deteriorated facilities, enhancing mass participation in sports infrastructure development; and generating employment and revenue from sports facilities.

7.5.1.4 Improving Sports Management

Sports management will be addressed by: providing quality personnel at all levels; motivating personnel at both national and district levels; adopting a bottom-up approach to sports development; strengthening coordination mechanisms between education and sport ministries; and promoting democratic culture among sports institutions. Other management strategies will entail: fully decentralizing management; recruiting new staff and offering in-service training;

coordinating bilateral support opportunities; and instituting exchange programmes to match national needs.

7.6.1 Productivity and Employment

7.6.1.1 Productivity

Productivity acts as a fundamental pivot around which all national development strategies revolve. It has an impact on economic and social development and is the ideal tool for balancing the country's economic, social, technical and environmental objectives. A country's ability to improve its standard of living over time depends on its ability to raise its output per worker. Productivity improvement is crucial to alleviate poverty and promote employment through increased competition among industries in the economy. Higher productivity attracts foreign direct investment with related technology which in turn creates better jobs for domestic workers and can lead to job security, and higher wages as workers prove themselves capable of performing more sophisticated, higher value-added jobs and the economy is non-inflationary. In Ghana, productivity improvement has been a challenge at the national, sectoral and enterprise levels in both the public and private sectors. Productivity-related issues include: lack of a nationally agreed productivity-measurement framework; inadequate labour productivity management system, improper pricing of labour leading to low labour productivity and income; low prospects for career advancement, training or skills enhancement; and the existence of skills and entrepreneurial gap in labour market.

The policy objective relating to productivity includes adopting a national policy for enhancing productivity and income in both formal and informal economies. Issues relating to productivity will be addressed by the following strategies: developing and implementing productivity measurement and enhancement programmes for the formal and informal sectors of the economy, supporting the development and implementation of capacity enhancement programmes that take into consideration the specific needs of men and women in both the formal and the informal sectors of the economy; supporting the establishment of participatory and cooperative mechanisms to enhance income and job security in the informal economy; and adopting measures to integrate formal and informal economies.

7.6.1.2. Employment opportunities in Formal and Informal economies

Employment is a cross-cutting issue, and is therefore treated in all the other thematic areas of this policy framework. This section does not therefore deal with everything as other areas also deal with their employment-related issues.

A number of guiding principles and actions are needed in productive employment within the framework of national employment policy. Inter-sectoral policies will be pursued to ensure sustainable employment, sensitive to economic growth and driven by enterprise creation, trade and investment activities, trainings/skills development and education and appropriate labour laws. However, employment promotion is confronted by a weak macroeconomic framework that is unable to translate decades of relative stability into employment gains, dwindling employment opportunities, especially for the youth.

It is also characterised by limited job opportunities for graduate employment in the country; 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, existence of skills and entrepreneurial gap in labour market; inadequacy of targeting for skills training and other supports services for men and women aged between 15-35years, negative effect of child labour; and lack of opportunities to gain and retain skills, through innovative means. Others are: inadequate apprenticeships and entrepreneurial development; inadequate labour market opportunities; untapped full potentials of ICT; inadequate recognition of innovation and creativity; and public procurement that is not able to be used as leverage for employment generation even though about 70% of the national budget (after personal emoluments) is spent on it. It is further constrained by poor enforcement of rules and regulations protecting private sector employment and inability of the public procurement Act, 2003 (ACT 633) to adequately generate employment as envisaged. Yet another constraint is a relatively small domestic market which is not able to absorb the increasing population.

Employment-centred cross-sectoral policy objectives to be pursued include: mainstreaming employment issues in national and decentralized development planning processes; promoting

employment opportunities in all sectors of the economy; promoting decent work in all industries; promoting skills and entrepreneurship development; strengthening the legal and institutional framework for labour administration; and employment management.

7.6.1.3 Mainstreaming employment issues in national development planning process

Policy interventions relating to mainstreaming employment issues in national development planning process include: maintain prudent macroeconomic management to promote growth with employment; review planning, budgeting and procurement guidelines to reflect employment generation as a requirement; support MMDAs to develop and implement employment generation programmes within the national employment framework; formulate and implement employment policy; and review existing private sector development strategies and programmes in line with Government's employment policy.

7.6.1.4 Promoting decent work in Formal and Informal economies

Strategies for promoting more and better jobs in both the formal and informal economies include supporting selected industrial products to be produced domestically in labour-intensive environment (e.g. construction and building materials, agricultural equipment, motor vehicles, etc); expanding technical and vocational education and training systems like ICCES and Competency Based Training (CBT) to provide resources (inputs); and offering technical support for SMES. Other strategies are aimed at: promoting entrepreneurial development; supporting skills and entrepreneurial training institutions to operate production units to offer practical training; developing and implementing a Rural and Urban Entrepreneurship and Artisan Project (RUEAP) to provide capital and technical support to potential businesses; developing and implementing labour-based housing and public works scheme to reduce unemployment; instituting labour-based constructional projects in urban and rural roads drainage and environmental sanitation systems; reviewing and enhancing the job creation capacities of previous and current employment strategies like the Youth In Agriculture Programme and the NYEP, to generate more productive jobs; establishing ICT trainers programme to train SHS graduates in ICT applications (e. g. repair of mobile phones and other related gadgets); promoting Ghana as a major destination for ICT Business outsourcing by establishing ICT parks

of international grade in selected locations; mainstreaming ICT in the curricula of public service training institutions. The rest of the strategies include: supporting artisans and other professionals including fitters and mechanics, carpenters and electricians; hairdressers and beauticians to form strong district, regional and national associations to enable them qualify for Government support; encouraging training of unemployed graduates in fields where their skills will be needed, motivating graduates to take-up employment with the district assemblies and other sectors like education, where their services will be useful, expanding nursing and midwifery colleges and increase new students intake for health-care-related jobs, removing production and distribution bottlenecks in agriculture, industry and services sector. Other programmes will focus on: providing adequate support for growth and development of micro and small medium enterprises (MSMES); developing a comprehensive programme to improve the capacity of the informal economy; building the capacity of local publishing and printing industries to generate employment, and establishing a system to identify, promote and reward innovation and creativity at all levels.

7.6.1.5 Strengthening the legal and institutional framework for labour administration

Policy interventions that will be adopted to strengthen the legal and institutional framework for labour administration and employment management include strengthening the capacity of labour institutions; enforcing rules and regulations governing labour administration including international standards, conventions and instruments; and ensuring adequate employment generation provisions in national laws and regulations.

7.6.1.6 Implementing a Functional Labour Market Information and Statistics System

There is inadequate labour market information system for a coherent and improved labour and employment management. In addition, institutional capacity for employment policy implementation is inadequate. Government will therefore continue to implement a functional labour market information system to support evidence-based decision making in this direction.

The strategies to achieve the above policy objective include: continuing the design and implementation of a labour market information system; supporting organization and dissemination of labour market information for informed decision making; strengthening

research and gender analysis capacity of the Ministry of Employment and Social Welfare; promoting collaboration among users of labour market information; and restructuring and developing the institutional capacity of the Ministry of Employment and Social Welfare and its departments and agencies for the effective management of labour and employment policy issues.

7.6.1.7 Implementing policies and strategies to promote Workers Rights, Social Dialogue and Social Protection

Policies will also be implemented to strengthen tripartism, social dialogue and social protection. The strategies to be implemented will include strengthening institutions for social dialogue and social protection, building the capacity of tripartite partners, and facilitating the enforcement of labour laws which protect the security, health and welfare of workers, and especially stemming the tide of casualisation of employment. The capacity of both public and private sector agencies, including the factories inspectorate of the Ministry of Employment and Social Welfare will be enhanced to facilitate work-place occupational safety and health standards.

The Social Security and National Insurance Trust (SSNIT) will be supported to expand the Informal Sector Fund to cover the risks and pension requirements of informal sector workers. The implementation of these initiatives will be monitored to ascertain the progress of coverage for the informal economy.

7.7.1 Population Management

Maintaining population growth rate at a level capable of supporting and sustaining economic growth and social development is indispensable as the three are intrinsically linked. Furthermore, the current high fertility resulting in a youthful population with a high dependency ratio adversely affects the economic growth rate of the country. Consequently, related to population management are weak population management structures and processes and inadequate population data for planning.

Population management and population data for planning will be targeted by the following policy objectives: integration of population variables into all aspects of development planning at all levels; repositioning of 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 key emerging issues like urbanization, migration, the aged, the youth, persons with disability.

7.7.1.1 Ensure integration of population variables into all aspects of development planning

The relevant policy measures are to intensify education on population and development issues, strengthen capacity of relevant stakeholders to integrate population issues into development planning processes.

7.7.1.2 Reposition family planning as a priority in national development

The repositioning of family planning will include measures to reinstate FP as a top priority and integrate it into the plans and activities of MDAs and MMDAs; strengthen partnerships among stakeholders including the private sector to promote the family planning agenda, integrate sexual and reproductive health including Family Planning (FP), HIV and AIDS policies, programmes and activities; ensure access to relevant policy documents, guidelines and targets for population programmes; develop and implement coordinated and integrated advocacy plan, expand pool of trained providers; and provide support to guide and improve performance, increase availability and expand access to quality RH including FP information and services, and create awareness on importance of investing in FP, strengthen capacities for research, monitoring and evaluation.

7.7.1.3 Update demographic database on population and development

Strategies to be implemented include the following: ensuring timely collection, processing, analysis and dissemination of sex-disaggregated data to policy-makers, planners and the general public; strengthening the capacity of relevant institutions to collect, analyze and disseminate population and other relevant statistical data; and improving birth and death registration coverage.

7.7.1.4 Create awareness on implication of rapid population growth on development

The required policy measures are: population policy research, analysis and dissemination of identified and emerging population issues such as urbanization, migration, the aged, youth and persons with disability and assign them to appropriate programmes and activities.

7.7.1.5 Minimizing the negative impact and optimizing the potential impact of migration

There is an absence of a comprehensive policy, institutional and regulatory framework for effective management of migration in Ghana's development. There is no strategy for the management of internal migration in the face of increasing rural-urban migration and internal displacements due to large scale infrastructural development and extreme environmental events. The mobilization of human, technical, and financial resources from the Diaspora for national development has been minimal. There is also an increasing trend of irregular migration resulting in the loss of lives.

The major policy thrust for migration will be to minimize the negative impact and optimize the potential impact of both internal and international migration for Ghana's development through the creation of a migration and development policy; establish a comprehensive institutional framework for the management of migration; harmonize legislation on migration; create a comprehensive database on migration, ensure policy coherence in migration and development; and manage/mainstream migration into national development policy frameworks, sector and district plans; build the human, technical and logistical capacity of migration institutions for better migration management; and streamline/enhance the management of internal migration, including the development of rural and urban development policies.

7.8.1 Child Survival, Development and Protection

Ghana's population is very young with the 2000 Census indicating that children under 15 years of age constituted 44% of the population with those above 65 accounting for only 5% of the population. Children in Ghana are confronted with several challenges. These include neo-natal deaths, U5 mortality, child malnutrition, late detection of disability, mother to child transmission of HIV and AIDS, detention of children in health facilities for non payment of health care, 30% of children are out of school, spatial disparities in child care, child poverty, children's care crisis, Increasing incidence of childhood cancers, 30% of children not staying with parents, child marriage, orphaned and vulnerable children, child headed families, weak enforcement of children's rights, child abuse/violence against children, child trafficking, child labour, extremely

poor household with OVC etc, child prostitution/pornography, streetism; and children in conflict with the law child slavery/trokosi.

Other challenges are child marriage, orphaned and vulnerable children, voicelessness, lack of counselling facilities for children and young persons, weak policy analysis, research and monitoring on children's issues, ineffective policy, legal and institutional environment, inadequate focus on children's issues, weak institutional framework for coordination and implementation of child policies, underfunding of children's programmes, some of the remaining challenges include: weak sectoral coordination of children's issues; weak district level planning on children's issues; overlapping mandates and weak coordination among sectors; weak enforcement of legal provisions; inadequate budgets; and weak institutional capacity for monitoring and evaluation.

Several policies have been formulated and legislations passed to confront challenges children face in Ghana – the Children's policy, under five child health policy, early childhood development policy, the Domestic Violence and Human Trafficking Acts and their corresponding national action plans, 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.

The policy objectives to address concerns of children include: promotion of effective child survival and development; protecting children from physical, emotional and psychological abuse and securing their rights; promoting child participation in decision making; and strengthening of the policy, legal and institutional frameworks for child survival, development, protection and participation.

7.9.1 Youth Development

Systematic development and mobilization of youth for sustainable national development deserves focus. The main policy related issues include: uncoordinated policy and institutional framework for youth development, few vocational and skills training facilities, fusion of vocational/apprenticeship training with formal education thereby nullifying job training objectives, persistent growth of unemployment for both school completers, school dropouts, and those who never attended, increasing street children phenomenon and crime, under-mobilization and utilization of youth talents, continuing growth of youth unemployment, increasing street children phenomenon and crime, channelling of youth energies into antisocial activities.

Policy objectives to address the concerns of youth development include mainstreaming youth development into national development policy framework, ensure the implementation of the recently formulated youth policy, equip youth with employable skills, and introduce new initiatives for youth development.

7.10.1 Ageing

The aged constitute 5% of Ghana's population. The new pension scheme will go a long way in providing social insurance for the aged in the informal sector and thus, reduce poverty among this group of the aged. There are many issues requiring policy attention with respect to ageing which include discrimination, abuse, neglect, violence, chronic health conditions and lack of access to nutritionally safe food and clean water resulting in nutrition deficiencies, lack of public support and institutional care systems, lack of geriatric specialists in the health sector, high cost of assistive devices and lack of involvement in decision-making. All of these derive from the absence of a comprehensive policy on ageing.

Strategies for addressing the concerns of the aged include developing a national policy on ageing, which will ensure among others, active participation of older persons in society and development, protect rights of the aged, strengthen the family and community to provide adequate support to older persons, reduce poverty among older persons, improve health, nutrition and well-being of older persons, improve income security and enhanced social welfare for older persons, ensuring adequate attention to gender variations in ageing, 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

7.11.1 Disability

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. In recent times, disability has achieved a significant milestone with the enactment of the Disability Act and the establishment of the Disability Council.

Among the issues calling for urgent attention are the lack of a legislative instrument and time table to drive the implementation of the Disability Act, 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, inaccessible and unfriendly environmental, water and sanitation facilities such as uncovered drains/gutters and inadequate appropriate software for PWDs, lack of research on disability issues and inappropriate agricultural extension services for PWDs.

The policy thrust for the medium-term will be the development and implementation of an action plan to enforce and fulfill the provisions of the Persons with Disability Act (715), and the development of targeted social interventions for PWDs.

7.12.1 Poverty and Income Inequalities Reduction

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, 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). Thus, Ghana is on track to meeting the MDGs for income poverty, hunger, primary school completion, gender parity at school and access to water. However challenges still exist with respect to the health MDGs and the goal of access to improved sanitation is not likely to be met by 2015. Feminised poverty due to lower literacy rates, heavier time burdens, and lower access to productive resources and weak communication strategies for government policies on

women issues still persist. Other policy issues include: income inequalities, rural and slum poverty, slow poverty reduction in the northern savannah and among women. Bridging the development gap between the north and the south and reducing income inequalities and rural poverty is critical with respect to different ecological zones especially the northern savannah and different socio-economic groups especially women, the vulnerable and the excluded.

The policy objectives in this regard are to reduce spatial and income inequalities across the country and among different socio-economic classes; strengthen the development planning system to integrate spatial/human settlement planning and socio-economic planning; and enhance access of the poor and vulnerable, especially women to comprehensive social protection systems and other economic opportunities. This development framework isolates these policy objectives for the purposes of ensuring that they receive considerable attention. The following section discusses the policy objectives identified, the current development challenges that informed them and their corresponding strategies.

7.12.1.1 Reducing spatial and income inequalities across the country

Bridging the developmental gap between the northern and southern parts of the country has been a long-stated goal of most post-independence Governments of Ghana. The design of spatial planning zones or “special development areas” is meant to focus policy, resources and actions on these areas as a means of reducing existing gaps in infrastructure, social and economic services in selected parts of the country in order to upgrade the weak economic and employment development capacities at the local level especially for the productive poor.

Special development areas such as those under MiDA and SADA have been designated to bridge the spatial and income gaps between their areas of jurisdiction and the rest of the country. The coastal savannah region of Ghana, where poverty is deepening however needs urgent attention.

Although these special development areas are provided for within the ambit of Ghana’s planning law, the legal frameworks for these SDAs have not provided for integration of these programmes within the prescribed planning architecture to ensure comprehensive planning, monitoring and evaluation for effective reduction of spatial and income inequalities in Ghana. New developments such as the construction of the Bui Dam and the emerging oil economy will

also need to be planned for properly to maximise their potential for bridging Ghana's spatial divide and minimise the danger deepening the divide further.

The policy measures to reduce spatial and income inequalities across the country and among the different socio-economic classes are the coordination and re-distribution of development projects and programmes in a manner that ensures fair and balanced allocation of national resources across the ecological zones, gender and income groups enhancing planning and coordination of the development of special development areas including SADA, MiDA, CEDECOM/Coastal Savannah, Bui City, etc; reviewing legal frameworks for special development areas to conform to the national development planning laws and regulations; preparing district infrastructure development plans and improving business development services to facilitate local economic growth and private sector engagement; and stimulate the growth and development of small businesses with potential to offer employment opportunities to all.

7.12.1.2 Reducing the Feminisation of Poverty

Strategies aimed at slowing the process of feminisation of poverty will include promoting the economic empowerment of women through access to land, labour, credit, markets, information, technology, business services and networks, and social protection including property rights, promoting the social empowerment of women through access to education, (especially secondary, vocational/ technical and tertiary education., non-formal education, opportunities for continuing education for school drop-outs; and scholarships), creating access to health/reproductive health services and rights, legal aid, social safety nets, social networks and ensure adoption of affirmative action policy/law to increase participation of women in sectors of leadership and decision-making – (40%) minimum of women representation.

Further measures include encouraging artisans and other tradesmen and women including farmers to form strong district, regional and national association, facilitate institutional strengthening capacity building for public educational institutions to mount consistent country-wide sensitization on harmful customary practices (NCCE, CHRAJ, Ministry of Information), passing the Spousal Property Rights Bill, pass the Interstate Succession Bill, starting processes

and facilitating multi-sectoral consultative meetings with critical stakeholders (Political parties, CSOs, Women's Advocacy groups, MPs etc), drafting policy or law (considering possible constitutional amendment, and feed into the amendment process), reducing chronic poverty and its associated issues of vulnerability and exclusion, promoting the political empowerment of women through decision-making at the household, community and in public life, access to rights and entitlements, and management self-imposed risks; extend the coverage of existing social protection programmes to vulnerable women and create new ones, mainstream special women social protection policies and programmes in national development process, adopting and implementing information dissemination through partnerships with NGOs' CSOs and CBO, ensuring women's access, participation and benefits in all labour related issues (employment, training social security, formal and informal sectors, promoting women's business, credit, etc.), expanding special employment schemes for the youth, women and the disabled and ensuring constant communication and information dissemination of government policies on gender equality and women empowerment.

7.12.1.3 Reducing poverty among food crop farmers and other vulnerable groups

Food crop farmers and other vulnerable groups such as people with disabilities are among the poorest socio-economic groups in Ghana. Strategies to be implemented under this objective are to develop and implement a programme to expand access of extremely poor farmers to complementary farm inputs and services, engage banks and alternative micro-finance institutions to deliver flexible packages to meet women's needs and constraints, and enhance income generating opportunities for food crop farmers, and PWDs.

7.12.1.4 Implementing preventive, promotional, protection and empowerment interventions

Certain categories of Ghana's population are faced with multiple vulnerabilities due to chronic poverty, the negative impacts of policies (especially macroeconomic), health, environmental, idiosyncratic shocks as well as denial of rights due to socio-cultural belief systems and practices. This group includes women and children in difficult circumstances, such as abused women and children, poor women heads of households, some categories of people with disabilities including

children, people living with HIV and AIDS, unemployed youths and those in vulnerable employment without social protection.

Some preventive, promotional, protection and empowerment strategies have been adopted to ensure the full inclusion of these populations into national development. These include the national action plan on child labour, disability policy and action plan, policy on the aged and action plan, the women's development fund, the domestic violence act and plan of action, the national health insurance scheme, and the free maternal health scheme.

Implementation of the policies and programmes in the National Social Protection Strategy, the LEAP programme, a conditional cash transfer programme targeting the extreme poor, the aged people with severe disabilities, and households with child labourers will be scaled up.

The medium-term objectives will be to develop a common targeting mechanism to ensure efficiency and complementarities between the LEAP and other social protection programmes. The coordination of the provision of complementary services by other sectors will also be pursued to ensure a multi-pronged approach in dealing with poverty in a sustainable manner.

While Ghana has a number of policies on social protection, they have not been harmonised and are weakly coordinated within a comprehensive guiding vision. Lack of a comprehensive vision of social development and weak institutional capacities have led to gaps in the delivery of social services and entitlements. Thus while educational and health policies exist among others to ensure productive human resources, social safety nets for the poor, including tax redistribution in favour of the poor and increased pro-poor spending; and specific policies dealing with the vulnerable and excluded, are absent. The responsibilities of social reproduction and care, which are basically left to women and go unremunerated and undervalued, and which hold down women's ability to earn sustainable incomes and compound their structural disadvantages, will be reviewed and supported with appropriate policy interventions.

7.12.1.5 Reviewing the National Social Protection Framework

The existing National Social Protection Strategy will be reviewed to provide a vision of social development for the country and address policy gaps in the areas of reproduction and home-

based care, redistribution, social protection, and social integration. It will also ensure mainstreaming of a human rights framework into development, streamline overlapping mandates and strengthen institutions in the social sector, especially in neglected areas as well as the introduction and implementation of social budgeting and enhanced monitoring and evaluation.

7.12.1.6 Strengthening the Family and the Provision of Care

The care economy or social reproduction is critical for the regeneration of the country's labour force, and a fundamental human right. 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 these has led to a care crisis, compounded further by the HIV and AIDS pandemic, migration, and chronic poverty, among others. The provision of care largely by women (as unpaid work), has implications for their labour force participation and economic development at large. Although the rules of the System of National Accounts (SNA) admit that the care economy is a sub-system of production, it is excluded from the calculation of the Gross Domestic Product (GDP).

The objectives are to develop a comprehensive policy on care work, including a family policy. Strategies include strengthening and resourcing the institutions and caregivers already involved in providing care for orphans, aged persons with severe disabilities; promoting a national discourse on the provision of care, and its gendered dimensions; and ensuring equal participation of men and women in the care economy. 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 will also be pursued.

7.12.1.7. Reviewing the Livelihood Empowerment against Poverty Programme

The Livelihood Empowerment against Poverty (LEAP), a social grants programme, which is in its fourth year of implementation will be reviewed and scaled-up as part of a national social protection strategy targeting households with out of school children, households with children as heads, people with severe disabilities, lepers, and the aged poor.

CHAPTER EIGHT TRANSPARENT AND ACCOUNTABLE GOVERNANCE

8.1 INTRODUCTION

The broad goal of transparent and accountable governance is to empower state and non-state bodies to participate in the national development process and to collaborate effectively to achieve the national development goals and objectives. The collaborative process is to ensure that political, economic and administrative authority is exercised in a manner that ensures that public resources are managed efficiently and with integrity in response to the problems and critical needs of the people.

Good governance places emphasis on the principles and tenets of transparency and accountability in the exercise of political, economic and administrative authority for ensuring peace, stability and national cohesion.

8.2 Challenges to Good Governance

Although Ghana has made significant progress in achieving a system of good governance compared to the other countries in the sub-region and the continent at large, there still remain a number of critical challenges that require urgent resolution to deepen and sustain the progress made. These include: conflict between and among the arms of government and governance institutions; resource disparity undermining the role of different arms of government; low participation of civil society in governance; low interest of citizens in the democratic processes; and a high perception of corruption in the public sector.

In view of this, the focus areas of governance for the plan period are: deepening the practice of democracy and institutional reforms; local governance and decentralization; public policy management and public sector reform; enhancing development communication; participation of women in governance; corruption and economic crimes; rule of law and justice; public safety and security; access to rights and entitlements; national culture for development; domestic and international relations; migration for development; and evidence-based decision making.

8.2.1 Deepening the Practice of Democracy and Institutional Reform

Key policy objectives that have been identified include: Strengthening Arms of Governance and Independent Governance Institutions; Enhancing Civil Society Participation in Governance; Promoting Coordination, Harmonization and Ownership of the Development Process; Promoting the Participation of State and Non-State Institutions in Governance.

Strengthening Arms of Governance and Independent Governance Institutions: The three arms of Government represented by the Executive, the Judiciary and the Legislature perform critical roles in the democratization processes of the state. Currently however, there are still grey areas and unclear functions resulting in periodic conflict between and among them. Resource disparity undermines the role of these different arms of governance. The independent governance institutions are under resourced. There are also inadequate transition regulation arrangements in place to effectively manage the transition process during changes in administration.

Strategies identified to achieve this objective include the following: review constitutional provisions to ensure clarity of roles and responsibilities of governance institutions and arms of Government; build capacity of governance institutions and Parliament to draft laws and perform oversight responsibilities; establish relative resource parity; and ensure enactment of the Transition Bill. Special attention is to be paid to the work of the Constitutional Review Commission which is tasked with the responsibility of collating views on amendments to the Constitution among other things.

Enhancing Civil Society Participation in Governance: The role of civil society as key stakeholders/ partners in the development process is very crucial to achieving transparency and accountability. Civil Society Organisations (CSOs) have not been actively involved in the decision-making process in the country for various reasons. This is attributed to either lack of interest or that they are not well informed on the democratic process to enable them participate. Their active participation in the governance process would enhance grass-root participation, as well as a “bottom-up” approach to governance, as most civil society organisations are located within communities and will voice out the views of the local citizenry on governance issues.

Their participation also ensures accountability and transparency in governance processes. Strategies identified to achieve this objective include the following: review the legal and institutional framework for the management and operations of civil society organisations; improve the coordination mechanism among CSOs; and identify the clear and specific roles of the civil society groups.

Promoting Coordination, Harmonization and Ownership of the Development Process: The coordination, harmonisation and participation of the public in the policy formulation and dialogue processes are very central to the issue of ownership. Strategies identified to achieve the needed outcomes include: undertake in-depth consultations between and among stakeholders and institutionalize a mutually agreed framework for development dialogue. The Meet the Press series, “Peoples Assemblies”, Town Hall Meetings and “Policy Fairs” are all very useful instruments in this regard.

Promoting the Participation of State and Non-State Institutions in Governance: Over the years, the participation and involvement of state and non-state institutions in governance have not been adequate. This state of affairs has been generally attributed either to lack of interest or discrimination on the part of the key players and drivers of the process. To overcome this bottleneck, there is the need to consciously improve the situation through deliberate efforts at ensuring the full involvement of all stakeholders. Government will organise a series of public policy-fairs to engage the citizenry in policy formulation, implementation and evaluation. The main focus of the strategy to address this issue is to identify, institutionalize and entrench the participation of all institutions, both state and non-state, in the governance process.

8.2.2 Strengthening Local Governance and Decentralization

Promoting citizen’s participation in local governance will necessarily require accelerating the process of devolution of political power to the district and sub-district structures. Strengthening local governance within the concept of democratic principles implies getting the people involved in decision-making, especially grassroots participation to ensure a bottom-up approach to governance. This is necessary to nurture, uphold and entrench the principles of transparency and

accountability in governance processes. This additionally implies the need for an effective coordination, communication and harmonization between and of the different levels of government i.e. national, regional, and district, in terms of development planning, monitoring and evaluation, and funding. This will ensure that the elected representatives of the people are both visible and audible.

The policies to strengthen local governance and decentralization are organized under three broad categories namely: administrative, political and fiscal decentralization.

Administrative:

Ensure commitment to the implementation of Local Government Service Act: The major identifiable challenge facing the implementation of Local Government Service Act, 2003, Act 656, is its inconsistency with parts of the Local Government Act, 1993, Act 462, the unclear relationship established between the Ministry of Local Government and Rural Development, and the Local Government Service and the lack of clarity of roles and administrative coordination at district and sub-district levels. To address these issues, strategies identified include the following: review Acts 656 and 462 and ensure their consistency and harmonization; and finalise and implement the National Decentralization Policy and Plan derived from the decentralization consultations and the National Stakeholders Conference on decentralization.

Mainstreaming local economic development into planning at the district assembly level: The macroeconomic framework has been unable to translate decades of relative macroeconomic stability into employment gains. This is worsened by weak accountability by districts with regard to employment generation. Strategies identified to address this include: provide support to District Assemblies to facilitate, develop and implement employment creation programmes based on their natural resource endowments and competitive advantage.

Political:

Promote the growth and maturity of democracy: The most prominent challenge facing the growth and maturity of democracy is low interest of citizens in the democratic process. The

principal focus of the main strategy identified would therefore seek to institutionalize democratic practices in local government structures.

Strengthen functional relationship between district assembly members and citizens: The lack of interest of citizens in the democratic process has brought about the existence of a communication gap between district assembly members and the citizenry at the district level. To bridge this information gap, identified strategies to be adopted include the following: fully operationalize the Local Government Act 1993, Act 462 and institute attractive incentives for Assembly members to enable them perform the duties assigned to them under the Act.

Operationalize and Strengthen the Sub-District Structures: The process of transferring authority from central government to the decentralised structures has not permeated down to the sub-district structures. This has inadvertently affected the pace of the process and has adversely affected the rate of implementation of the process of decentralization. The focus of the strategy identified to reverse this is to review and restructure the numbers and composition of the unit committees and ensure that the unit committees perform the functions assigned to them under LI 1589 of 1994.

Establish Member of Parliament Constituency Development fund: Numerous conflicts have emerged in recent times between Metropolitan, Municipal and District Chief Executives and Members of Parliament over the use of financial resources allocated to the MPs Common Fund. This state of affairs is undesirable and has implications for peace, stability and socio-economic development at the district level. To address this bottleneck, there is the need to de-link the “MPs Constituency Development Fund” from the District Assemblies’ Common Fund and set up a separate “Constituency Development Fund” for the MPs to be resourced from the Consolidated Fund.

Ensure harmony as well as synergy necessary for expeditious actions by ensuring clarity in local government laws: Inconsistencies in local government laws have been a major source of conflict and confusion that continue to hamper progress in accelerating the pace of the decentralization process. To improve the clarity and issues of interpretation including overlaps,

strategies identified include: review laws governing decentralization and local government to remove the inconsistencies; sensitize all MMDAs, institutions, agencies and the range of stakeholders on the revised laws.

Fiscal:

Efficient internal revenue generation leading to financial autonomy of the districts:

Development at the district level has been negatively affected by the problem of non-viable districts and inadequate resources resulting from weak internal revenue generation and mobilization. This has resulted in over-dependence on the District Assemblies Common Fund (DACF) and other external grants. The situation has further been exacerbated by the problem of ineffective inter-district revenue sharing arrangements. Strategies identified to address these bottlenecks include: a review of district demarcations and the IGF sources; **DSDA II** and other best practice database initiatives replicated in all districts; and develop the capacity of the MMDAs for effective revenue mobilisation.

Ensure transparency in management of districts and local fiscal resources: Transparency is essential for efficient management and utilisation of scarce financial resources at all levels of government. District Assemblies need to be held accountable for the utilisation of public funds allocated to them. Unfortunately however, the problem of weak financial management practices is rampant and there is inadequate accountability and transparency in the utilisation of the District Assemblies Common Fund and other resources at the district level. Strategies identified to address these bottlenecks include: strengthening the collection mechanism and dissemination of relevant information to the public and other stakeholders on regular basis; and the revaluation of properties and review of other sources of revenue as well as prompt auditing of District Assembly accounts.

Ensure regular annual external auditing of Assemblies' Accounts: Many of the Districts do not have an office of the Ghana Audit Service in their area of jurisdiction. Even those in the neighbouring Districts are so busy that many of the Districts have many years of unaudited Annual Accounts. The strategy therefore is to ensure that District Assembly Accounts are externally audited annually without any arrears.

8.2.4 Public Policy Management

Attempts at addressing the challenges of public policy management have been on-going for some time. Consensus building, improved participation and consultations among the range of stakeholders constitute an integral part of the policy formulation process right from the conceptualisation phase to the drafting of the policy. Further deepening of the process of promoting participation of stakeholders including all political parties, state and non-state actors and traditional authorities in the design and implementation of the national development agenda is an effective mechanism for promoting and consolidating broad national ownership. The outcome of efforts to date however, points to the existence of critical bottlenecks that require immediate attention.

Accordingly, the broad objective of policy will be to seek to promote and strengthen national ownership and achieve national consensus to ensure policy sustainability. The thrust of the policy interventions as appropriate will be to accelerate the process through increased attention to the improvement of the operational mechanisms with emphasis on the capacity of the available human resources. To effectively address the identified challenges the focus will be on the following key interventions:

Strengthen the coordination of development planning system for equitable and balanced spatial and socio-economic development: The generally poor commitment to development planning in Ghana has resulted in the failure to integrate spatial and human settlement planning, and uneven and unplanned spatial development in many parts of the country, especially in selected urban centres. This policy objective seeks to improve efficiency in the development process and ensure focused development and judicious use of limited resources at all levels. The following strategies would be pursued: strengthen the coordinating function of the NDPC to enhance evidence-based decision-making and resource allocation at all levels; enact a Legislative Instrument (LI) to guarantee effective execution of NDPC's mandate on planning functions and processes; clarify the roles and relationships between NDPC, MoFEP, MDAs, RCCs and MMDAs for effective development planning; strengthen capacity of NDPC, MDAs, RCCs, and MMDAs in development planning including monitoring and evaluation; institute a training

programme for all MDAs and MMDAs in gender sensitive policy making and gender responsive budgeting; develop management information systems for tracking spatial investments to facilitate resource allocation and investment decision-making; and enforce planning laws and regulations at all levels.

Upgrade the Capacity of the Public and Civil Service for Transparent, Accountable, Efficient, Timely, Effective Performance and Service Delivery: The need to formulate a comprehensive human resource development policy for the civil and public services is rather overdue. This is essential to effectively develop their capacities to optimize output. Also worth mentioning is the need to provide a remuneration structure that will make civil servants more effective and efficient. Ineffective supervision is another hindrance to productivity. Strategies identified to address these include: review the current status of the on-going public sector reform programmes to enhance accelerated implementation; and develop a comprehensive human resource development policy for the public sector to include reasonable remuneration.

Rationalize and Define Structures, Roles and Procedures for State and Non-State Actors: The functions of MDAs are very often not clearly defined. This creates a situation where there is duplication and overlap of functions among the MDAs resulting in misuse and waste of resources. In order to address this, efforts will be made to undertake a comprehensive review and clarify the mandate and functions of state and non-state actors.

Institutionalization and mainstreaming of Sustainable Development Principles: Due to the improper integration of environmental issues into public policy processes, the efficient exploitation, use and management of natural resources have attracted decreasing attention at the policy level. The need for the judicious exploitation and use of the world's natural resources has been at the core of the current global agenda for sustainable development in line with MDG 7 i.e. mainstreaming of sustainable development principles into national policies and programmes. The absence of an appropriate framework to regulate environmental impact in the sectors has been identified as one of the root causes. The focus of the strategy is to ensure that sustainable development principles are institutionalised and mainstreamed by demanding the mandatory use of Strategic Environmental Assessment (SEA) in public policy processes.

Provision of an efficient e-governance structure to ensure good practices: Inadequate infrastructure to ensure effective networking among the various government institutions has contributed to weak collaboration between these sectors. The absence of an effective e-governance structure provides an excellent environment for cyber crimes. To address these lapses, increased attention will be devoted to the implementation of the following measures: integration of institutional networks within public sector and shared resources; make automation and networking compulsory as a tool to reduce fraud; start network design for whole country, account for institutions within public sector and e-governance; re-engineer operations of CEPS, IRS, VAT Service, MoFEP, Controller and Accountant General and the Bank of Ghana. These and other vital sectors of the economy have to be fully automated, networked, interfaced and interconnected.

8.2.5 Public Sector Reform

Past attempts at public sector reforms have been assessed as having achieved limited impact. To a large extent the past failures came about because reform activities were detached from the mainstream of ministerial responsibilities and accountability for the management of the sectors of the economy. To get back on track with reforms, it was decided to locate leadership activities in public sector reform in the Office of the President. This measure is justified by the cross-sectoral nature of public sector reform which requires that a higher authority other than a Minister coordinates the reform agenda.

The new approach being introduced aims to use public sector reform as a tool for accelerated and sustainable development, by breaking existing barriers and challenges to the achievement of two major objectives of the “Better Ghana” agenda, namely (a) putting food on peoples’ tables; and (b) providing citizens with secure and sustainable jobs.

Government will not stop currently on-going programmes for improvements in the implementation of MDBS, FASDEP and DDF from running as this will be too disruptive and financially counterproductive. By asking people to undertake the new job creation and food production initiatives Government believes that it will be extracting higher productivity from

various sectors of the economy as the expected output will be additional. On-going work on Subvented Agencies and the Single Spine Pay Policy as well as the re-tooling of the Ghana Civil Service will be continued.

The “**New Approach to Public Sector Reform**” is geared towards having Sector Ministers assume responsibility for, and become pro-active in tapping resources for public sector reform for their sector programmes. The approach is sector driven and answers the question: “**reform for what?**”

Public sector reform is, consequently, being positioned to be of direct assistance to Ministers, along with other forms of assistance, to bring about verifiable changes in their sectors for the benefit of the people of Ghana. The new approach also calls for the strengthening of Ministerial organizations and hence, the Civil Service, and the need to make the leadership of the Civil Service real partners to the political leadership.

The approach emphasizes the use of Ministerial advisory Boards, including private sector and civil society representatives as a principal mechanism for Public-Private-Partnership (PPP) in optimizing the deployment of resources in each sector of the economy. Through this mechanism, the Ministry of Food and Agriculture for instance will also be expected to use mostly private sector sources in funding their programmes. The Ministry of Defence will be funding their job creation proposals through private sector financing. Programmes and projects spearheading the reforms are being processed into a Coordinated National Programmes on Job Creation and Coordinated National Programme on Public Sector Reform. The Public Sector Reforms will be underpinned by the following interventions:

- Leadership orientation;
- Institutional Change (structure and processes);
- Optimum Capacity deployment; and
- Provision of other resources.

8.2.5.1 Leadership orientation

The new approach to reform is demand driven and results-oriented in nature. **It requires a mindset change away from business as usual especially for those leading the change.** The focus of the reforms will be reflected in institutional changes that will be required to enable the development outcomes to be achieved within the prescribed timeframes.

This will also be premised on inter-sectoral consultation to ensure that there is interaction between ministries to execute key reform interventions. The achievement of the new approach depends on the coordination and measured interaction of the different sectors and areas of development. Thus, the discussion and agreement of interventions at the Cabinet level will ensure improved clarity of complementarity between sectors and integration of programmes and project interventions. An effective accountability framework for the leadership is expected to create the necessary incentives to drive performance throughout the MDAs and their complementary private sector organizations to achieve the desired development outcomes.

8.2.5.2 Structures and Processes

Enhanced institutional structures and processes are required to facilitate effective execution of the programmed interventions in a focused way to achieve the development outcomes. The following institutional structures will hence play critical roles in the reform process:

Policy Coordination and Implementation Wing of the Policy Unit at the Presidency: The Unit will directly support the Sector Ministers by providing advice, where required, to ensure that various programmes and interventions developed to meet the planned development outcomes, are in line with the national policy priorities.

Ministerial Advisory Boards (MABs): With the introduction of the MAB's (as defined in Section 39 (1) of the Civil Service Law, PNDC Law 327) a mechanism is in place for the Ministers to gain a good understanding of the problems and potential resources of their particular sector. The MABs's sector-wide representation constitutes a very effective platform for the Ministers to discuss and establish initiatives to ensure the reform interventions are executed in an effective and efficient manner. Given their private sector representation, the MABs are to

facilitate the effective engagement of the private sector to ensure the reform interventions are driven through Public Private Partnerships (PPP).

Project Advisory Committees (PACs): PACs are to be established to provide technical support to the MAB's. The PACs will be made up of a cross section of technical experts from different Departments and Agencies who support the work of the Ministry. The PACs will act as technical sounding boards for the Ministry in the development and execution of initiatives. The PACs will be tasked with providing technical inputs to support the planning, programming and execution of the 'job creation' and 'food production, processing and distribution' reform interventions.

Project Management Units (PMU): At its eighteenth meeting, Cabinet decided that each Ministry sets up as a matter of urgency its Project Management Unit dedicated not only to the implementation of the various Job Creation and Food Production reform initiatives but also other projects under the Ministry.

Cabinet and the Cabinet Secretariat: PSRs are, hence, to be part of sector-based programmes and will have to receive Cabinet approval as a policy of state, conveyed to sector Ministers as Cabinet decisions. Upon the receipt of Cabinet decisions, Sector Ministers would activate the Implementation Plan contained in the Cabinet Memorandum that would have been submitted for the particular programme. The Sector Ministers would, then, approach the PSR Secretariat, for assistance. The Secretariat will serve as a kind of central consultancy agency either advising or able to point to resources needed by Sector Ministers.

Public Sector Reform Secretariat (PSRS): The integrity of the new approach to public service reform is safeguarded by the caliber and performance of a highly specialized technical secretariat. The PSRS will be responsible for the overall administration, technical coordination, financial management, monitoring, and evaluation of reform activities carried out by the MDAs/MMDAs.

The Policy Evaluation and Oversight Wing of The Policy Unit at the Presidency: The Unit will directly support the Sector Ministers by providing advice where required, to ensure the progress

of the various programmes and interventions are reviewed and the appropriate levels of reporting provided to His Excellency the President.

8.2.5.3 Optimum Capacity Deployment

A key aspect of the new approach is the deployment of immediate expertise required to implement specific reform initiatives in all the targeted sectors. The PSRS will work in conjunction with the PACs and PMUs to undertake a capacity needs assessment to identify all the competency gaps related to the reform interventions. This will include sectoral and cross sectoral expertise requirements. Ministers will be expected to:

- Deploy public servants where they have the requisite expertise;
- Where public servants can be given short term training in a period that suits the project implementation schedule, this will be done;
- In cases where there are deadline pressures a local consultant can be engaged to fill a position in the MDA on a short term assignment while the public servant undergoes training and/or understudies the consultant to take over as soon as possible; and
- In the situation where the required skills cannot be identified locally, an international consultant (retired public servant) will be engaged to perform the immediate tasks in the MDA as well as mentor local public servants.

The new approach in immediate skills deployment stems from the urgent need for Ghana to considerably raise its project implementation capacity and by so doing, improve the absorption capacity with respect to resources made available by Ghana's Development Partners. Currently the capacity is unacceptably low. Mindful of this low project implementation capacity, general training will be stepped up across the board in the following disciplines:

- Project planning and design;
- Project management;
- Financial management;
- Procurement planning and management;
- Evaluation and impact assessment of projects; and

- Problem-solving-oriented Human Resource Management, particularly in support of the activities of the Fair Wages and Salaries Commission in the implementation of the Single Spine Pay Policy.

8.2.5.4 Provision of other resources

The PSRS will facilitate the provision of the requisite resources to support the execution of the reforms. This will be focused on ensuring that the PMUs, PACs and MABs are fully operational. Resource support will be demand driven to address the peculiar needs of each sector Ministry and reform intervention. The PSRS will work with each Ministry to develop a resource support plan. Although the PSRS will not provide the actual funds for the specific reform resource intervention, it will support the Ministry to seek requisite funds from Government, Development Partners and the Private Sector.

8.2.6 Development Communications

Mainstream development communications into national planning system: The participation of the citizenry in the decision making process is very inadequate; the most affected being the vulnerable groups who for obvious reasons are completely left out of the process. This situation is unacceptable and global consensus has been reached through various international accords and instruments including the MDGs to make this phenomenon a thing of the past. To reduce such information inequity and more importantly to empower the relevant groups, identified interventions will among others seek to: streamline development communications across MDAs and MMDAs; and create awareness of opportunities for engagement with local and national governance structures.

Promote media accountability for national development: The role of communication channels to positively influence knowledge, attitudes and practices in support of development have been very ineffective. This is in part attributed to the current state of the environment in which media houses operate. There is the need to critically examine the existing legal and regulatory framework with the view to making them more relevant to the development needs of the citizens and the nation at large. As part of the range of options immediately available, increased attention

will be devoted to promote social responsibility among media houses; and develop behaviour change communication models in support of development.

Enhance information dissemination on Government programmes: The lack of access to information is considered as an important pre-condition for measuring the extent of vulnerability and exclusion within the social strata. Basic information, especially on public services and modalities for accessing benefits play a very important role in empowering the poor in society. In this direction, targeted efforts will be intensified to create awareness about Government programmes to socially disadvantaged groups.

Increased partnership with the media based on a mutual principled relationship of fairness, objective and truthfulness to promote national cohesion and sustainable development: The absence of mutual trust between Governments and media personnel has largely contributed to distorted Government image in the print media and radio phone-in programmes. To re-build trust and engender good media/Government relations, strategies proposed include the following: organise regular press/media briefings; initiate media encounters//bi-monthly interactions with media (off the record activity); and identify key authorities/professionals to speak to issues on behalf of Governments.

Promote an efficient communication strategy: Inadequate resourcing of government information agencies and weak coordination of their activities have often resulted in discrepancies in messages from various parts of Government machinery. Also noteworthy is the ineffective communication flow between Governments and the public which is largely urban-based and the absence of an efficient feedback mechanism. To ensure an efficient communication system with prompt feedback mechanism, the strategies proposed include: training for ministers and members of Governments on media relations and communication skills; strengthen the Information Services Department of the Ministry of Information to coordinate the flow of Government information and monitor feedback; develop and implement a comprehensive and inter-sectoral communication policy to address all Government communication needs including public feedback; tighten Government information dissemination and management machinery to take charge of Government information policy and public

feedback; maintain a policy of proactive communication and prompt response to public feedback; make use of indigenous communication channels e.g. drama, theatre for development etc. and maintain regular interaction with media to ensure free flow of information

8.2.7 Women and Governance

Some economic, political and socio-cultural interventions have been made over the years to ensure that disparities between women and men are reduced. However, there is still inadequate representation and participation of women in public life and at all levels of governance. Women in Ghana contribute immensely to the development of Ghana through their reproductive and productive (agriculture at rural level) roles. There is the need to encourage and support women to actively involve themselves in public life and governance by implementing an affirmative action for women and also strengthening institutions dealing with women and children. The following policy objectives have been identified in the endeavour to include women in all spheres of governance.

Empower Women and Mainstream Gender into Socio-Economic Development: Although there has been some improvement in the participation of women in public life and governance, this is still not significant. Also gender has not been effectively mainstreamed into policies that will ensure socio-economic development. It is important for the pace of the implementation of the policy of affirmative action for women to be increased. This is to go along with the strengthening of institutions dealing with women and children issues.

Review and enforce existing Laws Protecting Women's rights and Introduce New Legislations to take care of existing gaps: Despite the many efforts to incorporate an effective women's rights policy in all spheres of political life, the prevalence and practice of many outmoded customs detrimental to these efforts still abound. Also, there is still inadequate support for victims of violence. Interventions to address these include: review and strengthen on-going awareness campaign on existing laws and practices; enhance capacity of appropriate enforcement and related agencies; expand coverage of the institutions dealing with women's rights; enhance the implementation of the Domestic Violence law and institute deterrent sanctions for perpetrators.

8.2.8 Fighting Corruption and Economic Crimes

Although institutions such as the CHRAJ, SFO, and the Audit Service exist to check malfeasance in public administration, corruption and economic crimes in the public sector still pose a challenge to good governance. This broad policy area of fighting corruption and economic crimes therefore looks at the following strategic areas of policy interventions in an attempt to address this issue:

Promote Transparency and Accountability and Reduce Opportunities for Rent Seeking: Due to low transparency and perhaps even lower accountability of public officials, the public sector is perceived to be very corrupt. This needs to be frontally and decisively dealt with in order to ensure that the public sector can become both credible and trustworthy in the eyes of the citizenry. Strategies to be adopted therefore seek to enforce the implementation of the Public Procurement Act 2003, Act 663; Internal Audit Agency Act 2003, Act 658; and other Public Finance Management regulations and implement the Whistleblower's Act and enforce laws against bribery and corruption, extortion, wilful oppression and wilfully causing financial loss to the state.

Strengthen and empower anti-corruption institutions: The fight against corruption is not an easy one, and so in order to combat this societal canker, a strong institutional foundation is needed. Unfortunately, the existing anti-corruption institutions are weak in terms of capacity and also in terms of their collaboration. There is the need for them to form a united front to effectively rid society of corrupt practices. Strategies to be adopted include the following: enforce legal, operational and financial standards and enact the Freedom of Information Bill.

8.2.9 Enhancing Rule of Law & Justice

Increase the capacity of the legal system to Enhance Speedy and Affordable access to Justice for all: More often than not, there is delay in resolution of cases within the judiciary. Besides, the cost of legal processes is high and often unaffordable to the poor. These are major setbacks to the judicial process in promoting law and justice. The capacity of the legal sector to enhance

speedy and affordable justice needs to be increased to support the quick disposal of cases. The identified strategies to address these include: improve case management systems of the courts including scaling- up mechanisms; enhance human resource levels; expand infrastructure and revise and implement rules of procedure; effectively mainstream alternative dispute resolution mechanism; Review the Legal Aid Act, 1997, Act 542, and create under the Legal Aid Scheme a Directorate of Public Defenders (DPD) analogous to the Directorate of Public Prosecutions at the Attorney General’s Department as well as Citizens’ Advisory Bureaux to give free legal advice to citizens; and broaden access of the poor to legal aid.

Strengthen the capacity of judges, lawyers, the police and Para-legal staff in both public and private sectors to promote the rule of law: Currently, there are conflicting Acts which pose challenges to implementation, poor compliance with and weak enforcement of rules, regulations and procedures. There is also weak appreciation of and demand for basic social services. All these challenges hamper the compliance of the law and delivery of justice. The capacity of judges, lawyers, the police and para-legal staff in both public and private sectors will be upgraded regularly to effectively carry out these tasks.

8.2.10 Ensuring Public Safety & Security

Improve the capacity of security agencies to provide internal security for human safety and protection: There is a sense of insecurity in the country and this can be attributed to the level of violent crimes like armed robbery, proliferation of small arms, high rate of drug abuse, high incidence of narcotic drugs trafficking, proliferation of private security and ineffective monitoring of activities of foreigners among others. The strategies to address the issues are to: improve institutional capacity of the security agencies, including the Police, Immigration Service, Prisons and Narcotic Control Board; strengthen and institutionalize early warning systems; sensitize the public on the existing legislative provisions including sanctions; and support vigorous pursuit of drug use and small arms infractions.

Strengthen the intelligence agencies to fight social and economic crimes: The increasing rate of internet fraud popularly known as “sakawa” and other economic crimes among the youth is

assuming alarming proportions. The culprits go beyond local boundaries into the international arena creating a negative image of the country within international circles. The repercussions are obvious: the negative attraction for foreign investments including FDI destination, tourism and the deterioration in international relations among others. Strategic interventions to be adopted will seek to: provide identification codes to internet service providers; monitor and regulate the operations of internet service providers as well as strengthen and support intelligence agencies.

Increase national capacity to ensure safety of life and property: Natural disasters are unpredictable and unfortunately, inevitable. This is why the appropriate bodies, such as the police service, fire service, NADMO and other institutions concerned with rescue and disaster management must build their capacity in order to increase response time and ensure safety of life and property in the event of a disaster. Proposed interventions include: increase safety awareness of citizens; revive the neighbourhood watchdog committees; review existing laws and regulations on spatial and infrastructural development; and build capacity of national institutions responsible for disaster management.

Forestalling external aggression, safeguard territorial integrity and contribute to international peace keeping efforts: Within the medium-term, the development agenda also aims at forestalling external aggression, safeguard territorial integrity and contribute to international peace keeping efforts. These have become paramount due to the incidents of instability in the sub-region and the likely influx of refugees and combatants into the country.

The strategies for addressing the policy objective include: forestalling civil strife and external aggression in order to secure the country for growth and poverty reduction; build operational, human resource and logistics capacity of the security agencies; and continue participation of Ghana in external peacekeeping missions.

8.2.11 Improving Access to Rights & Entitlement

Identify and equip the vulnerable and excluded with employable skills: The vulnerable and excluded comprise a significant section of the population. The high level of unemployment

among this group brings overall factor productivity lower. The situation has serious implications for national development both from the point of supply and demand for goods and services within the economy. The focus of interventions seeks to:

Facilitate equitable access to good quality and Affordable Social Services: Social services exist for the benefit of everyone. It is the right of all Ghanaians to access these services. The current situation could be best described as discriminatory as it does not offer adequate access to these services by all. The high cost of social services further exacerbates this problem. As a remedial measure, efforts will be made to increase the provision and quality of social services.

Protect Children from Direct and Indirect Physical and Emotional Harm: The survival, prosperity and the well being of a nation lie in the inherent potential of its future generation, the children. Unfortunately, the persistence of archaic and harmful traditional practices continue to present a threat to this right as enshrined in various legislative and policy instruments and conventions at international, regional, sub-regional and domestic levels. Children are frequently abused and mistreated. Worse still, countless cases go unnoticed by the authorities, and so the practices continue unchecked. Intensive action will be taken to prevent and track cases of child abuse for proper resolution and policies to protect children.

Eliminate Child Trafficking: Child trafficking is a serious dilemma and despite the existence of the Human Trafficking Act and the Children's Act (1998), there is a lack of enforcement of the policies underlying these provisions. The incidence of anti-social ills is attributed to causes that range from socio-cultural to economic issues including poverty. Interventions earmarked will focus on strategies to: reduce incidence of poverty in affected districts to stem trafficking; develop integrated child development policy; and launch public education programme on children's rights and the dangers of child trafficking.

Recognize and strengthen Children's Department to promulgate the rights of Children: The merging of the women and children's sectors into MOWAC has led to marginalization of the children's sector, thus relegating children's issues to the background. In order to ensure that children's issues are given their due prominence, the following strategies will be pursued: review

the rationale and mandate of MOWAC with emphasis on separate sector responsibilities for women and children; restructure the present Departments of Children and Women into their respective sector institutions and provide the necessary support to decentralize the two departments at the district level to ensure efficient sector monitoring and coordination.

Establish a holistic National Social Protection Framework to ensure harmonization of various schemes: There is no comprehensive national social protection system in existence. Current systems are being implemented as separate schemes without reaping the synergistic benefits that should accrue to a properly planned social protection programme. To ensure a harmonization of social protection schemes, the proposed strategies include the following: develop programmes that aim at harmonizing various schemes under the National Social Protection Framework; expand the LEAP programme and ensure that it appropriately targets the extremely poor, vulnerable and excluded; and strengthen the institutional arrangements for managing social protection policies and programmes.

Undertake relevant legislation & institutional Land Reforms: Access to land for industry and private sector development has been constantly hampered by conflicting claims of ownership, bureaucracy and outmoded disposal procedures. There has also been an excessive use and abuse of discretion and very poor application of the land laws by public/civil servants. Strategies to be adopted seek to: examine all laws affecting the land acquisition process with the view to amending them to foster efficiency and justice; and establish specialized Land Courts.

8.2.12 Promotion of National Culture for Development

Strengthen the regulatory and institutional framework for the development of national culture: Policy and institutional framework on culture and development need to be improved. Attention should be given to the documentation of chieftaincy and cultural history. All over the regions, there are abandoned or incomplete centres of national culture and they are completely absent in the districts. Interventions identified include: assist less endowed traditional authorities to document their culture and history and also complete the development of abandoned and incomplete Centres for National Culture and establish appropriate centres in the districts.

Strengthen the National House of Chiefs and regional Houses of Chiefs: The support mechanism for the chieftaincy institution is not very strong. Government will strengthen the National House of Chiefs and all Regional Houses of Chiefs. This will involve: improvement in the incentive package paid to traditional authorities; and adequate resourcing for the Chieftaincy Secretariat, the National and Regional Houses of Chiefs.

Develop a comprehensive legal framework for the tourism sector: With Ghana's rich cultural heritage and history, the potential of the tourism sector is tremendous and needs to be harnessed to develop and ensure consistent inflow of revenue from tourism. The sector however is handicapped by inadequate legal and regulatory framework, and also the need for a review of its laws, bye-laws and regulations in order to strengthen tourism in Ghana and transform it into a revenue generating industry. To address both, the focus of policy interventions will seek to contract and guide sector experts to review and expand existing laws, bye-laws and regulations of the sector.

8.2.13 Strengthening Domestic and International Relations (Partnership) for Development

Accelerate economic and social integration with regional and/or sub-regional states: There exist several bottlenecks in the free movement of goods and services within the ECOWAS region, hindering the progress of social and economic integration in the sub-region. To accelerate economic and social integration, at regional and sub-regional levels, the focus of strategies to be adopted will seek to: work towards establishing a common customs union; ensure that national trade policies incorporate ECOWAS protocols; and strengthen links between industrial and trade policies.

Sustain Government's commitment to international peace and security, adherence to international protocols and conventions, and incorporate them into national laws: There has been ineffective integration and implementation of international protocols and conventions into national laws. The commitment of Governments to domesticate such protocols needs to improve

on sustainable basis. To ensure compliance, there is the need to effectively integrate and mainstream international protocols into local laws.

Institute mechanism to manage external economic shocks: With such unpredictable international economic downturns as fluctuating and unprecedented petroleum price hikes including the global financial crisis, the national economy in its current state is very vulnerable to these external economic shocks. To effectively manage such unexpected state of vulnerability, strategies identified will seek to: maintain stable reserves; support industries to increase production and add value to their products for both domestic consumptions and exports.

Promotion of domestic trade and effective enforcement of standards and regulations: Domestic trade suffers from poor enforcement of trade standards and regulations. There is also poor patronage of goods produced locally and a tendency of customers to patronise imported goods. Interventions to address these will among others seek to: promote a buy Ghana national campaign; enforce standards/regulations; and also facilitate the passage of the Local Content Bill.

8.2.14 Promoting Evidence-Based Decision Making

Improve database for policy formulation, analysis and decision making: The timely generation of reliable, consistent database including the proper management of data is imperative to ensure effective evidence-based decision-making. Unfortunately, there is a lack of adequate and reliable database in place which should underpin vital decision-making processes. This is required for ensuring accountability and transparency of Government's decisions and empowerment of the citizenry. Strategies to improve the current situation will seek to: rationalize the production of data within the statistical system; define the roles and mandates of the various data producing institutions; adopt common definitions, methods and classifications; review the Statistical Service Law and adoption of a statistical master plan; adopt international standards and good practices system-wide, including the United Nations Principles for Official Statistics and the IMF's General Data Dissemination Standards; support MDA's to generate data for effective

planning and budgeting; and build the capacity of MDAs in electronic data analysis and management

8.2.15 Managing Migration for National Development

Minimizing the negative impact and optimizing the potential impact of migration for Ghana's Development: There is an absence of institutional and regulatory framework for the effective management of migration for the country's development. In addition, there is an inadequate mobilization and utilization of Diaspora resources. There is also the increasing trend of irregular migration which results in the loss of lives. Strategies to minimize the negative impact include the following: formulate and promote national migration and development policy; mainstream migration into national development frameworks; establish a national institution for the management of migration for development; establish a database on Ghanaians in the Diaspora; develop instruments and interventions to tap into the Diaspora human resource base and set up various financial instruments to attract Ghanaians in the Diaspora to invest in the various sectors of the economy.

CHAPTER NINE

ENABLING ENVIRONMENT FOR EFFECTIVE PLAN PREPARATION AND IMPLEMENTATION

9.1 INTRODUCTION

The history of development planning in Ghana goes back to the early 1920s with the preparation of the first Ten-Year development Plan (1920-1930) by the then colonial Governor, Sir Gordon Guggisberg. The tradition of planning continued in the post colonial-era with the preparation of several plans including the 7-Year Development Plan (1963-1970) in the Nkrumah era. In all, more than ten plans were prepared between 1940 and 1986. All those plans were centrally prepared by Government bureaucrats with little or no consultation and participation of the stakeholders, beneficiaries or the public at large. In 1994 a new decentralized development planning system was established by Acts of Parliament namely the “National Development Planning (System) Act”, 1994 (Act 480) and the accompanying “National Development Planning Commission Act,” 1994 (Act 479). These Acts sought to democratize the development process by creating space for people to participate in the decision-making process. The primary aim for establishing the new system was therefore to put in place a mechanism that would allow for broad participation in the development planning process at all levels of society.

Basically, Ghana’s decentralized planning 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 planning system and for issuing guidelines for all planning activities undertaken by all planning authorities. The Commission has the additional responsibility for the preparation of the National Development Policy Framework to guide the MMDAs and MDAs in preparing their respective plans and facilitates the translation of national development policies into implementable programmes and projects.

The first national development policy framework under the decentralized planning system was the Vision 2020: The First Step (1996-2000). This was followed by the Ghana Poverty Reduction Strategy (GPRS I), 2003-2005 and the Growth and Poverty Reduction Strategy (GPRS II), 2006-2009.

In spite of the obvious benefits and advantages over central planning, the smooth operation of the decentralized planning system has faced several challenges. Foremost among these are the enforcement of compliance with the requirements specified in the law; streamlining the roles, responsibilities and functional relationships between the key players and stakeholders such as the Central Management Agencies, private sector, NGOs and CSOs as well as the media; defining the relationship between the development plan and the budget; and securing popular participation in the planning process especially at the grassroots.

This Chapter presents the framework for effective preparation and implementation of development plans. Central to this is the need for a Legislative Instrument to regulate the decentralized planning system (Act 479) as well as establish conditions for plan stability and state ownership and strengthen national capacities to enforce rules and regulations as well as social discipline. Other areas covered are: roles and responsibilities and relationships between key planning and implementation actors; communications strategy for policy formulation; planning and implementation; stakeholder consultations and participation; streamlining processes and timing of activities of planning institutions; and developing capacities of key actors.

9.1.1 Relationships, Roles and Responsibilities of Key Planning Agencies

The key Central Management Agencies involved in the preparation, budget implementation, monitoring and evaluation of government policies and programmes are National Development Planning Commission (NDPC), Ghana Statistical Service (GSS), Ministry of Finance and Economic Planning (MoFEP) and the Ministry of Local Government and Rural Development (MLGRD). Although the mandate of these institutions are derived primarily from the 1992 Constitution and other enabling legislations, roles and responsibilities of some of these institutions are not well known. The relationships between some of these institutions, especially between NDPC and MoFEP are not clearly defined leading to overlaps and conflicts. Table 9.1.1, below, provides the key stakeholders/institutions and their respective roles and responsibilities in the process.

Table 9.1.1: Roles and Responsibilities of Key Planning Institutions

INSTITUTION/ GROUP	ROLES AND RESPONSIBILITIES
Parliament and Cabinet	<ul style="list-style-type: none"> • Review and approve development policy frameworks. • Approve guidelines and formula for allocating resources including the District Assembly Common Fund (DCAF). • Oversee policy planning implementation.
Ministries Departments And Agencies (MDAs)	<ul style="list-style-type: none"> • Act as lead and/ or collaborating agencies for implementation of strategy. • Determine programmes and projects in line with the policy framework and annual budget guidelines. • Realign on-going projects in favour of promoting growth and poverty reduction activities. • Prioritise and cost activities for inclusion in the annual budget and request for release of funds for only approved activities. • Monitor and evaluate output targets and programme outcomes. • Submit periodic reports on implementation progress and challenges to NDPC and MoFEP.
Regional Coordinating Councils	<ul style="list-style-type: none"> • Coordinate preparation of district development plans and budgets. • Coordinate DCAF and special programmes to propel growth and respond to poverty. • Monitor the implementation of district plans.
Metropolitan/ Municipal/ District Assemblies (MMDAs)	<ul style="list-style-type: none"> • Coordinate the activities of decentralized departments, development partners, NGOs, CBOs, and CSOs and the private sector. • 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 of the framework. • Use DCAF and IGF to support priorities. • Put in more effort to increase internally generated revenue and encourage community contribution in cash and in kind. • Identify priorities and cost activities as basis for negotiating for support from development partners. • Use both participatory methods and quantitative methods to monitor and evaluate their performance. • 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 and organize forums to discuss findings of monitoring and evaluation.
Private Sector	<ul style="list-style-type: none"> • Take active part in all the annual national budget preparation processes. • Participate and keenly influence the preparation of District Medium-term Development Plans. • Make sure the MDAs and MMDAs policies and priorities promote the

	<p>private and local economic development.</p> <ul style="list-style-type: none"> • Invest resources in the key development priority areas and / or enter into partnership arrangements with public sector institutions. • Provide social services to needy communities and vulnerable groups as part of the private sector's social responsibilities. • Monitor and evaluate the effects of private sector activities. • Hold discussions with Government on effects of the policy framework on the private sector. • Participate and demand reports of District Assemblies' performance and compare to targets in plans.
Development Partners	<ul style="list-style-type: none"> • Take part in the identification of national goals and priorities. • Develop new programmes and projects in support of the policy framework. • Re-shape existing programmes of development partners to support the priority areas. • Provide financial and technical support to relevant programmes and projects. • Take active part in reviews on spending and discussions of findings from monitoring and evaluation. • Support independent evaluation of plan implementation.
Media, CSOs/NGOs and CBOs	<ul style="list-style-type: none"> • Work for the inclusion of social priorities in the development plans and annual budgets of MDAs and MMDAs. • Monitor implementation of plans and use of resources at all levels • Serve as a means of getting information on the framework to the public and also obtaining ideas from the general public. • Provide financial and technical support to relevant programmes and projects. • Monitor activities of MDAs, MMDAs and the private sector. • Review the effects of development policy implementation on the welfare of children, women, the vulnerable as well as the protection of the environment.
Training And Research Organizations	<ul style="list-style-type: none"> • Participate in policy reviews and framework for allocation of resources. • Support training and research. • Participate in monitoring and evaluation of performance of MDAs and policy targets and participate in review forums.

9.1.2 Strategies

To improve effectiveness and efficiency in the planning, budgeting and implementation of development policies, projects and programmes at all levels the following strategies will be adopted:

- Streamline the roles and responsibilities of the relevant institutions especially between NDPC and MoFEP;
- Establish functional relationships between the stakeholders and ensure that the system is recognized and accepted by all; and
- Expand opportunities for popular participation in the planning process.

9.1.2.1 Legislative Instrument for Regulating Planning Activities

The National Development Planning (Systems), Act 1994 (Act 480) defines and regulates national development planning procedure and related matters. The NDPC, however, is yet to prepare the appropriate Legislative Instrument(LI) that will enforce compliance with planning requirements as specified under Section 1 (3), (4), Section 2 (a), Sections 4,10, 11 and 19-Regulations of the Act. In recognition of the limitations imposed on the planning system due to the absence of an LI, priority and timely attention will be given to the preparation of a Legislative Instrument to make regulations to give effect to the provisions of Act 480.

9.1.2.2 Streamlining Processes and Timing of Planning Activities

The National Development Planning (Systems) Act, 1994 (Act 480)) provides the details of the national planning systems. Respective roles and responsibilities, functional relationships including structures are clearly spelt out. However, the proper timing of plan preparation activities including the submission of these plans and its proper linkage with the budgeting process continue to be a challenge. As a result, the planning and budgeting processes are treated as separate functions performed by separate institutions and the link between the development plans and the national budget is weak. This is further complicated by the absence of the necessary Legislation Instrument (LI) with a sanctions regime for non-compliance. Contingent to these are the direct capacity issues affecting the routine operations of stakeholder institutions.

Specific issues of immediate concern include the following:

- Inadequate institutional, legal and regulatory framework;
- Delay in the completion of the medium-term development policy framework;
- Delay in the plan preparation of sector and district medium-term development plans;
- Lack of adequate resources including basic logistics;
- Inadequate capacity of NDPC, PPMEDS, RPCUs AND DPCUs; and

- Weak response of MDAs to planning initiatives

To address these challenges the following strategies will be adopted:

- NDPC to collaborate with MoFEP to prepare an LI to regulate the timing of the planning and budgeting processes;
- MoFEP to ensure timely release of adequate funds for planning activities and plan implementation;
- Strengthen capacity of NDPC, PPMEDs, RPCUs and DPCUs to prepare plans on time; and
- Processes for the implementation of plans should start as early as possible.

9.1.3 Communication for Planning, Implementation, Monitoring and Evaluation

The decentralization of Ghana's planning system was to ensure that citizens participate in the decision-making process to influence policy priorities, programmes and projects, budgets and also in the implementation and monitoring of development activities. Communication represents an important tool for mobilizing and engaging the citizenry in national decision-making processes, ensuring transparency, accountability, improved national ownership and management of expectations in national development processes.

A communications strategy was developed as part of the GPRS process based on an initial communications needs assessment to ensure coordination of communication activities which had hitherto been done on an ad hoc basis. The specific objectives were to promote information dissemination around the GPRS, its annual progress reports and other related documents and promote continuous dialogue among Ghanaians in order to generate feedback for the planning process. The main strategies were to enhance vertical communication channels between NDPC, RCCs and MMDAs and between the NDPC, MDAs and the media at the national level.

9.1.3.1 Mainstreaming Communication into the Development Planning System

A major thrust of the GPRS Communication strategy was to mainstream development communication into the national planning system to ensure the participation of civil society organizations in policy formulation, planning, budgeting, monitoring and evaluation. This was to

be done through the development of national, regional and district communication structures and teams to mobilize the citizenry to take advantage of the spaces in the planning system.

The Communication strategy provided for the establishment of Communication teams at the national, regional and district levels, under the coordination of the Ministry of Information whose public relations role would be broadened to cover development communication. A national development communications team was established at the NDPC comprising frontline public sector institutions with communication mandates, with CSO representation. Regional and District Communication teams are to be established and equipped to support the communication agenda at their respective levels to ensure the participation of citizens in the planning and implementation processes. Sector and District Planning Guidelines have provided for the formulation of development communication plans with clear budget lines for implementation.

9.1.3.2 Challenges to the implementation of the GPRS Communications Strategy

A critical challenge that needs to be tackled in the quest to mainstream development communications into the national planning system is knowledge of the country's planning architecture, opportunities for citizens' engagement and calendar for engagement with the National Development Planning Commission, Ministries, Departments and Agencies and Metropolitan, Municipal and District Assemblies to ensure the participation of the citizenry in plan development and implementation.

Whereas Act 480 prescribes the procedures for the formulation of national development policy frameworks and the planning guidelines provide guidance on public consultations by MMDAs in the planning process, it is silent on engagement with MDAs. In addition, citizens are constrained by the lack of an empowering legislation to seek to participate in communication around the development planning processes. The passage of the Freedom of Information Bill is critical for providing the enabling environment for effective citizens' engagement. The NDPC's Legislative Instrument needs to provide comprehensive guidelines on communication in the planning process, and guidelines reviewed to broaden the scope of communication.

Other remaining challenges include: Inadequate awareness about the importance of development communication among public sector institutions, especially among decision-makers; inadequate budgetary allocation for development communications; bottlenecks in utilizing the immense potential of the media to support the development communication agenda, including inadequate strategic engagement with the media; inadequate capacity for development communications within the public sector; weak internal communication challenges impacting on the effective engagement of the public sector with the citizenry; and lack of legal framework/agreed communication channels with the media, especially the private media leading to high cost of utilizing both the print and electronic media for development communications.

9.1.3.3 Creating an Enabling Environment for Citizens' Engagement in the Planning Process

The most important step in promoting communication around planning and plan implementation has to do with creating an enabling environment for active participation by citizens in the planning system through accelerating the passage of important legislation such as the Freedom of Information Law, the Broadcasting Law and the incorporation of development communication architecture within the NDPC's Legislative Instrument. There is also the need to earmark funding to support development communication at all levels, such as a percentage of the DACF to promote sustainability of the agenda.

9.1.3.4 Information Dissemination, Development Dialogue and Management of Expectations

Information dissemination on the medium-term development agenda and its related documents, such as its Annual Progress Reports as well as MDG reports will be used as the basis for development dialogue targeting specialized thematic groups such as professional associations, civil society organizations and the general public to ensure continuous dialogue on Ghana's development agenda. Information dissemination is important for sensitizing citizens about Government programmes and modalities for accessing them, and the basis for informed dialogue and management of expectations from the public.

One area requiring urgent attention is the management of expectations around emerging opportunities such as Ghana's oil industry and communication around results of impact assessments and progress of implementation of mitigating actions to forestall conflicts and

ensure smooth implementation of Government programmes. These sensitive emerging issues will be given attention in the communication plans of sectors and districts to ensure sustainability of Government interventions.

9.1.3.5 Promotion of Development Dialogue around National, Sector and District Plans

The National Development Planning Commission has provided guidelines for the development of Sector and District Annual Progress Reports (APRs). The dissemination of Sector and District Plans and progress reports will form the basis for development dialogue around specific sector and district issues. The public must however be aware of the planning, budgeting and auditing cycles of the NDPC, MoFEP, MDAs and MMDAs, CAGD and their calendars for effective engagement by the public.

9.1.3.6 Establishment of Mechanisms for Managing Feedback

Feedback from the public is very critical for successful implementation of Government policies, programmes and projects. Although the voices of citizens are becoming clearer with the development of a pluralistic media environment, management of feedback is important for the credibility of the planning process. Secondly, due to the lack of mechanism for the management of feedback, monitoring policy responses to feedback and reporting back to the public is weak. The objective therefore is to establish such a mechanism using existing vertical and horizontal communication channels, and channels with CSOs including the media in order to manage the transmission of feedback and their responses.

9.1.3.7 Behavioural Change Communication

A critical development challenge facing the country is the non-alignment of citizens' lifestyles with the demands of modernization, due largely to ignorance, and resulting in self-inflicted vulnerabilities, and therefore spending of scarce public resources on preventable expenditures. Negative attitudes towards time, work, care of public property, health, education, human rights, safety, reproductive rights, disability, etc. needs to be tackled head-on to ensure the alignment of the national psyche to the development vision of the country. Effective behaviour change communication models will be developed and implemented to facilitate behaviour change on a variety of issues to enhance plan implementation.

9.1.3.8 Development of a Comprehensive Development Communication Strategy

A comprehensive Development Communications Strategy will be developed to drive communication around the Medium-Term Development Policy Framework and other important national development communication objectives. The Strategy will take into consideration lessons learnt from the implementation of the GPRS Communications Strategy and other important development communication programmes. It will provide a set of prioritized objectives to be pursued over 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.

The Development Communication Strategy will also serve as the basis for auditing all sector and district communication plans to ensure coherence and synergy in the delivery of identified objectives. The NDPC will coordinate the auditing of these plans and budget allocations, build the capacity of communication teams and monitor their effectiveness in ensuring ownership of the development agenda by citizens.

9.1.4 Stakeholder Consultation and Participation

State ownership of the development policy framework is critical and contributes significantly to ensure continuity and stability of national development plans beyond the tenure of any one particular administration. The situation where Governments tend to claim sole ownership and management of all socio-economic policies and strategies, which more often than not, results in successive Governments wanting nothing to do with programmes started by previous Governments is an aberration which deprives the nation of the needed consistency and continuity in the implementation of development policies, programmes and projects.

It is imperative to institute procedures and relationships to attain the goal of accelerated shared vision as a principal mechanism to enhance the prospects of ensuring the stability and continuity of national development plans. This is achievable through a number of ways, but perhaps the

most effective being Ghanaians themselves (the state) owning and driving forward the development processes.

9.1.4.1 The Cross-Sectoral Planning Groups (CSPGs)

The preparation of the framework involves broad participation of a cross section of the Ghanaian population to ensure that diverse shades of opinion and experiences are reflected at all stages of the process and ultimately in the final product. The policy formulation aspect which represents the first step in the planning process begins with the formation of technical working teams, known as Cross-Sectoral Planning Groups (CSPGs) organized around the relevant thematic areas of the development framework (See Figure 1 on the strategic partnerships for more details).

Given the strategic nature and responsibilities of the CSPGs, its composition comprises 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 Organizations (NGOs), Community-Based Organizations (CBOs), Private Sector, Organised labour, identifiable Groups and Associations (TUC, Federation for the Blind & Disabled etc), Specialized Institutions, outstanding individuals with expertise in relevant fields as well as Development Partners. The activities of the CSPGs are coordinated by the technical staff of the National Development Planning Commission.

9.1.4.2 The Public Consultation Process

Public consultation constitutes an integral part of the development planning process right from policy formulation stage through implementation to monitoring and evaluation. This strategy is aimed at broadening the involvement of stakeholders to make up for the limitations of the participatory process at the level of the CSPGs. More importantly, it provides the opportunity for improved engagement and solicitation of views and inputs from the larger stakeholder group. The approach consolidating the gains made in previous frameworks /plans by distributing/ disseminating findings of the Annual Progress Reports (APRs) to achieve the twin objectives of creating awareness about the GPRS II and soliciting the views of a large segment of the Ghanaian population as input into the new MTDPF.

The issue of engagement and participation of political parties in the consultative process is critical given the relationship between political parties and Governments. For this single most important reason, mechanisms must be put in place to ensure full and consistent engagement with all aspiring Governments (political parties) in the plan preparation and implementation processes. State ownership and stability of the policy framework/ plan is likely to be achieved through such fruitful experiences.

In spite of the progress made there are still challenges to ensuring consistent institutional participation in the consultative process of development policy framework/ plan preparation and implementation including the seeming political polarisation of almost every issue on national development. To address these challenges, the following strategies will be adopted:

- Initiate formal dialogue with political parties in respect of development policy formulation and implementation and seek to encourage more fixed/ planned interactions rather than ad-hoc good-will sessions;
- Membership of experts appointment to NDPC should not be affected by changes in Government to ensure continuity, consistency and stability of development policies, programmes and projects; and
- Appoint representatives of all registered political parties to the NDPC to deepen national ownership.

9.1.5 Strengthening National Capacity to enforce Rules and Regulations and Discipline

The state has the primary responsibility to create the enabling environment including the necessary institutional, legal and regulatory regimes to protect the rights of her citizens especially the vulnerable and excluded in line with the Constitution. As an instrument for defining societal norms and regulating community interactions, its principal responsibility will involve shaping human behavior and to be effective, the instrument and entire process has to be owned by the stakeholders. The integrity and the guiding principles should reflect fairness and equal access for all to be acceptable. The issue of non-compliance and the lack of enforcement of rules could be attributed to a number of factors. These include ignorance, extended social networks, and absence of appropriate Legislative Instruments (LIs) to back the various laws, bureaucratic interference and the capacity of enforcement agencies among others.

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 development. In this connection, nations worldwide including Ghana have been expected to play fundamental roles in the establishment of a foundation law, maintaining a non-distortionary policy environment, investment in basic services and infrastructure, protection of the vulnerable and excluded, and the protection of the environment.

Currently, the national capacity to enforce such rules and regulations is extremely weak. The gradual erosion of confidence in the ability of the justice delivery system to enhance fair, speedy and affordable justice among others, continue to compound existing challenges. The on-going reforms within the judicial system are primarily aimed at enhancing the capacity of the legal system to play its developmental role. The reforms should entail the promotion and protection of statutory rights of citizens as enshrined in the Constitution and also to preserve and enforce all regional and international human rights instruments to which Ghana is a signatory. However, fundamental to any attempt to address the ensuing complexities and challenges of the current state of affairs is the need for commitment to ensure the total independence of such national institutions and agencies, devoid of any political interferences and machinations in the exercise of this mandate. In addition, it is also critical to strengthen the capacity of judges, lawyers and para-legal staff in both public and private sectors and to re-orient them to appreciate and champion the rule of law.

To enhance general social discipline based on a strengthened national capacity to enforce rules and regulations, the following capacity gaps will be given priority attention in the medium-term:

9.1.5.1 Public Administration system

The conduct of the public administration and affairs of state is characterized by a displaced sense of purpose, an urban bias, an elite mentality, nepotism, distrust, paternalism, centralization, disregard for time and an absence of organizational loyalty. Citizens spend time talking about these deficiencies and live with them admitting that ‘it is the normal way of doing things’. The object here is to challenge such resignation by opening up for discussions and debate on some of

the value implications that arise from the accepted ‘normal way of doing things’, in the belief that the consequences of administrative action and behaviour should be the concern of all. Attitudinal reforms in the public sector should result in a public administration which will serve the public rather than the interest of public servants and officials.

At the operational level, clear and unambiguous rules and regulations including organizational codes of ethics will be developed to instill the need to build trust as a civic responsibility and do away with all forms of honour systems including condoning wrongdoing and rather pay more attention to: respect for the property of the state, improving our level of commitment to the public good, inculcating the spirit of hard work and eliminating work-to-rule, civil disobedience and corruption, improving customer service, and avoiding the ‘Death Ends It All’ syndrome.

9.1.5.2 Access to Rights and Entitlements

The vulnerable and excluded will be equipped with employable skills in addition to society facilitating equitable access to good quality and affordable social services. Children will be protected from direct and indirect physical and emotional abuses through the elimination of child trafficking, based on effective public awareness creation on laws for the protection of the vulnerable and excluded and create the enabling environment to ensure active integration and involvement of PWDs in societal activities at all levels. Institutions responsible for protection and enforcement of children’s and women’s rights and entitlements will be strengthened through the improvement of Government’s commitment to international protocols and conventions and their implementation at the national level.

9.1.5.3 Justice for National Development

There is widespread perception that the judiciary is corrupt. Access to justice is often denied the poor as a result of the high cost of litigation and the delays in its administration. There is, therefore, discontent with the dispensation of justice, and professional scorn at the quality of some of the judgments delivered by the courts. The objective will be to restore confidence in and ensure the respect for the Judiciary, by making it truly independent, by closing loopholes that tend to encourage Executive manipulation of the Judiciary. Justice will be made available to all, especially the poor, and court procedures reviewed to expedite court processes. Measures to

improve the human resource base of the Judiciary as well as the quality of judgments will be pursued.

9.1.5.4 Human Safety and Security

Security is not an end or a goal in itself, but should ultimately serve the wellbeing of the people. The state has the primary responsibility for protecting the fundamental human rights including safety and security of its citizens in a manner to ultimately secure and ensure an acceptable standard of wellbeing. The extent to which citizens perceive the integrity of the system put in place to execute this mandate to be non-discriminatory or otherwise has serious repercussions for their behavior. Loyalty to the supreme interest of the state and adherence to basic statutory rules and regulations are normally compromised. Fresh thinking among development practitioners establishes a link between security, democracy, governance and development.

The current security situation, characterized by incidence of drug trafficking, highway robberies, armed robbery and audacious burglaries has induced in our society a feeling of fear, insecurity and helplessness. State agencies charged with the responsibility to provide the needed security and protection sometimes watch helplessly while the general public takes the law into its own hands meting out instant justice. The security agencies notably the Police are seriously handicapped and lack the necessary logistics and sometimes the training to cope. As an immediate measure, the capacity of internal security intelligence agencies will be strengthened, and "Neighbourhood Watch Committees" revived, facilitated and equipped to assist in improving internal security, safety of life and property, and to fight social and economic crimes. Additional strategies for addressing the same issue have been identified in the governance section of the framework.

In the medium to long term, to strengthen national capacity to enforce rules and regulations and to attain general social discipline, the legal Aid System will be strengthened, including making some services free through the support of Alternative Dispute Resolution to avoid costly and delayed litigation. Efforts will be made to separate the Office of the Attorney-General from the Ministry of Justice to ensure efficiency and transparency. Finally, relevant judicial reforms will be undertaken to improve all levels of the justice system.

9.1.6 Establishing Conditions for Plan Stability and National Ownership

Ghana's underdevelopment to some extent may be attributed to inability of our policy makers to engage stakeholders fully in the formulation and implementation of national development plans. Sitting Governments have claimed sole ownership of economic policies and strategies, which, more often than not results in successive Governments wanting to abandon policies and projects started by previous Governments. This has cost the stability, consistency and continuity of our development policies, programmes and projects and engendered poor development results.

The need for governance to embrace diversity of thought from all stakeholders with cautious recognition of political parties could not be over-emphasized. The process should be viewed as systems thinking which sees all actors as interrelated rather than as separate entities. This approach which calls for an ongoing formal dialogue among the stakeholders and was initiated by NDPC must be continued to generate the kind of ownership that is very much desired.

In this regard, Government will ensure the representation of Political Parties on the NDPC and dialogue at policy-formulation and operational level and encourage more regular dialogue, to exhibit the representative and participatory nature of thought. Accordingly, stakeholders who participate in the dialogue will be trained in dialogue procedures for the process to be effective. For continuity, the Chairman and Vice-Chairman of the Commission must be made co-opted members upon leaving office irrespective of the change in the country's political leadership. This thinking together may be the beginning of a formal recognition of political parties as partners in development planning and implementation to ensure continuity, consistency and stability of the country's development agenda.

The Monitoring and Evaluation Division of the NDPC will be strengthened to coordinate with all relevant stakeholders and ensure that citizens' participation in monitoring evaluation and national accountability is enhanced. The Division will continue to work closely with citizens' groups, Civil Society Organisations and NGOs to assess the effectiveness of Government policies and programmes at all levels of the political and administrative authority.

9.1.7 Developing Capacities of Key Planning Agencies

The Planning function in the country is carried out by the National Development Planning Commission, the Ministries, Departments and Agencies, the Regional Coordinating Councils and the District Planning Coordinating Units. These represent the national, ministries, departments and agencies, the regional and the district levels. The functions of these institutions are principally challenged by weak capacities. These include but not limited to capacities in the areas of human skills, knowledge, financial resources and other logistics including modern equipment to ensure effective and efficient operations.

9.1.7.1 National Development Planning Commission (NDPC)

There exist high levels of attrition due to inadequate administrative/technical and logistical support. Unattractive incentive packages and lack of motivation by way of promotions have remained a major challenge. Currently, at the technical /professional level, the NDPC is grossly understaffed making it extremely difficult to comprehensively and adequately carry out its full mandate. In the medium to long term the following strategies will be adopted:

- Review of the composition of the Commission to make it non-partisan, professionally astute and strategically-oriented to enhance its strategic advisory role to the President and Parliament;
- Review and operationalize the full mandate of NDPC within the legal framework that established the Commission and its operations including the issue of necessary Legal Instruments (LI);
- On the basis of its Constitutional mandate, the NDPC will act in a more proactive manner, establish its place and authority and make itself more visible on national development planning issues;
- Improve and maintain a systematized mechanism that ensures closer functional relationships with the various Ministries, Departments and Agencies (MDAs), Regional Planning Co-ordinating Units (RPCUs) and MMDAs and the District Planning Co-ordinating Units (DPCUs) on all planning and related issues;

- Recognition of NDPCs co-ordinating and leadership role in national development planning with co-operation from all Ministries, Departments and Agencies (MDAs);
- Demonstrate professionalism and visibility on spatial and environmental development issues, including human settlement management and the role of the built environment in strategic national development perspectives; and
- Maintain credibility and cordial relationships with development partners.

9.1.7.2 PPMEDs and RCCSs

In addition to the inadequate role clarification between the PPMEDs and RCCs, the decentralised agencies have not been properly integrated into the sub-national structures. This has resulted in divided loyalties of staff and other difficulties. Also, due to high personnel turn-over there is difficulty in providing adequately experienced staff to MMDAs. As a result, the competencies, relationships etc. of staff at these levels are undefined. As usual these sub-national institutions are constrained by the unavailability of office equipment, vehicles, etc. to carry out their work effectively. The following will be adopted to address these challenges:

- Clearly define the functions and responsibilities as well as competencies of the staff of PPMEDs and RCCs;
- Empower the PPMEDs and RCCs to carry out their legislative, administrative, planning, budgeting, rating and service delivery responsibilities;
- Provide essential equipment and logistics to the sub-national governments to ensure efficiency; and
- Develop structures and mechanisms to promote and enhance probity, accountability and transparency in their administration.

9.1.7.3 The District Assemblies (the DPCU)

A major challenge at the DPCUs is the low level of competence of local government Assembly members. Furthermore, technical departments in the areas of finance, engineering and technology- related skills are under-represented in many districts. Also, the inadequacy of logistics, such as vehicles and office equipment as well as the absence of some technological

innovations used to ease work, such as the internet, results in inefficiencies of DPCUs. The following strategies will be adopted:

- Due to the additional roles assigned them by the Local Government Service Act 2006 (Act 652), capacity building, training workshops and sessions will be organised for Assembly Members to enable them upgrade their skills. In addition, conditions of members should be improved (i.e. honoraria, ex-gratia, mobility, capacity);
- Suitable persons will be recruited to work in the MMDAs; and
- Job schedules for planning and budgeting personnel leading to role conflicts will be defined.

CHAPTER TEN MONITORING AND EVALUATION

10.1 Introduction

Monitoring and Evaluation (M&E) has become an integral part of the policy formulation and implementation process in Ghana, especially since the implementation of the GPRS I in 2003. 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 within Government and with 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 the M&E under the GPRS I & II

As part of the process of implementing the GPRS I&II, a comprehensive Monitoring and Evaluation (M&E) Plan was adopted with the goal of facilitating the tracking of progress of policy implementation and effectiveness, as well as identifying bottlenecks associated with the implementation of the strategies for early resolution. The key elements were:

- Developing institutional arrangements that can support sustainable monitoring and evaluation processes;
- Establishment of special indicators to facilitate tracking of the millennium development goals (MDGs) and GPRS II;
- Studies to enhance the knowledge and database for the conduct of objective impact analysis (i.e. PSIAs) ; and
- Ensuring a holistic and participatory approach to M&E

Significant progress has been made after several years of implementing the GPRS M&E Plan. The time taken to produce key outputs of the national monitoring process, the national Annual Progress Report (APR), and the quality of the report continue to improve. The APR which used to be released in September is now released in June, while the percentage of indicators reported on have improved systematically from 62% in 2005 to 70% in 2006 and 87% in 2007. Also

nearly all the then 138 districts subsequently prepared their own M&E plans as part of the process to institutionalize and decentralize M&E. based on their M&E plans. About 65% of district assemblies now prepare Annual Progress Report (APR) on the implementation of their District Medium-term Development Plans (DMTDP) based on their own M&E Plans. The district APRs also include results against selected indicators and targets as well as financial data. However serious challenges exist at the sector level where so far only one MDA has prepared an M&E plan and continues to prepare an Annual Progress Report (APR) on a regular basis.

In addition several Poverty and Social Impact Analysis (PSIA) reports as well as citizens' assessment reports have been produced over the period. The areas covered include decentralisation, modernised agriculture, vulnerability and exclusion. The last citizens' assessment report which covered the national health insurance scheme was launched earlier in the year.

The Ghana Statistical Service (GSS) continues to generate relevant data and key reports required for national level monitoring, including the monthly Consumer Price Index (CPI), Producer Price Index (PPI), as well as GLSS and CWIQ survey reports. In addition, a Corporate Plan and the Ghana Statistical Development Plan (GSDP) aimed at improving the National Statistical System over a five year period (2009 -2013), and aligning the development of the country's statistical system with the reporting requirements of national development programmes has been developed and launched by the GSS.

These notwithstanding, the national M&E system continues to be challenged by severe financial constraints as well as institutional, operational and technical capacity constraints as well as fragmented set of uncoordinated information, particularly at the sector level. The technical issues revolve around the difficulties in getting MDAs to prepare their respective Sector Medium-term Plans while operational issues include weaknesses in the budget preparation and implementation mechanism.

10.3 M&E Challenges under GPRS I & II

The existing M&E plan for enhancing governance and public service delivery has not led to the complete development and institutionalisation of the necessary M&E and statistics functions in the public sector. This section presents some of the key challenges which will be addressed in the medium-term. These include:

- Weak demand for and utilization M&E results;
- Weak institutional capacity;
- Weak linkage between planning budgeting and M&E;
- Limited resources and budgetary allocations for statistics and M&E;
- Non compliance with planning and M&E guidelines;
- Poor data quality, data gaps and inconsistencies; and
- Absence of a comprehensive national database management system

10.4 Monitoring and Evaluation under GSDSA

To overcome the constraints and strengthen the capacity of the M&E system to achieve its objectives, the M&E system developed under the GPRS I & II will be strengthened and sustained under GSGDA. A comprehensive National M&E Plan that addresses the key challenges facing the system and provides both policy and strategic directions for M&E and will be developed. The National M&E Plan will aim at establishing a robust, comprehensive, fully integrated, harmonised and well coordinated system to monitor the implementation of national development initiatives and evaluate their impacts. A bottom-up approach will be used to ensure ownership and improve the demand for M&E by stakeholders at all levels.

The National M&E institutional arrangements will therefore be strengthened and greater responsibility given to the Policy Planning Monitoring and Evaluation (PPMEDs), the Regional Planning Coordinating Units (RPCU), and District Planning Coordinating Units (DPCU) which are the statutory institutions with direct responsibilities for policy planning and M&E at the sector, regional and district levels respectively.

The GSS will continue to roll out The Ghana Statistical Development Plan (GSDP) in order to strengthen national statistics. 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 based on a combination of monitoring and evaluation activities, as well as thematic studies. Monitoring will consist of the periodic or continuous assessment of performance based on selected indicators, while 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 their nuances, and produce sound assessments of their consequences. 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 demands that development partners assist the relevant agencies to develop an efficient national M&E system which they can use and support rather than their own separate systems. Furthermore, dedicated resources should be made available through the annual budget to support monitoring and evaluation as it is an essential requirement. 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 M&E system:

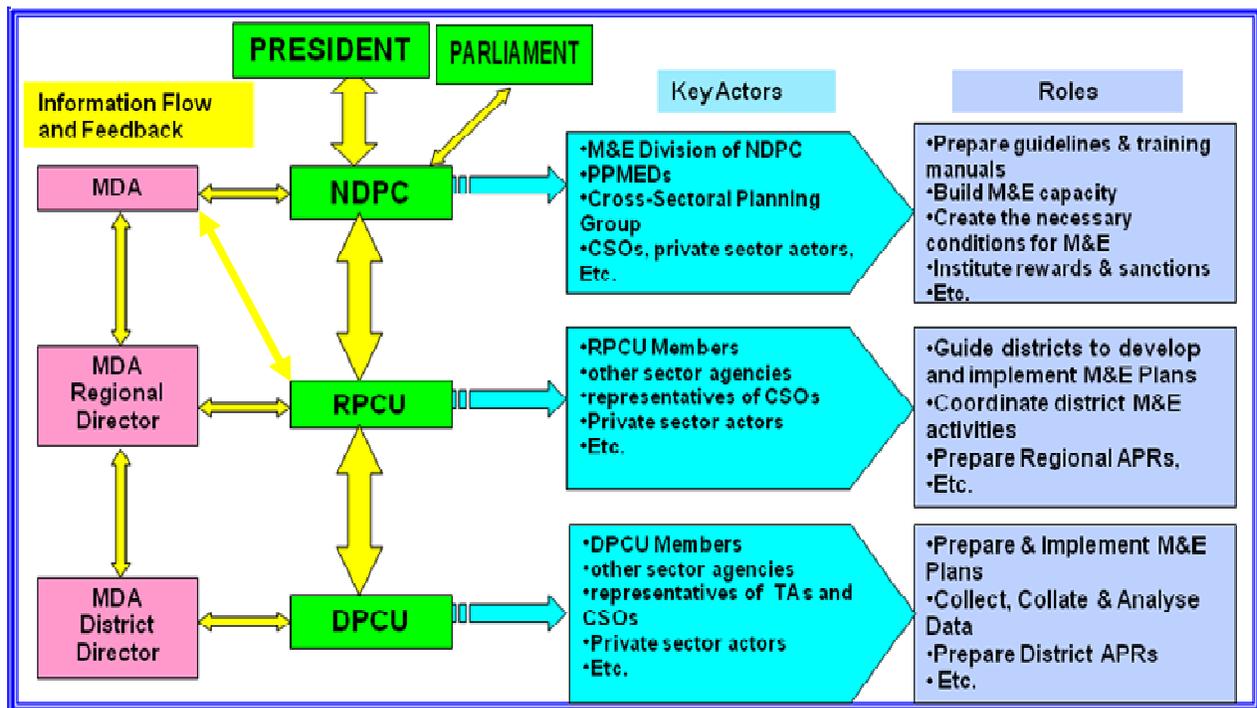
- Reinforce the institutional arrangements with adequate capacity to support and sustain effective monitoring and evaluation;
- Strengthen, harmonize and effectively coordinate existing mechanisms for monitoring and evaluating the effectiveness of public sector service delivery;
- Evolve an efficient system for generating relevant, reliable and timely quantitative and qualitative information;
- Manage an effective feedback mechanism that makes statistical information available in useable form to government, private sector and civil society;

- Ensure a holistic approach to M&E that would include monitoring of inputs (including resource allocation and use), as well as processes and outputs, in addition to evaluating the outcomes;
- Foster participatory M&E;
- Improve coordination between CMAs and MDAs to strengthen demand for M&E; and
- Build the technical capacity for M&E at all levels.

10.5 M&E Institutional Arrangements under the GSDSA

Reinforcing institutional arrangement is key to the attainment of the long term objective to institutionalize M&E and statistics for effective public policy management at all levels. NDPC is the institution with the legal mandate to coordinate the decentralized M&E system (NDPS Act 1994, Act 480) while the Ghana Statistical Service is responsible for the production of statistics. Figure 10.1 presents the national M&E system 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.

Figure 10.5.1 Institutional Arrangements under GSGDA



APPENDIX I: MATRICES - MEDIUM-TERM DEVELOPMENT POLICY FRAMEWORK, 2010 – 2013

I. ENSURING AND SUSTAINING MACROECONOMIC STABILITY

KEY AREA	FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
1. Monetary Policy and Financial Management		<ul style="list-style-type: none"> • High inflation and interest rates; exchange rate instability • Increasing levels of speculative capital and capital flight • Low foreign exchange cover 	1. Ensure Price and Exchange Rate Stability	1.1 Promote competition in the financial system to reduce high interest rate spread and ensure competitive rates 1.2 Improve liquidity management 1.3 Strengthen the inter-bank foreign exchange market 1.4 Conduct regular supervision of banks 1.5 Introduce measures to guard against speculative capital and capital flight.	Bank of Ghana (BOG), MOFEP, Office of the President, Parliament,, Financial Institutions, SEC, NIC, GSE & SSNIT.
			2. Deepen the capital markets	2.1 Implement schemes to increase long-term savings/funds 2.2 Encourage the further development of the market for bonds and other long-term securities	
			3. Create a more diversified financial sector and improve access to financial services	3.1 Introduce discounted tax rate to financial institutions that lend to priority sectors of business such as Agriculture, Industry, Services, Micro, Small and Medium Enterprises (MSME's) 3.2 Strengthen the central securities depository system 3.3 Enact long-term savings law for private housing schemes. 3.4 Implement the law that will establish a regulatory framework for a three-tier pension system 3.5 Encourage and provide incentives to financial institutions to mobilize resources for priority sectors (i.e. social infrastructure and economic development) 3.6 Introduce measures that position Ghana as a	

KEY AREA	FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
				<p>major financial hub and centre of excellence in financial transactions in West Africa</p> <p>3.7 Support universal banking to enable financial institutions to go into mortgage banking, term and start-up financing, and other activities and tailor their services to grow the economy</p> <p>3.8 Improve the administrative, Legal, Institutional strengthening, Monitoring and Supervision as well as the information dissemination frameworks for the Microfinance Sector.</p>	
2. Fiscal Policy Management		<ul style="list-style-type: none"> • Unsustainable fiscal deficits and poor revenue administration • Weak capacity of MDAs to generate and manage Non Tax Revenue • Under disbursement of donor funds • Poor expenditure management • Ineffective debt management • Budget lacks medium-term perspective • Weak institutional capacity for fiscal policy management • Inability to link resources to outcomes Inefficient management of the wage bill 	1. Improve fiscal resource mobilization	<p>1.1 Minimise revenue collection leakages</p> <p>1.2 Institute tax reforms with emphasis on domestic taxes, enhancing tax incentives and minimisation of tax expenditures</p> <p>1.3 Pursue the revenue agencies integration and modernisation programme.</p> <p>1.4 Computerise direct and indirect tax and non-tax revenue systems.</p> <p>1.5 Reform Non-Tax mobilisation and management</p> <p>1.6 ensure transparent, efficient and effective Oil and Gas Revenue management</p> <p>1.7 Mobilise external resources on concessionary basis for development</p> <p>1.8 Ensure expeditious utilisation of all aid inflows</p>	MOFEP, GRA, OoP, Parliament, BOG, Audit Service, CAGD, MDAs, Registrar General's Dept. GRA / Min. of Information
			2. Improve public expenditure management	<p>2.1. Introduce budget law</p> <p>2.2. Introduce budget preparation and execution reforms</p> <p>2.3. Adopt measures to manage the wage bill efficiently</p> <p>2.4. Develop more effective data collection mechanisms for monitoring public expenditure</p> <p>2.5. Ensure effective financial oversight over</p>	

KEY AREA	FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
				<p>state-owned enterprises</p> <p>2.6. Introduce efficient financial management in key sectors of the economy, including energy</p> <p>2.7. Continue with Treasury Management Reforms</p> <p>2.8. Implement Asset Management Systems in all MDAs and MMDAs</p> <p>2.9. Adopt a comprehensive integrated financial management information system (IFMIS) for effective budget management.</p> <p>2.10. Continue with Public Procurement Reforms</p>	
			3. Promote effective debt management	<p>3.1 Maintain public debts at sustainable levels</p> <p>3.3 Employ appropriate debt instruments to reduce the market and refinancing risks associated with debt portfolio</p> <p>3.4 Develop a well-functioning domestic debt market as a vibrant and alternative source of financing for public investment projects</p> <p>3.6 Build capacity to improve competencies in debt, treasury and risk management.</p>	
			4. Institute mechanisms to manage external shocks	4.1 Maintain stable reserves	
3. Economic Policy Management		<ul style="list-style-type: none"> Unpredictable sectoral growth 	1. Strengthen economic planning and forecasting to ensure synergetic development of strategic sectors	1.1 Monitor and evaluate economic performance to address macroeconomic weaknesses	MoFEP; GSS, BoG, MOTI, Parliament, Association of Ghana Industries, SSNIT, NBSSI, PURC, NDPC
			2. Formulate and implement sound economic policies	<p>2.1 Develop and utilise macroeconomic models</p> <p>2.2 Produce research papers for policy analysis and economic decision making</p>	

KEY AREA	FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
4. <i>International Trade Management and ECOWAS Community Development</i>		<ul style="list-style-type: none"> Persistently high merchandise trade deficits ECOWAS Common External Tariffs (CET) is yet to be implemented Difficulty in the application of the ECOWAS Trade Liberalisation Scheme (ETLS) 	1. Improve export competitiveness	1.1 Maintain competitive real exchange rates 1.2 Improve the import/export regime 1.3 Establish the Ghana International Trade Commission to deal with unfair international trade practices	MOFEP, Ministry of Foreign Affairs, Office of the President, Parliament, BOG, PEF, CEPS, MOTI, & MMDAs
			2. Diversify and increase exports and markets	2.1 Promote new goods and services 2.2 Continue to take full advantage of Preferential Access to markets, such as AGOA, etc. 2.3 Continue to engage fully in Multi-lateral trade Negotiations 2.4 Negotiate the effective implementation of the ETLS with member countries	
			3. Accelerate economic integration with other regional and/or sub-regional states	3.1 Implement the WAMZ programme 3.2 Implement the ECOWAS Community Development Programme 3.3 Ensure that National Trade Policy reflects ECOWAS protocols 3.4 Strengthen links between industrial and trade policies	

II. 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"> • lack of an effective national strategic agenda • non-responsive public sector • unpredictable macroeconomic conditions • unreliable and expensive infrastructure • unpredictable legal and regulatory regimes • inadequate managerial skills • inadequate capital base • poor entrepreneurial orientation • obsolete technology • generally low productivity • pervasive corruption and poor market access • lack of legislation on consumer protection 	1. Improve private sector competitiveness domestically and globally	1.1 Update the PSDS into an effective national agenda 1.1 Remove obstacles and improve trade and investment climate 1.2 Reduce the cost by removing internal value chain and institutional constraints 1.3 Invest in science, technology and innovation 1.4 Aggressively invest in modern infrastructure 1.5 Invest in available human resources with relevant modern skills and competences 1.6 Ensure transparent, legal institutional and regulatory environment 1.7 Review and harmonize investment laws to ensure competitiveness 1.8 Accelerate public sector reform programme 1.9 Improve efficiency of service delivery of MDAs, MMDAs or public sector institutions	MOTI, GIPC, GEPC, EDIF, MOFEP, MOJ & A-G, BOG, PEF Registrar Generals Department
		2. Attract private capital from both domestic and international sources	2.1 Sustain stable and predictable macro- environment medium to long term 2.2 Deepen financial intermediation and promote inward transfers of capital, including diaspora sources 2.3 Expand the face for private sector investment and participation 2.4 Guarantee and protect security of investment as well as personal security 2.5 Provide predictable and speedy resolution of commercial disputes	
	<ul style="list-style-type: none"> • 	3. Pursue accelerated industrial development	3.1 Link industrialization to agriculture and other natural endowments 3.2 Define and promote priority areas and direct private sector and public sector investments 3.3 Diversify exports 3.4 Pursue spatial and geographic industrialization 3.5 Improve access to land	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
		4. Develop micro, small and medium enterprise (MSME)	4.1 Provide training and business development services 4.2 Enhance access to affordable credit 4.3 Make available appropriate but cost-effective technology to improve productivity 4.4 Remove value chain constraints to promote productivity and efficiencies 4.5 Pursue push-pull arrangements 4.6 Provide incentives 4.7 Support smaller firms to build capacity 4.8 Promote the establishment of incubators, technology parks and land banks	
		5. Pursue and expand market access	5.1 Pursue regional economic integration 5.2 Promote regional and intra-regional trade 5.3 Promote regional infrastructure 5.4 Secure emerging market level competitiveness 5.5 Leverage existing trade and investment partnerships and build new ones	
		6. Make private sector work for Ghana; share the benefits of growth and transformation	6.1 Pursue technology transfers 6.2 Good corporate governance 6.3 Ensure consumer safety 6.4 Expand opportunity for job creation 6.5 Protect the environment, mitigate the effects and adapt to climate change 6.6 Pursue diversity and equity	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
2. Good Corporate Governance	<ul style="list-style-type: none"> • Inadequate regulatory framework • Limited sensitivity of social responsibility on the part of corporate entities • Weak accountable mechanism among corporate entities 	<ol style="list-style-type: none"> 1. Promote an enabling environment and effective regulatory framework for public sector management 2. Ensure businesses behave as good corporate entities which uphold the tenets of human rights, social responsibility and environmental sustainability 	<ol style="list-style-type: none"> 1.1. Enhance the effectiveness and efficiency of the private sector 1.2. Promote the adoption of codes of good business ethics 1.3. Provide for accountability of corporations and directors 1.4. Pursue intra-regional infrastructure to promote intra-regional trade and investments 1.5. Harmonize trade and investment regulations and policies 1.6. Remove non-tariff barriers and promote trade facilitation 1.7. Build capacity of private sector associations to negotiate across board 	MOTI, MOFEP, MOJ & A-G, BOG, PEF
3. Industrial Development	<ul style="list-style-type: none"> • Limited supply of raw materials for local industries • Inadequate and obsolete technologies • Low productivity • Weak linkages between agriculture and industry • Lack of adequate tourism infrastructure • Lack of adequate health and safety related services (tourist police and loss-recovery facilities) • Weak institutional framework • Lack of access to finance • Conflicting industry related laws 	<ol style="list-style-type: none"> 1. Ensure rapid industrialisation driven by strong linkages to agriculture and other natural resource endowments 	<ol style="list-style-type: none"> 1.1 Promote Public-Private Partnerships 1.2 Promote local content in industry 1.3 Encourage Technology transfer and research and development to drive industrial transformation 1.4 Decentralize industrial development to utilise the resource endowments of district 1.5 Strongly link industrialization to Ghana's natural endowments – agriculture, oil and gas, minerals, tourism and Creative Arts 1.6 Transform the extractive industry for economic development 1.7 Ensure local participation in oil and gas 1.8 Promote salt production as a strategic industry and link it to the oil and gas sector 	MOFEP, MOFA, GEPC, MOTI, NBSSI, COCOBOD, ASSI, SBA, AGI, GHANA, MoEn, CHAMBER OF COMMERCE, BOG

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
		2. Develop the tourism as a major industry	2.1 Diversify and expand the tourism industry 2.2 Promotion of domestic tourism to foster national cohesion as well as redistribution of income 2.3 Promotion of sustainable and responsible tourism to preserve historical, cultural and national heritage	GTB, MOI, GIPC, Ministry of Foreign Affairs, GHATOF, MOFEP, MMDAs, HOTCATT, MESW, MCC
		3 Develop and strengthen Ghana's Creative Arts industry	3.1 Provide an appropriate legal and regulatory framework for promoting the creative arts and for protecting intellectual property rights 3.2 Enforce and supervise laws and regulations pertaining to intellectual property rights; 3.3 Support the use of multimedia technology in the creative arts industry, with the creation of opportunities for the development of the relevant human resources; 3.4 Coordinate among key MDAs in the development of the creative arts industry; 3.5 Facilitate access to finance and the export market for products of Ghanaian creative arts industry 3.6 Support the main industry players to establish a Council for the creative arts industry	MOTI, MOJ&A-G, MCC, MOT, MOI, ISD, Copy Right Office, Financial Institutions, NBSSI, ASSI, National Commission on Culture, DPs, MUSIGA, ATAG, FIPA, INTEPRA, IMD, GAPI, and PROMAG.
4. Making private sector work for Ghana and Ghanaians	<ul style="list-style-type: none"> Weak accountability mechanisms among corporate entities Limited sensitivity of social responsibility on the part of corporate entities 	1 Good Corporate Governance	1.1. Ensure that businesses uphold the tenets of human rights, social responsibility and environmental sustainability 1.2. Promoting the adoption of codes of good business ethics 1.3. Ensure accountability of business entities through full disclosure and house-relationship with stakeholders	MOTI, MOFEP, MOJ & A-G, BOG, PEF
	<ul style="list-style-type: none"> Poor quality and dangerous content of goods Arbitrary application of weights and measures Lack of legislation for 	2 Ensure consumer safety and welfare	2.1. Formulate consumer protection policy and enact comprehensive consumer protection law 2.2. Establish national agency for consumer protection 2.3. Control the sale of sub-standard and prohibit the sale of harmful goods on the local market	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES
	consumer protection			
	<ul style="list-style-type: none"> Inadequate job creation 	3. Expand opportunities for job creation	3.1 Promote labour intensive industries 3.2 Promote increased job creation 3.3 Promote deeper and wider application of local content law 3.4 Identify strategic growth points and provide adequate Government support for their growth and development 3.5 Remove of rigidities in the labour regulatory environment especially relating to redundancies and wage negotiations	
5. Market Access	<ul style="list-style-type: none"> Limited market access 	4. Pursue and Expand Market Access	4.1. Promote Regional Integration 4.2. Promote Regional infrastructure 4.3. Secure emerging market level competitiveness 4.4. Complete EPA negotiations, exploit WTO, enhance AGOA and expand trade with China, India, Brazil and Russia.	

III. ACCELERATED AGRICULTURAL MODERNISATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
<i>AGRICULTURE</i>				
1. Accelerated Modernization of Agriculture	<ul style="list-style-type: none"> • Low level of technology • Low level of agricultural mechanization • High cost of agricultural machinery and equipment • High rate of drudgery in farming activities • Inadequate technical know-how in agricultural mechanization • Inadequate post-production infrastructure (i.e. storage, processing, transport etc). • Earnings in the agricultural sector are generally lower in comparison to other sectors. 	1. Improved agricultural productivity	<p><u>Promote Agricultural Mechanisation</u></p> <p>1.1. Collaborate with the private sector to build capacity of individuals and companies to produce and or assemble appropriate agricultural machinery, tools, and other equipment locally.</p> <p>1.2. Facilitate the establishment of mechanization services provision centres, and machinery hire purchase and lease schemes with backup spare parts for all machinery and equipment.</p> <p>1.3. Develop human capacity in agricultural machinery management, operation and maintenance within the public and private sectors.</p> <p>1.4. Promote the production and use of small-scale multi-purpose machinery along the value chain, including farm level storage facilities; appropriate agro-processing machinery/ equipment and Intermediate Means of Transport (IMTs).</p>	MOFA, CSIR, Universities, MOTI, MRH, Ministry of Transportation, GEPC, GIPC, AGI, NBSSI, MOFEP, CSIR, Universities, GRATIS, Private sector MMDAs, MiDA, NGOs, Ghana Standards Board, Food and Drugs Board, etc
	<ul style="list-style-type: none"> • Low uptake of research findings by stakeholders. • Duplication of research efforts. • Inadequate funding and commitment to agricultural research • Limited application of biotechnology and its benefits. • Limited agricultural policy research • Limited research on industrial uses of indigenous 		<p><u>Improve Science and Technology Application</u></p> <p>1.5. Apply appropriate agricultural research and technology to introduce economies of scale in agricultural production.</p> <p>1.6. Promote demand-driven research</p> <p>1.7. Improve the effectiveness of Research-Extension-Farmer Linkages (RELCs) and integrate the concept into the agricultural research system to increase participation of end users in technology development</p> <p>1.8. Promote coordination and collaboration between research institutions, locally and abroad, to improve cost-effectiveness of research.</p> <p>1.9. Ensure sustained funding of research by partnering with the private sector (including farmer groups) and NGOs to identify and adopt innovative approaches to</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • crops and livestock • Absence of up-to-date data /statistics on women farmers, particularly poor women farmers, to inform policy making and programming. • Poor coordination of agricultural research efforts especially in the public sector 		<p>agricultural research funding and commercialisation</p> <p>1.10. Facilitate the passage of the bio-safety bill, to improve food safety and to pave the way for use of biotechnology tools in crop and livestock improvement research.</p> <p>1.11. Intensify agricultural policy research and advocate increased capacity for socioeconomic research in research organisations.</p> <p>1.12. Promote research in the development and industrial use of indigenous staples and livestock.</p>	
	<ul style="list-style-type: none"> • Limited availability of improved technological packages, especially planting materials and certified seeds 		<p><u>Promote Seed Development</u></p> <p>1.13. 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</p> <p>1.14. Support production of certified seeds and improved planting materials for both staple and industrial crops</p> <p>1.15. Intensify dissemination of updated crop production technological packages</p> <p>1.16. Build capacity to develop more breeders</p>	
	<ul style="list-style-type: none"> • Limited participation of beneficiaries in extension programme planning and implementation. • Limited access to extension services, especially by women agricultural operators. • Under-funding of Research Extension Liaison Committees (RELCs). • Undeveloped capacity of FBOs to access or deliver 		<p><u>Increase Access to Extension Services and Agricultural Education</u></p> <p>1.17. Formulate agricultural education syllabus that promotes agriculture as a business</p> <p>1.18. Equip and enable the Agriculture Award winners and FBO's to serve as sources of extension training and markets to small scale farmers within their localities to help transform subsistence farming into commercial farming</p> <p>1.19. In addition to the RELCs, identify other participatory methods of extension programming and delivery.</p> <p>1.20. Improve allocation of resources to districts for extension service delivery backed by enhanced</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>services.</p> <ul style="list-style-type: none"> Lack of special programme for training agricultural manpower requirement Poor rural road infrastructure <p>Weak systems for disaster prevention, preparedness and response (gaps in legal and policy frameworks)</p>		<p>efficiency and cost-effectiveness.</p> <ol style="list-style-type: none"> 1.21. Build capacity of FBOs and Community-Based Organisations (CBOs) to facilitate delivery of extension services to its members. 1.22. Emphasize the use of mass extension methods e.g. farmer field schools, nucleus-farmer out-growers, extension fields in districts, mass communication through radio, TV, communication vans, dissemination through farmer groups. 1.23. Establish Junior Farm Field and Life School (JFFLS) in the districts 1.24. Promote the adoption of GAP (Good Agricultural Practices) by farmers 	
	<ul style="list-style-type: none"> Inadequate product cluster development Low, poor quality and irregular supplies of raw materials to agro-processing enterprises Low patronage of locally processed products Inadequate institutional arrangement to support commercial scale agro-processing 	<p>2. Increased agricultural competitiveness and enhanced integration into domestic and international markets</p>	<p><u>Improve Post-production Management</u></p> <ol style="list-style-type: none"> 2.1 Establish a National Buffer Stock Agency 2.2 Improve supply chain management for developing product clusters 2.3 Promote the patronage of locally processed products through the production of quality and well packaged products 2.4 Strengthen collaboration between public and private sector institutions to promote agro-processing. 2.5 Provide tax incentives to the private sector to enable operators to provide efficient Agro-Processing and marketing services 2.6 Promote cottage level agro-processing industries with interventions to enhance access to machinery and quality of products 2.7 Develop standards to be at par with those of competing imports, and advocate for their enforcement 2.8 Promote primary grading, processing and storage to increase value addition and stabilise farm prices 2.9 Develop institutional capacity to support commercial scale agro-processing and buffer stock management 2.10 Promote the development of post-harvest management 	<p>MOFA, CSIR, Universities, MOTI, MRH, Ministry of Transportation, GEPC, GIPC, AGI, NBSSI, MOFEP, CSIR, Universities, GRATIS, Private sector MMDAs, MiDA, NGOs, Ghana Standards Board, Food and Drugs Board</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>infrastructure through direct private sector investment and partnerships</p> <p>2.11 Develop effective post-harvest management strategies, particularly storage facilities, at individual and community levels.</p> <p>2.12 Promote public-private partnership (PPPs) in the Agric sector</p>	
	<ul style="list-style-type: none"> • Inadequate market information • Low standardisation and product differentiation in domestic markets (weights and measures; grades and standards) • Uncongenial environment for trading in local markets • Limited marketing extension for producers, traders and exporters 		<p><u>Development of domestic market</u></p> <p>2.13 Promote the accelerated development of feeder roads and rural infrastructure</p> <p>2.14 Encourage partnership between private sector and District Assemblies to develop trade in local and regional markets</p> <p>2.15 Improve market infrastructure and sanitary conditions</p> <p>2.16 Set up Ghana Commodities Exchange</p> <p>2.17 Create awareness of processors on GAP/HACCP.</p> <p>2.18 Strengthen capacity of Ministry of Food and Agriculture to provide marketing extension</p> <p>2.19 Develop standards and promote good agricultural practices along the value chain (including hygiene, proper use of pesticides, grading, packaging, standardisation)</p> <p>2.20 Promote formation of viable farmer groups and Farmer-Based Organisations to enhance their knowledge, skills, and access to resources along the value chain, and for stronger bargaining power in marketing</p> <p>2.21 Intensify the use of ICT and media to disseminate agricultural information to farmer.</p>	
	<ul style="list-style-type: none"> • Majority of agricultural operators do not have the skills and knowledge in the requirements of external markets, contributing to 		<p><u>Development of agricultural exports</u></p> <p>2.22 Provide comprehensive support for improved access of operators to market information and intelligence</p> <p>2.23 Provide relevant technology, market infrastructure (cold chain), and financing to enable operators to respond to the changing needs of markets</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>high rate of rejection of exports</p> <ul style="list-style-type: none"> • Inadequate access to market information and lack of capacity to access market intelligence • Inadequate and poor management of logistics in commodity marketing • Limited capacity of exporters to meet export volumes • Weak legal environment does not encourage contract relationships in production and marketing 		<p>2.24 Support operators to identify market niches for new products</p> <p>2.25 Promote GAP, particularly for meeting sanitary and phytosanitary requirements of importing countries.</p> <p>2.26 Advocate a legal environment that supports agricultural production and trade contracts</p> <p>2.27 Collaborate with relevant MDAs to improve road access to link production centres to air and sea ports.</p>	
	<ul style="list-style-type: none"> • Seasonal variability in food supply and prices • Low agricultural productivity and output • Generally low access of women to land including irrigated land • High cost of production 	<p>3. Reduced production and distribution risks/ bottlenecks in agriculture and industry</p>	<p><u>Promote Irrigation Development</u></p> <p>3.1 Develop appropriate and affordable irrigation schemes, dams, boreholes, and other water harvesting techniques for different categories of farmers and ecological zones</p> <p>3.2 Promote the efficient utilisation of existing irrigation facilities especially in drought prone areas</p> <p>3.3 Rehabilitate viable irrigation infrastructure</p> <p>3.4 Promote land reforms that ensures equal access to irrigated land for men, women and persons with disability</p> <p>3.5 Promote the use of early warning authoritative metrological information system in agriculture at the district levels by the metrological authority and other agencies</p> <p>3.6 Explore appropriate and affordable irrigation scheme since electricity-powered ones are beyond the reach of many farmers</p>	<p>MOFA, CSIR, Universities, GRATIS, Private sector, NGOs, Meteorological Department, MIDA, CERGISS, SADA FBO's, GRIDCO, MoE, ECG</p>
	<ul style="list-style-type: none"> • Inadequate credit facilities • low levels of economies of 		<p><u>Improve Agricultural Financing</u></p> <p>3.7 Provide appropriate framework to ensure adequate flow</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p><i>scale in agricultural production systems</i></p>		<p>of financial resources to the agricultural sector</p> <p>3.8 <i>Establish Agricultural Development Fund to accelerate the provision of agriculture and fishing inputs and agriculture related infrastructure and services</i></p> <p>3.9 <i>Implement NEPAD's recommendations for a minimum of 10% of GOG discretionary budget to be committed to strategic areas to improve agricultural productivity</i></p> <p>3.10 <i>Provide support to projects and establishments which support the youth in agriculture</i></p> <p>3.11 <i>Provide improved rural infrastructure (transport and communication), and appropriate regulatory environment to enhance private sector investments and participation in delivery of services, including extension.</i></p> <p>3.12 <i>Provide selective subsidies for the procurement of improved for poor peasant farmers and women</i></p> <p>3.13 <i>Initiate special pension scheme for farmers</i></p> <p>3.14 <i>Initiate agriculture insurance scheme to cover agricultural risks</i></p> <p>3.15 <i>Provide incentives for the youth and educated to become more commercial minded as agriculture is made more profitable.</i></p>	
	<ul style="list-style-type: none"> • Lack of national agricultural land use policy. • Lack of integration of sustainable land and water management scheme into agric extension services. • High levels of environmental degradation • Ineffective collaborative framework for the management of environmental issues 		<p><u>Promote Sustainable management of land and environment</u></p> <p>3.16 <i>Resolve land acquisition and security of title problems through the establishment of a system of land banks</i></p> <p>3.17 <i>Promote the development of community land use plans and enforce their use, particularly in urban and peri-urban agriculture</i></p> <p>3.18 <i>Support land tenure arrangement that yield win-win outcomes for both tenants and land holders</i></p> <p>3.19 <i>Mainstream sustainable land and environmental management practices in agricultural sector planning and implementation.</i></p> <p>3.20 <i>Create awareness about environmental issues among all stakeholders and develop an effective and efficient framework for collaboration with appropriate agencies to ensure environmental compliance.</i></p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			3.21 Improve incentives and compulsion measures to encourage users of the environment to adopt less exploitative and non-degrading practices in agriculture. 3.22 Promote joint planning and implementation of programmes with relevant institutions to address environmental issues in food and agriculture 3.23 Integrate/mainstream impact of climate change into sectoral and district plans	
	<ul style="list-style-type: none"> Lack of diversification and competitiveness in staples and cash crops <i>Multiplicity of stakeholders with various interests in the oil palm value chain making the management of the industry cumbersome</i> Ineffective cultural practices among small holder farmers leading to comparatively lower yields 	4. Promote selected crop development for food security, export and industry	<u>Staple and Horticulture Crop Development</u> 4.1 Promote the development of selected staple crops in each ecological zone 4.2 Promote the development of selected traditional and exotic vegetables for exports 4.3 Promote small-holder productivity in transition to large scale production 4.4 Extend the concept of nucleus-outgrower and block farming schemes and contract farming to cover staple and cash crops to bridge the gap between large and small scale producers 4.5 Promote linkage of smallholder production (including indigenous and industrial crops, livestock, and fisheries) to industry 4.6 Facilitate the training of out-grower farmers on all the processors required under GAP with emphasis on the harvesting and handling of horticultural crops and exotic vegetables 4.7 <i>Provide legal backing for the major associations, in the oil palm industry to ensure a unified representation of all players</i>	MOFA, CSIR, Universities, Private Sector, Financial Institutions, MOTI, Ministry of Transportation, MRH, AGI, PEF, NGOs, Cocoa Research Institute (CRI, COCOBOD)
	<ul style="list-style-type: none"> Low commercialise utilisation of research results for cocoa and its by-products Inadequate investment in 		<u>Cash Crop Development</u> <u>Cocoa</u> 4.8 Encourage the promotion of organic cocoa for strategic buyers 4.9 Intensify and extend the mass spraying exercise to include brushing, pest and disease control, shade	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>processing and value addition to cocoa raw materials</p> <ul style="list-style-type: none"> Inadequate raw materials to meet increasing demand by local industries <p>Inadequate development of, and investment into processing and value addition of the traditional cash crops including Shea nuts and Dawadawa</p>		<p>management, pollination and fertilization</p> <p>4.10 Promote the commercialization of research on the utilization of substandard cocoa and cocoa wastes</p> <p>4.11 Strengthen the internal marketing of cocoa through improved competition</p> <p>4.12 Provide equal access to warehousing facilities and crop financing facilities</p> <p>4.13 Rehabilitate the road network in cocoa-growing areas to facilitate the evacuation of the crop</p> <p>4.14 Maintain the quality control responsibility within the relevant public institution</p> <p>4.15 Introduce special incentives to stimulate investments in the processing of cocoa by local and foreign entrepreneurs</p> <p><u>Dawadawa</u></p> <p>4.16 Set up a Task Force to encourage large scale dawadawa tree development, processing and utilization</p> <p><u>Shea-nut</u></p> <p>4.17 <i>Support the establishment of shea butter processing factories in the three Northern regions for both local and international markets</i></p> <p>4.18 <i>Use part of Oil and Gas revenue to develop oil palm in the south, bast fiber in the transitional zone, cotton and management of shear butter in the north</i></p> <p>4.19 Establish and operationalise Shea-nut Development Board to be responsible for the introduction of effective production, post-production, research and marketing initiatives</p> <p><u>Cotton</u></p> <p>4.20 Revive the existing processing infrastructure in the cotton industry to support poverty reduction and improvement in the economies of the three northern regions</p> <p>4.21 Promote cotton research and development for Ghana to be a market leader</p> <p>4.22 Increase support for cotton farmers to produce adequate volumes for the underutilised capacities existing in cotton ginneries</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Low quality genetic material of livestock species • Poor management practices (feeding and health care) and low productivity • Inadequate availability of quality feed • Lack of competitiveness of local livestock/poultry industry • Improper practices in the production and handling of livestock/poultry and their products • Inadequate and poor quality data and lack of proper monitoring system. • Poor surveillance livestock diseases 	5. Promote Livestock and poultry development for food security and income	5.1 Enhance performance of indigenous breeds of livestock/ poultry through a programme of selection. 5.2 Strengthen research into large scale breeding and production of guinea fowls, cattle, sheep, and goat especially in the Northern Regions 5.3 Establish additional training facilities in animal health 5.4 Create an enabling environment for intensive livestock/poultry farming in urban and peri-urban areas 5.5 Support large scale cultivation of maize and soyabeans for the formulation of animal feed 5.6 Improve access of operators to technology and appropriate financial instruments to enhance their competitiveness with imports 5.7 Prioritize the development of integrated commercial livestock/poultry for improving meat supply in the short to medium-term 5.8 Introduce policies to transform smallholder production into viable enterprises 5.9 Design interventions to address processing, packaging and marketing of livestock/poultry 5.10 Increase the awareness on food safety and public health 5.11 Strengthen the institutional collaboration for livestock/poultry statistics and monitoring. 5.12 Promote integrated crop-livestock farming 5.13 Enhance the development of feed and livestock/ poultry watering resources 5.14 Strengthen livestock mechanisation (e.g. incubation, straw bailers, rice straw choppers, etc) 5.15 Strengthen traceability mechanism in livestock/ poultry 5.16 Intensify disease control and surveillance especially for zoonotic and scheduled diseases	MOFA, CSIR, Universities, Private Sector, Financial Institutions, MOTI, Ministry of Transportation, MRH, AGI, PEF, NGOs, FBOs, FDB, GSB, etc
	<ul style="list-style-type: none"> • High level of annual fish production deficit Inadequate data for fisheries management (inland and marine) 	6. Promote Fisheries development for food security and income	<u>Marine</u> 6.1 Promote the gathering of data for fisheries management 6.2 Establish a Fisheries College to train professionals and extension officers for marine and inland fisheries	MOFA, Private Sector, CSIR, Universities, Financial Institutions, and MOH

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Insufficient monitoring and control to ensure compliance with laws and regulations on fisheries • Weak collaboration with communities towards the management of fisheries resources • Over-exploitation of fisheries resources • Unsafe and unhygienic working conditions at landing beaches • Lack of alternative livelihood opportunities for coastal/ fishing communities • The application of inappropriate and unorthodox fishing methods and techniques <p>Inadequate fishing infrastructure including the use of outmoded/over-aged fishing crafts</p>		<p>6.3 Prevent the degradation of the resources of the sea and the lagoons caused by inefficient and destructive fishing methods through bio-diversity restoration</p> <p>6.4 Ensure compliance to maximum allowable fish catches that will enable the marine and inland resources to renew themselves</p> <p>6.5 Review all existing agreements on fishing within Ghana’s territorial waters to ensure sustained livelihoods and long-term interests of fishing communities</p> <p>6.6 Establish effective monitoring controls and surveillance systems and ensure compliance with laws and regulations on fishery resources</p> <p>6.7 Establish and strengthen co-management mechanisms with local communities for fisheries resource management</p> <p>6.8 Promote the integrated development of artisanal fisheries and create alternative livelihoods</p> <p>6.9 Promote inter-sectoral cooperation in fisheries management</p> <p>6.10 Improve existing fish landing sites and develop related infrastructure for storage, processing and exports</p> <p>6.11 Revamp the current fleet of fishing crafts with modern ones equipped with appropriate storage and processing facilities</p> <p>6.12 Improve the regulatory and legal framework and ensure the enforcement of the relevant provisions for the sustainable management of fisheries resources</p> <p>6.13 Improve and diversify livelihood opportunities for men and women in postharvest fishing sector</p> <p><i><u>Inland and Aquaculture development</u></i></p> <p>6.14 Support the formation of “Fish Farmers Associations” to train members to become service providers</p> <p>6.15 Develop aquaculture infrastructure including fish hatcheries</p> <p>6.16 Promote private investment in aquaculture</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>6.17 Utilize irrigation systems and other impounded reservoirs for aquaculture</p> <p>6.18 Develop and multiply brood stock through research Promote the improvement in fish husbandry practices and fish health management</p>	
	<ul style="list-style-type: none"> •Weak framework for collaboration with other MDAs on agriculture development •Limited public-private sector engagement in agricultural sector 	7. Improved Institutional Coordination for Agricultural Development	<p>7.1 Strengthen the intra-sectoral and inter-ministerial coordination through a platform for joint planning</p> <p>7.2 Develop framework for synergy among projects, and strengthen framework for coordinating activities among diverse stakeholders in the sector.</p> <p>7.3 <i>Create District Agricultural Advisory Services (DAAS) to provide advice on productivity enhancing technologies</i></p>	MOFA, MDAs, MMDAs, Private Sector
NATURAL RESOURCES				
1. Climate Variability and Change	<ul style="list-style-type: none"> •Lack of awareness on climate change and its impact •Variability in ecological zones that make predictions of climate change impacts complicated •High dependence on natural resources •Poor and inadequate infrastructure to cope with the impacts of Climate Change •Limited human resource capacity •Weak sub-regional network •Inadequate financial resources/Low budgetary allocation •Poor level of water control for the generation of hydropower and electricity 	1. Adapt to the Impacts and Reduce Vulnerability to Climate Variability and Change	<p>1.1 Increase resilience to climate change impacts: through early warning systems</p> <p>1.2 Alternative livelihoods: minimizing impacts of climate change for the poor and vulnerable</p> <p>1.3 Enhance national capacity to respond to climate change through creation of a Climate Centre at the Institute of Environment and Sanitation Studies, Legon.</p> <p>1.4 Adapt to climate change through enhanced research and awareness creation</p> <p>1.5 Development and implementation of environmental sanitation strategies to adapt to climate change</p> <p>1.6 Manage water resources as a climate change adaptation strategy to enhance productivity and livelihoods</p> <p>1.7 Minimize climate change impacts on socio-economic development through agricultural diversification</p> <p>1.8 Minimize climate change impacts on human health through improved access to healthcare</p> <p>1.9 Adopt demand- and supply-side measures for adapting the national energy system to impacts of climate change</p> <p>1.10Adapt to climate change: sustaining livelihoods through enhanced fisheries resource management</p>	MEST, NDPC, Regional planning & coordinating units, Cross Sectoral Planning Groups (CSPG), District planning & coordinating units Universities

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
		2. Mitigate the Impacts of Climate Variability and Change	2.1 Promote energy efficiency in all aspects of social and economic life 2.2 Promote energy efficient transport services and facilities 2.3 Promote sustainable forest management and implement forest governance initiatives 2.4 Promote various mitigation options in the agricultural sector including education and efficient management practices 2.5 Improve waste management mechanisms	
		3. Use Low Carbon Growth (LCG) as a specific approach to integrate the link between climate and development	3.1 Develop a long-term national LCG approach based on a clear scientific and economic assessment 3.2 Develop an appropriate response to climate challenges through linkages between to link research, industry and the government machinery 3.4 Prioritize technical and systemic innovation initiatives in the most pressing areas and those areas with the most potential for rapid cost-effective results. 3.5 Involve a wide range of stakeholders so as to understand and negotiate tradeoffs and to achieve broad consensus for a package of LCG policies for sustainable development. 3.6 Identify the technical, human and financial capacity needed to achieve long term Low Carbon growth. 3.7 Create the knowledge base that would allow the nation to enter international negotiations with a clear understanding of the potential for emission abatement, and the financing needs of the country	
2. Protected Areas	<ul style="list-style-type: none"> • Annual incidence of bush fires • Poor working conditions for protected area field staff • Agricultural encroachment and livestock grazing • Pressure from adjacent land 	1. Maintain and Enhance the Protected Area system	1.1 Ensure adequate accommodation, logistics and remuneration for protected area staff by creating a financial framework that would ensure adequate motivation for protected area field staff 1.2 Implement national buffer zone policies for rivers and protected areas incorporating education of potential users on dangers their activities pose to wildlife and water bodies	DAs, Ministry of Local Government and Rural Development, Ministry of Justice, Ghana Fire Service, Ministry of Finance and Economic Planning, Forestry Commission, NGOs,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>use</p> <ul style="list-style-type: none"> • Poaching and illegal harvesting pressure from mining • Extreme poverty in most nearby communities • Absence of protected area connectivity • Limited local involvement in protected area management • National policy on forest and wildlife outmoded • Lack of / outmoded protected area management plans in some cases 		<p>1.3 Expedite action on the poverty alleviation agenda by pursuing more vigorously national strategies like Youth in Agriculture, Savanna Accelerated Development Authority (SADA) and CEDECOM to benefit communities near protected areas and local communities to benefit from revenues earned from the operation of protected areas</p> <p>1.4 Identify river basins and corridors best suited for connectivity and acquire lands that could possibly serve as landscape corridors</p> <p>1.5 Ensure local participation is an integral component of forest and wildlife policy by promoting more effective local commitment as partners in protected area management where local people are involved in all stages of management process</p> <p>1.6 Provide alternative livelihood for local people to reduce pressure on lands adjacent to protected areas and water bodies</p>	Development partners Ghana Chamber of Mines, MEST, NDPC, MOFA, EPA
		2. Strengthen the legal framework on protected areas	<p>2.1 Promulgate strict national legislation on initiation of bush fires which would enable District Assemblies to enforce bye laws on bush fires and empower local authorities to prosecute bush fire offenders</p> <p>2.2 Create specialized courts to adjudicate protected area offences, with intensified community education to promote partnerships</p> <p>2.3 Strengthen the law enforcement unit of the Wildlife Division, so as to enforce laws on capture of, and trade in bush-meat and wild animals</p> <p>2.4 Institute national legislation to prevent mining activities in all protected areas</p> <p>2.5 Constitute a multi-sectoral body to upgrade and possibly separate wildlife policy from forest policy as in the 1994 policy</p>	
3. Biodiversity	<ul style="list-style-type: none"> • Weak integration of 	1. Curb the Loss of Biodiversity by	1.1 Establishment of a Steering Committee to mainstream biodiversity issues into sector programmes.	MEST, MLNR, MOFA, MOH, MLGRD, MOFEP,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>biodiversity issues especially at the local level, including the implementation of activities established for in-situ, invasive alien species, agricultural biodiversity, traditional knowledge</p> <ul style="list-style-type: none"> • Lack of a complete biodiversity assessment of Ghana • Encroachment on biodiversity hot spots • Lack of financial resources for all biodiversity-related activities including Climate-related conventions 	<p>the intensification of safe and sound environmental practices</p>	<p>1.2 Facilitate the development of relevant sector biodiversity policies</p> <p>1.3 Promote research, public education and awareness on biodiversity and ecosystem services.</p> <p>1.4 Facilitate the collaboration and harmonization of the biodiversity relation agreements.</p> <p>1.5 Establish monitoring mechanism for biodiversity activities.</p>	<p>ME, MOTI, Ministry of Chieftaincy Affairs (Commission on Culture), Ministry of Education Universities</p>
<p>4 <i>Land Degradation and Land Use</i></p>	<ul style="list-style-type: none"> • <i>Increasing trends in deforestation, degradation and biodiversity loss with adverse consequences for agriculture</i> • <i>Illegal and indiscriminate harvesting of natural resources and decimated wildlife population</i> • <i>Over reliance on known species like mahogany, odum, sapale, etc</i> • <i>Inefficient management of natural resources</i> • <i>Lack of awareness on climate change and its impact</i> 	<p>1. Reverse Land and Natural Resources Degradation through Investments</p>	<p><u>Lands and forestry</u></p> <p>1.1 Encourage reforestation of degraded forest and off-reserve areas through the Plantations Development and Afforestation programmes</p> <p>1.2 Assist investors, under the Forestry Plantation Project, to go into industrial-scale tree farming in specific depleted Forest Reserves and degraded land</p> <p>1.3 Encourage private investment in commercial forestry outside forest reserves and along dried-up and flowing streams and rivers</p> <p>1.4 Encourage and promote the use of lesser used species (LUS), particularly for the construction industry on the domestic market.</p> <p>1.5 Encourage utilization of non-traditional tree species such as rubber wood, coconut and bamboo to supplement raw material supply from natural forests</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Destruction of the environment through pollution by illegal miners • Reduced fallow length in response to population dynamics • Inappropriate use of agrochemicals • Cultivation along steep slopes • Forest destruction by chainsaw operators • Surface mining by both registered companies and illegal miners • Intensification of charcoal trade to meet urban energy demands • Indiscriminate sand winning • Over reliance on timber earning foreign exchange 		<p>1.6 Promote plantation/woodlot development among communities to meet the needs of society</p> <p>1.7 Facilitate logs importation from exporting African countries to improve resource availability for the timber industry</p> <p>1.8 Manage and enhance Ghana's land and permanent estate of forest and wildlife protected areas</p> <p>1.9 Continue the planned development of inland and coastal wetlandssites and the rehabilitation of degraded mangrove resources</p> <p><u>Mines</u></p> <p>1.10 Control the negative effects of mining (especially illegal mining)</p> <p>1.11 Vigorously pursue reclamation and plantation development in areas mined-out by illegal miners</p> <p>1.12 Apply appropriate agricultural intensification techniques to reduce forest land clearance</p> <p>1.13 Encourage reforestation of degraded forest and off-reserve areas, including a medium to long term Plan</p> <p>1.14 Assist investors, for industrial-scale tree farming in specific depleted Forest Reserves and degraded land</p> <p>1.15 Encourage private investment in commercial forestry outside forest reserves and along dried-up and flowing streams and rivers</p> <p>1.16 Promote plantation/woodlot development among communities to meet the needs of society</p> <p>1.17 Promote human centred biodiversity conservation initiatives</p> <p>1.18 Encourage and promote the use of lesser used species (LUS), t and facilitate logs importation from exporting African countries</p> <p>1.19 Encourage utilization of non-traditional tree species to supplement raw material supply from natural forests</p>	
		2. Encourage appropriate land	2.1 Facilitate vigorous education 2.2 Enforce national policy to prohibit farming along steep	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
		use	<p>slopes,</p> <p>2.3 Continue national policy on replanting and rehabilitation by timber companies.</p> <p>2.4 Enforce ban on illegal chainsaw operation and constitute a monitoring team to ensure that appropriate timber species are replanted on degraded lands.</p> <p>2.5 Continue national policy on replanting of degraded lands by mining companies</p> <p>2.6 Promote and facilitate the use of LPG as a cheaper and cleaner alternative fuel and promote manufacturing of simple and cheap gas burners</p> <p>2.7 Identify appropriate locations for sand and enact national legislation to regulate sand winning</p>	
5. Marine and Coastal Ecosystems	<ul style="list-style-type: none"> Poor domestic sanitation and improper disposal of municipal solid and liquid waste Fisheries degradation Wetlands and mangrove degradation Industrial water pollution Coastal erosion 	1. Invest directly for financing control structures, construction, technological improvements including appropriate technology suited to small-scale situations	<p>1.1 Direct investment in control structures, e.g. Keta Sea Defence Project</p> <p>1.2 Gabions and boulder revetments to arrest erosion</p> <p>1.3 Mangrove replanting and planting of other vegetative cover to delay erosion, e.g. at Winneba</p> <p>1.4 Investments in upgrading and maintaining waste treatment and small scale waste collection facilities</p> <p>1.5 Promote recycling, recovery, re-use and reduction of waste</p>	MEST, EPA, MLGRD, Ministry of Ports and Harbours, Ghana Ports and Harbours Authority, Fisheries Commission, Ghana Navy
		2 Promote regulatory or economic incentives (in the form of taxes, subsidies, charges, licenses) and Improving institutional/poli	<p>2.1 Implement regulations and fines for illegal mining, indiscriminate bush burning, mangrove and wetland, sand and gravel mining</p> <p>2.2 Monitor and enforce regulations against inappropriate fishing methods, such as light fishing and use of small mesh size</p> <p>2.3 Strengthen enforcements against illegal fishing zones by trawlers</p> <p>2.4 Strengthen institutional capacity for research, monitoring and enforcement of legislation and bye-laws</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
		cy reforms for effective coastal resource management	2.5 Ensure proper siting of industries in developing coastal town 2.6 Encourage the use of alternative building material 2.7 Provision of fishery infrastructure to reduce post harvest losses 2.8 Establish a Coastal Zone Commission with strong stakeholder participation	
		3. Increase knowledge and awareness of decision-makers or resource users, for more appropriate management of coastal resources	3.1 Community participation in safe disposal of sewage and garbage 3.2 Create public awareness and education to avoid unwise exploitation, conflicts and pollution of sensitive habitats 3.3 Encourage coastal communities to generate income from coastal resources, e.g. from tourism 3.4. Strengthen cooperation and coordination of various institutions and programmes for effective management	
6. Mineral Extraction (including Oil and Gas)	<ul style="list-style-type: none"> Poor enforcement of already existing laws Lack of monitoring systems for pollution and EMP compliance 	1. Restore degraded mines	1.1 Control the negative effects of mining (especially illegal mining) 1.2 Vigorously pursue reclamation and plantation development in areas mined-out by illegal miners.	Environmental Protection Agency, Ministry of Environment, Science and Technology, Ministry of Mines and Energy, Ghana Bar Association,
	<ul style="list-style-type: none"> Lack of capacity of staff of EPA in current monitoring techniques Lack of modern equipment in research laboratories for testing of pollution Activities of small scale miners (galamsay operators) in the degradation of the environment 	2 Promote sustainable extraction and use of mineral resources	2.1 Diversify the mineral production base of the nation to reduce over dependence on the few traditional minerals 2.2 Improve environmental and natural resources management for health and safety, and increased sustainable production. 2.3. Promote actively the countries involvement in the Extractive Industries Transparency Initiative (EITI), which seeks to ensure transparency in the payment, receipts, disbursements and utilization of extractive sector revenues. 2.4 Develop the salt industry with emphasis on petrochemical	Environmental Protection Agency, Ministry of Environment, Science and Technology, Ministry of Mines and Energy, Ghana Bar Association, Parliament, Ghana Chamber of Mines, Minerals Commission. FC, Research institutions such

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>industry, utilizing national salt reserves and petroleum products from the country's petroleum resources.</p> <p>2.5 Provide fiscal and related incentives that will encourage value added downstream mining activities such as refining, smelting etc</p> <p>2.6 Strengthen the mining fiscal regime to ensure that the state and mining communities derive maximum benefit from the resource.</p> <p>2.7 Enforce localization and integration such that more local benefits accrue to Ghanaian businesses.</p> <p>2.8 Improve the capacity and the operations on the small scale mining sector, and reduce illegal artisanal mining (galamsey)</p> <p>2.9 Strengthen human and institutional capacity having the responsibility for regulating the mining sector.</p> <p>2.10 Reduce social conflict issues in mining communities by insuring the equitable distribution of mining resources.</p> <p>2.11 Improve support to scale miners (especially legally registered).</p> <p>2.12 Enhance international and regional cooperation.</p>	<p>as Universities, CSIR, EPA</p> <p>The Geological Survey Department, EPA, Research institution District/Municipal assemblies, Minerals commission, Ministry of Lands and Forestry, MEST, Ministry of Mines and Minerals,</p>
		<p>3 Build Institutional Frameworks for sustainable extraction and management of mineral resources</p>	<p>3.1 Enhance policy and regulatory framework and effective co-ordination among key government agencies to improve the performance of the mining sector</p> <p>3.2 Strengthen and enforce existing environmental laws and regulations including passage of regulations under the current Mineral and Mining Act 2006 (Act 703)</p> <p>3.3 Exchange information on the prospecting, mapping, production and processing of mineral resources and exploration, and distribution of water resources among member countries.</p> <p>3.4 Introduce and enforce economic instruments for mining environmental management</p> <p>3.5 Accelerate the formulation of a National Mining Policy and ensure the review of the Minerals Development fund to address concerns of communities, chiefs and District Assemblies on percentage of royalty allocation</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			3.6 Develop the mechanisms to encourage increased regularization of small scale mining, including review of procedures for obtaining small scale mining license. 3.7 Promote the conduct of better economic, social and environmental assessments prior to designation of mining areas. 3.8 Promote an increase in local content in mining sector procurement. 3.9 Build capacity in application of strategic Environmental Assessment (SEA) tool in the planning process. 3.10 Provide legislation in application of SEA in the planning process	
7 Wetlands and Water Resources	<ul style="list-style-type: none"> • Water loss through construction of drains and channels resulting in increased surface run-off • Increasing conversion of wetlands to other forms of land use • Regulating of water supply through impoundments • Salt water intrusion in the coastal areas resulting from reduction in upstream water input • Degradation of wetlands soils due to increasing exposure • Pollution of wetlands due to indiscriminate waste disposal • Over exploitation of wetlands • Deforestation in wetlands catchments 	1. Sustainable use of wetlands and water resources	1.1. Promote decentralization and participatory wetlands management 1.2. Ensure national capacity building and appropriate legal and institutional framework are in place 1.3. Carry out comprehensive wetlands inventory, supported by research and monitoring 1.4. Restore and rehabilitate degraded and badly altered wetlands 1.5. Ensure long term sustainability of wetlands 1.6. Promote communication, education and public awareness of wetlands 1.7. Establish sustainable local livelihood strategies so as to enhance poverty reduction 1.8. Networking and international cooperation 1.9. Develop sustainable financial mechanism through cooperation with development partners and other stakeholders for financing wetlands activities	FC, WRC, DAs, MAs, NGOs, FC, Bar Association, Parliament, Ghana Chamber of Mines, Minerals Commission, FC, Research institutions such as Universities, CSIR, EPA, The Geological Survey Department, EPA, Research institution District/Municipal assemblies, Minerals commission, Ministry of Lands and Forestry, MEST, Ministry of Mines and Minerals,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Sediment and nutrient diversion by impoundments • Disruption of stable climate conditions 			
	<ul style="list-style-type: none"> • Invasion of water weeds • Inadequacy of water to restore and preserve the natural character and functions of ecosystems • Water quality deterioration • Long term impacts of human activities on water resources <p>Inadequate institutional arrangement and human resources</p>	2. Adopt Integrated Water Resources Management	2.1. Adopt water resources planning as a cross-cutting basic component of national economic planning 2.2. Ensure preparation of IWRM strategies using the various river basins as the planning units 2.3. Establish appropriate institutional structures and enhance capacity building 2.4. Ensure water resources planning to be made with due recognition of “environmental flow” requirements 2.5. Adopt sustainable practices that avoid damage to critical natural capital and irreversible ecological processes 2.6. Promote partnerships between the public and private sectors for the protection and conservation of water resources 2.7. Ensure cost recovery and sustainability of water projects 2.8. Promote equity taking into account the specific needs and preferences of the poor	
8. Waste, Pollution and Noise	<ul style="list-style-type: none"> • Lack of awareness of the negative impact of improper disposal of waste i.e. solid, liquid, e-waste on the environment. • Inadequate waste collection points, bins, vehicles etc. • Poor enforcement of existing sanitation laws. • Inadequate waste recycling plants. • Lack of motivation among sanitation workers • Attitude of Judges in 	1 Manage waste, reduce pollution and noise	1.1. Promote the education on the public of the outcome of improper disposal of waste should be carried out 1.2. Provision of waste collection bins at vintage places in the communities and these bins should be emptied regularly 1.3. Enforcement of all sanitation laws 1.4. Set up new/renovate all old waste recycling plants. 1.5. Encourage the setting up of incentives packages for sanitation workers. 1.6. Set up of special courts to deal with persons or industries who do not comply with sanitation bye – laws. 1.7. Enlighten Judges on the impact of waste and noise pollution so that they will deal with culprits instead of passing un- appropriate sentences	GES, MOH, District/Municipal assemblies, EPA, MEST, Security Services such as GPS, Environmental and Health inspectors etc. GOG, EPA District/Municipal assemblies,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>passing judgments on sanitation and noise pollution cases brought before them.</p> <ul style="list-style-type: none"> Lack of awareness of the negative impact of noise pollution on the health of citizens. 		1.8. Promote the education of the public on the effects of noise pollution on the health of citizens.	
9. Community Participation	<ul style="list-style-type: none"> Lack of interest and awareness in local natural resource management initiatives Lack of strategies that encourage the participation of all key stakeholders in the sustainable management of natural resources Lack of trust between local communities and the authorities Insufficient community leaders actively involved in environmental decision making Weak institutional and legal framework for encouraging local communities in natural resource management Poor coordination between communities and MDAs Distrust of governmental authorities as regards to and non-involvement 	1. Enhance Community participation in environmental and natural resources management by awareness raising	<p>1.1. Develop initiatives to increase awareness of the condition of natural resources among local communities.</p> <p>1.2. Promote Information, Communication and Education (ICE) plans as a means to develop community responsibility to manage the environment at a sustainable level</p> <p>1.3. Create public awareness about the value of community resources and the current or potential threats to those resources to motivate community members to take management action.</p> <p>1.4. Encourage local communities to develop a sense of stewardship over natural resources by soliciting the support and cooperation of local and traditional leaders to increase local awareness about environmental degradation and management issues.</p>	MLFM, EPA, MES MLGRD, District Assemblies
		2 Enhance	2.1. Provide opportunities for local participation that involves	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
		Community Participation in governance and decision making	<p>men and women making decisions and taking action using the natural resource management process</p> <p>2.2. Ensure equal opportunities for all stakeholders including women to participate in environmental decision-making at all levels.</p> <p>2.3. Take measures to integrate a gender perspective in the design and implementation of environmentally sound and sustainable resource management mechanisms.</p> <p>2.4. Develop plans that are based on engagement with communities and involve the full range of key stakeholders</p> <p>2.5. Effectively disseminate information on legislation on the environment especially in the local languages</p> <p>2.6. Strengthen existing governance structures such as unit committees by increasing their awareness of environmental issues.</p>	
		3. Strengthen and develop local level capacity to participate in the management and governance of natural resources	<p>3.1. Strengthen the community's capability to access funds to support viable and environmentally sustainable socioeconomic projects.</p> <p>3.2. Enable the community to form alliances and organizations to lobby and negotiate with the government</p> <p>3.3. Provide opportunities for community members to gain the skills and knowledge necessary to undertake environmental management initiatives</p> <p>3.4. Establish a Community Leadership Program that provides training and education in coastal zone management to instil the necessary skills and confidence in community leaders.</p> <p>3.5. Strengthen coordination among Metropolitan, Municipal, and District Assemblies (MMDAs) to enforce planning regulations relevant to environment</p> <p>3.6. Establish coordinating structures (based on an understanding and current profile of the range of stakeholders, community groups) who are qualified in resource management and have access to both MDAs and</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			local communities	
	<ul style="list-style-type: none"> • Earthquakes and minor tremors in Accra district and some coastal areas 		3.7. Increase capacity of NADMO to deal with the impacts of natural disasters	
10 Natural Disasters, Risks and Vulnerability	<ul style="list-style-type: none"> • High vulnerability of environmental natural resources to natural disasters • Poor management of the impacts of natural disasters and climate change • Earthquakes and minor tremors in Accra district and some coastal areas • Occasional droughts – most severe in 1982/3 with disastrous effects on livelihoods • Increasing frequency and impact of droughts, floods, forest fires, and other natural hazards. 	1. Mitigate and reduce natural disasters and reducing risks and vulnerability	1.1. Invest in early warning and response systems 1.2. Create awareness in climate change, its impacts and adaptation 1.3. Increase capacity of NADMO to deal with the impacts of natural disasters 1.4. Equip seismological stations installed at Weija, Shai Hills, Kukurantumi and Accra 1.5. Reduce impacts of natural disasters on natural resources using a multi-sectoral approach 1.6. Educational programmes to create public awareness 1.7. Integrated watershed management to combat desertification 1.8. Enforce bye-laws restricting structures in flood-plains, water-ways, wetlands, etc	MWRWH, MLGRD, MMDAs, TCPD, NADMO, private sector, NGOs

IV. OIL AND GAS DEVELOPMENT

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
1. Development of the Oil and Gas Industry	<ul style="list-style-type: none"> • Developing the Oil and Gas Industry with optimal local content and participation • Integrating oil and gas development into the broad national economy • Avoiding over-concentration on the Oil and Gas sector to the detriment of other sectors of the economy 	<ol style="list-style-type: none"> 1. Ensure the development of oil and gas industry and its effective linkage to the rest of the economy 	<ol style="list-style-type: none"> 1.1 Design a comprehensive framework for the development of the Oil and Gas industry 1.2 Incorporate lessons from best practices of other countries and set standards for the industry 1.3 Ensure that the Oil and Gas sector aligns its programmes with all other sectors for collaborative implementation of development plans 1.4 Use opportunities arising from the Oil and Gas discoveries as a catalyst for diversifying the economy 1.5 Open up the Oil and Gas industry to Independent Power Producers (IPP's) and the private sector 1.6 Expand the national oil refinery capacity in collaboration with the private sector 1.7 Ensure the establishment of a minimum of ninety days strategic stocks of crude oil and oil products 1.8 Ensure competitive procurement of crude oil 	MOE
2. Employment Creation	<ul style="list-style-type: none"> • High national unemployment levels • Very high expectations of benefits from the Oil and Gas Industry 	<ol style="list-style-type: none"> 1. Convert the opportunities offered by the Oil and Gas industry to create decent jobs 	<ol style="list-style-type: none"> 1.1 Ensure utilisation of oil revenue in the priority areas of education, health, agriculture, rural development, infrastructure, water and sanitation for accelerated poverty reduction 1.2 Provide incentives to facilitate investments along the oil and gas value chain 1.3 Ensure that Independent Power Producers comply with the local content policy in labour recruitment 1.4 Ensure that natural gas finds are prioritised for domestic industrial value creation 	
3. Protecting the Environment	<ul style="list-style-type: none"> • Inadequate baseline information on environmental impact of Oil and Gas • Lack of capacity to manage environmental impacts • Challenges of ensuring environmental sustainability in 	<ol style="list-style-type: none"> 1. Ensure that the practices of the Oil and Gas Industry are consistent with international standards of environmental 	<ol style="list-style-type: none"> 1.1 Build capacity of EPA and related institutions to monitor and undertake environmental impact assessments in the Oil and Gas industry 1.2 Research into environmental impacts associated with the operations of the Oil and Gas Industry 1.3 Ensure persistent and stringent monitoring and evaluation 	MEST

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
	the Oil and Gas Industry <ul style="list-style-type: none"> • Major land use challenges especially in the Western Region • Inconsistency of waste management regulations with international standards 	sustainability	1.4 Develop and enforce the use of spatial plans especially in the Western Region	
4. <i>Transparency in Revenue Management</i>	<ul style="list-style-type: none"> • Potential distortions in the economy. • Limited revenue management capacity. • Corruption. 	1. Effectively and transparently manage potential revenues from oil and gas production	1.1 Develop appropriate guidelines for revenue collection 1.2 Monitor and scrutinise revenue from the industry 1.3 Strengthen monitoring, evaluation and reporting systems in the industry 1.4 Develop guidelines to allocate royalties from the Oil and Gas industry	MOFEP, DAS
5. <i>Diversification of the economy and national relevance of Oil and Gas</i>	<ul style="list-style-type: none"> • Economy's over-reliance on primary products with very little value addition • The potential for the Oil and Gas Industry to become a replacement for other sectors of the economy particularly agriculture. 	1. Diversity the economy with emphasis on the processing of raw materials	1.1. Ensure value addition to local goods and services, and maximise their use in Oil and Gas Industry 1.2. Build the capacity of Ghanaians for participation in all segments of the oil and gas industry 1.3. Ensure security for the Oil and Gas Industry as a whole (including installations and operations) 1.4. Facilitate the utilisation of natural gas for the development of national industrial sector 1.5. Secure reliable supplies of natural gas for power generation 1.6. Establish industries to produce petroleum and gas-based products	MMDAs, MOTI, MOLNR, EPA, MEST, MOFEP, MFA, MOD, MOI, MOWAC, CSOs, NDPC

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
	<ul style="list-style-type: none"> • Low exploration, development and production of Oil and Gas • Lack of petrochemical industry to support the new Oil and Gas Industry • Challenges of internal and external migration and their consequences. 	2. Sustain and optimise the exploration, exploitation and utilisation of Oil and Gas endowments	2.1. Manage Ghana’s oil and gas resource endowment to ensure sustainability in reserves and the environment 2.2. Enact legislation on transparent legal and fiscal regimes 2.3. Develop the petrochemical industry to utilize local oil and imported natural gas and Ghana’s salt resources 2.4. Support regional initiatives for integrating energy infrastructure to expand and accelerate cross-border energy trade and investments 2.5. Include re-development of existing settlements as part of the “growth poles” of the new urban settlements expected from the oil and gas industries.	
	<ul style="list-style-type: none"> • Inadequate local participation in the exploration, development and production of Oil and Gas resources of Ghana 	3. Strengthen the capacity of local financial institutions to compete with their foreign counterparts for opportunities in the Oil and Gas Industry	3.1 Maximise the participation of Ghanaians in the exploration, development, production and utilisation of oil and gas.	
	<ul style="list-style-type: none"> • Limited availability of financial resources to support Ghanaian investment in Oil and Gas Industrial development. • Limited capacity of indigenous financial institutions to participate in the oil and gas sector 	4. Facilitate financial sector development to enable long term funding capacity-building to enable domestic resource availability to fund investment in oil and gas	4.1 Actively support by providing adequate funding to institutions that provide adequate funding for technical training and scientific research and development. 4.2 Attract requisite investment capital in oil and gas exploration and development as well as ensure maximum benefits to the people of Ghana 4.3 Provide adequate investment for physical and social infrastructure in communities in the oil and gas production areas.	

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
	<ul style="list-style-type: none"> Inadequate public awareness of the potential and impact of the oil and gas resources on the nation's development prospects. 	5. Ensure that domestic gas utilisation becomes a central part of every oil and gas production arrangement	5.1 Aim at zero flaring of gas and total utilisation of gas for power generation, household and industrial use. 5.2 Create awareness on the prospects and impact of oil and gas resources on the nation's development.	
6. Capacity Development	Inadequate local capacity	1. Strengthen institutional capacity	1.1 Link up with the educational institutions to build capacity in relevant areas 1.2 Create a human resource database of Ghanaian capacities in the Oil and Gas Industry. 1.3 Assess and build local capacity of Ghanaians both within and outside the country	
7. Access to Petroleum products	<ul style="list-style-type: none"> Low accessibility to petroleum products Irregular supply of petroleum products to consumers High cost of transportation and distribution of petroleum products 	1. Ensure equitable access to and uniform pricing of petroleum products	1.1. Expand petroleum product storage capacity, and extend petroleum products bulk distribution infrastructure to all parts of the country. 1.2. Support expansion of the supply and reach of LPG to homes and small businesses. 1.3. Improve efficiency in the power industry to drive cost down. 1.4. Base ex-refinery prices of petroleum products on import parity prices of petroleum products or other cost-effective pricing formula 1.5. Regulate transportation and distribution charges for petroleum products to ensure reasonable profit margins for transporters and distributors. 1.6. Apply cross-subsidies between petroleum products to achieve specific national development objectives. 1.7. undertake regular review of the pricing mechanism	

V. INFRASTRUCTURE, ENERGY AND HUMAN SETTLEMENTS DEVELOPMENT

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
INFRASTRUCTURE	•			
1. Transport Infrastructure: Road, Rail, Water and Air Transport	<ul style="list-style-type: none"> • Poor quality of routes through land surface corridors. • Insufficient and poor transit facilities. • Inability to sustain safety and security standards within and beyond the sub-region • Over-stringent operating conditions hindering the development of new services • Poor co-ordination and delays among service providers due to poor information • Inadequate domestic aviation infrastructure • Lack of aviation master plan • Inadequate human resources to meet the demands of the aviation sector • Limited and poor rail network • Inadequate development of inter-modal transport system • Poor inter-modal facilities • Inadequate funds to develop intermodal links 	1. Establish Ghana as a Transportation Hub for the West African Sub-Region	1.1.Improve the physical infrastructure at KIA and other regional airports 1.2.Improve safety and security conditions at KIA and other airports, aiming for compliance with latest global standards to avoid exclusion from key international markets 1.3.Develop maintenance and other aviation service facilities 1.4.Promote general aviation as a catalyst for development and growth 1.5.Explore the feasibility of establishing other international airports in Ghana 1.6.Encourage open competition for airport and port handling services 1.7.Improve equipment and facilities in ports to reduce costs for users and make transport services through the port more competitive in the West Africa sub-region 1.8.Improve information management to make it available and accessible to users to aid predictability of ship movements. 1.9.Maximize access to international markets and transport networks, facilitate port owners, shippers and service providers to meet standards set by the Customs-Trade Partnership against Terrorism (C-TPAT) initiative, World Customs Organisation (WCO) framework, International Maritime Organisation (IMO) and International Civil Aviation Organization (ICAO) requirements by incorporating requirements in national law 1.10. Harmonize Transport and Traffic laws and standards with Ghana's neighbours to reduce non-physical barriers to trade 1.11. Introduce an integrated truck staging and management system including truck staging areas, cargo and truck tracking systems and axle loading stations to reduce congestion at the ports, ensure security, and prioritization of goods and minimize damage on major transport corridors. 1.12. Ghana Airport Company Limited (GACL) to develop master plan in collaboration with GCAA	MRH, Ministry of Transport, Private sector, GRC, GHAPPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
	<ul style="list-style-type: none"> • Uneven access to transportation leading to 	2. Create and sustain an efficient transport system	2.1. Prioritise the maintenance of existing road infrastructure to reduce vehicle operating costs (VOC) and future	MRH, Ministry of Transport, MMTL,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> post-harvest losses Pre-mature deterioration of road network due to extensive use Lack of effective regulation on Inland waterways leading to poor service and safety The physically challenged are not adequately provided for in the current transport system. Inadequate and unfriendly walk ways for PWDs Insufficient facilities for inland, air and water transport development Congestion of roads in our urban areas Inadequate facilities for Non Motorized Transport Lack of appropriate legislation for NMT operators Congestion at the major ports and harbours 	that meets user needs	<ul style="list-style-type: none"> rehabilitation costs 2.2. Improve accessibility by determining key centres of population, production and tourism, identifying strategic areas of development and necessary expansion including accessibility indicators 2.3. Develop and use decision making tools to ensure that development investments satisfy strategic gaps in the transport network 2.4. Reinstate labour-based methods of road construction and maintenance to improve rural roads and maximise employment opportunities 2.5. Implement urban transport projects such as the Ghana Urban Transport Project (GUTP) including Bus Rapid Transit (BRT) and school busing schemes 2.6. Develop rail-based mass transport system in: Accra-Tema, Kumasi-Ejisu, Accra-Nsawam, and Takoradi-Kojokrom as part of an integrated transport plan 2.7. Develop, rehabilitate and modernize road access routes to ferry stations 2.8. Improve safety on inland waterways to fully exploit potential 2.9. Establish regular, scheduled services on Volta Lake 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 2.11. Remove tree stumps in the Volta Lake 2.12. Establish a disability awareness training programme for public transport providers 2.13. Ratify UN convention on PWDs 2.14. Submit an LI for enforcing transport actions under PWD ACT 715 	<ul style="list-style-type: none"> National Disability Council, MESW, MMDAs, GPRTU, MTTU, DVLA, National Road Safety Commission, MOJ, Judiciary, Law enforcement agencies, Private sector, Financial Institutions, BRRI, Local consultants, GHA, DFR, DUR, MOFEP, VLTC, GRC EPA, Maritime Academy, Parliament, Ghana Airports Company Limited (GACL), GCAA
	<ul style="list-style-type: none"> Poor linkages between land use and transport planning Poor co-ordination and co-operation among relevant institutions 	3. Integrate Land use, transport planning, development planning and service provision	<ul style="list-style-type: none"> 3.1 Establish consultation mechanisms between Transport Sector MDAs, with MLGRD, MMDAs and other Sector Ministries 3.2 Implement Integrated Land use and spatial planning 3.3 Decentralise Management, Financing and Maintenance of local transport infrastructure and services 3.4 Develop Urban Transport Policy 	<ul style="list-style-type: none"> MRH, Ministry of Transport, MMDAs, GPRTU, MTTU, DVLA, National Road Safety Commission, MOJ, Judiciary, Law enforcement agencies
	<ul style="list-style-type: none"> Over-reliance on public 	4. Create a vibrant	4.1. Explore PPP and Concession options for investment in	Office of the

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>funding for road infrastructure</p> <ul style="list-style-type: none"> Inadequate funding for maintenance, upgrading and rehabilitation of existing infrastructure, and management for all modes of transport. Poor and inadequate development of intermodal facilities Poor and inadequate regulatory framework for developing PPP 	<p>investment and performance-based management environment that maximise benefits for public and private sector investors</p>	<p>transport infrastructure and services (single and multi-modal options)</p> <ol style="list-style-type: none"> Apply the principles of market regulation to transport services by an independent body Promote foreign direct investment in the aviation industry Manage the fuel levy efficiently to ensure adequate revenue is made available to cover all road maintenance and associated administrative costs Build capacity of local contractors and consultants and ensure their proper classification and use Develop a sustainable maintenance management system for transport infrastructure Develop indicators to monitor and evaluate sector performance in pursuit of strategic objectives Ensure collection of transport statistical data to support planning, monitoring, evaluation, and reporting 	<p>President, Private sector, Financial Institutions, BRRl, Local consultants, MOTI, GHA, DFR, DUR, MOFEP, VLTC, GRC GHAPOHA, CEPS, Maritime Academy, Parliament, GIPC, Ghana GACL, GCAA</p>
	<ul style="list-style-type: none"> Un-integrated approach to transport planning and development (lack of effective interfaces between road, rail and ports) 	<p>5. Develop and implement comprehensive and integrated Policy, Governance and Institutional Frameworks</p>	<ol style="list-style-type: none"> Enhance policy formulation and coordination capacity to embrace the wider policy framework Implement existing recommendations for institutional reform and strengthening in the Transport Sector Implement existing recommendations for institutional reform in the Railways sub-sector Implement existing recommendations for institutional reform in the Maritime and Inland-Waterway sub-sector Develop the institutional and regulatory arrangements for ensuring the most effective and efficient movement of freight and passengers, to and within, Ghana. Ensure the planning of intermodal facilities into our transport development strategy 	
	<ul style="list-style-type: none"> Inadequate evidence-based analysis and comparison of social, environmental and economic impacts of modal solutions Failure to apply EIA to all projects irrespective of funding agency Inadequate attention to health and safety issues at 	<p>6. Ensure Sustainable Development in the Transport Sector</p>	<ol style="list-style-type: none"> Establish institutional capacity to carry out SEA of transport sector policies, plans and programmes Ensure that EIA and health and safety requirements are included in contract documentation for infrastructure projects Develop and enforce safety standards in constructing transportation services. Develop standards for boat construction and operations on inland waterways Apply navigational aids to improve safety on inland 	<p>MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRl, GHA, DFR, DUR,</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> construction sites Increase in road traffic accidents. Inadequate enforcement of road transport regulations Inadequate response to traffic accidents and poor trauma care facilities Inadequate maintenance of rail transport (archaic railway tracks and rolling stocks) 		<ul style="list-style-type: none"> waterways 6.8 Implement modernisation to improve safety standards in areas such as Construction site safety; Occupational health; standards of training and certification of seafarers 6.9 Develop framework for emergency response to handle oil spills and other hazards arising from maritime transport operations 6.10 Refurbish and modernise the western line for efficient transportation of minerals ores, cocoa, timber and oil products 6.11 Link the south to the north via Volta Lake to facilitate the haulage of agricultural produce to the south 6.12 Develop a functional railway master for the entire country 	MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE, Maritime Academy
	<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 Lack of requisite equipment and technology for operations Inadequate attention to research into transport operations Need for expansion and modernisation of maritime training education 	7. Develop adequate Human Resources and apply New Technology	<ul style="list-style-type: none"> 7.1 Develop a multi-disciplinary transport-sector Human Resources Development (HRD) strategy and implementation plan 7.2 Promote the role of women in the transport sector as providers of services, professionals and managers. 7.3 Encourage improvements in existing driver training and testing schools and encourage the establishment of driver training for heavy goods and public service vehicles 7.4 Invest in ICT and appropriate training for public sector personnel and private sector service providers to improve efficiency. 7.5 Develop a comprehensive research strategy for the transport sector aiding policy formulation, infrastructure design and management and transport services management 	MRH, Ministry of Transport, MMTL, National Disability Council, MESW, MMDAs, GPRTU, MTTU, DVLA, NRFC, MOJ, Judiciary, Law enforcement agencies, Private sector, Financial Institutions, BRRI, Local consultants, GHA, DFR, DUR,
2. Science, Technology and Innovation to Support Productivity and Development	<ul style="list-style-type: none"> Low level of science, technology and innovation culture in all aspects of the society Ineffective implementation of national policy to promote the development of appropriate technology to support agriculture and small to medium scale enterprises Weak commercialization of scientific research results 	1. Promote the application of Science, Technology and Innovation in all sectors of the economy	<ul style="list-style-type: none"> 1.1 Promote science, technology and innovation development at all levels of production 1.2 Facilitate the development of appropriate technologies to support agriculture and rural small and medium scale enterprises 1.3 Actively encourage the diffusion and transfer of technology development 1.4 Promote the establishment of national Science and Technology Theme Parks to provide world-class facilities for electronics, precision engineering, ITC and bio-technology. 	MES, CSIR, Private Sector, MOTI, MOES, NBSSI, ITTU, GAEC, University institutions, MOFA

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Inadequate knowledge and information of end-users on available science and technological innovations • Inadequate S&T facilities, equipments and transport 			
	<ul style="list-style-type: none"> • Weak support for STI infrastructure (R&D institutions) • Inadequate funding for R&D activities • Low recognition of STI and R&D • Weak institutional framework to promote the development and application of science and technology in the country • Weak linkage between the research institutions and industry 	<p>2. Strengthen the appropriate institutional framework to promote the development of science and technology research</p>	<p>2.1 Revamp science and technology endowment fund to support Research activities in tertiary institutions (private and public), Research Institutions</p> <p>2.2 Provide support for business to adopt Research and Development as critical component of production</p> <p>2.3 Build appropriate linkages between research and production to ensure that research outputs are adequately utilized</p> <p>2.4 Establish a National Award Scheme for STI activities</p> <p>2.5 Institute an Annual “Ghana Science Congress” to focus attention on science and technology development.</p> <p>2.6 Provide incentives for research institutions to collaborate</p>	<p>MES, CSIR, Private Sector, MOTI, MOES, NBSSI, RTTU, GAEC, academic institutions, MOFA, MOFEP, MOC</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
3. Information Communication Technology Development for growth	<ul style="list-style-type: none"> • Low ICT infrastructure base across the country. • High cost of providing ICT services • Lack of ICT infrastructure to carry high speed voice, video and data • Low accessibility to telephone facilities, especially in rural areas • Poor quality of telephone services • Poor and inadequate internet infrastructure • Limited deployment of ICT infrastructure in educational institutions 	1. Promote rapid development and deployment of the national ICT infrastructure	1.1 Provide affordable equipment to encourage the mass use of ICT 1.2 Promote the establishment of a reliable national backbone with capacity to carry high-speed voice, video, data, and internet facilities to all districts of the country 1.3 Increase coverage of ICT infrastructure particularly in rural and peri-urban communities 1.4 Improve the quality of telephone service 1.5 Facilitate the development of community information centres (CICs) nationwide 1.6 Facilitate the connection of all universities, polytechnics, colleges and secondary schools to the internet 1.7 Facilitate the connection of scientific and research institutions to the internet and link them up to form a national ICT hub 1.8 Implement National ICT strategy in Health 1.9 Ensure that the broadband high speed internet connectivity is available in every district 1.10 Promote the use of science and technology to ensure that modern information and communication technologies are available and utilised at all levels of society 1.11 Facilitate the development of the ICT through the use of local capabilities in STI	MOC, NCA, MOES, MOI, MPSD, Service Providers
	<ul style="list-style-type: none"> • Inefficient institutional and regulatory framework to support ICT development 	2. Strengthen the institutional and regulatory framework for managing the ICT sector	2.1 Revise the legislation on the National Communications Authority to bring it in line with modern trends 2.2 Review existing regulatory bodies in order to improve functionality 2.3 Create an environment conducive for ICT 2.4 Facilitate the partnership between Government and small and large business in the private sector in the areas of technology development 2.5 Support and provide services and technology to tenant companies 2.6 Provide R&D and innovation facilities to the Private Sector 2.7 Lay the foundations for a national ICT export base 2.8 Establish a digitized content development bureau	MOC, MDAs, Office of the President, NCA, NMC, Private Sector, Ghana Association of Internet Providers
	<ul style="list-style-type: none"> • Loss of man-hours spent on paper work in public 	3. Promote the use of ICT in all sectors of the	3.1 Implement National E-Governance programme 3.2 Support SMEs to make use of services/assets made	MOC, MDAs, Office of the President,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>institutions</p> <ul style="list-style-type: none"> • Lack of easy access to public information • Difficulties associated with application for official documents including passport, driving license and vehicle registration • Lack of ICT skilled human resources • Limited use of ICT as a tool to enhance the management and efficiency of businesses • Limited development of ICT programmes in schools • Unsecured data management system • Low level of appreciation of ICT culture 	economy	<p>available by national internet backbone.</p> <p>3.3 Provide telephone coverage to all public schools and communities in Ghana</p> <p>3.4 Implement National Electronic Security system and promote and support E-commerce system</p> <p>3.5 Ensure the existence of better educated workforce with well developed skills that meet the hi-tech employment opportunities of the country.</p> <p>3.6 Develop a critical mass of ICT personnel to satisfy both domestic and external demands</p> <p>3.7 Facilitate the establishment of outsourced ICT businesses in the country</p>	NCA, NMC, Private Sector, Ghana Association of Internet Providers, MMDAs
	<ul style="list-style-type: none"> • Poor dissemination of meteorological data and forecast to support economic development 	4. Facilitate the provision of quality meteorological data and forecast in support of weather sensitive sectors of the economy	<p>4.1 Restructure the existing institutional framework for an effective meteorological service delivery and forecasting</p> <p>4.2 Enhance the institutional capacity of the meteorological agency to meet the minimum global requirement for monitoring the climate and the environment</p> <p>4.3 Enhance human resource capacity through training in modern technology</p> <p>4.4 Promote global collaboration for an effective data collection management, and forecasting</p>	MOC (GMA), MOFA, WRC, FAO, GCCA
3. Recreational infrastructure	<ul style="list-style-type: none"> • Lack of effective enforcement of planning regulations • Unauthorised sale of land designated as open spaces by land owners for housing and other developments 	1. Urban centres incorporate the concept of open spaces, and the creation of green belts or green ways in and around urban communities	<p>1.1 Promote integrated development planning and strengthen capacity and coordination among Metropolitan, Municipal, and District Assemblies (MMDAs) to enforce planning regulations</p> <p>1.2 Ensure the involvement of land owners, the local community as stakeholders in the preparation of urban plans and in the management of protected areas;</p> <p>1.3 Ensure proper regulation of land acquisition in inner urban cities</p> <p>1.4 Ensure the creation of green belts to check unrestricted sprawl of urban areas; and also as a means of climate</p>	Ministry of culture Town and Country Planning dept, MMDA Local Chiefs/Land owners, Ghana Heritage Trust Corporate institutions Department of Parks and Gardens, MMDAs, Corporate

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			change adaptation measure to manage and prevent incidence of flooding in urban settlements	Institutions
	<ul style="list-style-type: none"> Inadequate community/social centres especially in the urban areas Low level of awareness of the importance and the need to maintain historical and cultural heritages Encroachment on waterways, natural reserve areas 	2. Develop recreational facilities and promote cultural heritage and natural conservation in both urban and rural areas	2.1 Promote historic cultural heritages, and ensure the preservation of forest and natural reserves as a way of promoting tourism 2.2 Encourage the use of science and technology (STI) for the management, preservation and maintenance of the country's public buildings, including historic buildings and sites 2.3 Create awareness of the importance and need to preserve historic and cultural heritages	
	<ul style="list-style-type: none"> Under-utilized and neglected parks and green areas in the city Low level of appreciation of recreational activities Poor conservation awareness /mentality among populace 	3. Foster social cohesion and enhance the participation of people in leisure activities as a way of improving healthy lifestyles	3.1 Promote attitudinal change, ownership and responsibility among the citizenry and orientate them on the maintenance of recreational areas/facilities; 3.2 Strengthen and equip the Department of Parks and Gardens to enable it maintain green areas 3.3 Strengthen local authorities to enforce planning regulations regarding use of open spaces 3.4 Encourage corporate organisations to invest in recreational activities	

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
ENERGY	•			
<i>1. Energy Supply to Support Industries and Households</i>	<ul style="list-style-type: none"> • Inadequate energy infrastructure to support the delivery of modern energy services • Inadequate grid electricity network • Low adoption of energy efficiency technology among domestic users • Low involvement of private capital in the energy sector • Uninterrupted supply of petroleum products to consumers in a cost effective manner 	1. Ensure increased access of households and industries to efficient, reliable and adequate energy supply	1.1 Rehabilitate and expand energy infrastructure to ensure adequate and reliable supply 1.2 Facilitate the upgrading of the Transmission and Distribution Systems 1.3 Open up the electricity sub-sector to Independent Power Producers (IPP's) and private sector participants in distribution 1.4 Ensure the reduction in the cost of electricity production and distribution 1.5 Increase access to modern forms of energy to the poor and vulnerable through the extension of national electricity grid 1.6 Promote energy efficient technologies that safeguard the health of domestic users especially women and children	Ministry of Energy, VRA, GRID, ECG, AGI EPA, MLGRD, TOR, BOST
	<ul style="list-style-type: none"> • Over-dependence on few sources of energy and the neglect of potential indigenous sources of energy • Deforestation and environmental degradation due to indiscriminate felling of trees for wood fuels • Under utilization of alternative sources of energy 	2. Diversify the national energy mix including the use of indigenous sources of energy	2.1 Provide incentives for real estate developers and other construction designers to incorporate energy conservation and renewable energy sources in their designs. 2.2 Promote the use of LPG or and other renewable sources of energy as the dominant energy source for cooking by households 2.3 Promote and expand local cylinder manufacturing capacity in support of the LPG programme 2.6 Provide transparent legal and regulatory framework for renewable energy development	Ministry of Energy, VRA, GRID, ECG, AGI EPA, MLGRD, Forestry Commission
	•			

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
<p>2. Electricity and Thermal Energy</p>	<ul style="list-style-type: none"> • Inadequate power supply infrastructure and access to electricity • High cost of fuel for electricity generation • Inadequate regulatory capacity and enforcement. • Operational and management difficulties in utility companies. • Potential vulnerability to climate change • Decreasing reliability to power supply 	<p>1. Provide adequate and reliable power to meet the needs of Ghanaians and for export</p>	<ol style="list-style-type: none"> 1.1 Complete the implementation of the power sector reforms. 1.2 Develop a non-congested transmission system. 1.3 Sustain power generation capacity expansion, as well as rehabilitate and reinforce the transmission and distribution infrastructure to meet the projected growth in power demand of 10% per year in the medium-term 1.4 Secure long term reliable gas supplies for the operation of the thermal power plants. 1.5 Increase access to electricity of consumers, especially in the rural areas. 1.6 Achieve cost recovery for electricity services 1.7 Reduce power system losses and waste in electricity supply and consumption. 1.8 Seek financing for the rehabilitation and expansion of existing power plants. 1.9 Complete and operationalise on-going power projects. 1.10 Encourage investment in power infrastructure. 1.11 Ensure the minimisation of inefficiencies 	<p>MOE, EC, VRA, BPA, IPPs, GRIDCo, ECG, NED</p>

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
3. Renewable Energy (Hydro, Biomass, and Wind & Solar)	<ul style="list-style-type: none"> • Untapped potential of natural renewal elements such as waves, rivers and waterfalls, wind, and sun for power generation • Biofuel production competing with agriculture for land. • Very high cost of energy produced from renewable sources owing to the current state of the technologies 	1. Increase the proportion of renewable energy, particularly solar, wind, mini hydro and waste-to-energy in the national energy supply mix.	<ol style="list-style-type: none"> 1.1 Create appropriate fiscal and regulatory framework for the renewable energy sub-sector. 1.2 Contribute to the mitigation of climate change. 1.3 Complete the development of the Bui Hydropower Project on the Black Volta. 1.4 Support the development of small and medium scale hydro power projects on other rivers, including the Western Rivers (Ankobra, Tano and Pra), River Oti, and the White Volta. 1.5 Switch from the use of biomass (fuel wood and charcoal) to alternative sources of energy. 1.6 Promote the establishment of dedicated woodlots for wood fuel production. 1.7 Promote the production and use of improved and more efficient biomass utilisation technologies. 1.8 Balance biofuel development against food security. 1.9 Complete feasibility studies on wind and solar energy technologies. 1.10 Improve the cost-effectiveness of solar and wind technologies. 1.11 Support indigenous research and development to reduce the cost of solar and wind energy technologies. 1.12 Support the use of decentralised off-grid alternative technologies (such as solar PV and wind) where they are competitive with conventional electricity supply. 1.13 Support Ghanaian engineers and scientists to cooperate with international experts to cost-effective technologies. 	PURC, EC, MOE, VRA, BPA, IPPs, GRIDCo, ECG, NED
4. Waste-to-Energy	<ul style="list-style-type: none"> • Improper management of waste. • High cost of waste-to-energy technologies 	1. Convert most of the wastes generated in municipal activities, industrial and agricultural operations to energy	<ol style="list-style-type: none"> 1.1 Provide access to waste-to-energy technologies for Energy, Oil and Gas technologies 1.2 Maximise energy production from waste if cost effective. 1.3 Facilitate access to grid for waste to energy power plants 	

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
5. Other Energy Sources, including Nuclear and Neothermal	<ul style="list-style-type: none"> High initial infrastructural development cost Management of the radioactive waste. 	1. Explore the options for nuclear and geothermal energy	1.1 Assess the implications of the development of nuclear power. 1.2 Continue to explore nuclear energy as an option in the diversification of the country's energy mix. 1.3 Research into and develop geothermal power.	
6. Energy Efficiency and Conservation	<ul style="list-style-type: none"> Poor habits and attitudes towards energy consumption and utilisation. Inadequate financing for energy conservation and efficiency projects Limited awareness of energy conservation measures. 	1. Ensure efficient production and transportation as well as end-use efficiency and conservation of energy.	1.1. Establish appropriate pricing regime for energy services that would provide incentives to domestic and industrial consumers to voluntarily manage their energy consumption. 1.2. Develop and implement programmes and measures to help consumers optimise their energy use. 1.3. Support a sustained and comprehensive public education and awareness creation campaign on the methods and benefits of energy conservation. 1.4. Explore how Energy intensive industry sectors can be incentivised to improve energy efficiency. 1.5. Discourage the importation and use of high energy consuming vehicles. 1.6. Build awareness and knowledge on economically attractive energy efficiency measures.	
7. Transportation of Energy Products			1.7. Develop and implement measures to reduce petroleum product consumption in transportation. 1.8. Enforce the implementation of the zonal system for lifting of petroleum products from dedicated storage depots. 1.9. Encourage the use of fuel enhancing additives. 1.10. Reduce electricity transmission and distribution losses. 1.11. Explore minimum standards and energy labels for appliances. 1.12. Encourage the use of public mass transport facilities	MOT, DRH, EPA
8. Energy and Environment	<ul style="list-style-type: none"> Mitigate the environmental hazards of energy production, transportation and use. 	1. Ensure that energy is produced and utilised in an environmentally	1.1 Promote the use of environmentally friendly energy supply sources such as renewable energy (solar, wind, waste) in the energy supply mix of the	EC, EPA, FC

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
	<ul style="list-style-type: none"> • Inadequate capacity to adapt and mitigate the effects of climate change. • Poor regulation of activities in the energy sector to protect the environment. 	sound manner.	<p>country</p> <ol style="list-style-type: none"> 1.2 Encourage a shift from oil to gas wherever gas is a technically feasible alternative. 1.3 Promote the use of improved wood fuel burning equipment for cooking in households and other commercial activities. 1.4 Support and actively participate in international efforts and cooperate with international organisations that seek to ensure sustainable delivery of energy to mitigate negative environmental impacts and climate change. 1.5 Encourage and enable all relevant 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 1.6 Ensure effective disposal of all hazardous substances and materials associated with the production, transportation and use of energy. 1.7 Facilitate environmental protection awareness programmes. 	
9. Gender and Energy	<ul style="list-style-type: none"> • Limited involvement of women in the planning and management of energy services. • Limited capacity of 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. 	1. Mainstream Gender into the Energy Sector	<ol style="list-style-type: none"> 1.1 Support the capacity development of women in the energy Sector 1.2 Ensure participation of women in the formulation and implementation of energy interventions. 1.3 Ensure that concerns of women and children are taken into account in every aspect of energy. 1.4 Promote the use of modern forms of energy in households 	MOWAC, CSOs, IPPs
10. Regulatory Environment	<ul style="list-style-type: none"> • Inadequate financial resources for operational activities. • Inadequate human resources. 	1. Build a transparent and effective regulatory	1.1 Harmonise the legal, regulatory and institutional regimes in conformity with the ECOWAS Energy Protocols.	EC, PURC, NPA

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
	<ul style="list-style-type: none"> Inadequate enforcement. 	<p>environment as well as strengthen the regulatory institutions to fulfil their mandate effectively.</p>	<ol style="list-style-type: none"> Streamline regulations and institutional arrangements. Strengthen human resource capacity of the regulatory institutions Ensure the independence of the national regulatory agencies. Implement administrative and regulatory changes that will enhance the financial independence of regulatory institutions. Strengthen the capacity of regulatory agencies to enforce regulations. 	
<p>11. Mobilisation of Investment for Energy Sector Development</p>	<ul style="list-style-type: none"> High cost of energy infrastructure 	<ol style="list-style-type: none"> Encourage public and private sector investments in the energy sector. 	<ol style="list-style-type: none"> Provide conducive legal, fiscal, and regulatory environment to attract investments into the energy sector Encourage the capital markets, including the Ghana Stock Exchange, to raise financing for investments in the energy sector. Expand capital & risk capacity of financial system to support energy-driven and oil and gas-based industries. Establish transparent and non-discriminatory practices in the implementation of rules and regulations. Ensure efficient and transparent pricing regime for energy services. 	
<p>12. Building Human Resource Capacity and R&D</p>	<ul style="list-style-type: none"> Inadequate educational and institutional capacity to support Ghanaian expertise and skills development in the energy sector 	<ol style="list-style-type: none"> Build adequate Ghanaian human resource capacity in the control and management of the energy sector, and create an enabling environment for effective R&D. 	<ol style="list-style-type: none"> Develop a comprehensive local content policy in all aspects of energy sector operations. Ensure maximum ownership and management control of all aspects of the energy sector. Support the training of Ghanaians in all fields of energy development and management and build capacity in indigenous manufacture of energy technologies. Increase the allocation of resources for energy R&D activities. Give priority to adaptive R&D in energy technology 	

KEY AREAS OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COORDINATING AGENCY
			<p>while promoting basic research.</p> <p>1.6 Support the transformation of Ghanaian energy research institutions into Centres of Excellence for energy research and development.</p> <p>1.7 Collaborate with relevant Government, local and international agencies to develop capacity of tertiary and allied institutions for training, research and development</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
<i>HUMAN SETTLEMENT</i>				
1. Human Settlements Development	<ul style="list-style-type: none"> Absence of a Human Settlements Policy to guide the comprehensive growth and development of human settlements in Ghana 	1. Promote a sustainable, spatially integrated and orderly development of human settlements for socio-economic development	<p><u>Spatial/Land Use Planning and Management</u></p> <p>1.1 Formulate a Human Settlements (including Urban and Land Development) Policy to guide settlements development (H)</p> <p>1.2 Ensure a spatially integrated hierarchy of settlements in support of rapid transformation of the country (H)</p> <p>1.3 Promote through legislation and education the greening of human settlements</p>	MDAs, (MLGR&D, MES, TCPD, NDPC, ML&NR, MFEP), MMDAs, private sector/NGOs, traditional authorities, the media academic and research institutions,
	<ul style="list-style-type: none"> Ineffective and inefficient spatial/land use planning and implementation Lack of spatial land use plans outside major cities 	2. Restore spatial/land use planning system in Ghana	<p>2.1 Develop appropriate planning models, simplified operational procedures and planning standards for land use planning (H)</p> <p>2.2 Integrate land use planning into the Medium-term Development plans at all levels.(H)</p> <p>2.3 Ensure the use of Geographic Information System (GIS) in spatial/land use planning at all levels (H)</p>	MDAs, (MLGR&D, MES, TCPD, NDPC, ML&NR, MFEP), MMDAs, private sector/NGOs
	<ul style="list-style-type: none"> Weak enforcement of planning and building regulations 	3. Facilitate ongoing institutional, technological and legal reforms under the LAP/TCPD-LUPMP in support of land use planning	<p>3.1 Enact coherent legal framework for land use planning.(H)</p> <p>3.5 Adopt new and innovative means of promoting development control and enforcement of planning and building regulations</p> <p>3.6 Strengthen research and development in urban and regional development</p>	MDAs, (MLGR&D, MES, TCPD, NDPC, ML&NR, MFEP), MMDAs
	<ul style="list-style-type: none"> Inadequate human and institutional capacities for land use planning 	4. Strengthen the human and institutional capacities for effective land use planning and management through science and technology.	<p>4.2 Undertake a series of capacity building enactment measures to upgrade human settlements and land use planning competencies across the country, e.g. training, recruitment, etc. (H)</p> <p>4.4 Create Regional Mobile Planning Teams as a stop-gap measure to address critical shortage of professional staff (H)</p> <p>4.6 Establish a National Human Settlements Commission/Authority (HSC/A) as a multi-sectoral and multi-disciplinary agency responsible (H)</p>	MDAs, (MLGR&D, MES, TCPD, NDPC, ML&NR, MFEP), MMDAs, private sector/NGOs, traditional authorities, the media academic and research institutions,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Low level of a comprehensive urban development policy • Rapid, haphazard, uncontrolled and uncoordinated urban growth • Demand ... government capacity to provide housing units 	5. Promote well structured and integrated urban development	<p>Urban Development and Management</p> <p>5.1 Provide a framework for a well coordinated and approach towards urban development</p> <p>5.2 Provide MMDAs with guidance on urban development issues</p> <p>5.4 Promote an integrated hierarchy of urban settlements throughout the country</p> <p>5.5 Encourage mixed use development and densification policy in urban areas</p> <p>5.7 Decongest and reverse decline in productivity of primate cities and selected fast growing settlements</p> <p>5.9 Promote urbanisation as a catalyst for economic growth, social improvement, and environmental sustainability</p> <p>5.10 Provide adaptive space in the urban areas for commercialisation</p> <p>5.11 Encourage, through education and legislation, the greening of human settlements.</p>	<i>MLGRD, MMDAs, TCPD, MoFEP, private sector</i>
	<ul style="list-style-type: none"> • Weak linkages between urban and rural areas • Lack of role assignment to towns and cities in the national development framework 	6. Promote functional relationship among towns, cities and rural areas	6.1 Facilitate suitable linkages between urban and rural areas 6.1 Support the development of special endowments of towns and cities	<i>MWRH, MLNR, TCPD, MEST, private sector, NGOs, Association of Building & Civil Contractors of Ghana, GIE, GIA, Banks, MLGRD, MMDAs, TCPD, MoFEP, private sector, Ghana Institute of Surveyors</i>
		7. Promote the construction, upgrading and maintenance of new mixed commercial/ residential housing units	7.1 Upgrading of low-income residential greens under development control guidelines 7.2 Enforce development control measures to consolidate on-going reforms in conversion of residential properties into mixed commercial uses 7.3 Upgrade Depressed Residential Areas 7.4 Redevelop Low Density Inner City Areas 7.5 Ensure a continuing supply of serviced urban plots to a standard related to peoples' need and ability to pay	
	<ul style="list-style-type: none"> • Limited urban infrastructure to support development in a planned controlled 	8. Promote resilient urban infrastructure development, maintenance and	8.1 Institute a nationwide urban renewal programme (H) 8.2 Provide and implement strategic development plans for urban centres (H) 8.3 Ensure and enforce the implementation of the	<i>MWRH, MLNR, TCPD, MEST, private sector, NGOs, Association</i>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	manner of towns and cities	provision of basic services	dictates of land use plans (H) 8.4 Facilitate public/private partnerships in the development of urban infrastructure and the provision of basic services (H) 8.5 Extend infrastructure to service new areas, in line with expected growth and affordable standards 8.6 Maintain and improve existing community facilities and services 8.7 Provide a continuing programme of community development and the construction of social facilities.	<i>of Building & Civil Contractors of Ghana, MMDAs</i>
	<ul style="list-style-type: none"> Inefficient management of natural and man-made disasters (flood controls and drainage systems) 	9. Promote and facilitate private sector participation in disaster management (e.g. flood control systems and coastal protection) (H)	9.1 Implement efficient and effective disaster management plans and programmes including flood controls and drainage systems in collaboration with private sector (H) 9.2 Develop Policy on early warning systems 9.3 Integrate climate change adaptation structures such as open spaces in urban settlements and create impoundments along non-perennial stream/river channels	<i>MWRWH, MLGRD, MMDAs, TCPD, NADMO, private sector, NGOs</i>
	<ul style="list-style-type: none"> Dwindling or the decimation of rural communities stemming from high rate of rural-urban migration and the lack of basic infrastructure and services in the majority of rural communities Uncontrolled/haphazard rural and peri-urban development 	10. Create an enabling environment that will ensure the development of the potential of rural areas	<i>Rural Development And Management</i> 10.1 Improve the qualitative supply of a critical mass of social services and infrastructure to meet the basic needs of the people, and also attract investment for the growth and development of the rural areas 10.2 Promote alternative livelihood programmes to develop skills among rural dwellers 10.3 Facilitate the proper utilization of rural and peri-urban lands by improving land use and land management schemes 10.4 Introduce regulations to ensure that people benefit from the use of national resources 10.5 Encourage development partners to channel royalties in community socio-economic infrastructure development	<i>MWRWH, MLGRD, MMDAs, TCPD, private sector, NGOs</i>
	<ul style="list-style-type: none"> Wanton exploitation of rural economic resources leaving the populace in 	11. Facilitate the sustainable use and management of key	11.1 Establish rural service centres to promote agriculture and agro-based industries 11.3 Promote community-based development adjacent	<i>MWRWH, MLGRD, MMDAs, TCPD, private sector,</i>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>development</p> <ul style="list-style-type: none"> Poor quality of rural housing 		<p>effective land use planning and management (H)</p> <p>2.3 Foster the growth of settlements which can support the transformation of rural economy and (H)</p> <p>2.4 Promote improvements in the housing standards, design, financing and construction</p> <p>2.5 Promote self-help building schemes organized along communal themes, co-operative societies, and crop and trade associations (M)</p> <p>2.6 Promote the establishment of public sponsored site and services schemes through which suitable tracks of land will be made available for housing in collaboration with traditional landowners (M)</p> <p>2.7 Provide technical assistance to communities to support basic house-building skill training programmes, technical information service and low cost house design and building competitions (M)</p>	NGOs
	<ul style="list-style-type: none"> Proliferation of slum development Weak enforcement of planning and laws Weak legal framework (Acts 462, Acts 480 chap 48) on slum development and slum upgrading and prevention. Susceptibility and lack of appropriate of land and regulatory framework to address the needs of the urban poor unclear mandate of local authorities to facilitate housing provision 	3. Upgrade existing slums and prevent the occurrence of new ones	<p><u>Slum upgrading</u></p> <p>3.1 Introduce major slum renewal programmes (H)</p> <p>3.2 Encourage the participation of slum dwellers/urban poor including women in urban planning and decision making</p> <p>3.3 Strengthen the legal framework on urban development</p> <p>3.4 Improve infrastructure facilities in slum areas (H)</p>	MWRWH, MLGRD, MES, TCPD, private sector, NGOs
3. Settlement	<ul style="list-style-type: none"> Outmoded building 	1. Minimizing the	1.1 Proper planning of drainage systems	MLGRD, MMDAs,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
<i>Disaster Prevention</i>	<ul style="list-style-type: none"> codes • Lack of adherence to building code regulations • Inadequate enforcement of planning laws • Building on waterways and hazardous sites • Poor infrastructure in terms of drainage and road network 	impact and development of adequate response strategies to disasters.	<p>1.2 Proper planning and integration of climate change and disaster risk reduction measures into all facets of national development planning</p> <p>1.4 Strengthen institutions to enforce building and planning laws within urban settlements and rural areas</p> <p>1.5 Promote the use of science and technology to minimize the impact of natural disasters</p> <p>1.6 Review and modernise building codes</p>	<i>NADMO, Ghana health service, Ghana Fire Service, TCPD, MWRWS, MEST, MES, EPA, private sector</i>
<i>4. Hierarchy of human settlements</i>	<ul style="list-style-type: none"> • Uncontrolled urban sprawl in cities and key urban settlements • Absence of effective competition to the grade 1 cities of Accra and Kumasi • Lack of effective intermediate cities between key urban settlements and the rural settlements 	1. Ensure a balanced points to serve as counter-magnets to fast growing cities and regions	<p>1.1 Design a framework for the establishment of a new hierarchy of urban centers</p> <p>1.2 Introduce new incentives to direct Public Private Partnership (PPP) in the provision of housing facilities.</p> <p>1.3 Decongest over-concentrated growth points of the key urban settlements by establishing new growth centres especially in the poorer regions</p> <p>1.4 3.1 Promote accelerated growth of medium-sized towns to large urban centres</p> <p>1.5 Physical integration of all regions and districts, especially their respective capitals</p>	<i>MWRWH, MLGRD, MMDAs, TCPD, private sector, NGOs</i>
	<ul style="list-style-type: none"> • Inadequate infrastructure to support industrial development 	2. Decongest and reverse the decline in productivity of the primary cities and selected fast growing settlements	<p>4.1 Enhance the capacity of grade 2 centres to perform increased industrial and commercial functions</p> <p>4.2 Expand and upgrade infrastructure, and maintain efficient services especially in the least developed Grade I settlements</p>	<i>MWRWH, MLGRD, MMDAs, TCPD, private sector, NGOs</i>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
5. Institutional arrangement for implementing human settlements development	<ul style="list-style-type: none"> Lack of role clarity of institutions responsible for housing/human settlements development Weak coordination among MDA's and institutions with statutory duties to service the housing sector Uncoordinated implementation of development and action programmes 	1. Establish an institutional framework for effective coordination of human settlements development	<ol style="list-style-type: none"> Set up of a National Human Settlements Commission or National Housing Board to coordinate the activities of all institutions involved in housing development Promote effective inter-agency collaboration between relevant infrastructure and social service delivery agencies Enhance the capacities of institutions for effective planning of human settlements 	<i>MWRWH, MLGRD, MMDAs, TCPD, private sector, NGOs</i>
6. Water and Environmental Sanitation and hygiene	<ul style="list-style-type: none"> Inadequate access to quality and affordable water 	1. Accelerate the provision of affordable and safe water	<p><u>Rural Water Provision</u></p> <ol style="list-style-type: none"> Implement District Water and Sanitation Plan (DWSP) and Strategic Investment Plan (SIP) Strengthen the management of on-going investments nationwide Strengthen public-private and NGO partnerships in water provision Expand and tilizati community owned and managed water supply programmes Strengthen the human resource capacity in water management <p><u>Urban Water Supply</u></p> <ol style="list-style-type: none"> Mobilize new investments for the construction of new Water Treatment Works Expand existing water treatment works Develop and manage alternative sources of water Extend distribution networks especially to subserviced communities Strengthen the management of Ghana Water Company to enhance service delivery Intensify hygiene education in water and sanitation delivery 	MWR&WH, MLGRD, MMDAs, Ghana Water Company, PURC, Community Water and Sanitation Agency, NGOs, Public Health Services, CSOs, Private Sector, Water Resource Commission

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Poor water resource management 	2. Develop capacity to manage water resources at all levels	2.1 Implementation an effective water policy that clearly defines the roles of Central Government, Municipal and District Assemblies in the management of water resources and the environment 2.2 Support relevant state agencies, MMDAs and local communities to undertake reforestation programmes for water sheds protection 2.3 Initiate river catchments protection in the context of integrated water resources management, using the watershed as a basic planning unit 2.4 Prepare a comprehensive Coastal Zone Management Strategy that addresses the protection, management, and sustainable use of wetlands and other coastal resources 2.5 Prepare a national policy on sustainable use, harvesting, and storage of rainwater 2.6 Improve human resource capacity in water management 2.7 Identify aquifer systems to be developed to supplement surface water resources in the concept of conjunctive use of water resources. 2.8 Promote re-use/recycling of water through the use of effective waste water treatment systems.	MWR&WH, MLGRD, MMDAs, Ghana Water Company, PURC, Community Water and Sanitation Agency, NGOs, Public Health Services, CSOs, Private Sector, Water Resources Commission
	<ul style="list-style-type: none"> Inadequate access to sanitation facilities and poor sanitation service delivery Inaccessible and unhygienic environmental, water and sanitation facilities (e.g. uncovered drains/gutters) 	3. Expand the provision of adequate and disability-friendly sanitation facilities	3.1 Promote the construction and use of appropriate and low cost solid waste facilities 3.2 Develop disability friendly sanitation facilities 3.3 Improve the treatment and disposal of wastewater in major towns and cities 3.4. Enforce laws on the provision of sanitation facilities by landlords 3.5. Promote widespread use of simplified sewerage systems in poor areas 3.6. Improve the state and management of urban sewerage systems 3.7. Improve household and institutional sanitation. 3.8. Integrate hygiene education into water and sanitation delivery 3.9 Review and Enforce bye-laws for sanitation by District Assemblies	MWRWH, MLGRD, MMDAs, Ghana Water Company, PURC, Community Water and Sanitation Agency, NGOs, Public Health Services, CSOs, Private Sector, Water Resources Commission

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Poor Environmental Sanitation 	4. Improve environmental Sanitation.	4.1. Acquire and develop land/sites for the treatment and disposal of solid waste in major towns and cities. 4.2. Support public-private partnership in solid waste management. 4.3. Build the capacity of district assemblies to better manage environmental sanitation. 4.4. Promote cost-effective and innovative technologies for waste management. 4.5. Develop M&E indicators for effective monitoring of environmental sanitation services.	MLGRD, MMDAs, NGOs, Public Health Services, CSOs, Private Sector, Water Resources Commission, EPA, Town & Country Planning Department
	<ul style="list-style-type: none"> Poor hygiene practices and inadequate hygiene education 	5. Ensure the implementation of health education program as a component of all sanitation programmes	5.1 Incorporate hygiene education in all water and sanitation delivery programmes.	MEST, Private sector, NGO's
	<ul style="list-style-type: none"> Inadequate financing of Environmental sanitation services 	6. Ensure sustainable financing of environmental sanitation services	6.1 Promote Recycling and cost recovery principles in waste management	MLGRD, Private sector, MoFEP, MMDAs, Parliament,

VI. HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES
1. EDUCATION	<ul style="list-style-type: none"> • Inadequate access • Inadequate infrastructure • Poor management and supervision 	1. Increase equitable access to and participation in education at all levels	1.1 Provide infrastructure facilities for schools at all levels across the country particularly in deprived areas 1.2 Promote increased private sector participation in the establishment of schools within set guidelines, especially in deprived areas 1.3 Accelerate integration of pre-school education into the FCUBE programme 1.4 Provide uniforms in public schools in deprived Communities 1.5 Establish basic schools in all underserved communities 1.6 Accelerate the rehabilitation /development of basic school infrastructure especially schools under trees 1.7 Expand school feeding programme progressively to cover all deprived communities and link it to the local economy 1.8 Improve water and sanitation facilities in educational institutions at all levels 1.9 Re-introduce well functioning guidance and counseling services 1.10 Promote the achievement of universal basic education 1.11 Rehabilitate and expand science resource centres in selected SHS 1.12 Mainstream, Mathematics, Science and Technical education at all levels	GNAT, MOE, GES, MOFEP, MMDAs, CHAS Private Sector S, The NABPTEX, NGOs, DSW, TCPD, GWC, CWSA, MWRWH, MLGRD, NIA
	<ul style="list-style-type: none"> • TVET sub-sector is severely underfunded • Training in TVET institutions is rigid and Non-responsive to demands on labour market • Weak linkage between TVET institutions and industry 		<u>Technical and Vocational Education and Training</u> 1.10 Strengthen the linkage of TVET with Industry 1.11 Re-organize and expand the current national apprenticeship system 1.12 Provide opportunities for teachers of TVIs to take studies to improve pedagogical skills 1.13 Develop competency-based curriculum for TVET 1.14 Increase funding levels for TVET 1.15 Re-integrate TVET into mainstream education at tertiary level	
	<ul style="list-style-type: none"> • Limited teaching and learning facilities for 		<u>Tertiary Education</u> 1.17 Accelerate the establishment of University for Health and	MOE, GES, MOFEP, MMDAs, CHASS,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES
	competency-based training in Polytechnics		<p><i>Allied Sciences and renewable Energy and Natural Resources</i></p> <p>1.18 Provide incentives to encourage more private sector participation in providing hostels for university students at reduced cost</p> <p>1.19 Provide supportive infrastructure and facilities for distance learning</p> <p>1.20 Diversify and Increase sources of funding for the loan scheme for students in tertiary institutions</p> <p>1.21 Expand and diversify post-graduate programmes, especially in the applied sciences</p> <p>1.22 Introduce new and relevant career oriented occupations into polytechnic education in response to changing national development requirements</p>	The Private Sector, GNAT, NABPTEX, NGOs, DSW, TCPD, MOFA, Scholarship Secretariat GET fund, CHASS, MOE, GES, MOFEP, MMDAs, CHASS, The Private Sector, GNAT, NABPTEX, NGOs, NIA DSW, TCPD, OHCS, Academia
	<ul style="list-style-type: none"> • Low national adult literacy rate • Lack of commitment to NFE • Absence of appropriate linkage between current NFE programmes and national development requirements 		<p><u>Non Formal education</u></p> <p>1.23 Re-invigorate the Non-formal education programme</p> <p>1.24 Link NFE with strategic socio-economic development challenges</p>	
	<p>Poor quality education</p> <p>Low emphasis on reading, writing and Comprehension</p> <p>Inadequate teacher housing facilities in deprived communities</p> <p>Absence of Coordination and Licensing authority for the Teaching profession</p>	2. Improve quality of teaching and learning	<p>2.1. Introduce programme of national education quality assessment</p> <p>2.2. Promote the acquisition of literacy and ICT skills and knowledge at all levels</p> <p>2.3. Increase the number of trained teachers, trainers, instructors and attendants at all levels</p> <p>2.4. Promote local production and distribution of TLMS</p> <p>2.5. <i>Improve the teaching of Science, technology and mathematics in all basic schools</i></p> <p>2.6. Provide distance learning opportunities for serving teachers</p> <p>2.7. Establish Teaching Coordinating and Licensing body</p>	MOE, GES, MOFEP, MMDAs, CHASS, The Private Sector, GNAT, NIA, NABPTEX NGOs, NACP, MES, GAC, MOC, MOH, PPAG, NCCE, GNFS, Road Safety Commission, EPA, MLGRD, MOWAC, MOI, Ghana Fire

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES
			2.8. Integrate essential knowledge and life skills into school curriculum to ensure civic responsibility	Service,
	<ul style="list-style-type: none"> Persistent gender disparities in school enrolment and retention 	3. Bridge gender gap in access to education	3.1 Expand incentive schemes for increased enrolment, retention and completion for girls particularly in deprived areas 3.2 Intensify awareness creation on the importance of girls' education, especially underserved areas 3.3 Monitor boys' participation and achievement in schools 3.4 Re-introduce science and technology workshops for girls in second cycle institutions 3.5 Expand vacation camp for girls from rural/deprived communities	MOE, GES, MOWAC, MESW, MMDAs, CHASS, Private Sector, GNAT, NABPTEX, NIA NGOs, DSW, Ministry of Information, MOWAC
	<ul style="list-style-type: none"> Inadequate access to quality education for persons with disability Very low funding for special schools Poor infrastructural facilities and insufficient materials in the special schools 	4 Improve access to quality education for persons with disabilities	4.1 Ensure that rehabilitated/new infrastructure are friendly to students with disabilities 4.2 Enhance the pedagogical skills of teachers of special education 4.3 Improve the supply of logistics for special education on a regular basis. 4.4 Strengthen the capacity of institutions responsible for PWDs e.g. specialist teachers, Resource Assessment Centers, & Rehabilitation Centers 4.5 Design action plan to implement education related provisions of the disability Act 4.6 Support private institutions (Non-profit) providing education to PWDs	MOE, GES, MOFEP, MESW, MMDAs, The Private Sector, GNAT, NABPTEX, NGOs, NIA DSW, TCPD, CSOs. DSW, NGOs, Ghana Federation of the Disabled, AESL, Town and Country Planning CHASS,
	<ul style="list-style-type: none"> Poor management for Education Delivery. Inadequate transparency and accountability in Education Management Systems Infrequent and ineffective supervision of teaching and learning in educational institutions 	5. Improve management of education service delivery	5.1. Strengthen and improve educational planning and management 5.2. Strengthen monitoring and evaluation and reporting channels 5.3. undertake more efficient teacher development, deployment and supervision 5.4. Promote CSO advocacy of monitoring and evaluation of educational outcomes 5.5. Train educational managers/leaders in management and leadership skills 5.6. Streamline education delivery supervision at all levels	MMDAs MOE, GES, MLGRD. NGOs, GNAT, NAGRAT ,NIA

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES
2. HUMAN RESOURCE DEVELOPMENT	<ul style="list-style-type: none"> Lack of comprehensive National Human Resource Development Policy 	1. Develop and retain human resource capacity at national, regional and district levels	1.1 Undertake Human Resource capacity survey across at all levels 1.2 Prepare Human Resources Development Plan at all levels 1.3 Improve remuneration structure for public sector employees 1.4 Provide adequate resources and incentives for human resource capacity development 1.5 Improve and engender labour market and human resources statistics including the care economy	The Private Sector, , The Private Sector, , NGOs , MMYE, PEF, MDAs, MMDAs, GEA, NIA
3. HEALTH	<ul style="list-style-type: none"> Large gaps in access to health care between urban and rural as well as rich and poor Inadequate and uneven distribution of health infrastructure Limited access to health facilities especially to deprived communities <ul style="list-style-type: none"> Persistent high malnutrition rates among children, particularly in rural areas and northern Ghana Increasing lifestyle and diet-related diseases Limited geographical coverage of nutrition programmes 	1. Bridge the equity gaps in access to health care and nutrition services and ensure sustainable financing arrangements that protect the poor	1.1. Accelerate implementation of CHPS strategy in under-served areas 1.2. Expand access to primary health care 1.3. Implement the Human Resource Strategy 1.4. Scale up NHIS registration of the very poor through strengthening linkages with other MDAs, notably MESW and the national social protection strategy 1.5. Develop and implement a comprehensive health financing strategy 1.6. Review the Capital Investment Plan and implement a sector-wide infrastructure development plan targeting under-served groups 1.7. Strengthen and expand projects and programmes that emphasize healthy lifestyle and dietary practices 1.8. Target areas at the greatest risks of malnutrition and replicate best practices and expand coverage. 1.9. Promote the consumption of balanced diet among the general population especially deprived communities	MOH, GHS, CHAG, NHIA, Teaching hospitals (TH), Blood Transfusion Service (BTS), Health Training Institutions (TI), MMDAs, MOFEP, MLGRD, MOWAC, MOE, GES, MLGRD, MESW, NIA MWRWH, GSS, NMC, GRMA, PHMHB, NGOs, DPs, Parliamentarians, UG SPH, private sector
	<ul style="list-style-type: none"> Weak governance and accountability inadequate public capacity and resources to provide full coverage of health care 	2. Improve governance and strengthen efficiency and effectiveness in health service	2.1. Strengthen the policy and regulatory framework governing the sector 2.2. Improve financial management in the health sector 2.3. Strengthen intra- and inter-sectoral processes for policy dialogue, review, collaboration, coordination, planning and accountability	MOH, GHS, CHAG, NHIA, regulatory bodies, Attorney-General's Office, Ghana Audit Service, Procurement Board,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> weak monitoring and evaluation systems lack of integration of traditional medicine practice into the existing health care system 	delivery	<p>2.4. Introduce a comprehensive framework for research, monitoring, and evaluation of the health system</p> <p>2.5. Strengthen systems for continuous monitoring and assurance of the availability, quality, efficacy, use and safety of medicines including traditional medicines</p> <p>2.6. Enhance public-private partnership at all levels</p> <p>2.7. Integrate traditional medicine into existing health services</p> <p>2.8. Improve the quality of health sector governance</p>	MMDAs, Private sector, NIA DPs, MOFEP, NGOs, TH, NMC, Ghana School Feeding Programme
	<ul style="list-style-type: none"> High infant and maternal mortality 	3. Improve access to quality maternal, neonatal, child and adolescent health services	<p>3.1 Increase access to maternal, newborn, child health (MNCH) and Adolescent health services</p> <p>3.2 Strengthen the health system to deliver quality MNCH services</p>	GRMA, National Ambulance Service, BTS, MLGRD, GES, MOWAC, NGOs, CSOs, DPs, private sector, Parliament,
	<ul style="list-style-type: none"> High morbidity and mortality from communicable diseases such as malaria, HIV & AIDS and tuberculosis Increasing prevalence of non-communicable diseases with high disability and mortality, e.g. cancers, cardiovascular diseases Threats of epidemic-prone diseases and diseases of pandemic potential such as influenza 	4. Prevent and control the spread of communicable and non-communicable disease and promote healthy lifestyles	<p>4.1. Strengthen health promotion, prevention and rehabilitation</p> <p>4.2. Improve case detection and management at health facility level</p> <p>4.3. Scale-up vector control strategies</p> <p>4.4. Scale-up community- and home-based management of selected diseases</p> <p>4.5. Strengthen surveillance, reporting and emergency response</p>	MOH, GHS, CHAG, TH, TI, regulatory bodies, MMDAs, MLGRD, MOFEP, MOFA, Ministry of Information, MOWAC MOE, GES, DPs, NGOs, CSOs, private sector, Anglo-Gold Ashanti, Noguchi MIMR, UG SPH
	<ul style="list-style-type: none"> Inadequate mental health services Over-stretched institutional care services 	5. Expand access to and improve the quality of institutional care, including	<p>5.1. Strengthen institutional care</p> <p>5.2. Strengthen referral care</p> <p>5.3. Introduce appropriate mental health legislation</p> <p>5.4. Develop appropriate mental health services for the promotion, prevention, treatment and rehabilitation of mental</p>	Psychiatric hospitals, MOH, GH, TH, CHAG, regulatory bodies, A-G's office, Parliament, MOE, GES, NIA

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES
		mental health service delivery	health conditions 5.5. Expand and improve community and primary level mental health services 5.6. Strengthen research, surveillance, monitoring and evaluation of psychiatric conditions	MOWAC
4. HIV, AIDS, STDs, and TB	<ul style="list-style-type: none"> • Adverse effect of HIV AND AIDS/STIS/TB on quality of life and life expectancy of the people • High pressure on health care services and other scarce resources • Loss of quality human and material resources • High stigmatization 	1. Ensure the reduction of new HIV and AIDS/STI/TB transmission	1.1. Intensify behaviour change strategies especially for high risk groups 1.2. Intensify advocacy to reduce infection and impact of HIV, AIDS and TB 1.3. Prevent mother-to- child transmission 1.4. Ensure safe blood and blood products transfusion 1.5. Promote safe sex practices 1.6. Improve access to counseling and testing, male and female condoms, and integrated youth friendly services 1.7. Develop and implement national behavioural change communication strategy 1.8. Address gender based vulnerability including violence and coercion and marginalization of PLHIV 1.9. Strengthen link between HIV and AIDS/TB prevention programmes and reproductive health and information services	MOH, NGOs, GHS, Ghana AIDS Commission, GHS, National AIDS Control Programme (NACP), MCP, Red Cross, NPC, CBOs, PPAG, All MDAs, FBOs, National TB Programme, NHIA, GEA, Business Coalition against HIV
5. SPORTS DEVELOPMENT	<ul style="list-style-type: none"> • Disparity in sports development especially lesser known sports • Absence of disability friendly facilities • Inadequate sports facilities in schools • Lack of early sports development opportunities in communities and schools • Low funding for sports development 	1. Develop comprehensive sports policy	1.1. Promote the development of sports with emphasis on the lesser known sports 1.2. Promote schools sports 1.3. Promote the establishment of community sports facilities 1.4. Encourage private sector participation in sports development, especially at the community 1.5. Set up sports development fund with support from diverse sources 1.6. Expand opportunities for the participation of PWDs in sports 1.7. Rehabilitate existing and construct new sports infrastructure	MoYS, Parliament, MoFEP, NDPC, Sports Council, GFA, GBA, Academia, Sports Organisations MoE, GES

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES
	<ul style="list-style-type: none"> Inadequate and poor of quality of existing infrastructure 			
6. PRODUCTIVITY AND EMPLOYMENT	<ul style="list-style-type: none"> Inadequate productivity management system Improper pricing of labour leading to low labour productivity and income Low prospects for career advancement, training or skills enhancement 	1. Adopt a national policy for enhancing productivity and income in both formal and informal economies	<p>Productivity</p> <p>1.1 Develop and implement productivity measurement and enhancement programmes for the formal and informal sectors of the economy</p> <p>1.2 Create awareness of the need for increased productivity</p> <p>1.3 Support the development and implementation of capacity enhancement programmes that take into consideration the specific needs of men and women, in both the formal and the informal sectors of the economy</p> <p>1.4 Develop and adopt national income policy</p> <p>1.5 Support establishment of participatory and cooperative mechanisms to enhance income and job security in the informal economy</p> <p>1.6 Strengthen linkages between informal and formal economies</p>	GEA, TUC, MESW, FWSC, MOFEP, NDCP, PPA
7. SOCIAL POLICY	<ul style="list-style-type: none"> Absence of a comprehensive social policy Weak coordination of social policies, programmes and projects Inadequate data for planning social policy interventions 	1. Develop a comprehensive social policy	<p>1.1. Streamline overlapping mandates in the social sector</p> <p>1.2. Strengthen Coordination of Social Sector Policies and Programmes</p> <p>1.3. Enhance generation of data on social issues for policy impact assessment</p> <p>1.4. Provide adequate resources for social policy formulation, implementation and evaluation</p>	MESW, GEA, Organised Labour, NLC, Private Sector, MDA, NIA NGOs, CSOs, FBOs Department of Social Welfare
8. SOCIAL PROTECTION	<ul style="list-style-type: none"> Limited coverage of social protection interventions 	1. Progressively expand social protection	<p>1.1. Improve targeting of existing social protection programmes</p> <p>1.2. Mainstream social protection into sector and district planning</p> <p>1.3. Strengthen monitoring of social protection programmes</p>	MESW, GEA, Organised Labour, NLC, Private Sector, MDA, NIA NGOs,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES
		interventions to cover the poor		CSOs, FBOs Department of Social Welfare
9. POPULATION MANAGEMENT	<ul style="list-style-type: none"> High rate of rural-urban migration Inadequate population data for planning 	1. Integrate population variables into all aspects of development planning at all levels	1.1. Introduce measures that can improve the livelihoods in places of origin 1.2. Strengthen capacity of relevant stakeholders to integrate population issues into development planning	GSS, NDPC, NPC, NIA, MLGRD, MMDAs, NYC, PPAG, MOH/GHS, GRMA, MDAs, Population Association of Ghana, BDR, NCCE, Min. of Information
	<ul style="list-style-type: none"> Low coverage of reproductive health and family planning services 	2. Reposition family planning as a priority	2.1 Integrate family planning into plans and activities of MDAs and MMDAs; 2.2 Strengthen partnerships among stakeholders including the private sector to promote FP 2.3 Integrate Sexual and Reproductive Health and HIV and AIDS 2.6 Increase the number of trained professionals in reproductive health and family planning services delivery 2.9 Strengthen capacities for research, monitoring and evaluation	
		3. Update demographic database on population and development	3.1 Strengthen the capacity of institutions to collect, analyze, coordinate and disseminate population and other relevant statistical data 3.2 Build capacity to effectively coordinate population management 3.3 Establish a regulatory body for effective migration management	
10. CHILD DEVELOPMENT AND	<ul style="list-style-type: none"> Disparities in child care and maintenance Weakening social 	1. Promote effective child development in	1.1. Enhance the implementation of the Early Childhood Care and Development Policy 1.2. Create equal opportunities for all children	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES
PROTECTION	<ul style="list-style-type: none"> support systems Inadequate funding for child development programmes 	all communities, especially deprived areas	1.3. Improve resource allocation for child development, survival and protection 1.4. Mainstream children issues in development planning at all levels	
	<ul style="list-style-type: none"> Low awareness of and violation of child rights Prevalence of worst forms of child labour (WFCL) Growing number of orphaned and vulnerable children Poor infrastructure for the protection of children 	2. Children's physical, social, emotional and psychological development enhanced	2.1. Create public awareness on children's rights 2.2. Facilitate the implementation of the national plan of action (NPA) on child labour, especially WFCL) 2.3. Formulate key policies and appropriate programmes to enhance child protection and development	MESW, MOWAC (DOC), MOFEP, NDPC, Ministry of Justice,
	<ul style="list-style-type: none"> Weak sectoral coordination and collaboration on children's issues Poor data/research and statistics on children 	3. Institutional arrangements for inter and intra sectoral collaboration enhanced	3.1 Create appropriate platforms for institutional collaboration on child survival, development and protection 3.2 Strengthen the capacity of oversight institutions for children 3.3 Enhance implementation and reporting of international conventions and protocols	MDAs, MMDAs,
11. YOUTH DEVELOPMENT	<ul style="list-style-type: none"> Inadequate integration of youth development concerns into national development planning process High level of youth unemployment 	1 Ensure co-ordinated implementation of new youth policy	1.1. Mainstream youth development issues into national development policy frameworks at all levels 1.2. Promote effective and efficient implementation of the new national youth policy 1.3. Equip youth with employable skills 1.4. Introduce new initiatives for youth employment	Ministry of Youth and Sports, MDAs, NDPC, OWAC, MDAs, MESW, Ministry of Education, MOWAC, NDYAG,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES
				UNFPA, NYEP, NGOs
12. THE AGED	<ul style="list-style-type: none"> Lack of comprehensive policy on ageing Discrimination against older persons Neglect, abuse and violence against older persons Chronic age-related health conditions 	1. Integrate the issues on ageing in the development planning process	1.1. Promote the development and effective implementation of a comprehensive ageing policy 1.2. Improve funding of programmes for older persons	MESW, HEP AGE, CSOs, NGOs, Department of Social Welfare, FBOs
13. DISABILITY	<ul style="list-style-type: none"> Lack of reliable and adequate data Lack of appreciation of issues relating to disability Lack of universal access to infrastructure 	1. A more effective appreciation of and inclusion of disability issues both within the formal decision making process and in the society at large	1.1. Mainstream issues of disability into the development planning process at all levels Promote continuous collection of data on PWDs 1.2. Promote the implementation of the provisions of the Disability Act 1.3. Promote universal access to infrastructure	MESW, HEP AGE, CSOs, NGOs, Department of Social Welfare, FBOs, MLGRD, GFD, NCPD, MMDAs
14. POVERTY AND INCOME INEQUALITIES REDUCTION	<ul style="list-style-type: none"> High incidence of poverty among disadvantaged groups especially PWDs and food crop farmers Feminisation of poverty due to lower literacy rates, heavier time burdens and lower access to 	1. Develop targeted social interventions for vulnerable and marginalized groups	1.1. Implement fully and effectively the PWDs Act 715 1.2. Coordinate and redistribute development projects and programmes in a manner that ensures fair and balanced allocation of national resources across ecological zones, gender, income groups including groups of PWDs. 1.3. Designate a Special Development Area for the coastal savannah region of Ghana 1.4. Build the capacity of district and regional planning units to promote growth, employment creation and social protection 1.5. Implement local economic development activities to generate	MESW, HEP AGE, CSOs, NGOs, Department of Social Welfare, FBOs

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES
	productive resources		<p>employment and social protection strategies</p> <p>1.6. Develop district infrastructure plans and improve business development services to facilitate local economic growth and private sector engagement</p> <p>1.7. Develop harmonized regional infrastructure and investment plans and provide opportunities for private sector participation, especially in the tourism industry</p> <p>1.8. Ensure accelerated development of social and economic infrastructure and services in rural areas and poor urban communities including education and training, health, roads, good housing, water and sanitation</p> <p>1.9. Make the rural environment more attractive and reduce rural-urban migration</p> <p>1.10. Improve agricultural productivity and incomes, and transform rural agriculture management and practices into viable business ventures</p> <p>1.11. Empower rural populations by reducing structural poverty, exclusion and vulnerability</p>	
	<ul style="list-style-type: none"> Weak communication strategic for Government policies on women issues 	2. Enhanced public awareness on women's issues	<p>3.1. Promote the economic empowerment of women through access to land, labour, credit, markets, information, technology, business services and networks, and social protection including property rights</p> <p>3.2. Promote the social empowerment of women through: access to education, (especially secondary, vocational/ technical and tertiary education, non-formal education, opportunities for continuing education for school drop-outs; and scholarships</p>	
	<ul style="list-style-type: none"> High incidence of poverty among food crop farmers and other vulnerable groups, including PWDs 	3. Reduce poverty among food crop farmers and other vulnerable groups, including	<p>4.1. Link food crop farmers to the Ghana School Feeding Programme, second cycle institutions, prisons for it to serve as ready market for their produce and also promote made in Ghana goods</p> <p>4.2. Develop and implement a programme to expand access of extremely poor farmers to complimentary farm of inputs and</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES
		PWDs	<p>services.</p> <p>4.3. Provide comprehensive business support to farmers benefiting from credit schemes, especially training.</p> <p>4.4. Enhance income generating opportunities for the poor and vulnerable, including women and food crop farmers</p>	

VII. TRANSPARENT 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"> Inadequate transition regulation Too much power conferred on the Executive Weak and ineffective execution of Parliamentary oversight responsibilities Resource disparity undermining the role of different arms of government 	1. Strengthen arms of government and independent governance institutions	1.1 Ensure enactment of the Transition Bill 1.2 Review constitutional provisions to streamline the roles and responsibilities of arms of government and independent governance institutions 1.3 Build capacity of governance institutions and Parliament to perform legislative functions and oversight responsibilities 1.4 Ensure equitable distribution of resources to achieve relative resource parity 1.5 Ensure closure of Constitutional Review process within stipulated time frame 1.6 Review the structure and functions of the various arms of government as appropriate	OoP, Parliament, Parliamentary Service, EC, MOJ, CRC, CDD, IDEG, IEA, NGOs & CBOs, NDPC, CHRAJ, SFO, NCCE, MOI, Political Parties, , National Identification Authority, CSOs, FBOs, MDA, Das, Information Service Department etc
	<ul style="list-style-type: none"> Inadequate participation of civil society and private sector in governance 	2. Enhance civil society and private sector participation in governance	2.1 Institute regular dialogue between CSOs, private sector and government agencies/ state institutions at national and decentralised levels 2.2 Ensure clarity in the roles and responsibilities of civil society organisations 2.3 Develop feedback system between government, CSOs and private sector	
	<ul style="list-style-type: none"> Insufficient public ownership and harmonization of the development process 	3. Promote coordination, harmonization and ownership of the development process	3.1. Promote in-depth consultation between stakeholders 3.2 Institutionalize mutually agreed framework for development dialogue 3.3 engage the public/ media on government policies regularly	
	<ul style="list-style-type: none"> Low interaction between public and private sector in governance 	4. Encourage public-private participation in socio-economic development	4.1 Institutionalise public-private dialogue in the development process 4.2 Improve private sector access to resources through partnership with the public sector	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Low quality assurance and integrity of the electoral process 	5. Ensure transparency and improved integrity of the electoral process	5.1 Introduce electoral reforms 5.2 Enforce legal, operational and financial standards for party organization 5.3 Strengthen existing mechanisms for inter party co-ordination in the electoral process 5.4 Establish election fund with transparent and accountable requirements 5.5 Encourage political parties to facilitate the candidature of females in elections	
	<ul style="list-style-type: none"> • Limited public awareness and advocacy on rights and responsibilities • Low level of understanding and appreciation of the decentralisation processes 	6. Foster Civic Advocacy to nurture the culture of rights and responsibilities	6.1. Strengthen interaction between assembly members and citizens 6.2. Integrate and Institutionalize district level planning and budgeting through participatory process at all levels 6.3 Facilitate the broadcasting on t DA proceedings and activities on local FM stations 6.4 Institutionalize democratic practices in local government structures	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
2. Local Governance and Decentralization	<p><i>(a) Administrative</i></p> <ul style="list-style-type: none"> • Weak capacity of MMDAs to ensure improved performance and service delivery • Inconsistencies amongst local government laws as a major source of conflict and confusion in accelerating decentralization • Lack of political interest across MDAs in decentralisation • Dysfunctional sub-district structures • <i>Lack of clarity of roles and coordination at district and sub-district levels</i> 	<p>1. Ensure effective implementation of the Local Government Service Act</p>	<p>1.1 Review and implement the National Decentralization Policy and Strategic Plan 1.2 Review Acts 656 and 462 to ensure consistency in the decentralisation law 1.3 Strengthen existing sub-district structures to ensure effective operation 1.4 Strengthen the capacity of MMDAs for accountable, effective performance and service delivery</p>	<p>MLGRD, MOFEP, OHCS Local Government Service, ILGS, NDPC MMDAs, Parliament, MOJ, RCCs, RPCUs, PSC, DPCUs, CAGD, NCCE, DACF, Private Sector, Audit Service etc</p>
	<ul style="list-style-type: none"> • Weak employment generation capacities at the district level • 	<p>2. Mainstream the concept of local economic development into planning at the district level</p>	<p>2.1 Provide support to district assemblies to facilitate, develop and implement employment programmes based on natural resource endowments and competitive advantage</p>	

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 Limited ownership and lack of implementation of composite budgeting 	3. Integrate and Institutionalize district level planning and budgeting through participatory process at all levels	3.1. Enact LI to enforce compliance with the National Development Planning System Act 1994, Act 480 3.2. Strengthen institutions responsible for coordinating planning at all levels and ensure their effective linkage with the budgeting process. 3.3. Ensure consistency between the budgetary process at both local and national levels 3.4. Implement District Composite Budgeting 3.5. Incorporate ICT in accounting processes at all levels 3.6. Build the capacity of MMDAs to implement the public expenditure management framework	
	(b) Political <ul style="list-style-type: none"> Existence of communication gap between assembly members and citizens 	4. Strengthen functional relationship between assembly members and citizens	4.1 Institute attractive incentive for Assembly members 4.2 Institutionalise regular meet-the-citizens session for all assembly members	
	<ul style="list-style-type: none"> Conflict between DCEs and MPs over the utilization of the MPs common fund 	5. Strengthen and operationalise the sub-district structures and ensure consistency with local government laws	5.1 Review laws governing decentralization and local government to remove inconsistencies 5.2 Establish member of Parliament Constituency Development fund 5.3 Enact a formula for the allocation of MPs constituency Development fund 6.4 Ensure strict adherence to guidelines for the operationalisation of the MPs Constituency Development Fund	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p><i>(c) Fiscal</i></p> <ul style="list-style-type: none"> ▪ Weak internal revenue mobilisation ▪ Over-dependence on DACF and other external grants ▪ Ineffective inter-governmental revenue sharing arrangement ▪ Weak capacity of personnel and logistics shortfall ▪ Rigidity in procedure for contracting loans and overdrafts and low threshold levels for loans 	6. Ensure efficient internal revenue generation and transparency in local resource management	<p>6.1. Ensure the replication of DSDA II and other best practices database initiatives in all districts</p> <p>6.2. Develop the capacity of the MMDAs towards effective revenue mobilisation</p> <p>6.3. Review District demarcations</p> <p>6.4. Revisit IGF Sources</p> <p>6.5. Review DACF Act 455</p> <p>6.6. Formulate a comprehensive and a clearly articulated policy framework to provide effective sources of revenue mobilization and financial management</p> <p>6.7. Develop an intergovernmental fiscal framework (IGFF)</p> <p>6.8. Strengthen mechanisms for accountability</p> <p>6.9. Strengthen the revenue bases of the DAs Review procedures and raise loan thresholds</p>	
	<ul style="list-style-type: none"> • Weak financial management practices • Inadequate accountability of DACF • Unaudited Accounts of District Assemblies by external Auditors 		<p>6.10. Strengthen collection and dissemination of information on major investment expenditure items including contracts to the public and other stakeholders</p> <p>6.11. Revaluation of property rates and strengthening of tax collection system</p> <p>6.12. Ensure that District Assembly Accounts are externally audited</p> <p>6.13. Develop financial management guidelines and manuals</p> <p>6.14. Institutionalize annual auditing of all District Assembly Accounts</p>	
	<ul style="list-style-type: none"> • Lack of integration of gender concerns in f the NDAP 	7. Integrate gender concerns into the National Decentralization Action Plan (Policy and Institution Arrangement)	<p>1.1. Ensure that the policy and institutional arrangements for operationalising and implementing the NDAP duly recognise gender dimensions</p> <p>1.2. Ensure improved access of women to the district development funds</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
<p>3. Creation/ Establishment of special development areas to reduce poverty/ inequalities</p>	<ul style="list-style-type: none"> ▪ Increased income and spatial disparities between rural and urban areas and across different socio-economic classes ▪ <i>Inadequate basic infrastructure and social services in selected areas</i> 	<p>1. Reduce spatial and income inequalities across the country and among different socio-economic classes</p>	<p>1.1 Ensure improved coordination of development projects and programme in a manner that ensures fair and balanced allocation of national resources across ecological zones, gender and income groups</p> <p>1.2 <i>Ensure accelerated rural development at the district level aimed at improving rural infrastructure and increasing access to social services</i></p> <p>1.3 <i>Improve rural environment to reduce rural-urban migration</i></p> <p>1.4 <i>Improve agricultural productivity and incomes, and transform rural agriculture management and practices into viable business ventures</i></p> <p>1.5 <i>Empower rural populations by reducing poverty, exclusion and vulnerability</i></p>	<p>MESW, LEAP, MOWAC, Labour Commission, Fair Wages Commission, SSNIT, MMDAs, NDPC</p>
	<ul style="list-style-type: none"> • Uncoordinated demands for special development areas • Lack of coordination of on-going and emerging national development opportunities and challenges 		<p>1.6 Enhance planning and coordination of the development of Ghana's oil basin, and other special development areas including SADA, MIDA, CEDECOM/Coastal Savannah, Bui City, etc</p> <p>1.7 Review legislative frameworks for special development areas to conform to the national development planning system</p> <p>1.8 Enhance monitoring and evaluation of special development areas and programmes</p> <p>1.9 Coordinate and harmonise the selection and development of special development areas by aligning all on-going and special programmes in line with NDPC's mandate</p>	<p>EPA, NDPC, GNPC, Ministry of Energy, Office of the President, MOFEP and DTCP, MIDA, SADA, , TCPD, CERSGIS, Lands Commission, MOFEP</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
4. Public Policy Management	<ul style="list-style-type: none"> • Uneven and unplanned spatial development • Inequitable resource allocation /socially responsive budgeting • Lack of spatial integration/human settlement planning 	1. Strengthen the coordination of development planning system for equitable and balanced spatial and socio-economic development	1.1. Strengthen the coordinating function of NDPC to ensure enhanced evidence-based decision-making at all levels 1.2. Enact LI to ensure effective execution of NDPC’s mandate on planning functions and resource allocation processes 1.3. Harmonize and strengthen social criteria for allocation of the DACF 1.4. Build capacity of MDAs and MMDAs on gender and women’s empowerment, monitoring, evaluation and Gender Responsive Budgeting 1.5. Re-establish and strengthen spatial planning at the NDPC 1.6. Develop management information systems for tracking spatial investments to facilitate resource allocation/investment decision-making	MOJ, DTCP, NDPC, MLGRD, DACF, CAGD, MoFEP, Parliament, MOWAC, MMDAs
	<ul style="list-style-type: none"> • Absence of human resource development policy for Civil and Public Servants. • Unattractive conditions of service • Ineffective Supervision • Ineffective wage and salary structure • Lack of conducive working environment for civil servants 	2. Upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service delivery	2.1 Review current status of the on- going public sector reform programmes to enhance accelerated implementation 2.2 Develop human resource development policy for the public sector 2.3 Mainstream gender into public sector and human resource reforms 2.4 Review the Wage and Salary Administration 2.5 Provide conducive working environment for civil servants	Public Sector Reforms Secretariat, OoP, The Senior, Civil Servant Association, PEF, AGI, GEA, TUC, PSC, Parliament, Political Parties, National House of Chief, FWC , MoI

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Duplication and overlap of functions in MDAs • Absence of structured and formalized Public - Civic interface • weak transparency and accountability systems in public policy formulation process 	3. Rationalize and define structures, roles and procedures for state and non state actors	3.1 Review and clarify the mandate, functions and terms of Reference for institutions 3.2 Review public accountability and transparency in official processes 3.3 Establish participatory and consultative systems for policymaking, regulation and management of resources 3.4 Undertake national consultation and dialogue on the number and appropriateness of ministries	Public Sector Reforms Secretariat, Office of the President, , Civil Servant Association, PEF, AGI, GEA, Public Services Commission, Parliament, All Political Parties, National House of Chief, The Governance Programme, NDPC, MoFEP, MDAs, MMDAs, CSOs, NGOs, PSC, Constitutional Review Commission
	<ul style="list-style-type: none"> • Low demand and feedback on M&E information 	4. Deepen on-going Institutionalization and internalization of policy formulation, planning, and M&E system at all levels	4.1. Improve coordination of National Development Policy and strategy formulation processes 4.2. Facilitate development planning and plan implementation 4.3. Strengthen policy formulation and planning capacity at all levels 4.4. Strengthen M&E capacity and coordination at all levels 4.5. Enhance public dissemination of M& E information	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Weak capacity of institutions – National, Decentralised Structures and communities • Inadequate Commitment to issues on vulnerability • Weak coordination and harmonisation of stakeholder initiatives • Limited information on rights and responsibilities among both state and non-state actors 	5. Strengthen Institutions to offer support to ensure social cohesion at all levels of society	<ul style="list-style-type: none"> 5.1. Strengthen and facilitate the work of the inter-agency task force to oversee the harmonisation of policies and programmes to support the vulnerable and excluded groups 5.2. Encourage and support decentralised agencies to incorporate programmes for the vulnerable and excluded groups in district development plans 5.3. Strengthen capacity development in social work and volunteerism 5.4. Prepare and adopt a national social policy framework 5.5. Strengthen on-going efforts to harmonise concepts and definitions relating to vulnerability and exclusion among state and non-state actors 	
	<ul style="list-style-type: none"> • Lack of recognition of gender equity in the public Sector Reform Strategy Document (“Towards A New Public Service for Ghana –A Working Document”, 2004 • Lack of gender analytical capacity in public policy making. 	6. Mainstream gender into Public Sector Reforms and capacity development programme for CSOs	<ul style="list-style-type: none"> 6.1. Review the national gender and children’s policy 6.2. Build the capacity and upgrade the level of GDOs to effectively influence change at all levels 6.3. Expand the policy space to encourage civil society inputs 	
	<ul style="list-style-type: none"> • Inadequate level of compliance with environmental quality standards and practices • Improper integration of environmental and climate change issues 	7. Strengthen monitoring and enforcement mechanism of environmental legislation	<ul style="list-style-type: none"> 7.1 Develop local policies and enforce laws on environmental issues 7.2 Develop and enforce appropriate environmental standards 7.3 Demand the use of SEA as a mandatory requirement in public policy processes 7.4 Mainstream climate and disaster risk issues into development planning processes 	MEST, EPA, CSOs, Parliament

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Weak inter-sectoral linkages Inadequate commitment to mainstreaming and implementing environmental policy across sectors 	8. Enhance policy and regulatory framework and effective coordination among key government agencies to improve the performance of the environment sector	8.1 Increase EPA presence in the districts 8.2 Create platform for grassroots participation in environmental decision making 8.3 improve inter-sectoral co-ordination on environmental issues	
	<ul style="list-style-type: none"> Weak e-governance structure 	9. Facilitate the development of technology base public policy making process`	9.1 Integrate institutional networks within public sector and share resources 9.2 Ensure compulsory automation and networking as tool to reduce fraud 9.3 Start network design for whole country, account for institutions within public sector and e-governance 9.4 Re-engineer operations of CEPS, IRS, VAT service, MOFEP, Controller and Accountant General, Bank of Ghana to be fully automated, networked, interfaced and interconnected.	Ministry of Information, Ministry of Communication, CEPS, IRS, VAT, MOFEP, Controller & Accountant General, BOG, Banks, NIA, EC
5. Public Sector Reform	<ul style="list-style-type: none"> Limited success of previous initiatives. Previous reform activities were detached from the mainstream of ministerial responsibilities and accountability for the management of the sectors of the economy. Reforms not development outcome oriented. 	1. Adopt a development outcome approach to reforms driven by the leadership of sector ministries.	1.1 Orientation of the leadership of the sector ministries to avoid pursuing business as usual and instead step up deployment of private sector financing in the spirit of improving PPP including involvement of civil society in the planning and implementation of programmes and projects. 1.2 Implement institutional changes (structure and processes) to get MABs, PACs and PMUs to achieve well defined goals and targets. 1.3 Upgrade Public Sector Reform Secretariat. 1.4 Implement capacity development interventions. 1.5 Design ministerial resource plans to support job creation and food production, processing and distribution projects. 1.6 Monitor and evaluate implementation of job	MoFA, MOTI, MEST, MoFEP, MLNR, MRH, MOT, MFA, MLGRD, MOD, Ministry of Tourism, MOI, MOE, Ministry for Communications, OHCS, PSC, Local Government Service, MMDAs, Office of the President, CSOs, Private Sector Organizations and Development Partners.

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			creation and food production, processing and distribution projects.	
	•			
6. Development Communication	<ul style="list-style-type: none"> Inadequate participation in decision-making, especially by vulnerable groups 	1. Mainstream development communications into national planning system	1.1. Streamline development communications across MDAs and MMDAs 1.2. Create awareness of opportunities for engagement with local and national governance structures 1.3. Strengthen the implementation of the National Development Communication Policy	National Media Commission, media houses, Ministry of Information, NCCE, Training Institutions for Journalists and Media Related NGOs
	<ul style="list-style-type: none"> Ineffective communication to influence knowledge, attitudes and practices in support of development. 	2. Promote media and Public Relations accountability for national development	2.1. Promote social responsibility among media houses 2.2. Develop behaviour change communication models in support of development	
	<ul style="list-style-type: none"> Need to further improve access to information on public services and modalities for accessing benefits especially among vulnerable groups. Need to classify public information and legitimize access to allowable categories 	3. Enhance information dissemination on Government policies and programmes	3.1 Increase awareness on Government policies and programmes especially to socially disadvantaged groups 3.2 Enact law on right to public information 3.3 Expand the structures of the PRAAD to function effectively in the collation, storage and retrieval of information 3.4 Initiate a process of public and media education on the right to information law after its passage 3.5 Publish and disseminate materials in local language on the Right to Information Act	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Absence of clear neutrality and objectivity of media • Limited capacity of media personnel and organisations. • Lack of mutual trust between government and media /personnel 	<p>4. Increased partnership with the media based on a mutual principled relationship of fairness, objectivity and truthfulness to promote national cohesion and sustainable development</p>	<p>4.1 Organise regular press/media briefings 4.2 Improve media encounters//bi-monthly interactions with media 4.3 Identify key authorities/professionals to speak to issues on behalf of government 4.4 Capacity building for media personnel and organisations</p>	
	<ul style="list-style-type: none"> • Absence of a clear policy and uncoordinated inter-sectoral information management and dissemination • Overly reactive communication which puts government constantly on the defensive • Inadequate information flow between government and public • Communication is largely urban based • Overdependence on formal mass media channels • Absence of feedback mechanism 	<p>5 Promote an efficient communication strategy</p>	<p>5.1. Build capacity of r ministers and members of government on media relations and communication skills 5.2. Build capacity of ISD of ministry of information to effectively coordinate the flow of government information and monitor feedback 5.3. Develop and implement a comprehensive and inter-sectoral communication policy to address all government communication needs including public feedback 5.4. Improve government information dissemination and management machinery to take charge of government information policy and public feedback 5.5. Maintain a policy of proactive communication and prompt response to public feedback 5.6. Expand opportunities for community and public ownership of radio 5.7. Make use of indigenous communication channels e.g. drama, theatre, local dialects, etc . 5.8. Maintain regular interaction with media to ensure free flow of information</p>	<p>MDAs, Office of the President, Parliament House, Ministry of communication, ministry of Information, Ghana Media Commission, Ghana Broadcasting Corporation, Information Services Department, NCCE</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
<p>7. Women Empowerment</p>	<ul style="list-style-type: none"> • Inadequate women representation and participation in public life and governance • • Managing multiple roles, socio-cultural, time and mobility limitations of female members • Perceived discrimination and harassments in election campaigns processes for female candidates. 	<p>1. Empower women and mainstream gender into socio-economic development</p>	<ol style="list-style-type: none"> 1.1. Develop and implement affirmative policy action for women 1.2. Create a special fund to support the participation of women in national and district level elections. 1.3. Institute measures to ensure increasing proportion of women government appointees in District Assemblies. 1.4. Sustain public education, advocacy and sensitization on the need to reform outmoded socio-cultural practices, beliefs and perceptions that promote gender discrimination. 1.5. Develop leadership training programmes for women to enable , especially young women, to manage public offices and exercise responsibilities at all levels 1.6. Strengthen institutions dealing with women and children issues 	<p>President, Parliament, NGOs, MMDAs, MDAs, Political Parties., MOWAC</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Prevalence and practice of outmoded customs inimical to women's rights • Inadequate support for victims of violence 	2. Review and enforce existing laws protecting women's rights and introduce amendments to take care of existing gaps	2.1 Review and strengthen on-going awareness campaign on existing laws and practices 2.2 Build capacity on gender mainstreaming for all MMDAs, and MDAs e.g. gender desk officers 2.3 Build capacity and expand geographical coverage of the institutions dealing with women's rights including the implementation of the Domestic Violence Act 2.5 Develop community-based response to violence on women using traditional leaders, FBOs and ADR 2.6 Include gender and human rights studies in curriculum of law enforcement agencies and social work institutions 2.7 Ensure commitment by MMDAs and MDAs to gender mainstreaming 2.8 Provide shelters and support for victims of violence 2.9 Expand targeting of the LEAP to include victims of domestic violence 2.10 Identify customary practices which dehumanize or are injurious to physical and mental well being of citizens, and abolishing or proscribing them after extensive public education 2.11 Reforming discriminatory provisions on the rights and duties of parties to a marriage including grounds of divorce under customary and religious laws	MDAs, MMDAs, CBOs Households, NGOs, DSW, NCCE, CHRAJ, DACF, LRC, MOJ
	<ul style="list-style-type: none"> • Inadequate access to economic resources 	3. Enhance women's access to economic resources.	3.1 Expansion of sustained micro finance schemes for women 3.2 Institute or intensify existing capacity building and mentoring programmes to ensure the elevation of female businesses to the small and medium scale level 3.3 Institute measures to ensure access to credit for women	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Lack of gender budgeting 	4. Introduce and strengthen gender budgeting	4.1 Strengthen gender analysis in the policy formulation process 4.2 Integrate gender budgeting in all MDAs and MMDAs 4.3 Build capacity of MDAs, MMDAs and gender-base organizations (MOWAC) on gender and women's empowerment, monitoring, evaluation, gender sensitive policy making and Gender Responsive Budgeting (GRB) 4.4 MOWAC will ensure the adoption of gender policies in all sectors, workplaces, political parties as part of its gender mainstreaming mandate 4.5 Liaise with sectors and other organizations to adopt gender policies	MOWAC, MESW, NCCE, DOVVSU, DSW, MOI, Legal Aid Board, NCWD, MCC MOH, MOJ, CBOs, NGOs, FBOs, Traditional Authorities, Other micro-finance institutions, National Peace Council
	<ul style="list-style-type: none"> Inadequate analysis of gender dimension on the incidence of conflicts 	6. Enhance women's participation in prevention, and management in the implementation of peace operations in existing conflict areas	6.1 Ensure analysis of gender mainstreaming in peace process in conflict areas	
8. Corruption and Economic Crimes	<ul style="list-style-type: none"> High perception of corruption in the public sector 	1. Promote transparency and accountability and reduce opportunities for rent seeking	1.1 Enforce the Implementation of the Public Procurement Act, Internal Audit Agency Act and other Public Finance Management regulations 1.2 Implement the Whistleblower's Act	MOWAC, MESW, DOVVSU, DSW, Legal Aid Board, NCWD, MOH, MOJ, CBOs, NGOs, FBOs,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Weak Institutional capacity to fight corruption • Weak collaboration among institutions charged with the responsibility of fighting corruption 	2. Strengthen and empower anti-corruption institutions	2.1 Enforce legal, operational and financial standards 2.2 Pass the right to Information bill 2.3 Finalize and implement a fair wage policy	Traditional Authorities, Other micro-finance institutions

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
<p>9. Rule of Law and Justice</p>	<ul style="list-style-type: none"> • Delays in the resolution of cases by the judiciary • High and unaffordable legal processes • Inaccessibility of justice. • Lack of confidence in the judiciary. • Poor compliance with rules, regulations and procedures • Weak enforcement of rules, regulations and procedures • Weak appreciation of and demand for basic social services 	<p>1. Increase the capacity of the legal system to ensure speedy and affordable access to justice for all</p>	<ol style="list-style-type: none"> 1.1 Improve case management systems of the courts including scaling- up mechanisms, enhance human resource levels, expand infrastructure and adequately resource state and non-state agencies providing legal aid and other essential legal services 1.2 Effectively mainstream alternative dispute resolution mechanism into justice delivery system 1.3 Create a firm basis and direction for the operationalisation of the constitutional powers of parliament standing committees. 1.4 Reaffirm Parliament’s autonomy by giving it greater legislative (including financial legislation) and oversight powers. 1.5 Improve the management of executive power so that it does not become dysfunctional. 1.6 Review Legal Aid Scheme and establish Citizens Advocacy Bureau 3.1 Strengthen collaboration between all criminal justice sector agencies at the national, regional and district levels 3.2 Institute penal reform measures and introducing alternatives to custodial sentences, such as community service 3.3 Expand access to legal aid services to all communities 3.4 Engage in intensive legal literacy and rights awareness and education for all sectors of the populace 3.5 Empower traditional authorities and community legal literacy volunteers to assist in the resolution of minor disputes 3.6 Create an open and receptive avenue for Ghanaians to participate in debates on all the critical national issues that affect their lives and livelihoods as part of a process of building citizenship. 3.7 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. 3.8 Enhance the capacity of investigative agencies 	<p>CHRAJ, MESW, , AGI, SSNIT, GEA, Organised Labour,, MoFEP, Auditor General, Pac, Judicial Services, SFO, , CID, MoI, MoC, NCA,CSOs, The Media Internal Audit Servive, Ghana Anti-Corruption Coalition , AG’s Department</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Poor compliance with laws, regulations and procedures Weak enforcement of laws, regulations and procedures 	2. Strengthen the capacity of judges, lawyers, the police and para-legal staff in both public and private sectors to promote the rule of law	2.1 Enforce compliance with laws , regulations and procedures 2.2 Minimize the abuse of judicial power in the administration of criminal justice 2.3 Align justice sector and related institutions and agencies to enhance inter-agency cooperation	
		3. Increase national capacity to ensure safety of life and property	3.1 Increase safety awareness of citizens 3.2 Institute regular training on emergency drills in schools and among the general populace 3.3 Enhance institutional capacity of the Ghana National Fire Service, the NADMO and other similar agencies 3.4 Develop comprehensive national plan for early warning risk management.	
	<ul style="list-style-type: none"> Skewed concept of justice denying the poor real justice 	4. Ensure affirmative intervention to produce preferential justice options for all	4.1 Review the Legal Aid Scheme Act to reflect current trends and provide an adequate framework for LAS to operate, to take care of the legal needs of the poor. 4.2 Provision of legal aid offices in all the regions and in some districts that effectively utilize ADR and mandate outreach to those in need of legal services. 4.3 Development of effective collaborations between the Legal Aid Scheme and the offices of CHRAJ and NCCE and NGOs in the legal and social services domains	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
10. <i>Public Safety and Security</i>	<ul style="list-style-type: none"> • High level of violent crimes including armed robbery • Proliferation of small arms • Increasing numbers of private security agencies • High rate of drug abuse and incidence of trafficking of narcotic drugs • weak enforcement of migration laws • high rate of road traffic accident and associated fatalities 	1. Improve the capacity of security agencies to provide internal security for human safety and protection	<ol style="list-style-type: none"> 1.1 Improve institutional capacity of the security agencies, including the Police, Immigration Service, Prisons and Narcotic Control Board 1.2 Strengthen and institutionalise early warning systems 1.3 Sensitize the public on the existing legislative provisions including sanctions and the dangers of drug use and small arms 1.4 Monitor private sector involvement in the provision of internal security 1.5 Ensure strict compliance of immigration laws 1.6 Review programmes to rehabilitate and reform prisoners 1.7 Ensure strict enforcement and compliance with road traffic laws and regulations 	MOI, MOD, GAF, Ghana Police Service, National Security, Ghana Immigration Service, MOWAC, DOVVSU, DSW, NGOs, NCCE, private Sector, Ghana Air Force, Ghana Navy and Traditional Authorities, Anti-Trafficking Unit of Ghana Police
	<ul style="list-style-type: none"> • Increasing rate of internet fraud • Increase in organised and economic crime 	2. Strengthen the intelligence agencies to fight social and economic crimes	<ol style="list-style-type: none"> 2.1 Provide identification codes to internet service providers 2.2 Monitor and regulate the operations of internet service providers 2.3 Support capacity building in ICT for security personnel 2.4 Transform the SFO into an Economic and Organized Crime Agency with the leadership and capacity to do intelligence gathering in the area of economic and organized crime, and generally provide support in the prevention of crime. 2.5 Decriminalize some offences. 2.6 Regulate the arrest and detention powers, especially of the police, efficiently. 	MOJ, CHRAJ, NCCE, EC, LEGAL AID, MOWAC, DOVVSU, DSW, CBOs, MESW, GIS, MMDAs, , Ghana Police

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Risks associated with fire, floods and other natural disasters to life and property 	3. Increase national capacity to ensure safety of life and property	3.1 Increase safety awareness of citizens 3.2 Review existing laws and regulations on spatial and infrastructural development 3.3 Build capacity of national institutions responsible for disaster management	NADMO, MOH, Town & Country Planning Dept., MMDAs, Fire Service
	<ul style="list-style-type: none"> Instability in the sub-region Need to deter potential incidents of external aggression Need to redeploy redundant manpower permanently into other productive and strategic national engagements 	4. Forestall external aggression, safeguard territorial integrity and contribute to international peace keeping efforts	4.1 Forestalling civil strife and external aggression in order to secure the country for growth and poverty reduction 4.2 Build operational, human resource and logistics capacity of the security agencies 4.3 Enhance the capacity of Ghana in external peacekeeping 4.4 Strengthen the relationship between civil society and security agencies 4.5 Constitute excess manpower and skills in areas of the security agencies into special work gangs to undertake special national assignments.	MOD, GAF, Ghana Air force, Ghana Navy, Ghana Police Service, Ghana Prison Service
11. Access to Rights and Entitlement	<ul style="list-style-type: none"> High level of unemployment among the vulnerable and excluded High level of graduate unemployment 	1. Identify and equip the unemployed graduates, vulnerable and excluded with employable skills	1.1 Identify and categorize the various kinds of vulnerability and exclusion 1.2 Develop and design special capacity building programmes for the unemployed graduates, vulnerable and excluded	MOJ, CHRAJ, NCCE, EC, LEGAL AID, MOWAC, DOVVSU, DSW, CBOs, MESW, Ghana Federation of The Disabled, GIS, MMDAs,
	<ul style="list-style-type: none"> Inadequate access to and high cost of social services 	2. Facilitate equitable access to good quality and affordable social services	2.1 Increase the provision and quality of social services	Rights-Based NGOs MESW, MOWAC, MOJ, CHRAJ,
	<ul style="list-style-type: none"> Frequent abuse of children and harmful traditional practices 	3. Protect children from direct and indirect physical and emotional harm	3.1 Conduct Research to track cases of child abuse for proper resolution 3.2 Develop policies to protect children	NCCE, Legal Aid, DSW, DOVSU, Ghana Federation of the Disabled, GIS,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Inadequate enforcement of policies on Human Trafficking , Act and children’s Act (1998) 	4. Eliminate human trafficking	4.1 Reduce poverty in affected communities to stem trafficking 4.2 Develop integrated child development policy 4.3 Launch public education programme on children’s rights and the dangers of child trafficking	MMDAs, NGOs, Ministry of Employment and Social Welfare, Media
	<ul style="list-style-type: none"> Merging the women and children’s sectors lead to marginalization of either sector, particularly the children’s sector 	5. Strengthen the Children’s Department to promote the rights of Children.	5.1 Restructure present Depts. of Children and Women into their respective sector institutions, decentralize them and build capacity of their staff to do sectoral monitoring and coordination of policy 5.2 Provide specific budgetary support for these initiatives	MOWAC, Department of Children, CSOs, DOVVSU, AG’s Department
	<ul style="list-style-type: none"> Limited capacity for effective education and enforcement of rights and entitlement 	6. Effective public awareness creation on laws for the protection of the vulnerable and excluded	6.1 strengthen capacity for public education and dissemination of information on rights and entitlement	
	<ul style="list-style-type: none"> Limited awareness, dissemination and implementation of the Disability Act 	7. Create an enabling environment to ensure the active involvement of PWDs in mainstream societies	7.1 Introduce explicit affirmative action initiatives for persons with disability with due consideration for gender 7.2 Design action plan to implement the Disability Act	
	<ul style="list-style-type: none"> Weak capacity and inadequate budgetary allocations to institutions responsible for children’s rights 	8. Strengthen institutions responsible for enforcement of children’s right	8.1 Collect and document data on rights and entitlements of children 8.2 Develop capacity building programmes for institutions responsible for children’s rights	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> The denial of rights, and inadequate access to services, absence of information dissemination and mainstreaming of rights 	9. Improve government commitment to international protocols and conventions, and their incorporation into national agenda	9.1 Enhance the capacity of relevant agencies to adequately enforce domesticated laws 9.2 Intensify advocacy for ratification of charters and domestication of international conventions, e.g. child labour (ILO Convention 182) 9.3 Mainstream Human Rights perspective into National Development 9.4 Promote human rights education at all levels	
	<ul style="list-style-type: none"> inadequate policy implementation Slow passage of legislation 	10. Protect the rights and entitlements of women and children	10.1 Strengthen the capacities of the relevant institutions for the passage of bills and implementation, monitoring & evaluation of policies 10.2 Implement National Disability Act, Early Childhood Care and Development Policy, Children's Act, Gender and Children's Policy and Human Trafficking Act, Juvenile Justice Act 10.3 Review and implement the Gender and Children's Policy	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Conflicting claims to land ownership, bureaucracy and outmoded disposal procedures. • Excessive use and abuse of discretion; poor application of the land laws by public/civil servants • Conflict of interests among land owning groups (LOGs) • Absence of Land Banks Policy to facilitate access to land for investors and/or industry 	11. Undertake relevant legislation & institutional Land Reforms	11.1 Examine all laws affecting land with view to amending them to foster efficiency and justice in the land acquisition process. 11.2 Establish exclusive specialised Land Tribunal combining both technical and legal expertise. 11.3 Public education on land acquisition procedures 11.4 Develop comprehensive policy on the establishment of land banks to facilitate access for investments	Ministry of Lands and Natural Resources, MEST, LAP, Lands Commission, Traditional Authorities, Judicial Service, CSOs
12. National Culture for Development	<ul style="list-style-type: none"> • Weak national culture policy • Limited attention on issues of culture in national development • Limited documentation on Ghanaian culture and history • Inadequate well-equipped cultural centres across the regions and districts for the development of culture 	1. Strengthen the regulatory and institutional framework for the development of national culture	1.1 Review the National Cultural Policy to ensure it takes into account the strategic role culture in development 1.2 Mainstream culture in the nation’s social and economic development agenda 1.3 Promote the implementation of a dynamic cultural development programme 1.4 Assist less endowed traditional authorities to document their culture and history 1.5 Complete the development of fully-functional Centres for National Culture in all regional District Capitals 1.6 Develop the capacity of centres of national culture to effectively promote cultural activities across the country. 1.7 Create spaces within the national culture for exhibition works	CHRAJ, MOWAC, DOVVSU, MMDAs, NGOs, Parliament, Judicial Service, NCCE

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<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 	2. Strengthen the National House of Chiefs and all regional Houses of Chiefs	2.1. Develop modalities to harness the inherent potential of the chieftaincy institution in national development 2.2. Improve the incentive package paid to traditional authorities 2.3. Adequately resource Chieftaincy Secretariat, National House of Chiefs and Regional Houses of Chiefs 2.4. Ensure that constitutional provisions for chieftaincy institution are upheld Intensify peace -making efforts 2.5. Mainstream ADR into chieftaincy institutions	MCC, MOT, National Commission on Culture (NCC), Academia, Council for Creative Industry, House of Chiefs, MMDAs, ECRA, MUSIGA, Ministry of Information
13. International Relations (Partnership) for Development	<ul style="list-style-type: none"> • Bottlenecks in the free movement of goods and services among ECOWAS member states 	1. Accelerate economic and social integration with regional and/or sub-regional states	1.1 Work towards establishing a common customs union 1.2 Ensure that national trade policies incorporate ECOWAS protocols 1.3 Strengthen links between industrial and trade policies	MCC, , MOT, GTB, MOI, GIPC, MOFEP, GHATOF, NCC
	<ul style="list-style-type: none"> • Low compliance with international protocols and conventions • Increasing trend in transnational crimes 	2. Sustain Government's commitment to international peace and security, adherence international protocols and conventions, and incorporate them into national laws	2.1 Mainstream international protocols into local laws for the promotion of international peace and sustainable developments 2.2 Strengthen the Sub- Regional / Global collaboration among security agencies	
	<ul style="list-style-type: none"> • Vulnerability of the economy to external economic shocks 	2. Institute mechanisms to manage external economic shocks	1.1. Maintain stable reserves 1.2. Support industries to increase production and add value to their products to both domestic and exports	
	<ul style="list-style-type: none"> • Poor enforcement of trade standards and regulations 	4. Promotion of domestic trade and effective enforcement for standards and regulations	4.1 Promote a-buy-Ghana national campaign 4.2 Enforce standards and regulations 4.2 Facilitate passage of the Local Content Bill	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
<p>14. Evidence-Based Decision Making</p>	<ul style="list-style-type: none"> • Lack of adequate and reliable database to inform decision making • Inadequate collection and use of existing data to inform decision making 	<p>1. Improve accessibility and use of existing database for policy formulation, analysis and decision making</p>	<ol style="list-style-type: none"> 1.1 Rationalize the production of data within the statistical system 1.2 Define the roles and mandates of the various data producing institutions 1.3 Adopt common definitions, methods and classifications 1.4 Review the Statistical Service law, develop and adopt a statistical master plan 1.5 Adopt international standards and good practices system-wide, including the United Nations Principles for Official Statistics and the IMF's General Data Dissemination Standards 1.6 Support MDA's to generate data for effective planning and budgeting 1.7 Build capacity of MDAs in electronic data analysis and management 1.8 Re-engineer and fully automate the operations of government strategic institutions 1.9 Establish strategic partnership between MDAs to harmonize and standardize government sector spatial databases for planning and monitoring development activities. 1.10 Support the maintenance of an up-to-date spatial database for Mapping and Monitoring Development Activities (EMMSDAG). 1.11 Support the Development of a web-based system for accessing the EMMSDAG Spatial Database by strategic government institutions 1.12 Building capacity within MDAs, MMDAs and strategic government institutions in the use of the EMMSDAG Spatial Database for development planning and monitoring. 1.13 Strengthen MIS systems of MDAs and MMDAs 	<p>NDPC, GSS, CSOs, Ministry of Information, MMDAs, Office of the President, NGOs, NCCE, MDAs, MoFEP, BOG, Research Institutions, Governance Programme, CERSGIS.</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
<i>15. Managing migration for national development</i>	<ul style="list-style-type: none"> • Absence of institutional regulatory framework for effective management of migration for development • Inadequate mobilisation and utilisation of Diaspora resources • Increasing trend of irregular migration which results in the loss of lives 	1. Minimising the negative impact and optimising the potential impact of migration for Ghana's development	<ol style="list-style-type: none"> 1.1. Formulate and promote national migration and development policy 1.2. Mainstream migration into national development frameworks 1.3. Establish national institution for the management of migration for development 1.4. Establish a database on Ghanaians in the Diaspora 	