

REPUBLIC OF GHANA

**NATIONAL AFRICAN PEER REVIEW MECHANISM GOVERNING
COUNCIL**

**SECOND ANNUAL PROGRESS REPORT
2007**

**PROGRESS IN IMPLEMENTATION OF THE NATIONAL
PROGRAMME OF ACTION**

**NAPRM-GC
PMB 13, KANDA
ACCRA, GHANA**

DECEMBER 2007

NOTE VERBALE

With reference to the reporting obligations of the APRM, Ghana hereby submits its National Report on Progress in the Implementation of the National Programme of Action. The National APRM Governing Council agrees to the publication of the entire report on the APRM website.

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ABBREVIATIONS

ADR	Alternative Dispute Resolution
APR	Annual Progress Report
APRM	African Peer Review Mechanism
AU	African Union
BECE	Basic Education Certificate Education
CAGD	Controller and Accountant General's Department
CAS	Catholic Action for Street Children
CDD	Centre for Democratic Development – Ghana
CEPA	Centre for Policy Analysis
CEPS	Customs, Excise and Preventive Service
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CG	Consultative Group
CHRAJ	Commission for Human Rights and Administrative Justice
CHRI	Commonwealth Human Rights Initiative
CSDU	Central System Development Unit
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
CWIQ	Core Welfare Indicator Questionnaire
DA	District Assembly
DACF	District Assembly Common Fund
DCEs	District Chief Executives
DISCAP	District Capacity Building Project
DISEC	District Security Council
DOVVSU	Domestic Violence and Victim Support Unit
DSW	Department of Social Welfare
DTCs	District Tender Committees
DTRBs	District Tender Review Boards
DVLA	Driver Vehicle and Licensing Authority
EC	Electoral Commission
ECOWAS	Economic Community of West African States
FCUBE	Free, Compulsory, Universal Basic Education
FDB	Food and Drugs Board
FGM	Female Genital Mutilation
GAC	Government Assurances Committee
GACC	Ghana Anti-Corruption Coalition
GAF	Ghana Armed Forces
GAWU	Ghana Agricultural Workers Union
GBA	Ghana Bar Association
GCAA	Ghana Civil Aviation Authority
GIABA	Inter-Governmental Action Group against Money Laundering in West Africa
GIPC	Ghana Investment Promotion Centre

GoG	Government of Ghana
GPRS	Growth and Poverty Reduction Strategy
GSB	Ghana Standards Board
GSS	Ghana Statistical Service
GPHA	Ghana Ports and Harbours Authority
HIPC	Highly Indebted Poor Countries
ICT	Information and Communication Technology
IoD	Institute of Directors
IRS	Internal Revenue Service
ISD	Information Services Department
JSRP	Judicial Sector Reform Programme
KIA	Kotoka International Airport
LAP	Land Administration Project
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MESS	Ministry of Education, Science and Sports
MMDA	Metropolitan, Municipal and District Assembly
MOFA	Ministry of Food and Agriculture
MOFEP	Ministry of Finance and Economic Planning
MOH	Ministry of Health
MOJ	Ministry of Justice
MOTI/PSD/PSI	Ministry of Trade and Industry/Private Sector Development/President's Special Initiative
MOWAC	Ministry of Women and Children Affairs
MMYE	Ministry of Manpower, Youth and Employment
MSMEs	Micro, Small and Medium-sized Enterprises
MTTU	Motor Transport and Transportation Unit
NACOB	Narcotics Control Board
NCCE	National Commission for Civic Education
NDPC	National Development Planning Commission
NEPAD	New Partnership for Africa's Development
NIA	National Identification Authority
NIC	National Insurance Commission
NSC	National Security Council
PM&E	Participatory Monitoring & Evaluation
NPoA	National Programme of Action
OAU	Organisation of African Union
OoA	Office of Accountability
OSS	One Stop-Shop
PAC	Public Accounts Committee
RAGB	Revenue Agencies Governing Board
REGSEC	Regional Security Council
RGD	Registrar-General's Department
SFO	Serious Fraud Office
SNEP	Strategic National Energy Plan
SSNIT	Social Security and National Insurance Trust
TIN	Tax Identification Number
TSSP	Trade Sector Support Programme

TUC
WAJU
VAT

Trades Union Congress
Women and Juvenile Unit
Value Added Tax

FOREWORD

In fulfillment of the reporting requirements of the African Peer Review Mechanism (APRM), the National African Peer Review Mechanism – Governing Council has been submitting bi-annual progress reports to the APR Secretariat. This is the fourth report submitted to the Secretariat. The 2007 Annual Progress Report is a review of the status of the implementation of activities outlined in the National Programme of Action (NPoA) during the year, 2007.

The Governing Council during the year intensified its education and sensitization activities to make the APRM a by-word in Ghanaian communities. To deepen the populace involvement and promote ownership of the process, the Council kick-started the concept of District Oversight Committees. These are representatives of the populace who serve as the “eyes”, the “ears” and the “mouth” of the Council at the district level. Their core functions are to educate and sensitize their constituents on the APRM and to monitor the implementation of the National Programme of Action at the district level, through the collection, collation, analysis of data and its validation before the community.



The APRM Continental Conference held in Accra, Ghana

The year marked the passage of the Domestic Violence Bill into law and an assertion of the oversight responsibilities of Parliament through the public hearings of the Public Accounts Committee. In pursuing the decentralization programme, the number of district assemblies was increased from 138 to 166, in order to create smaller, manageable units of local government administration.

Government's thrust in the fight against corruption has been to strengthen institutions that fight against corruption. To this end Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies were charged to set up functional Internal Audits.

The year also witnessed the adoption of International Financial Reporting Standards by Ghana. Improvements were recorded in the country's infrastructural setup – roads, rails, harbours, ports and telecommunications. The tax burden on companies was reduced with reductions in corporate tax and withholding tax.

Respondents indicated an improvement in access to education, health, water, sanitation and ICT services. Stakeholders also welcomed the increasing role that civil society play in the formulation of national policies.

Overall, there has been steady improvement in the implementation of the National Programme of Action. A number of challenges, however, remain.

The country has not domesticated key international conventions such as the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW). Government's inability to fully implement an Affirmative Action Policy to provide at least 30 percent women representation in decision-making and executive positions at all levels of government is not appreciated by most feminist organizations.

While welcoming the passage of the Disability Act, the Disability Council has not been set up. Equally, Persons with Disability are unable to access the 2 percent District Assembly Common Fund (DACF) allocated to them by a Legislative Instrument.

The spate of armed robberies, small arms smuggling and car stealing syndicates is also a cause for concern.

It is the hope of the Governing Council that as we continue to strengthen governance institutions and build a positive national image, we shall overcome the challenges that face us and create a prosperous nation for all of us.

Rev. Prof. S. K. Adjepong
Chairman
NAPRM-GC

PART A

EXECUTIVE SUMMARY

1.0 INTRODUCTION

1.1 This report presents findings of the participatory Monitoring and Evaluation (PM&E) undertaken during the preparation of the Second Annual Progress Report on the implementation of Ghana's National Programme of Action.

1.2 The report is in fulfillment of the African Peer Review Mechanism (APRM) reporting requirements that oblige countries that have successfully undergone the review process to submit bi-annual progress reports to the African Peer Review (APR) Secretariat in South Africa.

1.3 The progress reports provide a basis for assessing the implementation of programmes and policies aimed at addressing the recommendations made in the Country Review Report and National Programme of Action (NPoA). The PM&E affords the citizenry an opportunity to be part of the assessment of the progress of implementation of the NPoA.

2.0 MAIN ACHIEVEMENTS

2.1 Democracy and Good Political Governance

2.1.1 Some key Conventions have been ratified. These include: Amendments to the Constitutive Act of the AU, 2003 and the AU Non-Aggression and Common Defense Pact, 2005, the AU Convention on Preventing and Combating Corruption, 2003 and the African Charter on Human and Peoples Rights on the Rights of Women.

2.1.2 A Ministry of Chieftaincy and Culture has been established to deal with chieftaincy issues.

2.1.3 The Local Government Service Secretariat has been operationalised. All District Planning Coordinating Units (DCPUs) have been trained in composite budgeting to enable them prepare their budgets using the Medium Term Expenditure Framework (MTEF).

2.1.4 Alternative Dispute Resolution (ADR) mechanisms are being promoted to improve access to justice and reduce the backlog of cases pending in the law courts. Studies conducted by Ghana Integrity Initiative (GII) showed that corruption does exist within the judiciary and it is denying ordinary citizens access to justice.

2.2 Economic Governance and Management

2.2.1 Improved collaboration between the Ministry of Finance and Economic Planning (MOFEP) and the National Development Planning Commission (NDPC).

2.2.2 Significant improvement in the share of non-traditional export (NTEs). NTEs grew from USD705,429,000 in 2004 to USD892,878,000 in 2006. Preliminary estimates indicate it will cross the USD 1Billion mark in 2007.

2.2.3 There has been improvement in the quality of macro and micro economic data. Though the quality of fiscal data has improved, challenges remain as regards consistency, reliability and comprehensiveness of such data.

2.2.4 A number of institutions have drawn up Citizens/Service Charters in the pursuit of good governance and improved public accountability. There has been a slight but steady improvement in the services of such institutions as the Driver Vehicle and Licensing Authority and the Registrar-General's Department

2.2.5 A comprehensive reform of the Ghanaian tax administration has been undertaken and this has broadened the tax base by bringing a substantial portion of the informal economy into the tax net.

2.2.6 Parliament is re-asserting its oversight role. This was evident through the public hearing of the public Accounts Committee and the evaluation exercise conducted by the Committee on Government Assurances.

2.3 Corporate Governance

2.3.1 The length of time required to complete company registration for a limited liability company has been reduced to 10 days, whilst it takes 5 days to register a Business name.

2.3.2 There has been improvement in access to justice for business entities with the setting up of the commercial court and the promotion of Alternative Dispute Resolution (ADR).

2.3.3 The country's infrastructure, especially the airports, has seen a marked improvement due to the CAN 2008. Delays and loss of revenue at the ports have been reduced with the introduction of modern equipment such as the Gamma Ray Scanners and Container Satellite Tracking Systems.

2.3.4 Improvement in the operational incomes of companies due to the reduction of corporate tax from 28 percent to 25 percent and also the reduction of withholding tax from 7.5 percent to 5 percent.

2.4 Socio-Economic Development

2.4.1 Stakeholders lauded the improved space for civil society engagement in public policies and programmes. This has improved civil society participation and monitoring of government policies such as the Growth and Poverty Reduction Strategy (GPRS II) and National Budgets.

2.4.2 Improvement in access to key social services – education, health and water and sanitation. This has been attributed to deliberate government policies such as the Capitation Grant, School Bussing Programme, School Feeding Programme, National Health insurance Scheme and Community-based Water Projects.

2.4.3 Increased lending to the private sector. Formal financial institutions' lending to the private sector increased from GHC457.8 Million in the first half of 2006 to GHC792.9 Million in the first half of 2007.

3.0 CHALLENGES

3.1 Whilst a number of legislations have been passed to strengthen the legal and regulatory framework, key institutions that these laws propose should be established have not been set up. These include:

- Financial Administration Tribunal – under the Financial Administration Act, 2003 (Act 654)
- Internal Audit Agency – under the Internal Audit Agency Act, 2003 (Act 658) (only a quarter of MDAs and MMDAs have functional internal audits)
- Human Trafficking Fund and Human trafficking Management Board – under the Human Trafficking Act, 2005 (Act 694)
- The Disability Council – under the Disability Act, 2006 (Act 715)

3.2 Actual releases of funds to MDAs and governance institutions have always fallen short of budgetary allocations. This affects the implementation of the Growth and Poverty Reduction Strategy and consequently the National Programme of Action.

3.3 Whilst Ghana is touted as one of the best 10 reformers in creating a conducive business environment, the sector is affected by unreliable and high-cost utility services, poor infrastructure, heavy bureaucracy and weak trade facilitation.

3.4 There is stagnation in key infant and child health indicators and high maternal mortality rates.

3.5 Whilst there is improved access to basic education, the number of qualified teachers, core textbooks and classrooms must keep pace with the increased enrolment.

PART B

CHAPTER ONE

OVERALL ASSESSMENT OF THE IMPLEMENTATION PROCESS

1.0 Introduction

Ghana acceded to the African Peer Review Mechanism (APRM) in March 2003 and subsequently completed the review process in 2006. Government showed commitment to the implementation of the National Programme of Action. The Ministry of Finance and Economic Planning set up a Committee to ensure that Ministries, Departments and Agencies incorporated APRM activities in their annual budgets.

2.0 Institutional Arrangements

2.1 Following the successful review of Ghana in Khartoum in January 2006, the Governing Council was mandated to oversee the monitoring and evaluation of the implementation of the National Programme of Action.

2.2 The Governing Council in the spirit of civil society participation and ownership mooted the concept of District Oversight Committees to deepen civil society engagement in the APRM process.

2.3 The District Oversight Committee concept is an innovation aimed at making ordinary citizens the very drivers and owners of the monitoring and evaluation of the national Programme of Action.

3.0 Mainstreaming APRM NPoA into national processes

3.1 The conduct of the APRM coincided with ongoing development policy initiatives such as the Growth and Poverty Reduction Strategy (GPRS II) and Millennium Development Goals (MDGs).

3.2 Two core institutions were involved in monitoring and evaluation of the different national programmes. The National African Peer Review Mechanism – Governing Council was tasked to monitor the implementation of the APRM's NPoA whilst traditionally the National Development Planning Commission (NDPC) monitors the implementation of the Growth and Poverty Reduction Strategy.

3.3 The two institutions acknowledged the fact that there was the need to exploit synergies between the two initiatives to ensure more targeted use of scarce resources.

3.4 The four themes of the APRM – Democracy and Good Political Governance, Economic Governance and Management, Corporate

Governance and Socio-Economic Development – were mapped onto the three pillars of the Growth and Poverty Reduction Strategy (GPRS II) – Private Sector Development, Human Resource Development, and Good Governance and Civic Responsibility.

3.5 The development of the GPRS II benefited from the wide consultation process of the APRM. The Private Sector Development pillar was deepened by the inclusion of Corporate Governance issues, whilst the Governance and Civic Responsibility pillar was enriched by the APRM's democracy and Good Political Governance.

4.0 Implementation of the NPoA

4.1 The APRM NPoA is integrated through the policy framework and strategic plans of line Ministries, Departments and Agencies (MDAs) through the GPRS II.

4.2 Since the NPoA activities have budgetary implications they are financed through the annual budget and Medium Term Expenditure Framework (MTEF). The on-budget financing promotes transparency and minimizes duplication and wastage. It also ensures that the NPoA is not treated as an add-on or separate document that is de-linked from the national development agenda.

4.3 Analysis of provisional Releases to APRM related activities in 2006 and 2007 is provided below. There has been an increase in APRM related activities from USD 433 Million in 2006 to USD751 Million in 2007.

Theme	2006 ('000USD)	2007 ('000USD)
Democracy and Good political Governance	70,795.30	92,632.02
Economic Governance and Management	169,539.50	185,366.20
Corporate Governance	163,015.40	204,363.50
Socio-Economic Development	193,207.40	269,005.75
Total	433,018.1	751,367.47

Source: MOFEP (Budget)

5.0 Monitoring and Evaluation

5.1 The monitoring and evaluation of the APRM is also linked to that of the GPRS II through integration and or merging of their indicators. The major challenge has been the linking of the existing M&E mechanisms to the APRM. This is primarily because of the different reporting schedules of the two institutions. Whereas the NAPRM-GC is required to submit its annual report before the January Summits of the African Peer Review Forum, the Annual Progress Report

of the NDPC is released sometime in June. This implies the APRM Progress report always precedes the NDPC APR.

CHAPTER TWO

METHODOLOGY

The NAPRM-GC adopted an open, participatory approach in gathering information for the preparation of this Fourth Progress Report.

NAPRM-GC used a **four-pronged** approach in data/information collection.

The **first approach** was to send to all Ministries, Departments and Agencies (MDAs) progress report cards that detailed specific issues raised in the National Program of Action that are to be addressed by each MDA. The MDAs were required to indicate for each issue:

- (i) areas of appreciable progress
- (ii) areas of least progress
- (iii) challenges and constraints to implementation
- (iv) the way forward/remarks

The progress report cards were designed in this form:

Issue	Areas of Appreciable progress	Areas of least progress	Constraints and challenges to implementation	Remarks

The **second approach** was to administer citizen report cards to civil society. The departure from previous field surveys conducted was that the administration of the cards was done by District APRM Oversight Committees. This is an innovation aimed at decentralizing M&E to the district level and making citizens the very drivers and owners of the M&E of the NPoA. This deepens ownership of the APRM process by civil society.

Fifty questionnaires were administered in each of 104 out of the 138 districts in the country. The regional distributions are as shown in Table 1.0 below

Table 1: Number of Districts per region report cards were administered

Region	Total # of districts	# of districts selected
Upper East	8	6
Upper West	8	6
Northern	18	14
Brong Ahafo	19	14

Ashanti Region	21	17
Eastern	17	13
Volta	15	12
Greater Accra	6	6
Central	13	8
Western	13	8
Total	138	104

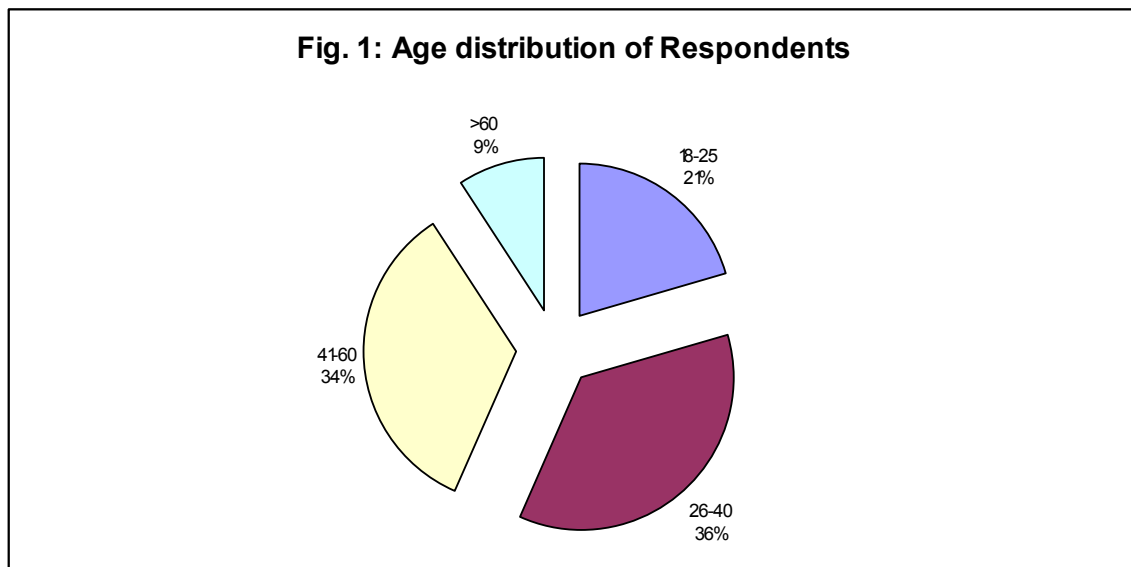
Of the 5200 report cards administered in the 104 districts, 4892 were completed and returned representing a return rate of 94 percent.

Respondents of the report cards were drawn from a wide variety of stakeholders including traditional authorities, youth groups, women groups, public sector, private sector, civil society organizations among others.

Characteristics of Respondents

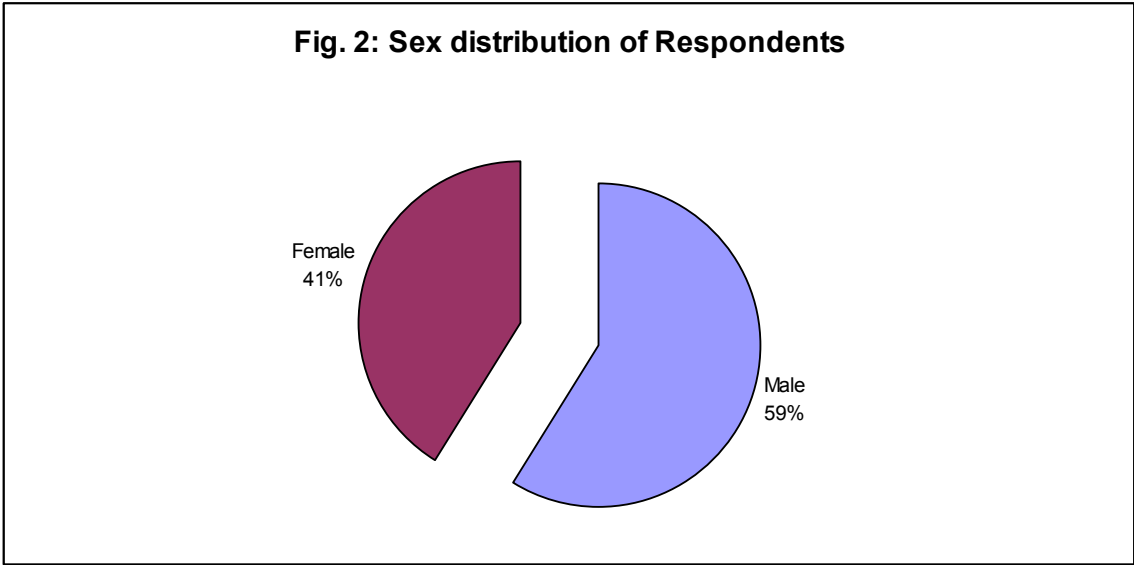
a) Age Distribution

The age distribution of the Respondents is shown in Figure 1. About 36 percent of Respondents were within the 26 – 40 year group. 21 percent were within the 18 – 25 year group, whilst the above 60 constituted 9 percent of Respondents.



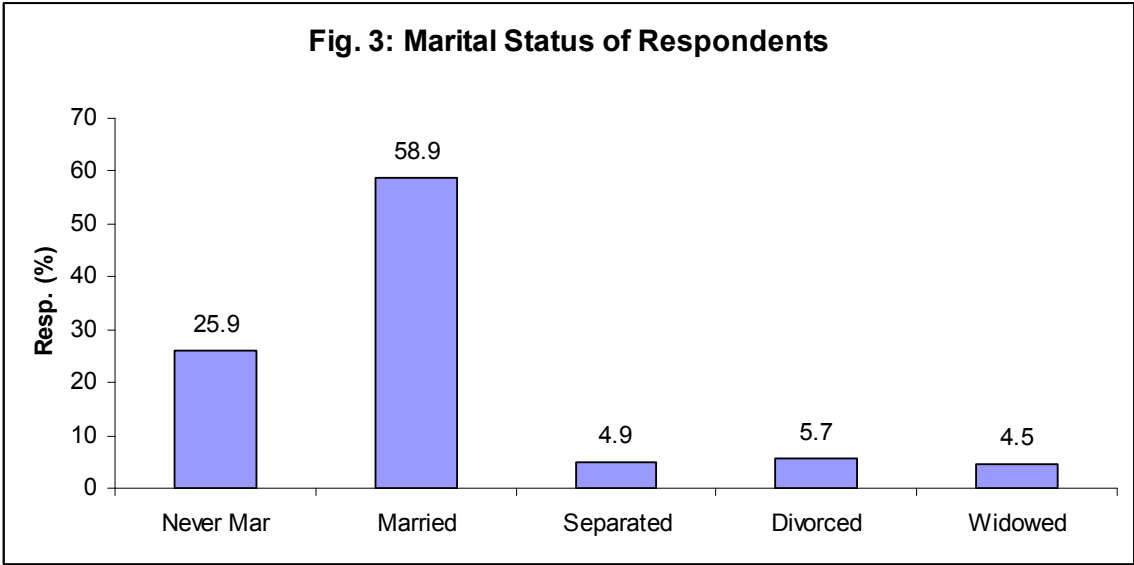
b) Sex Distribution

The number of males interviewed was slightly more (59 percent) than females (41 percent) (Figure 2).



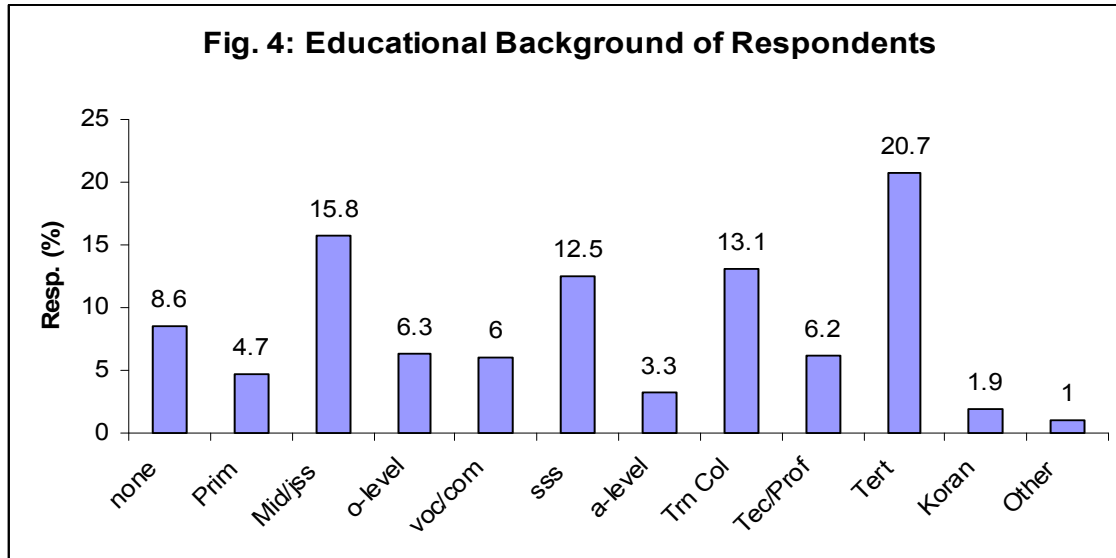
c) Marital status of Respondents

The majority of Respondents (58.9 percent) were married (Figure 3).



d) Educational background of Respondents

The Respondents were fairly well educated with about 45 percent having SS certificate and over, with 20.7 percent having tertiary education. 8.6 percent had no education (Fig. 4).



The **third approach** involved the use of Technical Research Institutions (Private Enterprise Foundation, Ghana Anti-Corruption Coalition, Commonwealth Human Rights Initiative) and individual consultants to undertake **expert group surveys** in all four thematic areas of the APRM.

The **fourth approach** was to present the draft report to a team of experts to critique the findings.



Rev. Prof. Samuel K. Adjepong addressing participants at the National Validation Workshop held at Elmina on 19th December, 2007.

Report Validation Processes

The validation workshops were conducted at three levels. The first level was district validation workshops. Eight district validation workshops were conducted in Akim Oda (Eastern) Bibiani (Western) Upper Denkyira (Central) Dangme East, Dangme West, Amasaman (Greater Accra), Sunyani (Brong Ahafo), Konongo (Ashanti). An average of 200 participants attended each district validation workshop. The district draft report was presented by the Chairperson of the District Oversight Committee and participants critiqued the findings.

The second level was the zonal validation workshops. Three zonal workshops were conducted – Northern Zone (Upper East, Upper West and Northern), Middle Zone (Ashanti, Brong Ahafo and Eastern) and Southern Zone (Western, Central, Greater Accra and Volta). An average of 130 participants attended the zonal validation workshops (list of participants attached as Appendix 2).

The third level was the national validation workshop. About 100 participants attended this workshop which was held on December 20, 2007 at the Elmina Beach Resort.

The objective of the validation workshops was to afford stakeholders the opportunity to interrogate and critique the Draft 2007 Annual Progress Report. Stakeholders were drawn from all regions and all walks of life – public sector, private sector, civil society, traditional authorities, PWDs, youth groups, women groups, etc.

Comments, suggestions and corrections were incorporated into the final report.

CHAPTER THREE

DEMOCRACY AND GOOD POLITICAL GOVERNANCE

3.0 INTRODUCTION

The Section examines the progress made to implement the various actions recommended under the thematic area in the National Programme of Action.

3.1 STANDARDS AND CODES

Seven Conventions were to be ratified by 2007. These were:

1. Amendments to the Constitutive Act of the AU, 2003
2. Protocol on the African Court of Human and People's Rights, 1998
3. Protocol on the Rights of Women, 2003
4. Protocol on the African Court of Justice, 2003
5. AU Convention on Preventing and Combating Corruption, 2003
6. AU Non-Aggression and Common Defense Pact, 2005
7. Protocol to the OAU Convention on the Prevention and Combating Terrorism, 2004

Four out of the 7 have been ratified to date. These are: Amendments to the Constitutive Act of the AU, 2003 and the AU Non-Aggression and Common Defense Pact, 2005 (both were ratified in June 2007), Protocol on the Rights of Women, 2003 and the AU Convention on Preventing and Combating Corruption, 2003.

The Ministry of Foreign Affairs, Regional Integration and NEPAD has not established the Ratification Desk at the Ministry.

Objective 1: Prevent and reduce intra and inter-state conflicts

3.2 Poorly defined land ownership and problems with land administration leading to conflict

Under this the proposed actions were:

- Develop a Land Use Plan that demarcates all lands in dispute;
- Establish a one-stop shop for land registration

3.2.1 Develop a Land Use Plan that demarcates all lands in dispute

A Draft National Land Use Plan has been developed under the Land Administration Project (LAP). The Draft Plan is currently being validated by stakeholders through nationwide workshops and fora.

Demarcation of boundaries for Wassa Amenfi Traditional Area in the Western Region, Ejisu Traditional Area in the Ashanti Region and the Gbawe Kwatei Family Lands in the Greater Accra Region is on-going.

The Land Administration Project started a series of regional Land Fora to seek the views of the general public as a source of input towards the drafting of a new Land Policy for Ghana.

3.2.2 Establish decentralized one-stop shop for land registration

As at December 2007 one pilot one-stop shop had been established at Madina in Accra.

A draft legislation for land administration has been submitted to Cabinet for approval. It provides for a new Lands Commission with four functional divisions namely Surveying and Mapping Division, Land Registration Division, Land Valuation Division, and State and Vested Lands Management Division. The Lands Commission Secretariat has decentralized its offices to all 10 regional capitals.

Land Administration

An inventory of state acquired and occupied lands has been completed by the private sector in 10 pilot districts namely, Yilo Krobo, Manya Krobo, Suhum Kraboa Coalta, Birim South, Sunyani Municipality, Techiman Municipality, Wenchi, Atwima Nwabiagya, Amansie East and Sekyere West.

A computerized database on property and land ownership has also been developed for Kyebi and Wassa Amenfi Customary Land Secretariats

Land registers have been established at Wa, Bolgatanga and Ho.

3.3 Lack of effective and efficient Early Warning System mechanism

A number of mechanisms exist to provide effective and efficient warning signals to the relevant authorities. These range from highly sensitive institutions to traditional mechanisms.

These are:

1. the Security and Intelligence Service Agencies Act (Act 526) which encompasses the District, Regional and National Security Councils, mandated by law to investigate potential conflict situations;
2. Traditional councils also handle conflict situations in traditional areas. These are the Regional and National Houses of Chiefs;
3. civil society organizations such as West African Network for Peace-building (WANEP).

3.3.1 Prepare clear procedural guidelines for use by national, regional and district security councils

Procedural guidelines exist within the early warning framework as regards:

- reporting mechanisms by which minutes, reports and conclusions of the districts are forwarded to the Regional Security Councils (REGSEC) and eventually to the National Security Council (NSC);
- decentralization of the security system as regards the various actors;
- collaboration between the different organs and institutions mandated to ensure security of the country

The established EWS mechanisms have as yet not been able to pre-empt a number of unfolding crises. This is quite evident in the frequency with which potential conflict points erupt into full scale open confrontations.

Stakeholders agree that while the institutional framework for the EWS is impressive, the levels of inter-agency collaboration have to be enhanced. The levels of collaboration among the different ministries, departments and agencies (MDAs) handling different aspects of early warning therefore needs rationalization.

Another area of concern, is that there is no structured procedure through which Ghana's early warning framework feeds into the larger ECOWAS framework, though efforts are being made among Ministers responsible for security in the sub-region to address this problem.

3.3.2 Provide logistical support to security agencies in conflict prone points

The human resource base of the institutions mandated by the state to deal with conflict generating issues is low. This is evident in the staff strengths of the Ghana Police Service (GPS), Ghana Immigration Service (GIS), Customs, Excise and Preventive Service (CEPS).

A number of capacity building programmes have been organized for the Ghana Police, Immigration Service, Prison Services, and Narcotics Control Board (NACOB).

3.4 Sub-Regional Security

3.4.1 Initiate high level negotiation meetings

Two meetings were scheduled between Interior Ministers of ECOWAS countries to deliberate on the issue of cross-border arms smuggling within the sub-region.

The meetings concluded that there was the need for improved cross-border cooperation between institutions responsible for security in all the countries.

3.4.2 Peace keeping forces deployed where necessary

The Ghana Armed Forces (GAF) provided about 5,000 troops to on-going AU and UN peace keeping missions within and outside the continent.

3.4.3 Undertake continuous intelligence gathering

Intelligence reports are submitted regularly by the District Security Councils (DISEC) to the Regional Security Councils (REGSEC) for onward submission to the National Security Council.

The Ghana Police Service cooperates with INTERPOL in gathering and sharing information on security related issues within the sub-region.

3.5 Responsiveness of chieftaincy to the rapidly changing social needs

A Ministry of Chieftaincy and Cultural Affairs has been established to deal with chieftaincy issues. In addition, a Royal College is to be established to train chiefs and potential chiefs in socio- economic development and conflict prevention and resolution issues. The import is to make chieftaincy more responsive to the developmental concerns of the constituents.

The Constitution and the Chieftaincy Act

Stakeholders, notably queenmothers, noted that while the 1992 Constitution regards a "chief" as either a man or woman, the Chieftaincy Act denotes a chief as a "man" thereby preventing "women" from being accepted into the Houses of Chiefs. They contend that there is the need for a review of the Chieftaincy Act to conform to the letter and spirit of the 1992 Constitution.

3.5.1 Develop time-bound programme for clearing backlog cases

The Judicial Service and the National and Regional Houses of Chiefs are using Alternative Dispute Resolution mechanisms to reduce the number of chieftaincy related cases in the law courts.

3.5.2 Build capacity of Judicial Committees of both Houses

The human capacity of the Judicial Committees of both houses have been increased with the provision of legal counsels to all ten regional houses of Chiefs, and the National House of Chiefs.

The capacity of the Judicial Committees has been built in Alternative Dispute Resolution (ADR), conflict prevention and conflict resolution.

The National House of Chiefs in conjunction with the Law Reform Commission launched a project to ascertain and codify customary laws relating to land inheritance.

Objective 2: Promote Constitutional Democracy, Political Competition and Rule of Law

3.6 Periodic Voter Registration

3.6.1 Accelerate establishment of National ID System

The National Identification Authority Act, 2006 (Act 707) has been passed by Parliament. The Act subsequently set up the National Identification Authority (NIA).

The national registration exercise cannot commence this year. The NIA has, however, completed a strategy document on mass registration which outlines in detail its planned activities during the registration exercise. A Registration Official's Manual has also been developed to serve as a reference document for registration officials.

The National ID system once operational would ease the registration nightmare that usually accompanies the voter registration exercise, vis nationality and age status.

3.6.2 Regularly revise Voters Register

The Electoral Commission will undertake a review of the Voters Register in March 2008 ahead of the 2008 national elections.

3.6.3 Voter Education

The Electoral Commission (EC) has provisions in its 2008 Budget to embark on a nationwide voter education. Institutions such as the National Commission on Civic Education (NCCE) and the Information Services Department (ISD) have also been allocated additional funds to undertake Voter Education. In addition, a number of civil society organizations including the Institute of Economic Affairs undertake voter education activities.

Stakeholders are of the opinion that to maximize the use of the scarce resources, EC should concentrate its efforts of the technical aspects of Voter Education (i.e. training of polling agents, party agents, etc.) whilst the NCCE educate voters on how to exercise their franchise.

3.7 Decentralization

3.7.1 Accelerate decentralization process

A Comprehensive Decentralization Policy has been prepared. The policy framework is to deepen political, administrative and fiscal decentralization.

In pursuing the decentralization programme which requires, among others, the creation of smaller, manageable units of local government administration, two Municipal Assemblies were upgraded to Metropolitan status, twenty-six District Assemblies upgraded to Municipal status, while twenty-five District Assemblies and three Municipal Assemblies were created. This increases the number of districts from 138 to 166.

The Local Government Service Secretariat is now operational. The launch of the Local Government Service was done by H.E. the President. A Legislative Instrument to transfer functions, resources and staff to the District Assemblies and Regional Coordinating Councils is being drafted.

3.7.2 Develop capacity of MMDAs to mobilize resources

The Local Government Finance and Municipal Finance Authority Bills have been developed.

MLGRD&E in collaboration with MOFEP has drafted an Intergovernmental Fiscal Framework which seeks to address the issue of revenue and expenditure assignment between the national and sub-national levels.

The Ministry of Local Government and the Ministry of Finance and Economic Planning prepared Guidelines that will aid in the preparation of District Composite Budget.

All 138 District Planning Coordinating Units (DPCUs) have been trained in District Composite Budgeting to enable them prepare their budgets using the MTEF format for the 2008 fiscal year.

As part of revenue enhancement measures, MLGRD&E has initiated the Street Naming and House Numbering exercise to assist in property identification. A draft Street Naming and House Numbering Operational Manual has been prepared to guide MMDAs in the exercise.

In collaboration with the private sector, MLGRD&E operated on a pilot basis hand-held ticketing machines in selected Metropolitan Assemblies for the collection of market tolls instead of manual efforts.

Commitment towards decentralization

As a sign of government's commitment towards decentralization, the District Assemblies' Common Fund (DACF) which has been pegged at 5 percent of tax revenue since 1993 was increased to 7.5 percent.

Stakeholders indicated that the percentage of total revenue disbursed to the District Assembly Common Fund in 2006 was below what was stipulated by the Constitution. They contend that given the recent increase in the number of district assemblies from 138 to 166, the relatively low allocation to DACF would affect the operations of the district assemblies.

Stakeholders have indicated a preference for electing District Chief Executives and introduction of partisan elections at the district level to enhance political decentralization.

3.7.3 Decentralise births/deaths registry

The Births and Deaths Registry's Community Population Register Programme has been extended to the Eastern and Upper West Regions after a successful piloting in the Central Region. There are now 21 communities in the country with functional population registers in place.

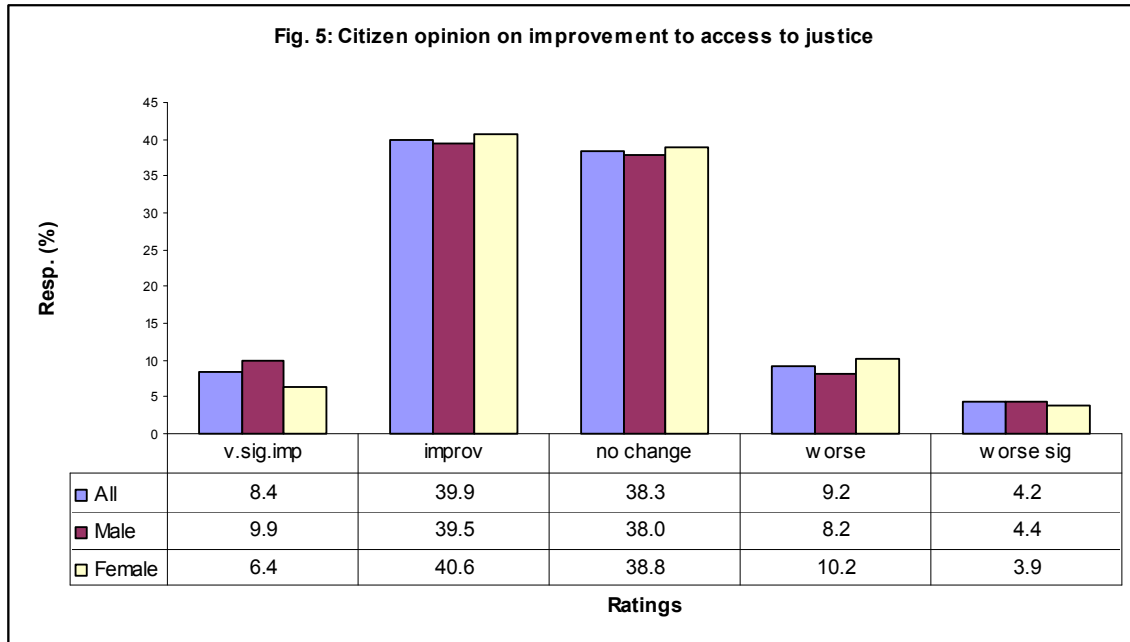
Public education and sensitization programmes are on-going under the Universal Birth Registration Campaign sponsored by Plan Ghana.

Objective 3: Promotion and Protection of Civil, Political, Economic, Social and Cultural Rights

3.8 Access to justice

Studies conducted have indicated regional disparities in access to justice. The studies showed that in year 2000 though the Ashanti Region had a higher population than the Greater Accra Region, there were more high courts (29) and circuit courts (13) in the latter than the former (8 high courts and 11 circuit courts). The northern sector has 5 circuit courts. These disparities cut across the various sectors of the justice delivery system.

About 48 percent of Respondents indicated an improvement in access to justice (Figure 5). Institutions such as DOVVSU, CHRAJ and ADR were mentioned as having improved ordinary citizens access to justice.



3.8.1 Recruit/transfer more staff to DOVVSU (WAJU)

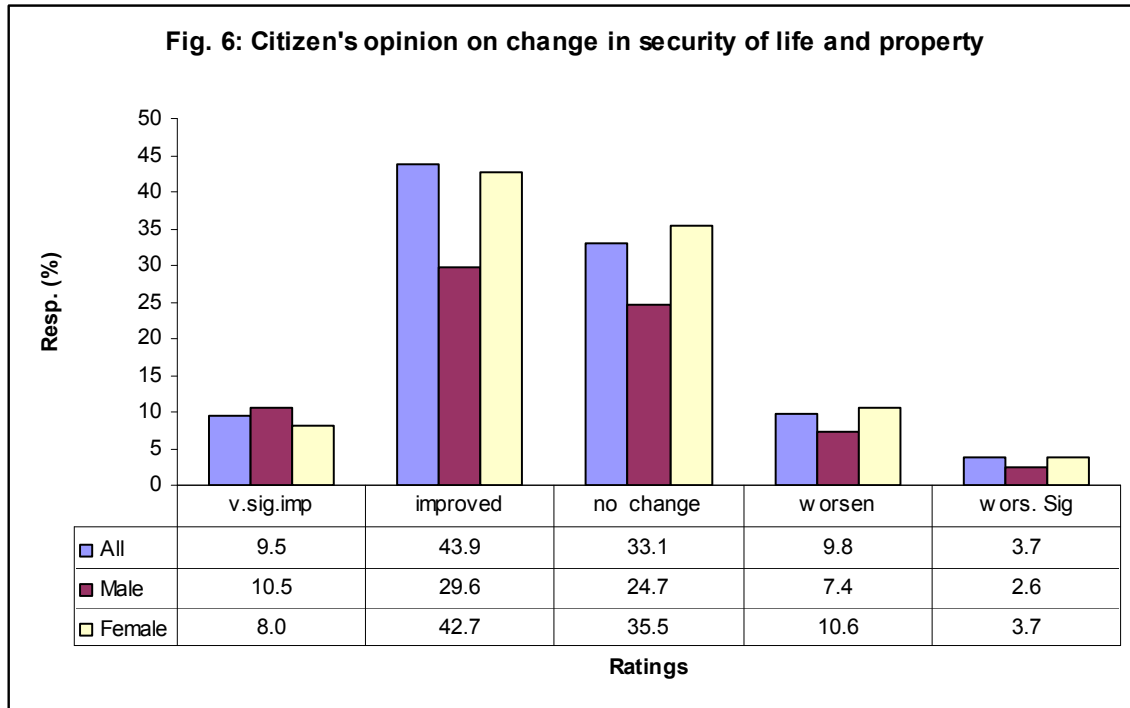
The Police Service's Domestic Violence and Victim Support Unit (DOVVSU), formerly the Women and Juvenile Unit (WAJU) handles cases of domestic violence and child abuse as well as juvenile offenses. DOVVSU works closely with the Department of Social Welfare, FIDA, the Legal Aid Board and several human rights NGOs to combat domestic violence. The DOVVSU is beset with staffing, logistical and financial constraints.

3.9 Safety and Security of Life and Property

The Ministry of Interior facilitated the passage of the Legislative Instrument establishing the Ghana National Commission on Small Arms (GNACSA). The Ministry also hosted the First Consultative Conference on the Implementation of the ECOWAS Small Arms Control Programme (ECOSAP) in February 2007.

The year witnessed incidents of drug trafficking, armed robbery, car stealing syndicates and small-arms smuggling. The security services have in response intensified the joint police-military patrols in the regional capitals and along major highways. Community policing is also been promoted under the national Youth Employment Programme (NYEP) to curb the crime rate.

Majority of Respondents (54 percent) were of the opinion that there has been improvement in security of life and property (Figure 6).



3.9.1 Increase number of law enforcement officers

As part of efforts to improve the police/civilian ratio, the Ghana Police Service trained and employed 980 youth and equipped them with skills under the Community Protection Module of the NYEP.

The police to population ratio is estimated as over 1:1,200, which is far greater than the UN average of 1:500.

3.9.2 Organise training for Financial Intelligence Unit

A number of training programmes were initiated for officials of the Financial Intelligence Unit. One such programme was a workshop organized by Groupe Inter-Gouvernemental d'Action Countre le Blanchiment d'Argent et le Financement du Terrorisme en Afrique de l'Ouest (GIABA) on Monday, May 7, 2007 at Novotel Hotel, Accra. The objective of the workshop was to assist English speaking countries in West Africa in the implementation of comprehensive anti-money laundering frameworks.

3.9.3 Procure equipment for law enforcement agencies

Personnel of the Ghana Police Service in most of the crime prone areas were provided with logistics to aid effective patrols.

The Government received a 3 million Euro support from the European Commission to enhance the Criminal Investigation Department of the Ghana

Police Service to enable it deal effectively with crime. As part of the support, the Forensic Science Department of the CID will be rehabilitated and equipped with a state of art equipment, including an Automated Fingerprint Identification System.

3.9.4 Introduce new technology to fight crime

Further Legislative Instrument on Reporting of Suspicious Activity by the banks as well as Know-Your Customer Legislative Instrument. Some major road intersections in Accra were also fitted with close-circuit cameras to enhance effective policing.

3.9.5 Provide logistics for increased border patrol

The Ghana Immigration Service facilitated the amendment to the Immigration Law to empower the Service to patrol and manage Ghana's borders and for their officers to bear arms.

The Service also improved its human capacity in accordance with its mandate to enhance the country's border control and security system by employing a total of 592 personnel.

3.9.6 Build capacity of security agencies in new cross-border crime

Ghana signed two agreements with the United Nations Office on Drugs and Crime (UNODC) to build the operational and logistical capacity of the law enforcement agencies to combat drug trafficking and money laundering.

Ghana battles with drug trafficking

The United Kingdom is providing technical and operational expertise to Ghana to battle the menace of drug trafficking. The joint programme dubbed "Operation Westbridge" was launched by Paymaster General Dawn Primarolo.

Ghana has also signed two agreements with the United Nations Office on Drugs and Crime (UNODC) to build the operational and logistical capacity of the law enforcement agencies to combat drug trafficking and money laundering.

3.10 Capacity of Commission for Human Rights and Administrative Justice (CHRAJ) to prosecute its mandate

3.10.1 Provide resources to CHRAJ

Budgetary allocations to CHRAJ have consistently been increasing over the years, but actual disbursements have not increased substantially.

Meanwhile, the Commission has researched into the state of human rights activities in Ghana, and developed guidelines for case handling and dispute resolution and trained 225 Legal Officers and Investigators of the Commission on case handling and guidelines on dispute resolution.

3.10.2 Review the mandate of CHRAJ

CHRAJ is constrained by Article 218 of the 1992 Constitution to investigate complaints of human rights abuse, administrative injustice and alleged corrupt practices of public officials but not to prosecute. All prosecution proceedings must be referred to the Attorney General's Department. The AG has signaled that the government is reviewing CHRAJ's mandate.

CHRAJ's fight against corruption

The Commission on Human Rights and Administrative Justice (CHRAJ) has begun preliminary investigations into allegations of conflict of interest, insider dealing and corruption in the award and execution of a US\$16.8 million Ghana Ports and Harbours Authority (GPHA) contract.

3.11 Cultural practices harmful to women

3.11.1 Secure release of and rehabilitate girls in ritual servitude

Customary servitude, "Trokosi" a form of forced religious servitude that involves a period of servitude lasting 3 years has been on the decline after intense educational and advocacy campaigns.

3.11.2 Mount awareness campaign on discontinuation of violence and harmful practices against women

The Ministry of Women and Children Affairs (MOWAC) and other women's rights groups have been active in educational campaigns and in programmes to provide vocational training, legal aid and other support to women.

The Criminal Code (Amendment) Bill has been passed by Parliament. Under the Bill the offence of "female circumcision" has been changed to "female genital mutilation" (FGM) and the scope of offence widened to reflect the actual nature of the offence. The Bill also proposes that perpetrators of FGMs should be given a minimum sentence of 5 years and a maximum of 10 years custodial sentence.

3.12 Child trafficking and child labour

At a meeting of the Economic Community of West African States (ECOWAS) and the Economic Community of Central African States (ECCAS), Ghana signed an ECOWAS/ECCAS agreement among 24 countries to combat trafficking by establishing a Human Trafficking Board to develop a Plan of Action to combat domestic trafficking. The Government is also a signatory to a 2005 nine country multilateral protocol for international cooperation on child trafficking.

The Ghana Fishing Children Project is rescuing children from the fishing communities of Ghana. Since 2005, the project has rescued 612 children, and 93 percent have not been re-trafficked.

Under the Human Trafficking Act, 2005 (Act 694) two key institutions are to be set up. These are the Human Trafficking Fund and the Human Trafficking Management Board. The two institutions have not been established yet.

3.12.1 Secure release of and rehabilitate children under difficult circumstances

Project Trafficked Children in Ghana

The International Organization for Migration (IOM) in collaboration with MOWAC has over the past three years been implementing this programme which is rescuing hundreds of children forcibly taken from their families to work in the fishing villages along the Volta Lake.

The project is bringing the children back to their families and enrolling them in schools or apprenticeships in their home communities. The process continues by delivering comprehensive rehabilitation, reintegration, and follow-up assistance to these traumatized children.

3.12.2 Equip security agencies and civil society groups to promote enforcement and compliance

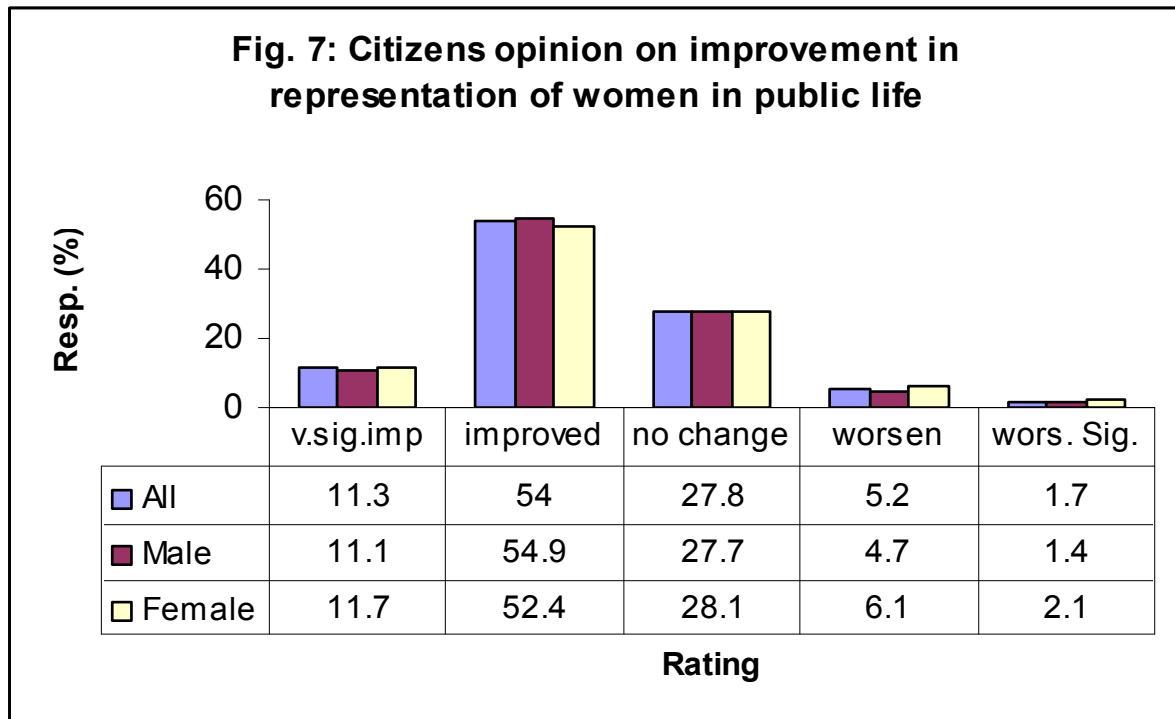
As part of the requirements of the Human Trafficking Act, a Human Trafficking Secretariat has been established.

3.13 Under representation of women in public life

Women's participation in public life is still low despite commitments to ensure 30 percent women's representation in decision-making and executive positions at all levels.

Respondents (65 percent), however, indicated that there has been improvement in the representation of women in public life (Figure 7). They

pointed out the slow but steady increase in the number of women in top public sector positions.



3.13.1 Identify and institute schemes to increase participation of women in public life

The Ministry of Women and Children's Affairs (MOWAC) is developing plans to include women's concerns in government policies and to increase the hiring of women in public service.

MOWAC last year launched the Women in Local Governance Fund (WLGf) to help female candidates mount competitive campaigns during the District Assembly Elections in September 2006 and the 2008 national elections.

3.13.2 Monitoring, evaluation and review of Affirmative Action

The monitoring, evaluation and review of the Affirmative Action Policy is undertaken by a number of institutions and organizations including MOWAC and gender activist groups.

Under the Affirmative Action Policy, there was a commitment to provide at least 30 percent women representation in decision-making and executive positions at all levels of government, as well as allocation of 50 percent female quota of the 30 percent government appointments to the District Assemblies.

Notable public office positions occupied by women include:

1. Chief Justice
2. Chief Advisor to the President
3. Director General, NDPC
4. Head of Immigration Service
5. Head of the Ghana Statistical Service
6. Executive Director, Ghana Trade fair Authority
7. managing Director, WESTEL
8. Executive Director, Ghana Employers Association
9. Deputy Inspector General of Police
10. Increase in number of female Chief Directors of MDAs

3.13.3 Facilitate and implement gender mainstreaming in MDAs

Since its establishment in 2001 MOWAC has been championing gender mainstreaming. However, it remains under-resourced. In addition, the Gender Desk Officers in the district assemblies and other MDAs are not senior officers who can influence policies and programmes.

MOWAC has established a core expert group of 18 persons on gender from the Ministries of Manpower, Youth and Employment (MPYE), Health (MoH), Education, Science and Sports (MESS), Food and Agriculture (MoFA) and Justice (MoJ) to facilitate the conduct of gender training in MDAs to enhance gender mainstreaming.

MOWAC undertook cross-sector gender policy co-ordination and implementation discussions with MDAs to enhance collaboration and effective gender policy implementation partnerships.

MOWAC collaborated with the Ministry of Local Government and Rural Development under the District Capacity Building Project (DISCAP) to develop a gender training tool kit for use by MDAs.

3.13.4 Analyse budgets and national development policies from a gender perspective

MOWAC in collaboration with the Ghana Statistical Service (GSS) is developing sex-aggregated data collection instruments to be used by MDAs and MMDAs for gender data collection.

MOWAC is developing a “step by step” approach to Gender Budgeting which will be piloted in three key MDAs (Ministries of Food and Agriculture, Health, and Local Government, Rural Development and Environment).

3.14 Violation of Rights of the Disabled

3.14.1 Passage and implementation of the Disability Bill

Even though the deadline for the passage and implementation of this law was 2005, The Law on Disability, 2006 (Act 715) was finally passed on August 9, 2006.

The Disability Council has not been set up to oversee the implementation of the Act.

Implementing the Persons with Disability Act

Stakeholders report that the provisions of Act 715 will take years to fully implement.

- The Act provides for the protection of the disabled against discrimination, guarantees free medical care, free public transport, and access to basic education. It also makes special access ramps and rails mandatory for all public places;
- The Act also provides that special desks are to be established at various employment centres nationwide for the registration of unemployed disabled persons;

Ironically, following the passage of this Act, new public buildings continue to spring up that do not have the special access ramps and rails.

Support to Persons with Disability

The Legislative Instrument to the Disability Act stipulates that 2 percent of District Assembly Common Fund shall be made available to PWDs "to undertake advocacy, awareness creation or other initiatives". Unfortunately, very few District Assemblies are complying with this provision.

Stakeholders enumerated a number of frustrations they go through in trying to access this fund.

- When they have accessed the funds for a particular year, say 2006 and they go for the 2007 allocation, DCEs tell them once they have received for the previous year they cannot access for the current year;
- Some DCEs attempt to impose the particular activities that the monies should be used for on PWDs before the funds are released;
- Some reported that a DCE said he is accumulating the funds for them to undertake a "big project"

Objective 4: Uphold the Separation of Powers, including the protection and independence of the Judiciary and an effective Legislature

3.15 Parliament Oversight functions

Parliament is gradually and steadily asserting its oversight responsibility. This was quite evident through the activities of a number of Committees of Parliament, notably the Public Accounts Committee (PAC) and the Committee on Government Assurances.

Recent public hearings on the Report of the Auditor General by the Public Accounts Committee (PAC) of Parliament sent signal that collaboration of all arms of government – Executive, Parliament and Judiciary – is a prerequisite for rooting out abuse of public resources and its inimical impact on national socio-economic development.

The Public Hearing of the Public Accounts Committee

The Public Accounts Committee (PAC) of Parliament held its first public meeting on 16 – 26 October 2007. The meeting considered the Report of the Auditor General on Public Accounts (Ministries, Departments and Agencies of the Central Government) of Ghana for the year ended 2004/2005. The public sitting generated a lot of interest among the general public including civil society and political parties.

The public hearing on the Auditor General's Report opened the audit stage of the budgetary process to the general public and thereby contributed to openness and transparency of the budget process. The exercise consolidated the role of Parliament in the budgetary process by holding public officials accountable in the discharge of their duties. It also whipped up public interest in Parliament's efforts at increasing transparency and accountability in democratic governance.

3.15.1 Strengthen the Committees of Parliament

Government Assurances Committee

In pursuance of Parliament's oversight mandate, the Government Assurances Committee (GAC) has adopted an innovative approach to engage citizens directly in the assessment of the performance of crucial government initiatives designed to provide services to citizens, especially the poorest of the poor.

The Committee, through its civic engagement outreach initiative, covered five out of the ten administrative regions, including four that are ranked as the poorest – Northern, Upper East, Upper West, Central and Western. Four key public policy initiatives and programmes were the subject of these outreaches, namely: the free, compulsory, basic education (FCUBE); the Health Exception initiative for the vulnerable and extreme poor; the National Health Insurance Scheme (NHIS); and the programme to eradicate guinea-worm.

3.15.2 Build the capacities of MPs of the Public Accounts and Finance Committees

A number of capacity building workshops were organized for Members of Parliament. These included:

A workshop on the theme "*Parliaments and Financial Oversight: Tools and Mechanisms for Optimum Budget Analysis*" was organized for MPs by the Parliamentary Centre in partnership with the Austrian Development Cooperation for three African countries. The objectives of the workshop were: to strengthen capacity of parliamentarians to perform their financial oversight functions; and to equip parliamentarians with tools with which to analyze government budgets particularly identifying pro-poor and gender equity programmes.

The Finance Committee of Parliament undertook a two-nation study tour to United Kingdom and Germany between April 30 and May 11, 2007. The tour was to create an opportunity for peer exchange aimed at increasing the knowledge and skills of members of the Committee. It was also to facilitate the identification of practical strategies that can be adopted to ensure their effective participation in the budget process and in matters of the economy of Ghana.

3.16 Initiation and passage of bills by Parliament

Bills continue to be initiated by the Executive and drafted by the Attorney-General's Department.

3.16.1 Educate and sensitise Members of Parliament

A number of organizations continue to assist Parliament to conduct educational workshops for its members.

The Parliamentary Centre in partnership with Parliament organized a post-budget workshop for the leadership of Parliament with support from the Canadian International Development Agency (CIDA) and the United States Agency for International Development (USAID). The workshop was aimed at strengthening Parliament's role in the budget cycle.

An educational workshop was organized by officials of the National Development Planning Commission (NDPC), experts from the Parliamentary Centre, the Growth and Poverty Reduction Forum, Centre for Democratic Development (CDD), the Institute of Economic Affairs (IEA), and the Centre for Policy Analysis (CEPA) for the Poverty Reduction Committee of Parliament to review the 2006 Annual Progress Report (APR) of the GPRS-II.

3.16.2 Strengthen Parliamentary Draftman's Office

The Legal Services Department of Parliament is being set up to assist Private Members Bills. Currently, a Consultant Draftsman has been contracted to assist Parliament.

3.17 Lack of adequate resources for governance institutions

Realizing the critical role that governance institutions play in national development, Parliament refused to pass the approved 2008 budget of the Electoral Commission because it perceived government's allocation as inadequate to enable the EC effectively conduct a credible election in December 2008.

3.18 Backlog of cases in High Court and Regional Tribunals

As part of efforts to improve the judges/civilian ratio, the Judicial Service trained 31 career magistrates at the Ghana Law School.

The Judicial Service is actively promoting the use of Alternative Dispute Resolution (ADR) as a supplement to the conventional court system in the attempt to reduce the backlog of cases.

Objective 5a: Ensure Accountable, efficient public holders and civil servants

3.19 Bureaucracy and efficient procedures in the Public Service

3.19.1 Build capacity of MDAs to formulate and implement policies in MTEF

The Ministry of Finance and Economic Planning (MOFEP) has trained 138 District Planning Coordinating Units (DPCUs) in District Composite Budgeting to equip them with the ability to prepare their budgets using the Medium Term Expenditure Framework (MTEF). The Ministry in collaboration with the Ministry of Local Government, Rural Development and Environment (MLGRD&E) has prepared Guidelines that will aid the preparation of District Composite Budget.

3.19.2 Set up institutional structures to regulate public procurement, internal audit, financial administration as provided for in laws and regulations

a) Public Procurement

The Public Procurement Board (PPB) has been upgraded into a Public Procurement Authority (PPA). This follows the publication of the Executive Instrument (E. 13) on the Revised Edition of the Laws of Ghana.

The Public Procurement Authority has also set up a seven-member Appeal and Complaints Committee that will receive, investigate and advise the Authority on complaints from individuals and institutions concerning public procurement.

The Authority has established Entity Tender Committees and Review Boards in MDAs, MMDAs.

The Authority has made considerable progress in the area of Benchmarking, Monitoring and Evaluation in Public Procurement in compliance with its functions under Section 3 of the Public Procurement Act (Act 663). A total of 213 public entities have been assessed on the basis of the procurement activities.

b) Internal audit

An Internal Audit Agency has been established as per the Internal Audit Agency Act, 2003 (Act 658).

Only about a fourth of the 434 MDAs and MMDAs have functional internal audits. The Agency has to date posted 169 officers to the various offices in the MDAs and MMDAs.

c) Financial Administration

The Financial Administration Tribunal has not been established as mandated by the Financial Administration Act, 2003 (Act 654). The Tribunal is to have among others, the jurisdiction to enforce recommendations of the Public Accounts Committee on the Auditor-General's reports as approved by Parliament.

Public Accounts Committee's (PAC's) public hearing indicates government's resolve to improve financial management practices in the public sector.

3.19.3 Build capacity of civil society to monitor public policy

A number of civil society organizations (SEND Foundation and ISODEC) have programmes that build the capacity of civil society at the local level to monitor initiatives such as HIPC and national budgets.

3.20 Poor service delivery in public services

The Government through the Ministry of Public Sector Reform has developed a New Citizen's Charter, a document that provides the essential information that citizens and stakeholders need to know about the services of functions of a public agency or department of the government and the manner they can assess the services efficiently. Ghana has adopted the Citizen's Charter in line with the global concept of effective public service delivery and good governance.

Nine institutions have completed their Citizen's Charter as at December 2007.

Objective 5b: Promote participation of civil society and media in governance

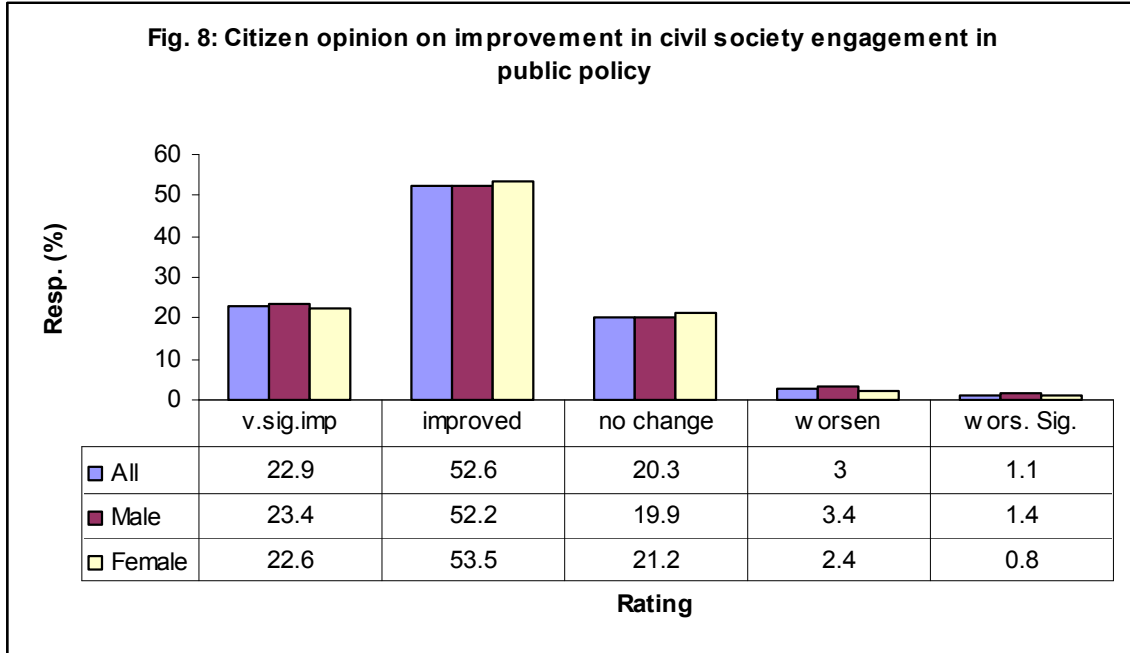
3.21 Civil society engagement in national dialogue and decision-making

Institutional space exists for civil society to engage in national dialogue and decision making. These include:

1. Speaker's Breakfast Forum – an important outreach programme of Parliament, which provides a good platform for Parliament and the people to interact and think through issues impinging on governance;
2. Parliament's outreach programme – this forum enables people to interact with the Speaker of Parliament and Members of Parliament and to ask pertinent questions about their stewardship;
3. Annual Parliamentary Week Celebration is another important avenue for the public to have access to and interact with Parliament;
4. The People's Assembly affords the citizenry to question and demand accountability from the Presidency;
5. The APRM dissemination and validation workshops also afford ordinary citizens and District Assemblies the opportunity to discuss policies and programmes at the district level.

Despite these initiatives, Government's own assessment of the National Decentralisation Action Plan noted that there is no structured and formalized arrangement that seeks to foster partnership and participation of civil society, traditional institutions and the private sector in local governance.

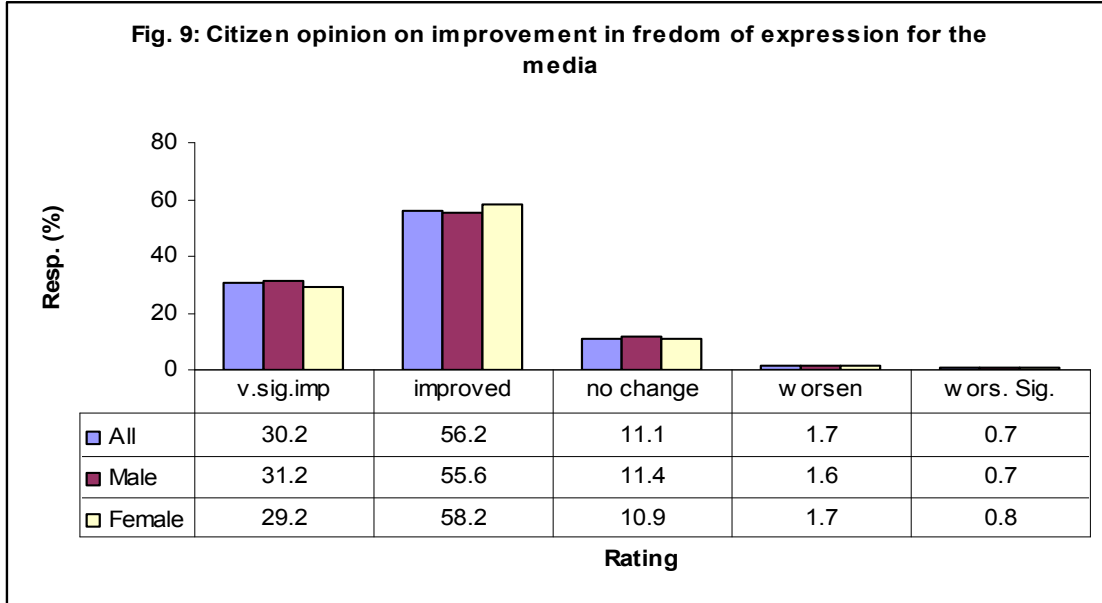
Majority of Respondents (75 percent) indicated there has been an improvement in civil society engagement in public policy (Figure 8). Respondents indicated that public access to budget information has improved over recent years. Government has also shown interest and commitment to public discourse around good governance and accountability.



3.22 Lack of media specialization and investigative reporting

Media specialization in such fields as economics, finance and environment continues to be low.

Respondents (86 percent), however, indicated that freedom of the press was very well entrenched (Figure 9). As opined by one stakeholder, “it is not the freedom of expression we are worried about is an uninformed media attempting to educate an illiterate populace that scares us”



3.23 Lack of transparency in frequency allocation

Religious bodies continue to protest against decisions not to grant them frequencies for radio and television broadcasts in the current liberalized and pluralistic media climate. Stakeholders contend that despite provisions in the 1992 Constitution which guarantee religious freedom, freedom of expression, and the right to communicate, religious bodies have been refused broadcast rights.

Tussle over frequency allocation

The Ghana Institute of Journalism (GIJ) and the National Communications Authority (NCA) are locked in a tussle over the allocation of a radio frequency and the use of radio broadcast equipment.

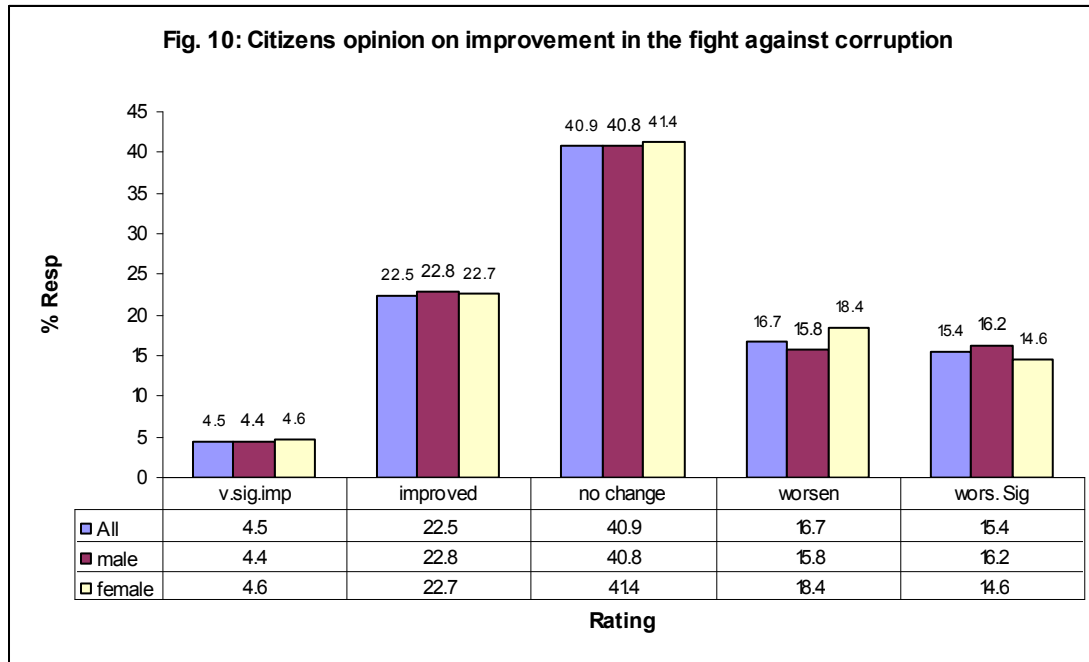
The radio equipment, which was a donation to the GIJ has been seized by the NCA since its arrival in 2005 and has since been in its custody.

The GIJ has subsequently not been allocated a frequency to begin broadcasting.

Objective 6: Fighting Corruption in the Public Sphere

Ghana is yet to ratify two major conventions against corruption. These are the ECOWAS Protocol, and the UN Convention against Corruption. Stakeholders considered this a paradox as Ghana is one of the very few countries in Africa where the fight against corruption is institutionalized.

Respondents are of the opinion that despite the efforts made at fighting corruption, little has changed in reducing the canker (Figure 10).



3.24 Coordination of anti-corruption agencies

Government has not developed strategic guidelines to promote synergy between the various institutions fighting corruption in the country. There are no official channels set up to coordinate anti-corruption institutions. Some arrangements have been started by the Ghana Integrity Initiative (GII) under the Good Governance Programme of USAID.

It is worth noting that anti-corruption issues are always done in consultation with the various stakeholders both in the public and private arena. These are informal consultations which sometimes make implementation of recommendations difficult.

The issue of coordination has become even more daunting after the passage of the Whistleblower Act where as many as 18 organisations and institutions have been mandated to implement it.

Independent State Prosecutor

A Bill to establish Office of Independent State Prosecutor is still before Cabinet. Stakeholders opine that the establishment of an Office of Independent State Prosecutor would be an important addition to the fight against corruption.

3.24.1 Define and institute an unambiguous definition of bribery and corruption

Ghana is yet to have official definitions for bribery and corruption. Most definitions used are from international conventions and laws. The Attorney-General's department has noted this deficiency and is to assemble a team to come up with a working definition of corruption. The CHRAJ and a number of NGOs working in the area of anti-corruption are working to come out with a definition.

The Attorney General's Department has made a compilation of the scattered anti-corruption laws into one document

Anti-Corruption Legislation in Ghana

Unlike other jurisdictions, anti-corruption laws in Ghana are scattered in various legislations dating back to the 1960s. The Attorney-General's Department has made a compilation of all these laws for easy reference. These laws are:

1. Audit Service Act, 2000 (Act 584) S 11-14
2. Banking Act, 2004 (Act 673) S 38-39
3. Criminal Code, 1960 (Act 29) S239-261
4. Criminal Code (Amendment) Act, 1993 (Act 458) S179 C&D
5. Commission on Human Rights & Administration Justice Act, 1993 (Act 456) S 7
6. Customs, Excise & Preventive Service (Management) Law, 1993 (PNDCL 330)S 270 – 271
7. Financial Administrative Act, 2003 (Act 654) S 60 – 70
8. Internal Audit Agency Act, 2003 (Act 658)
9. Internal Revenue Act, 2000 (Act 592) S 152
10. Payment System Act, 2003 (Act 662) S 1 & 2, 6-8
11. Political Parties Act, 2000 (Act 574) S13-14
12. Public Office Holders (Declaration of Assets & Disqualification) Act, 1998 (Act 550) S1 – 12
13. Public Procurement Act, 2003 (Act 663)
14. Representation of the People Law, 1992 (PNDCL 284) S 33 – 41
15. Serious Fraud Office Act, 1993 (Act 466) S 3-4, 11-17
16. Securities Industry Law, 1993 (PNDCL 333, Amended by Securities Industry (Amendment Act 590) Part 10
17. Value Added Tax Act, 1998 (Act 546) S 63

Since the compilation there has been the passage of two important anti-corruption laws:

- Whistleblowers Act, 2006 (Act 720)
- Credit Reporting Act, 2007 (Act 726)

3.24.2 Pass the Freedom of Information Bill

The Draft Freedom of Information Bill is with Cabinet for consideration

3.24.3 Pass the Whistleblower's Protection Bill

The Whistleblower's Protection Act, 2007 (Act 720) has been passed into law.

Whistleblowing in Ghana

Since the coming into force a year ago only five cases have been recorded under the Whistleblowers' Protection Act of 2006. The Serious Fraud Office has handled one case, whilst CHRAJ and the Office of Accountability have each handled two cases.

Stakeholders contend that Ghanaians are not making use of the law because of the lack of awareness, the political and socio-cultural milieu under which it operates as well as other constraints associated with the Act.

3.24.4 Define clear guidelines on Conflict of Interest

The Commission on Human Rights and Administrative Justice (CHRAJ) has developed Guidelines on Conflict of Interest – To assist public officials identify, manage and resolve conflict of interest.

3.25 Asset declaration regulations

The Assets Declaration Regulations have not been reviewed. However, institutions such as the CHRAJ, Centre for Democratic Development (CDD), Ghana Integrity Initiative (GII) and the Institute of Economic Affairs (IEA) held different dialogues on various anti-corruption issues during the year. A forum was also held to critically review the present Asset Declaration regime in Ghana.

Asset Declaration: Stakeholders' recommendations

- The Auditor-General should be made to have access to the contents of the declarations and gazette the contents within 14 days;
- The Auditor General should be empowered to do preliminary review of submissions to ensure compliance with the prescribed format and obtain substantial evidence;
- Sanctions should be prescribed against defaulting public officers for false declarations and illegal acquisitions;
- The public should be educated about how to access assets declarations through CHRAJ and the courts. Allegation and evidence that a person

has made a false declaration in his/her assets published in the gazette or illegally acquired assets may be lodged with CHRAJ

3.26 Applying public procurement procedures

The Public Procurement Authority has put in place various measures and policies to facilitate the implementation of the Procurement Law. The Authority has also provided guidelines to promote ethical tendering and promote some professionalism in the tendering process.

The Authority has throughout 2007 provided training on the law for Procurement Officers of Ministries, Departments and Agencies, Members of Tender Review Boards and Entity Tender Committees, Providers of Goods, Services and Works, Independent and Oversight Committees. The Authority has also launched a procurement bulletin to provide education and information on procurement procedures.

3.26.1 Establish all procurement entities as required by law

The Authority has also set up a seven-member Appeal and Complaints Committee that will receive, investigate and advise the board on complaints from individuals and institutions concerning public procurement.

Additional regulations and guidelines that will give full backing to Act 663 are still before Parliament. The Board has also developed a Computerised Procurement Planning software (referred to as e-procurement) and trained 211 key entities in its use. The entities trained include: Public Service Commission, Office of the Head of Civil Service, MDAs, SOEs, subvented agencies and departments, MMDAs and Office of the President.

3.26.2 Award contracts strictly on the basis of the provisions of the Act

The Public Procurement Board has successfully assessed 213 entities (up from the 100 entities assessed as at December 2006) as regards their adherence to the provisions in the Public Procurement Act.

The assessment indicated a maximum level of compliance. However, there are limitations in terms of Oversight Committees and institutional procedures in most state institutions. The Audit Service is yet to set up a division to monitor the implementation of the Act in public institutions. The necessary staff to monitor and evaluate have been trained this year for the project.

A total of 213 public entities have been assessed on the basis of the procurement activities in the area of Integrity and Transparency, Institutional Framework and Management Capacity.

Objective 7: Promotion and Protection of the Rights of Women

3.27 Legislation to protect women's rights

Currently Ghana has passed a number of legislations and ratified various conventions and treaties that seek to promote the rights of women and their development in a coherent manner.

These include the following:

- Ratification of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
- Adoption of the Beijing Platform for Action
- Adoption of the African Charter on Human and People's Rights (the protocol relating to women's rights has been approved by Parliament for ratification)
- The adoption of the Millennium Development Goals (MDGs) as part of Ghana's Development Policy Framework (GPRS II)
- Adoption of African Union Solemn Declaration on Gender Equality and Women's Empowerment

Some of these have been adapted into the country's National Development Policy Frameworks with specific strategies and time-bound measurable targets.

3.27.1 Pass the Domestic Violence Bill and the Property Rights Bill

Even though Ghana failed to meet the 2005 deadline, the Domestic Violence Bill was finally passed into law, Domestic Violence Act (DVA), 2007 on 24 February 2007.

MOWAC has developed a draft Plan of Action for implementation of the DVA.

The DV Act and Marital Rape

Although the original bill specifically prohibited marital rape, parliamentarians bowed to public pressure and removed the provision.

The Ministry of Women and Children Affairs (MOWAC) and the Attorney General's Department acting on Article 22 (2) of the 1992 Constitution which provides for the enactment of a legislation to regulate the property rights of spouses during the dissolution of marriage, are working towards the enactment of the Property Rights of Spouses Bill.

3.27.2 Adopt programmes to domesticate CEDAW and endow it with force of law

CEDAW has not been domesticated and therefore is not part of national law. However, a number of laws have been amended to conform to international standards. These include:

- Amendment of the Criminal Code to criminalize female genital mutilation, customary or ritual enslavement of any kind, harmful traditional widowhood practices, and defilement to cover boys and girls;
- Intestate Succession and amendments and Marriage and Divorce Registration Law;
- In furtherance of Articles 24 (Economic Rights) and 27 (Women's Rights) of the 1992 Constitution, a Labour Act has been passed which has provisions for granting women the needed period during child birth, equal pay for equal work done.

3.28 Protocol to the African Charter on Human and People's Rights on the Rights of Women

In March 2007 Parliament approved the ratification of the Protocol to the African Charter on Human and People's Rights on the Rights of Women.

National House of Chiefs and Women's Rights

The National House of Chiefs, a constitutional body, is mandated under Article 272 of the 1992 Constitution to undertake the progressive study, interpretation and codification of customary law with a view to evolving, in appropriate cases, a unified system of rules of customary law and compiling the customary laws and lines of succession applicable to each stool or skin.

The National House of Chiefs has not fulfilled this mandate. This mandate if combined with Article 26 (2) of the Constitution which " prohibits all customary practices which dehumanize or are injurious to the physical and mental well being of a person" would result in expunging many traditional practices which are outmoded and anti-human rights.

Objective 8: Promotion and Protection of the Rights of Children and Young Persons

3.29 Child Prostitution and Child Pornography

Stakeholders are of the opinion that child prostitution may be on the increase. Girls aged between 12 and 16 are among a large number of women who

parade in the open to solicit for sex in return for money. Ghana has still not developed a plan on Commercial Sexual Exploitation of Children (CSEC) but a number of activities are on-going to combat CSEC. Child prostitution and sex tourism are also on the increase, especially in the Central Region and the capital, Accra.

The government has started negotiations with various stakeholders to establish a database of convicted child abusers and domestic violence perpetrators which will be published to serve as a deterrent to others.

3.30 Compulsory basic education

Ghana has developed an Education Strategic Plan (ESP), a sector-wide approach with Government exercising responsibility for sector planning and supported by partnerships with homes, schools and local communities. It serves as the framework by which Ghana meets its commitments and achieves its medium term education targets and ultimately the MDGs for education, namely, gender parity in primary schooling and universal primary completion by 2015.

Access to education has shown positive trends as a result of policy actions (FCUBE) and increased resources being invested in the sector. Although Ghana missed the achievement in the gender parity goal of the MDG in 2005, there are strong indications that the gap in enrolments will soon be closed. Overall, there are very positive trends in student enrolment and transition rates between 2001/02 and 2006/07.

Enrolment at Kindergarten (KG) schools has doubled from approximately 550,000 in 2001/02 to 1,104,779 in 2006/07. For 2006/07 Education Management Information System (EMIS) reports a KG Net Enrolment Rate of 55.8 with a Gender Parity Index (GPI) of 0.99. Primary school enrolment has increased from 2.5 million pupils in 2001/02 to almost 3.4 million in 2006/07 registering an increase of 35 percent.

467,863 pupils in 975 schools are benefiting from the NEPAD School Feeding Programme. The programme seeks to improve school enrolment and ensure attendance and retention among school children, especially those in deprived schools.

3.31 Protection of the Rights of Domestic Workers

The draft law on Rights of Domestic Workers has not been completed. The Labour Law, 2003 (Act) fails to address the conditions of domestic workers.

3.32 Autonomy of Ghana National Commission on Children

The Ghana National Commission on Children remains a decentralized department under MOWAC following the repeal of the Commission on Children Decree 1979 (AFRCD 66). Under the Act, the Department of Children is responsible for implementing child related policies of the Ministry.

3.33 Street Children and vulnerable youth

The Government, through the National Youth Employment Programme (NYEP), is recruiting the youth off the street into gainful employment. The challenge, however, is that a sizeable proportion of street children are under 15 years – too young to be recruited into the NYEP.

3.33.1 Review studies on street children and other vulnerable youth

The Department of Social Welfare reviewed studies conducted by both public institutions and non-governmental organizations during the Street Children Project.

3.33.2 Develop an Action Plan for assisting street children and other vulnerable youth

A Street Children Policy and Action Plan have been developed under the Street Children Project Component of the Community-Based Poverty Reduction Programme of the Ministry of Manpower Development and Employment.

3.33.3 Resource and expand the STEP Programme

The Skills Training and Employment Placement (STEP) programme has been subsumed into the National Youth Employment Programme (NYEP).

3.33.4 Partner with NGOs to provide shelter, healthcare, education, skills programmes and financial assistance

The Department of Social Welfare (DSW) is partnering with a number of NGOs – Catholic Action for Street Children (CAS) to assist street children.

The Department of Social Welfare provided micro-credit facility for Persons with Disability to engage in viable small-scale businesses.

Stakeholders urged the Department of Social Welfare to investigate allegations that all the existing 96 orphanages operating in the country are doing so illegally because they have not been licensed by the Department to operate as such.

Supporting the vulnerable

Under the Livelihood Empowerment Against Poverty (LEAP) Programme about 2000 households with orphans and vulnerable children (OVC) benefitted from a bi-monthly conditional cash transfer of between GHC6 – GHC8 per month to meet their basic needs and other services in health and education.

The programme was piloted in 21 districts and benefitted orphans, vulnerable children and adults aged 65 and above.

Objective 9: Promotion and Protection of the Rights of Vulnerable Groups including internally displaced persons and refugees

3.34 Access to public facilities by Persons with Disabilities

Following the passage of the Disability Act (Act 715) the Public Works Department of the Ministry of Water Resources, Works and Housing was tasked to undertake the needs assessment for providing access to existing public facilities and ensure the provision of access in new constructions for the disabled.

Stakeholders contend that despite this study, new public constructions do not make provisions for access by PWDs.

3.35 Inadequate and insecure pensions

The Presidential Commission on Pension submitted its final report to H.E the President. Subsequently, the Pension Reform Implementation Committee (PRIC) was established to oversee the implementation of the recommendations of the final report of the Commission and government's White Paper.

The Committee has since drawn up proposals for the introduction of a National Pension Reform Bill and the amendment of the Social Security and National Insurance Trust (SSNIT) Law of 1991.

The proposed National Pension Reform Bill seeks to provide the legal framework for the establishment of a three-tier pension scheme in Ghana. The three-tier scheme comprises a mandatory basic social security scheme, a mandatory privately managed work-based scheme and a voluntary provident fund and personal pension scheme.

The amendments to the revised SSNIT Law included the establishment of Basic National Social Security Scheme for the purpose of providing monthly pensions and other related matters, the formation of a Board of Trustees with its spelt out functions and classes of benefits and qualifying conditions, as well as investment pension funds.

Pension Money Increased

The Social Security and National Insurance Trust (SSNIT) has adjusted pensions upward from an average of 15 percent in 2007 to 17 percent with effect from next year. To this end, the minimum pension to be paid has been raised from GHC18.20 to GHC 22.00. The review in pensions falls in line with the Social Security Law 1991, PNDC Law 247, which provides for an annual review of pensions.

Individual increases range from 11 percent for those on higher pensions to 33 percent for those at the lower end.

3.36 National Policy on the Aged

The Draft Policy on the Aged has been subjected to stakeholder validation and it is being fine-tuned.

3.37 Protecting the rights of refugees

The Ghana Refugee Board reports that the rights of refugees are protected under the Constitution and international conventions and protocols. According to the United Nations High Commission on Refugees (UNHCR), Ghana hosts some 42,400 refugees from various countries.

CHAPTER FOUR

ECONOMIC GOVERNANCE AND MANAGEMENT

4.0 INTRODUCTION

This section assesses the degree to which the government is promoting economic growth and reducing poverty. It deals with issues that relate to macro-economic policies, transparency of public policies, attempts at combating corruption, and the degree to which we are promoting regional integration.

4.1 STANDARDS AND CODES

Ghana is a member of the International Federation of Accountants and hence is complying with both the International Standards in Auditing and International Accounting Standards. Ghana has also signed up to the Basel Principles and so is complying with the Core Principles of Effective Banking Supervision.

Guidelines on Good Practices on Fiscal Transparency

Ghana meets the standards in fiscal transparency code in several areas. In particular:

- The responsibilities of the different branches of government are clearly defined;
- A transparent and fairly comprehensive legal and administrative framework for budget preparation and execution has been put in place;
- The annual budget is based on a comprehensive and consistent quantitative macro-economic framework;
- The budget statement discusses the main assumptions underlying the budget and provides an overview of the implementation of fiscal policies for the previous year and objectives for the current year; and
- Budget data are presented on a gross basis, classified by institution and economic and functional category

Other codes and standards that are adhered to by the country include:

Guidelines on Public Debt Management

After joining the Highly Indebted Poor Country (HIPC) Initiative, Ghana adopted the Low Income Countries Debt Sustainability Framework. Ghana has since conducted a Debt Sustainability Analysis which showed that its Present Value of Debt to exports and to Domestic Budget Revenue was 50.5 percent and 89.1 percent respectively (as at end 2006).

Best Practices for Budget Transparency

Ghana participated in the OECD's Country Case Studies on Best Practices for Budget Transparency – Budget Transparency and Participation. The process discussed: 1) legal framework for transparency; 2) clarity of roles and responsibilities; 3) public availability of information; 4) capacity and systems in the budget process; 5) management of extra budgetary activities; 6) participation in the budget process; and 7) the role of donor funding. Ghana's study was conducted by the Centre for Budget Advocacy at the Integrated Social Development Centre.

Principles of Corporate Governance

Ghana does not have a unified Corporate Governance framework. The Companies Code serves as the main regulatory framework for corporate entities.

Objective 1: Promote sound macro-economic policies that support sustainable development

4.2 Macroeconomic Framework

The macro-economic indicators continue to be impressive despite the energy crises that the country went through for the most part of the year. Headline inflation, measured as year-on-year changes in the consumer price index, which began the year at 10.9 ended at 11.4 at the end of the year. Interest rates followed a generally downward trend during the year. Banks deposit rates ranged between 3 to 5 percent, whilst average lending rates remain unchanged within a range of 15.0 to 33.5 percent. There were marginal fluctuations within the exchange rate regime. The Cedi lost value to the US Dollar by 2.0 percent, and by 5.4 percent and 9.0 percent to the British Pound and Euro respectively in the first nine months.

4.2.1 Strengthen and upgrade the Policy Analysis Division of MOFEP to Policy Research Division

The Division has been upgraded to a Policy Analysis and Research Division (PARD). Additional staff have been recruited for the Division. In addition, two new units have been established – the Tax Policy and Wage Policy Units.

4.2.2 Institute a collaboration for a macro-economic building team including the Research Department of BoG, Policy and Research Division of MOFEP, NDPC and an independent local think tank

Strong linkages already exist between the Research Department of the Bank of Ghana, the Policy Analysis and Research Division of the Ministry of Finance, and the National Development Planning Commission. In addition, the Economic Policy Co-ordinating Committee established in 2001, comprising of MOFEP, BoG, the Controller and Accountant General's Department (CAGD) and the Ghana Statistical Service (GSS) has been meeting regularly to reconcile and monitor the macroeconomic framework.

The collaboration has helped in the stabilization of the macro-economic indicators in spite of the spiraling oil price and domestic agitations for salary increments.

4.2.3 Develop baseline projections for estimating the impact of proposed policy changes on future budgets (e.g. tax policy changes)

The Ministry of Finance and Economic Planning collaborates regularly with other line Ministries, civil society and think tanks, to get their inputs into the budget.

In addition, the following activities have been undertaken:

- The Policy Analysis and Research Division (PARD) of MOFEP in collaboration with the BoG, Ministries of Public Sector Reform; Manpower Youth and Employment, has simulated impact assessment of policy changes on the wage bill for the budget;
- The PARD in conjunction with the Revenue Agencies has also projected the tax implications of various proposed policies from Government and the Private Sector;
- Excise Tax reviews are carried out to inform the national budgets.

4.3 Weak linkages between economic planning and budget formulation

The Joint Government of Ghana and Development Partner Decentralization Policy Review (January 2007) observed that expenditures and revenues of Metropolitan, Municipal and District Assemblies (MMDAs) are opaque, with data that is neither current nor accurate.

Variance between Actual Expenditures and Planned Budgets still remains a challenge.

Stakeholders reported that to improve the variance between planned and actual budgets, there is the need to:

- Cease the practice of central government making expenditure on behalf of the District Assemblies; and
- To open separate accounts for budgetary allocations and internally generated funds.

4.3.1 Provide clear definition of the roles and responsibilities of NDPC as well as MOFEP

The Planning and Finance divisions have been integrated in the Ministry of Finance and Economic Planning. The NDPC provides medium to long term planning which is currently the GPRS II (2006 – 2009). MOFEP implements the GPRS II through the annual budget within a 3-year framework.

NDPC and MOFEP collaborate at budget hearings to ensure that the MDAs reflect the GPRS II in their budgets.

4.3.2 Build technical and research capacity of MDAs for budgeting

MOFEP in collaboration with NDPC assisted MDAs to formulate comprehensive sector policies and also re-introduced budget policy hearing meetings as part of the budget process.

All 138 District Planning Coordinating Units (DPCUs) have been trained in District Composite Budgeting to equip them with the ability to prepare budgets in the MTEF format

4.4 Economy susceptible to shocks

Stakeholders indicated that despite the country's strong growth, the resource and export base of the economy remains narrow and the economy is highly vulnerable to external shocks. Though the country experienced export diversification, this was not enough to spur economic growth. The economy still relies heavily on the country's traditional exports (cocoa, timber, gold). The President's Special Initiatives (PSIs) are yet to provide the diversification platform.

4.4.1 Establish trade desks in key MDAs and build capacity of officers to analyse multilateral trade issues

The Ministry of Trade, Industries, PSD and PSI has established trade desks in the Ministry of Foreign Affairs, the Ministry of Food and Agriculture and the Ministry for Finance and Economic Planning.

4.4.2 Post additional staff to Brussels and Geneva and establish new office in Abuja

MoTI, PSD and PSI has posted trade officers to Geneva. The Ministry is yet to post an officer to Abuja and Brussels. In view of the improved trade between Africa and Asia, Ghana has posted trade officers to India and China.

4.4.3 Strengthen the inter-institutional committee on multi-lateral trade to improve coordination between government, private sector and civil society

Though the inter-institutional committee has been reconstituted, the committee has not been very functional. Very few meetings have been held since its reconstitution in 2006. Two stakeholder workshops have been held on Post Hong Kong Outcomes and New Poverty Agenda (NPA) negotiations.

4.4.4 Build capacity within the private sector to participate in trade negotiations

The inter-institutional committee has representatives from the private sector (Association of Ghana Industries (AGI), Ghana National Chamber of Commerce and Industry (GNCCI), Federation of Associations of Ghanaian Exporters (FAGE)). Capacity building activities for the private sector is organized at the new Trade Information Centre established at Ghana Export Promotion Centre (GEPC).

Capacity building activities for the private sector are also conducted by Third World Network (TWN-Ghana).

Economic Partnership Agreements

Ghana has signed an interim trade deal with the European Union on 13/12/07, joining a rush among poor countries to safeguard exports to the world's biggest trading bloc after preferential terms expired at the end of the year.

Ghana's deal provides for the immediate abolition of tariffs on virtually all exports to Europe, and for the gradual dismantling over 15 years of tariffs on 80% of imports from the 27-member bloc. The remaining 20% of imports are deemed "sensitive products" which will be subject to tariffs even after the 15-year transition period to promote economic development, food security, employment and government revenue generation. The deal also abolished quotas on Ghana's banana and tuna exports, meaning the country could ship as much of those products to the EU as it could sell.

4.4.5 Review the tariff regime and rationalize to fit national development objectives

The framework indicating the mandate, composition and institutional representation of a Tariff Advisory Board has been completed. Training programme for the core staff to serve as nucleus staff has been drawn up and is being implemented.

Following the completion of the tariff study covering 100 – 150 firms in key sectors of the economy in 2006 with 10 pilot firms in Accra and Tema, a full scale survey in all the regions is on-going.

4.4.6 Review, compile and publish all applicable export permits and licenses into a compendium

The compendium has not been developed.

4.4.7 Increase the share of non-traditional exports in total trade export values

The Non-Traditional Export sector has witnessed significant growth over the past three years (refer Table 1). They grew from USD 705,429 in 2004 to USD 892,878 in 2006 representing about 25 percent and 26 percent of total exports respectively. Indications from the Ghana Export Promotion Council (GEPC) are that NTEs might exceed the USD1 Billion target in 2007.

Table 1: Percentage of NTEs to Total Exports – 2004 to 2006

	2004 USD'000	2005 USD'000	2006 USD'000
Total Exports	2,740,240	2,768,400	3,415,700
NTEs	705,429	777,593	892,878
%Cont. of NTE to Total Export	25.74	28.09	26.14

Source: GEPC. Non-Traditional Export Statistics Report 2006

4.4.8 Identify markets in the ECOWAS sub-region

Ghana's non-traditional export to the ECOWAS sub-region is surpassed only by trade to the European Union. In 2006, export to the ECOWAS sub-region totaled USD242,689,210 falling below that of USD419,882,938 to the European Union.

Markets for Ghana's non-traditional exports stretch from Senegal to Nigeria (Table 2)

	Country	2005 (USD)	2006 (USD)	% Growth
1	Burkina Faso	63,348,365	77,093,703	21.70
2	Nigeria	54,119,399	67,625,854	24.96
3	Cote d'Ivoire	18,583,507	31,782,748	71.03
4	Togo	36,180,679	24,399,327	(32.56)
5	Niger	19,210,495	10,701,010	(44.30)
6	Mali	19,546,213	8,310,346	(57.48)
7	Benin	4,455,321	8,029,864	80.23
8	Senegal	5,981,704	6,767,921	13.14
9	Guinea	1,400,816	1,897,292	35.44
10	Liberia	2,149,018	1,764,550	(17.89)

Source. GEPC. *ibid.*

4.5 Quality of macro and micro economic data

The quality of micro and macro-economic data continues to be a major challenge in economic management and good economic analysis though some successes have been achieved over the period.

The quality of fiscal data has improved but consistency, reliability and comprehensiveness of such data remain a challenge. Spending by District Assemblies is not transparent enough as a disaggregation of their expenditure patterns continue to be absent in the budget statement. Disaggregation of data by sex and regional basis continue to be inadequate in the budget statement, since a detailed itemization of expenditures in the budget on these basis is still absent. This notwithstanding, such itemizations are found in the Medium Term Expenditure Framework, an appropriate statement that gives details of annual estimates of expenditures at the regional level.

Inflation Targeting

The Bank of Ghana (BoG) has formally adopted an inflation-targeting framework for its monetary policy operations to track underlying inflation, using a core measure of the Consumer Price Index (CPI) inflation, which excludes energy and utility prices.

Ghana, thus joins South Africa as the only two countries in Africa using inflation targeting. A key ingredient for the success of inflation targeting is transparency. To this end the Monetary Policy Committee (MPC) process ensures that through regular publication of its economic reports the public is adequately informed of inflation trends.

Objective 2: Implement sound, transparent and predictable government economic policies

4.6 Concerns of transparency as well as implementation of reforms in particular departments

Multi Donor Budget Support and Budget Transparency

MDBS lacks disaggregated data on regional and district budgets inhibiting transparency. The MDBS allows some amount of prior consultations with civil society and other non-state actors, but the technical quality of inputs from independent research and advocacy organizations and private sector input is uneven.

Moreover, representations of key stakeholders in crucial MDBS reform and resource allocation decision forums remains inadequate. Non-state and non-executive branch actors and interest groups, as well as minority/opposition parties, are generally excluded from the final decision-making and final stages of agreement on triggers and achievements. Thus, non-state actors are hardly privy to the items agreed upon between the government and the development partners as “triggers” and are unable to monitor implementation.

Source: Civil Society Input into Consultative Group Meeting

4.6.1 Develop and implement a programme to extend pre- and post-budget consultations with industry

To improve transparency of the budget preparation process, the Ministry of Finance and Economic Planning organized budget information dissemination meetings with staff of RCCs, MMDAs and revenue agencies in all the regional capitals. Also an advert calling for inputs into the 2008 budget was placed in the national dailies early this year. Thereafter a stakeholder’s fora for individuals and organisations were organised on their input submissions.

A number of NGOs (Integrated Social Development Centre – ISODEC, Institute for Policy Alternatives – IPA, and Social Enterprise Development Foundation – SEND Foundation) have been undertaking pre- and post budget reviews with civil society.

4.6.2 Implement the Public Sector Reform Strategy

A Ministry of Public Sector Reforms has been established to spearhead the implementation of the Strategy. The organizational restructuring and training of the Civil Service is on-going with the development of 10 modules by GIMPA. A Committee on Training (comprising MPSR, OHCS and PSC) has been established for the accelerated training of the Leadership of the Civil Service. The training programme will target 600 staff including Chief Directors, Management Analysts, Human Resource Experts and Directors. A Performance & Management Workshop has been held for Chief Directors and Directors.

The Subvented Agencies Act, 2006 (Act 706), which provides the legal framework for the operation, system of categorization and also policy on creation of new subvented agencies, has been passed.

To enhance customer services, 25 Client Service Units have been revitalized, and plans have been made to add an additional 13 including the Revenue Agencies (CEPS, VAT and IRS).

4.6.3 Draw up code of conduct for each MDA and services provided

Ghana has adopted a Citizen's Charter in line with the global concept of effective Public service delivery and good governance. This effort is further reinforced by the Government's ardent pursuit of the tenets of good governance underscoring the need for transparency, accountability, prompt responsiveness to the needs of the citizens and all participants and a zero tolerance for corruption.

A sectoral approach was adopted in the development of The New Citizens Charter by identifying and highlighting linkages and interdependencies in the task performance of agencies in order to exploit synergies and ensure that standards are realistic and well coordinated. The Charter development is being implemented in phases. Institutions under Phase 1 (listed below) have completed their charters.

Phases	Institutions
1	<p>A. Land Sector Agencies</p> <ul style="list-style-type: none">• Lands Commission• Lands Title Registry• Survey Department• Land Valuation Board• Office of the Administrator of Stool Lands• Town and Country Planning <p>B. Tax Revenue Sector Agencies</p> <ul style="list-style-type: none">• Internal Revenue Service (IRS)

	<ul style="list-style-type: none"> • Customs, Excise and Preventive Services (CEPS) • Value Added Tax Service (VATS) • Registrar General's Department (RGD) • Drivers and Vehicle Licensing Authority (DVLA)
2	<p>Trade, Industry and Investment Promotion Agencies</p> <ul style="list-style-type: none"> • Ministry of Trade, Industry, Private Sector Development and President's Special Initiatives • Ghana Investment Promotion Centre (GIPC) • Ghana Export Promotion Council (GEPC) • Export Development and Investment Fund (EDIF) • National Board for Small Scale Industries (NBSSI) • Ghana Free Trade Zone • Ghana Standards Board
3	<p>Other Government Agencies</p> <ul style="list-style-type: none"> • Audit Service • Controller & Accountant-General's Dept • Ghana Ports & Harbours Authority • Passport Office • Forestry Commission
4	<p>A. Utility Agencies B. Transport Sector Agencies</p>
5	<p>A. Security Services B. Health Services Sector</p>
6	<p>A. Sub-National Governance Bodies B. Any other identified Organisation</p>

The New Citizen's Charters for the Land Sector Agencies and the Revenue Sector Agencies were launched by H.E. President Kufuor in November 2007.

4.6.4 Provide avenues for domestic communities to participate regularly in policy formulation

Community participation is promoted through the District Assemblies in District Development Plans and government policy implementation at the local level. Citizens also participate in national policy formulation through fora created by such institutions as the National Economic Dialogue, the Institute of Adult Education's New Year School, the Institute of Democratic Governance (IDEG) workshops for civil society input into the budget, and NDPCs consultations on the GPRS.

During the development of the Growth and Poverty Reduction Strategy (GPRS II) many civil society actors – including community-based organizations, NGOs, gender-based advocacy groups, trade unions, student associations, policy research institutes and think tanks – welcomed the opportunity to participate in the dozens of consultation workshops that were held at national, regional and local levels.

Stakeholders welcome the increasing role that civil society play in the formulation of national policies – budget process, privatization of state resources, land issues, etc.

4.7 Provision of information

4.7.1 Provide data and inform public of the nature of the processes that decision-makers utilize in all important areas of economic management

The Government of Ghana has improved on the accessibility of fiscal information through the Financial Administration Act and the Financial Administration Regulations, the Annual Appropriations Act, the Budget Statement, the detailed MDA estimates, and the year-end financial statements through the print media and/or government website.

The Controller and Accountant General's monthly budget executions are publicly available to purchase through publishing houses. Data on expenditures funded by the Consolidated Funds are available on MOFEP's website.

4.7.2 Use the media and public forums to reach the public

The media (both print and electronic) has been very active in getting information to the populace. The Ministry of Information and National Orientation (MOINO) has been actively collaborating with all MDAs and NCCE to communicate government policies, programmes and activities to the populace through its weekly "meet-the-press" series as well as the weekly "matters arising" from the "meet the press sessions" to explain issues that arose from the presentations of Ministerial plans and action programme.

Regional meet-the-people tours are also undertaken by MOINO to disseminate government policies and programmes. An official website, GOG Portal, provides reliable one-stop information on Ghana.

MOINO, in collaboration with the Ministry of Communication, has established 42 Community Information Centres (CICs).

The Ghana News Agency (GNA) is undertaking a District Computerization Programme which links the GNA headquarters in Accra with key district offices such as Hohoe, Akim Oda, Winneba, Techiman, Aflao, Bawku and Tarkwa.

The Information Services Department (ISD) has been resourced with 146 cinema vans and 4 public address vans to facilitate free flow of information between the government and the public.

It is expected that the passage of the Freedom of Information Bill will further make more information available to the public.

4.8 Transparency in policy making

The regulatory framework for public finances has been strengthened with the passage of implementation of key legislation such as the Financial Administration Act, the Internal Audit Agency Act and the Procurement Act. The expenditure control procedures covering the wage bill, non-salary items and procurement has been made clear and being followed by public fund managers. As a result of the recognition of the procedures and conformation to set rules and regulations, there have been improvements in allocation of public funds, which have had positive implications on transparency and comprehensiveness of fiscal management.

Objective 3: Promote sound public finance management

4.9 Weak administration of tax system

Improving Tax Administration in Ghana

A comprehensive reform of the Ghanaian tax legislation has been undertaken with a view to broadening the tax base by bringing a substantial portion of the informal economy into the tax net. In line with these reforms the revenue agencies have undertaken significant policies to improve tax administration. These include:

- Establishment of the Revenue Agencies Governing Board to coordinate tax collection efforts;
- Establishment of a Larger Taxpayers' Unit to facilitate the payment of taxes by significant contributors;
- Reduction of corporate tax to 25 percent in 2006 from 28 percent in 2005, except income from non-traditional exports which are taxed at 8 percent;
- Provision of regional incentives to encourage investment in less developed districts of the country;
- Introduction of a single Taxpayer Identification Number (TIN) and the automation of the customs systems;
- Introduction and expansion of the Ghana Community Network (GCNet) Services;
- Switching from *ad valorem* excise duty rate to specific duty rates;
- Re-examination of the valuation of used vehicles and review of overage penalties;
- Broadening the tax net through vehicle registration;

- | |
|---|
| <ul style="list-style-type: none">• Introduction of the tax stamp for the informal sector |
|---|

4.9.1 Provide facilities to tax administrators that will increase collection and deposits into the consolidated fund

The computerization of the Internal Revenue Service (IRS) is still in progress. All revenue agencies were allocated operational vehicles in 2007.

A Revenue Protection Unit has been set up within the Revenue Agencies Governing Board (RAGB). The automation of IRS operations has been initiated on a pilot basis at its Osu office.

As an incentive to improve on revenue mobilization, the retention for Revenue Agencies has been increased from 2.5 percent to 3.0 percent of revenue collected. A Revenue College is also being set up to train new staff and upgrade the competencies of existing staff.

4.9.2 Enforce tax laws

A Revenue Protection Unit within RAGB has been set up to ensure that tax laws are enforced.

MOFEP is collaborating with the Ministry for National Security to curtail revenue leakages in a number of MDAs.

4.9.3 Regularly inform public on tax obligations

Activities undertaken by the revenue agencies to inform the public about the tax liabilities and the procedures required to meet them include:

- The establishment of websites (for Customs, Excise and Preventive Service and VAT Secretariat)
- The publication of brochures, and
- the conduct of public awareness campaigns

4.9.4 Regularly publicise sanctions against tax offenders

The Revenue Agencies have publicized sanctions against tax offenders. Throughout the year, revenue agencies named and sanctioned businesses and companies that persistently defaulted in meeting their tax obligations.

4.10 Weak expenditure tracking, accounting and reporting

4.10.1 Develop guidelines for tracking expenditure

The Ministry of Finance and Economic Planning in collaboration with BoG and CAGD has established an expenditure tracking committee with the mandate to track releases for payments from MOFEP through CAGD to BoG. The Committee meets weekly to review progress.

4.10.2 Provide continuous training in the MTEF process to budget committee members of MDAs and MMDAs

The Ministry of Local Government and the Ministry of Finance and Economic Planning prepared Guidelines that will aid in the preparation of District Composite Budget.

All 138 District Planning Coordinating Units (DPCUs) have been trained in District Composite Budgeting to enable them prepare their budgets using the MTEF format for the 2008 fiscal year.

4.10.3 MDAs have no prior information on global expenditure

The current practice is for MOFEP to give Ministries, Departments and Agencies their Budget Ceilings for the commencement of their budgeting process.

The Public Expenditure Monitoring Unit of the Budget Division reviews monthly cash plans and monthly expenditure ceilings of MDAs. The Unit tracks releases for payments from MOFEP through the CAGD to BoG.

4.10.4 Ineffective oversight functions of Parliament

Parliament is re-asserting its oversight role. This was evident through the public hearings of the Public Accounts Committee and the evaluation exercises conducted by the Committee on Government Assurances.

4.10.5 Publication of District Assembly Common Fund allocations

Disputes over DACF allocations

The Northern Patriots in Research and Advocacy (NORPRA) called for a demonstration against what it claims was the government's inability to disburse the DACF in accordance with Article 252 of the 1992 Constitution. Their particular concern was that district assemblies in the three northern regions have been most affected by this failure.

Stakeholders were of the opinion that these agitations would have been curtailed if the Administrator of the DACF published all allocations to the District Assemblies for the information of the populace.

4.11 Improve debt management

There exist no formal limits on the total level of debt to be incurred or of the level of guarantees to be issued, though the Bank of Ghana (BoG) sets a limit on the level of domestic borrowing.

MOFEP in 2006 established the Capital Markets Committee with membership from key staff of MOFEP and BoG to be responsible for government's access to banking and capital markets as well as improving the allocation of financial resources. The Committee is currently working towards the formulation of an overall post-MDRI debt strategy for both external and internal debt.

The policy thrust of GoG is to maintain the external debt at sustainable levels by

- maintaining the acquisition of loans at concessionary rate with a minimum grant element of 35 percent;
- seek more grant financing;
- seek more programme aid to support the implementation of the budget; and
- continue to implement measures to minimize cost of external borrowing such as the margin of risk on variable rate lending and the insurance premium on export credit facilities.

Analyses of the data in Table 3 suggests that GoG has adhered to these strategies. For example, with the strategy of least cost possible, new loans were to be contracted with a minimum grant element of 35 percent. The table shows that the grant element, which defines the concessionality of a loan, has far exceeded the target. Also interest rate and maturity periods are within reasonable limits.

Table 3: Trends in Average Terms of New Commitment (2000 – 2006)

All creditors	2000	2001	2002	2003	2004	2005	2006
Interest (%)	1.7	1.6	2.8	0.8	1.0	1.2	1.4
Maturity (Yrs)	17	34.6	16	43.2	43.5	40	45
Grace Period (Yrs)	4.8	8.4	5	10	10	8.5	8.5
Grant element (%)	31.6	73.8	74.6	79.1	80.0	76.8	76.2

Source: Bank of Ghana

Debt Management

The AID/Debt Management Division of the Ministry of Finance and Economic Planning has formulated a debt management framework based on international best practices with the objective of:

- Forecasting government cash needs as accurately as possible and determining public sector borrowing requirements;
- Improving cash management efficiency by implementing a Treasury Single Account for government at the Bank of Ghana;
- Supporting initiatives to deepen the domestic market and increase issuance capacity;
- Maintaining credible and reliable financing sources for contingent needs;
- Reducing refinancing risk by lengthening portfolio duration;
- Developing new medium-term investor segments including domestic pension and social security funds and foreign investors;
- Supporting the BoG's initiatives to develop a national electronic payments system;
- Developing a foreign investor segment for domestic securities and the capacity to issue sovereign bonds in international capital markets;
- Creating a liquid secondary market for government securities;
- Minimising funding costs
- Maintaining government's long term debt sustainability
- Fostering the development of an active corporate bond market priced over benchmark government securities; and
- Building additional capacity for improved debt management through training, investment in market data sources (e.g. Bloomberg) and an enhanced IT platform

Source: MOFEP

4.11.1 Credit rating of Ghana

Ghana continues to enjoy a B+ rating from both Standard & Poors and Fitch ratings since 2004. Stakeholders are of the opinion that though the ratings laid the foundation for gaining access to international capital markets, it was time the country improved on its ratings to a B+++.

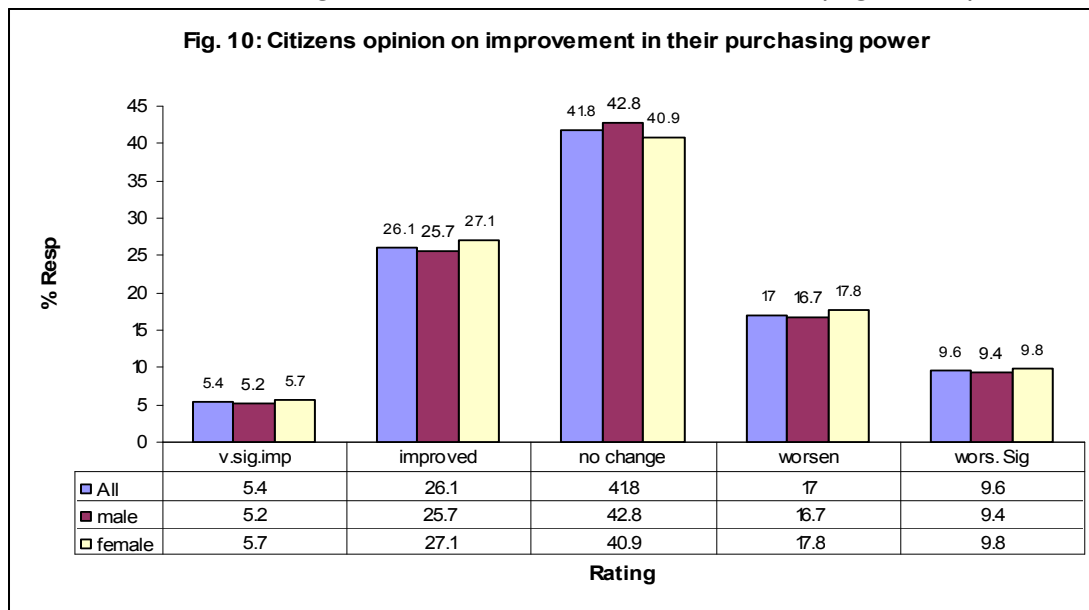
The ratings were instrumental in Ghana successfully raising USD 750 Million on the international capital market.

Objective 4: Fight corruption and money laundering

4.12 Pay fair wages and salaries

The Government is committed to the comprehensive pay reform as stated in Sub-Section 1143 of the 2006 Budget Statement. The Government has set up a Salaries and Wages Commission or Fair Wages Commission, and a Secretariat to be responsible for Pay Administration. The Commission is legally mandated to administer a new comprehensive pay structure and ensure equity in the Government payroll. To assist the Commission to successfully fulfill its mandate, Government has removed the distortions and corrected placements in the Ghana Universal Salary Structure (GUSS).

Majority of Respondents (68 percent) are of the view that their purchasing power has not changed since 2006 or has worsened (Figure 11).



Bi-weekly payment of salaries

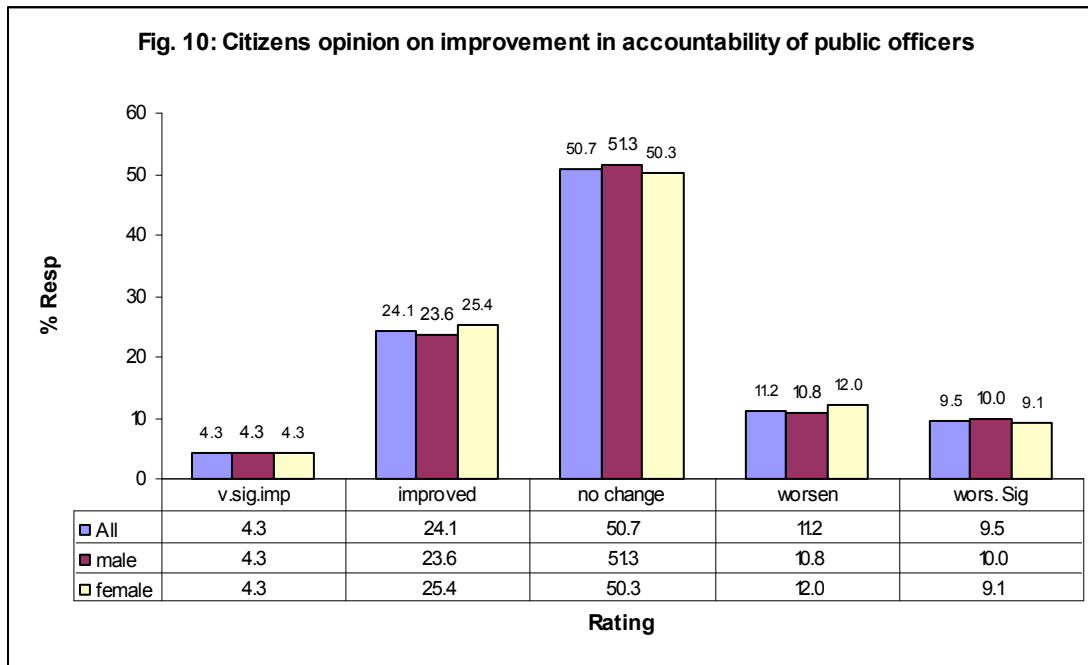
The government is proposing a bi-weekly payment of salaries to Public Servants in a bid to ease the stress on most workers in the country.

4.13 Reduction in corruption

The legal framework is being strengthened to reduce corruption in the public sector. The passage of such Acts as the Public Procurement Act,

the Financial Administration Act, the Internal Audit Agency Act is meant to curb abuse within the public sector. In addition, the Public Sector Reform Ministry is implementing the Public Sector Reform Strategy aimed at among others, to reduce bureaucracy thereby reducing the incentive for corrupt practices.

Respondents (51 percent) stated that there has been no improvement in accountability of public officers (Figure 12). They indicated the recent revelations at the public hearings of the Public Account Committee that some public officers openly disregard laid down procedures with impunity.



Fighting Corporate Fraud

H.E. President J.A. Kufuor issued a directive to all Chief Executive Officers (CEOs) in the public sector to ensure the establishment of functional internal audit units by March 2008.

The CEOs were further instructed to develop, sign and make operational departmental internal audit charters and functional audit report implementation committees by the same period to stem corporate fraud, abuse, waste and corruption, especially in the public sector.

4.16 Weak regulation and administration of foreign exchange activities and payment systems

4.16.1 Implement the Payment Systems Act (Act 662) of 2003

The Payment Systems Act, which provides the statutory framework for electronic banking in Ghana and prevents the manipulation of the bank accounts of customers, has been operationalised and is being implemented.

4.16.2 Organise training for the Financial Intelligence Unit of the Ghana Police Service and other agencies fighting corruption

The establishment of the Financial Intelligence Unit is being handled by the Ministry of National Security. This will be the umbrella agency to fight corruption and money laundering.

The Bank of Ghana, Bank Investigators of the financial institutions and the Ghana Police Service have been undertaking a series of seminars on Financial Fraud Investigation.

4.16.3 Educate banks on how to detect money laundering and crimes associated with it

A technical committee comprising the Ministry of Justice, Serious Fraud Office, Revenue Agencies Governing Board, Narcotic Control Board, Ministry of Interior and National Security was formed to draft the Anti-Money Laundering Bill and Regulations.

The Anti-Money Laundering Bill has gone through the second reading in Parliament.

The Bank of Ghana has conducted a series of trainers-of-trainers workshops for officials of financial institutions and non-bank financial institutions, as well as the security agencies on money laundering.

4.17 Lack of information on credit worthiness of corporate bodies and individuals

The Personal Insolvency Bill was passed into law, Personal Insolvency Act, 2006 (Act 708). It was granted Presidential Assent on April 21st, 2006. The law provides the legal framework to protect creditors in the administration of an individual's bankrupt estate as a result of debts personally incurred.

4.17.1 Provide registries where the identities of individuals and corporate organizations can be cross-checked

The Credit Reporting Bill, which provides a legal framework for credit reporting, the licensing, operation and supervision of credit bureaus in Ghana, has been passed by Parliament. The bill received Presidential Assent on April 27, 2007. The law also provides the framework for accessing timely, accurate and up to date information on the debt profile and repayment history of borrowers.

The National Identification Authority is poised to start the National Identification Programme in 2008. When operational it will help in providing a central database of individuals after its completion.

4.17.2 Discourage the use of cash

The Bank of Ghana is setting up the following to discourage the use of physical cash:

- A National Electronic Payments System;
- Electronic Funds transfer
- Domestic Switch;
- Wide Area Network;
- Electronic Clearing;
- Codeline Cheque; and
- Smart Card payments.

A technical working group has been formed comprising MOFEP, Association of Ghana Industries (AGI), the Ghana National Chamber of Commerce and Industries (GNCCI), the Ghana Union of Traders Associations (GUTA), the Ghana Institute of Bankers, the Private Enterprise Foundation, the ARB Apex Bank, the Ghana Employers Association (GEA) and the banks to educate the public and private sector on cashless transactions.

Objective 5: Accelerate Regional Integration by participating in the harmonization of monetary, trade and investment policies

4.18 Irrelevant application of rules by CEPS

Capacity building workshops are on-going for CEPS officials on ECOWAS Protocols and directives. With support from the World Bank, the Abidjan-Abuja Corridor Project has streamlined and rationalized transactions

along the border. Road blocks between Ghana and Burkina have been reduced to the minimum.

Transit Tracking System

Since September 2007, Customs, Excise and Preventive Service (CEPS) has been monitoring electronically transit goods in concert with the ECOWAS Convention on Interstate Transit of Goods.

The deployment of the new satellite transit tracking system conforms to the World Customs Organization's Framework of Standards. It is envisaged that this system would stop revenue leakages and tampering of goods. The arrangement also stops transit escorts accompanying vehicles.

4.19 Harmonization of monetary policies

Ghana has fully complied with two of the four core criteria for WAMZ. These are Central Bank's Financing of Budget Deficit being less than 10 percent of previous year's tax revenue and an import cover of at least 3 months. The country faces challenges in attaining the other two which are: single digit inflation and a Budget Deficit to GDP Ratio not exceeding 4 percent.

Other issues that the country must deal with under WAMZ include:

- Ratification of the status of the West African Central Bank by Parliament; and
- Providing a building to house the West African Central Bank.

4.20 Security concerns and cross border crimes

Two meetings were scheduled between Interior Ministers of ECOWAS countries to deliberate on the issue of cross-border arms smuggling within the sub-region.

The meetings concluded that there was the need for improved cross-border cooperation between institutions responsible for security in all the countries.

CHAPTER FIVE

CORPORATE GOVERNANCE

5.0 INTRODUCTION

This section assesses extent to which the environment has been made conducive for business activities, and the extent to which business entities are applying principles, values and practices that foster good corporate governance in the pursuit of their activities.

5.1 STANDARDS AND CODES

5.1.1 Corporate Governance Guidelines

Ghana does not have a single document on Corporate Governance. A number of mandatory and voluntary codes exist in the country. These include:

- Companies Code, 1963 (Act 179)
- Corporate Governance Manual of the Securities and Exchange Commission
- Institute of Directors (IoD) Code of Ethics for Directors
- Ghana Business Code
- Multinational corporations have Corporate Governance Guidelines of their parent company

5.1.2 Intensify education of business community on benefits of good corporate governance

The Securities and Exchange Commission (SEC) organized several seminars on corporate governance for companies listed on the Ghana Stock Exchange targeted at directors, chief executive officers and finance officers. Participation to these seminars is voluntary.

A number of organizations and institutions - Private Enterprise Foundation (PEF), Ghana Employers Association (GEA), Institute of Directors (IoD-Ghana) and the Ghana Institute of Management and Public Administration (GIMPA) – organized training activities for both the private and public sectors.

The media has been highlighting issues on corporate governance and this has heightened public interest. Citizens are now able to engage corporations when they appear not to act as good corporate citizens.

5.1.3 Certified training programmes for directors and chief executive officers

The Institute of Directors (IoD) and the Ghana Institute of Management and Public Administration (GIMPA) run courses in Corporate Governance for Directors, Chief Executive Officers and other senior officers in both the private and public sectors.

5.2 National Accounting Standards

5.2.1 Educate accounting personnel on International Accounting and Auditing Standards

The Ministry of Finance and Economic Planning (MOFEP) and the Institute of Chartered Accountants (ICA) have organized workshops on International Accounting and Audit Standards. These workshops have targeted the public after the launch on March 24, 2007 of the International Financial Reporting Standards (IFRS).

Stakeholders called on MOFEP to create an implementation committee like the International Accounting Standards Committee in the U.K. to help interpret the IFRS.

5.2.2 Enforce use of International Standards in Financial Reporting

According to MOFEP the adoption and use of IFRS by small and medium enterprises (SMEs) in Ghana is not feasible as the budgets of these SMEs cannot accommodate the costs associated with IFRS adoption and use. As an alternative, SMEs are being introduced to IFRS for Small Scale Enterprises, a simplified version of international accounting standards.

5.3 Labour Laws

5.3.1 Ratify ILO Convention No. 138 to give full meaning to the Children's Act, 1998

The ILO Convention has not been ratified but the Children's Act, 1998 (Act 560) has some components of the Convention. The Convention clearly defines the minimum age for workers so as to prevent the use of children for labour.

The Children's Act has provisions that cater for:

- Definition of a child (a person below 18 years)
- Welfare of a child (paramount in any matter concerning a child)
- Right to grow with parents
- Parental duty and responsibility
- Right to education and well-being
- Protection from exploitative labour (Section 87)

Stakeholders would like to see changes in the following areas:

- Provisions should place some restrictions on parents (parental responsibility)
- Apprenticeship sector also ought to be defined
- "Light work" in the Children's Act has to be clearly defined. Light work is defined in the Act as "work that will not affect the child's right to education and will not be injurious to the health of the child".

Also, the Basic Education Certificate Examination (BECE) has become a terminal point where a lot of children find themselves engaging in child labour. The new Educational Reforms also make provision for a one-year government sponsored apprenticeship as a measure to address this challenge. Stakeholders want more public education on the issue and for government to resource law enforcement institutions to investigate child labour practices.

5.3.2 Ratify ILO Convention No. 184

The ILO Convention No. 184 has not been ratified although Cabinet recommended its ratification. The delay in ratification has been attributed to social and economic considerations.

5.3.3 Prepare National Policy on Agricultural Health and Safety

There have been efforts by the government to develop a national policy through recommendations by the Labour Department, but this has been delayed for seven years. One of the issues the policy addresses is the health hazards associated with the use of chemicals by farmers.

5.3.4 Strengthen the Labour Department

The Labour department acknowledges that carrying out effective inspections are difficult as the department lacks logistical support and the personnel.

The Ghana Agricultural Workers Union (GAWU) reports that they have not noticed any change in factory inspections thus leading it to believe that the Labour Department has not received logistics and personnel to enable it monitor compliance with labour laws. The inability of the Labour Department to fulfill its mandate, has meant that civil society organizations are undertaking such duties for the department. GAWU, for instance, is working to eliminate child labour on plantations in the country.

5.4 Insurance Laws

5.4.1 Lobby Parliament to review the Insurance Act

The Insurance Bill was passed into an Act of Parliament (Act 724) in 2006 and was granted Presidential Assent on December 31, 2006. The new law has increased the capital requirement for both insurance companies and brokers. It has also introduced some provisions such as:

- All public buildings must be insured
- Insurance companies operating both life and non-life policies must be separated into two different companies – life insurance and non-life insurance companies – with different boards of directors
- All existing companies – both insurers and brokers - must re-register with the National Insurance Commission.

The Act, however, did not cover residential properties. Stakeholders also want an amendment to the Act which clearly defines “what a public building is”.

5.4.2 Educate public, business community and insurance institutions on the new law

The National Insurance Commission (NIC) has embarked on educating insurance companies, the business community and the public on details and requirements of the law. The workshops specifically targeted the insurance companies, the Police Service and Judges, as well as the general public. The Commission is also developing television series to educate the public on the insurance law.

Stakeholders observed that there has not been any extensive education on the Insurance Law as the NIC has left the responsibility of educating the public to the insurance companies. The Ghana Insurers Association is of the view that the effectiveness of the law can be fully assessed by 2008

when they would have the opportunity to critically examine the law to see how it benefits insurance companies.

The association would like the NIC to involve them in drafting laws as the issues of rescue fund and emergency treatment of road traffic accident victims had no input from the Insurers Association.

Objective 1: Promoting an enabling environment and efficient regulatory framework for economic activities

5.5 Length of time required to complete business registration

5.5.1 Re-organise and resource Registrar-General's Department (RGD) to deliver customer friendly business registration services

A customer friendly front office is almost completed. Meanwhile the Department is using a structure provided by the Ministry of Trade (MOTI/PSD/PSI) as a temporary front office.

Length of time required to complete company registration has been reduced to 10 days for Limited Liability Companies and 5 days for registration of Business Names. Searches for company information have been reduced to 5 minutes.

5.5.2 Upgrade Business Registration Software – RGDPro to provide front office services and electronic forms processing

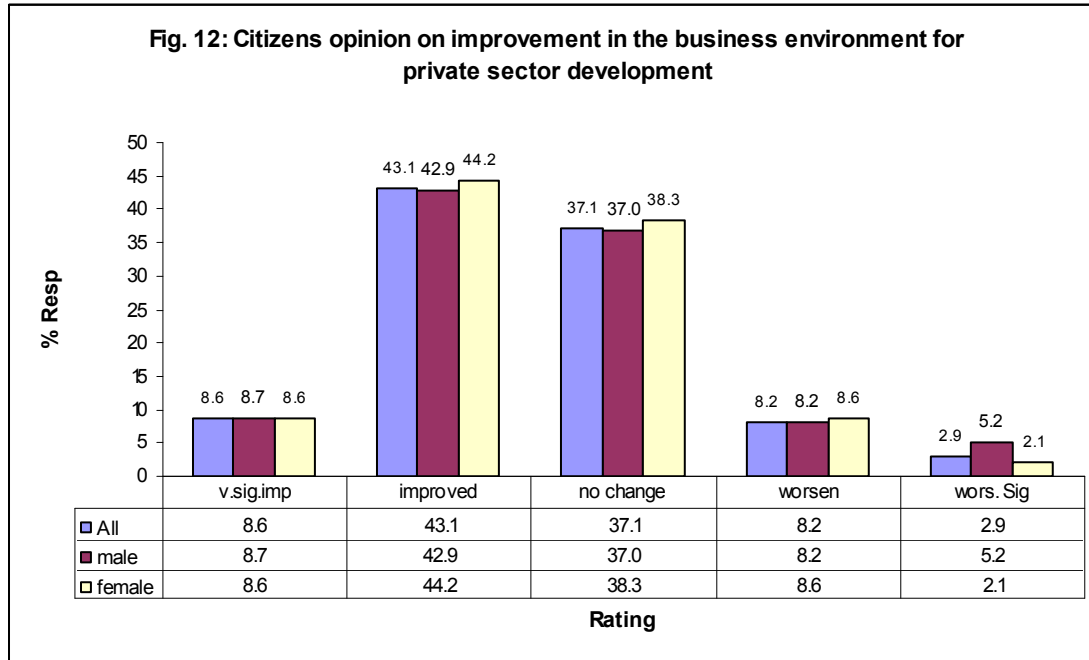
There are software problems. They are being resolved following the provision of a new network server by the UNDP.

5.5.3 Decentralise business registration processes

The RGD has offices in only two regional capitals – Kumasi and Sekondi-Takoradi – which have been staffed. Registration forms from Kumasi and Sekondi-Takoradi are processed in Accra and returned to these regional capitals for distribution.

The Department is in the process of setting up an office in Tamale. The regional offices are being linked up with a Wide Area Network to enable real time transfer of data between various offices.

Respondents (51 percent) were of the view that there has been improvement in the business environment for private sector development (Figure 12).



5.6 Duplication of information requirements with company registration procedure

5.6.1 Establish Guidelines for inter-agency information sharing

The guidelines have not been developed for the Registrar-General's Department (RGD), Ghana Investment Promotion Centre (GIPC), the Internal Revenue Services (IRS) and the Ghana Immigration Service (GIS).

5.6.2 RGD should collaborate with IRS to establish a single identification number

An Electronic Data Interface to share Tax Identification Numbers (TIN) between the Revenue Agencies Governing Board (RAGB) and the RGD is being developed. The TIN Centre at the RAGB has provided the RGD with a dedicated computer for electronic transfer of TIN data from and to the RGD.

As part of the Business Reform Strategy, the harmonization of registration/identification number is yet to start. It is important to get all

Ministries, Departments and Agencies (MDAs) to agree to a common numbering system and this needs to be tackled at the Ministerial level.

The RGD now collaborates with the Internal Revenue Service (IRS) by sending monthly list of registered businesses. This will be done electronically when the IRS is fully computerized.

5.7 Inadequate database and access to company information

5.7.1 Recruit additional ICT personnel at RGD to manage the database and applications

An IT Manager and two IT professionals have been seconded to RGD from the Central System Development Unit (CSDU).

5.7.2 Collaborate with Ghana Statistical Service (GSS) to identify dormant companies

Collaboration with GSS to identify such companies is yet to start. Meanwhile GSS in collaboration with MOTI/PSD/PSI has started the process of updating information in the Ghana Industrial Survey Report conducted in 2003. Information of dormant companies will be collected as part of the update process.

RGD has started the process of capturing a backlog of Business Data into the Business Registration Database and cleaning up this data including the identification of dormant companies.

5.8 Outdated Ghana Investment Promotion Centre (GIPC) Law

5.8.1 Amend the GIPC Law to reflect the change in mandate of GIPC

The GIPC produced a draft GIPC law at the beginning of the year but stakeholders realized that the proposed new law was not far reaching enough to reflect the needs of the investment climate both domestically and internationally, and also meet the changes in mandate of the GIPC. The GIPC is therefore going through a process of redrafting the law for dialogue with stakeholders at the end of 2007.

5.9 Delays in acquiring approvals for immigration quotas

5.9.1 GIPC should play an advisory role on immigration quota and working permit issues

The GIPC and Ghana Immigration Service (GIS) after a series of meetings have come to an agreement that the time it takes to acquire immigration permit should be reduced to between 2 and 7 days. GIPC plays an advisory role in these issues.

5.10 Commercial Dispute Resolution

5.10.1 Delays in commercial disputes

A Commercial Court was set up under the Judicial Sector Reform Programme (JSRP) to offer speedy, efficient and effective delivery of justice in commercial disputes.

Stakeholders agreed that the Commercial Court since its establishment in March 4, 2005 has minimized the time and cost of commercial disputes.

5.10.2 Undertake a study on access to justice for businesses, especially MSMEs and development of cost effective (non-court) solutions

Through the Alternative Dispute Resolution (ADR) mechanism, MSMEs have a procedure to solve disputes cost effectively. The ADR mechanisms that are used in the country include negotiations, mediation and arbitrations.

Negotiation procedures usually involve offers and counter offers being exchanged by the parties involved in the disputes until the proposals are acceptable to both parties. Advocates of contemporary negotiations in the country call for "Good Faith Negotiations" where the parties consider the interest of the other parties and assist in resolving the disputes. The Labour Act, 2003 (Act 651) advocates this method of negotiation.

In the mediation procedures, the parties voluntarily select and invite a neutral third party, to help them in exploring viable options to conclusively resolve disputes amicably. The ADR mechanism at the Commercial Court is free of charge, however if the parties want an independent mediator, the court will recommend one but at a cost.

5.10.3 Continue Training, Resource Provision, and Monitoring of Quality of the New Commercial Court

The Commercial court is funded from government, donor and internationally generated sources. Courts have requested for more personnel in order to maintain the quality of the service.

INFRASTRUCTURE – ROADS

5.11 Road congestion and traffic jams

5.11.1 Identify and Create By-Passes along Major Routes in Regional Capitals

There is currently no report from the implementing agencies with respect to creation of by-passes along the major routes in the regional capitals. Unauthorized by-passes are created by motorists in all major cities (Accra and Kumasi).

Efforts are being made to reduce congestion on the roads with the construction of larger lorry parks. For example, the construction of a new lorry park at Achimota (where larger vehicles can offload their goods into smaller ones) seeks to ease the traffic congestion on the roads in the central business district of Accra.

5.11.2 Provide Street Lights and Traffic Wardens along Major Streets

The street lights are in place along major streets across the nation. The problem is that the use of electrically-powered street lights is limited by the supply of constant electric power. The problem was worsened during the just ended power rationing exercise. The Motor Transport and Traffic Unit (MTTU) recommended the use of solar-powered street lights.

The presence of the Traffic Wardens has been increased due to the training of personnel under the National Youth Employment Programme (NYEP) to augment the efforts of the Road Traffic Police.

5.11.3 Educate Pedestrians on Road Crossing Regulations

The National Road Safety Commission (NRSC) has carried out a series of educational campaigns to educate the general public on best road use practices. These campaigns were carried out through the outlets such as the electronic media, print media (posters, handbills and teaching materials), billboards as well as training workshops.

The NRSC's target was to educate the general public (i.e. parents, school children, teachers and other road users) on best road use practices including road crossing regulations.

As part of carrying out its activities, the NRSC faced certain challenges. The challenges are mainly increasing vehicular traffic on our roads, "bad driving" and inadequate emergency and healthcare services for accident victims.

The NRSC has organized a seminar on the new Road Traffic Act for Driver Vehicle and Licensing Authority (DVLA), Motor Traffic and Transport Unit (MTTU) Command of the Ghana Police Service, Ghana Bar Association (GBA) Judicial Service and Transport Unions to apprise them on the scale and magnitude of the road safety problem.

5.11.4 Provide Rail Transport (Especially in Accra)

The Ministry of Harbours and Railways (MoHR) has plans to provide mass transport by rail under the Transport Sub-sector Development Program. The programme is scheduled to commence at the beginning of 2008.

5.12 Poor trunk road condition

5.12.1 Enforce Axle Control Regulations

Enforcing axle control regulations has little impact because the fine charged by the courts, when the offenders are caught, is not punitive enough. The failure of the policy is also attributed to the fact that there is not a regional standard with respect to fines. There are proposals on the table to have a common standard within the West Africa region.

There is a general view that enforcement is carried out at some points such as at Ofankor but not sufficiently. Another issue was raised of cargo trucks moving in convoys that have the effect of damaging the road. The GPRTU wants cargo drivers to be advised not to move in convoys as this will help the road condition to be maintained for a longer time.

Axle Control Irregularities

During the year the Ghanaian Times broke a story on corrupt activities of

personnel posted to man the Axle Load Control Points. Reports of drivers of overloaded trucks made to by-pass the Control Points after payment of various sums of bribe money were cited.

Following the Times story, personnel of two Control Points were recalled to the Head Office and a Committee institute to investigate the allegations and also draw up proposals for privatizing the Axle Load Control Points.

Stakeholders are of the opinion that recalling the personnel back to the Head Office was not punitive enough and that criminal proceedings should be instituted against the officers.

Two Control Points – Accra-Tema Motorway and Bogoso - have since been privatized

5.12.2 Increase Road Maintenance and Upgrading

As at the end of 2006, the total road network stood at 48,381km made up of 4,064km urban roads, 32, 594km of feeder roads and 11,723km of highway roads. Compared with the road condition of 2005, the road condition has cumulatively improved. The percent of good roads increased in all 3 categories, while that of poor and fair roads either decreased or remained constant.

However, this attainment is lower than the Road Sector Development Programme target, which is 59% good, 27%fair and 14%poor.

Further on, the Ministry for Road Transport together with her collaborating agencies has carried out major rehabilitation and construction projects. This includes Accra Central Business District roads project; Nsawam road project; Kumasi road and urban Dev project; Tamale town roads project; Asafo-UTC Bridge; Kumasi Arterial roads. These projects are at various stages of completion.

Alongside these projects routine and periodic maintenance are carried out by the respective agencies associated with the Road Transport Ministry.

Nevertheless, stakeholders contend that stretches of some major roads in the countryside are still in a deplorable state, thus the Haulage

Association advocates that the roads be put in good shape and be constructed quite wider than the present width.

5.12.3 Protect Road Shoulders from Haphazard Development

The minor rehabilitation and upgrading programme for the year involved upgrading of roads, partial reconstruction and other special projects. However some stakeholders indicate that the road shoulder has not been protected from haphazard developments.

INFRASTRUCTURE – RAIL NETWORK

5.13 Poor state of rail network and limited use of rail transport

5.13.1 Rehabilitate Accra-Tema-Nsawam network for passengers and freight

The commuter train service which was scheduled to be operational in September 2007 came to life in December 2007 after the inauguration of the first phase of the rehabilitation of the Accra-Tema railway line by H.E. J.A. Kufuor.

The Ghana Railway Corporation is using ten refurbished coaches for the commuter service.

5.13.2 Rehabilitate southern National Network

Rehabilitation works has not started. Government has earmarked GHC90 Million out of the funds generated from floating Eurobonds to rehabilitate the railway lines.

Ghana Rail Privatization

Ghana has embarked on a program of privatization of its railways to improve service and efficiency. As part of the privatization efforts, the Ministry of Ports, Harbours and Railways will grant a concession to a private company for a period of 20-25 years through a Build, Operate and Transfer [BOT] arrangement. The BOT arrangement will leave the Government of Ghana with ultimate control of the railways, but operating responsibilities and delivery services will be transferred to the concessionaire, who will pay a fixed annual fee plus a percentage of the revenues. Recent meetings between government officials and foreign investors in March 2007 have resulted in Cabinet approval to start a dual

carriage railway project in June 2007. The first phase will cover Tema/Accra to Kumasi at an estimated cost of US\$ 1.4 billion and it will take up to three years to construct.

5.13.3 Construct Kumasi-Burkina Faso Rail network

A consortium led by Dubai-based Kampac Oil Company has signed a US\$1.6 billion contract with the Ghana Railway Corporation for a railway project in western Ghana. The 35-year contract involves the construction of 800km of new railway line and the rehabilitation of 400km of existing line on a BOT basis.

The new standard gauge line will start from Takoradi and run via Manso, Tarkwa, Huni Valley, Dunkwa, Awaso, Nyinahin, Sunyani, Techiman, Bole, and Sawla, Wa to Hamile. The project seeks to strengthen Ghana's freight corridor while stemming the railway network's traffic problems and revenue losses. The project also envisages rehabilitating and maintaining the existing Western Line.

Part of the project is the opening of an inland port at Boankra Kumasi aimed at reducing customs clearance pressure at the Tema and Takoradi ports by redirecting freight inland, thus increasing rail traffic and revenue. The financing of the project was done through the assignment of \$2 billion worth of mineral and mining rights to the consortium on an exclusive basis. Kampac plans to raise \$2 billion to \$4 billion by monetising a portion of the mineral property assets.

Ghana - Burkina Faso Railway Extension Project

The Ghana - Burkina Faso railway extension project envisages a new single track rail line with a total length of 800km of which 625km will be in Ghana and 170km in Burkina Faso. The railway is expected to facilitate the smooth transportation of goods and people from Ghana to Burkina Faso. The government of Canada through the Canadian International Development Agency [CIDA], has provided funds for feasibility studies into the Ghana-Burkina Faso rail line rehabilitation and construction project. The feasibility studies will include the financial and technical viability of the project as well as its social and environmental impact. Project planners have forwarded a funding proposal to the African Development Bank.

INFRASTRUCTURE – WATER TRANSPORT

5.14 Underdeveloped water transport

The Volta Lake Transport Company (VLTC) has not been able to undertake any of the activities listed in the NPoA. This is due to lack of financial resources to undertake the activities.

5.14.1 Replace over-aged ferries with 4 new ones of larger capacity

VLTC revealed that under the Millennium Challenge Account (MCA) Program, the company is to be provided with two new ferries for the Afram plains and also the Ministry of Harbours and Railways has made provision to rehabilitate two ferries under the 2008 budget.

5.14.2 Harvest tree stumps in Volta Lake

Though an agreement has been signed between Clark Sustainable Company Limited (CSCL) of Canada and the Volta River Authority (VRA) to undertake this exercise, the actual work is yet to commence due to technical difficulties faced by CSCL.

Meanwhile preliminary research to identify the various species of tree stumps in the Lake to map out strategies to harvest them has been completed.

5.14.3 Navigate and chart water courses in Lake

Ferries and boats on the lake continue to rely on old water courses that had been charted years ago by local fishermen. The Ghana Maritime Authority (GMA) has not received the loan facility of USD 10 Million to be able to implement a set of projects which includes navigation and charting water courses in the Volta Lake.

5.14.4 Enforce regulations on safety to minimize accidents

The operations of the Lake Traffic Control Units established to enforce safety regulations has led to a significant improvement in safety on the Volta Lake. A number of NGOs, including the Foundation for Democracy Awareness and Research (FODAR) have been conducting sensitization and educational workshops on lake safety for boat owners, operators and passengers.

5.14.5 Revoke sole license to Volta Lake Transport and introduce competition

Section 2(e) of the Ghana Maritime Act, 2002 which mandates the Ghana Maritime Authority to regulate shipping including safety of navigation on Ghana's inland water ways has not been repealed.

INFRASTRUCTURE – AIR TRANSPORT

5.15 Delays in goods clearance at Kotoka International Airport (KIA)

5.15.1 Review laws to allow competition within the freight handling industry

The policies have been reviewed to allow prospective handlers the opportunity to apply for license to operate. Since the review, a second operator, Aviation Handling Services has been licensed to provide both terminal and ramp services. The other operator is Aviance Ghana.

Stakeholders, especially among the Ghana Institute of Freight Forwarders (GIFF), are of the opinion that KIA is indirectly stifling competition and encouraging monopoly.

5.15.2 Investigate the possibility of developing some airports for international travel purposes to ease pressure on KIA

Studies have been carried out to investigate the possibility of developing some airports to reach international standards.

The Kumasi Airport is being upgraded to international status as a piece of land has been acquired to extend the airport. Studies are still on-going to construct an international airport in Tamale. Prospects are high for Tamale due to the availability of land for the proposed airport.

5.16 Limited internal air transport system

5.16.1 Develop and upgrade airstrips and airports

The management of all airports in the country has been handed over to the Ghana Airports Company Limited. This decoupling took effect this year. The airports at Tamale and Kumasi are at various stages of face-lift to prepare them for the CAN 2008 Soccer Fiesta to be hosted by Ghana in January 2008.

The airstrips (Takoradi, Ho, Yendi, Obuasi, Navrongo, Wa, Paga and Bolgatanga) and airports (Kumasi, Sunyani and Tamale) are being upgraded.

Stakeholders indicate that the findings do not reflect the major development proposed in the national budget. The Sunyani airport building is in a deplorable situation, and also there is no perimeter fence around the runway and sometimes villagers are seen crossing the runway. There are no runway lights, thus aircraft cannot fly in and out at night.

Changes have been noted at the airport in Tamale, as emergency runway lights are being mounted and a new VIP section is being constructed.

5.16.2 Provide incentives to attract private operators

Currently two private airline operators are active in the provision of internal air transport – Antrak Air and Citilink. Reports indicate that there are up to five registered internal airline operators.

The Ghana Civil Aviation Authority (GCAA) has reduced its landing and navigational charges to domestic operators as a means of reducing the operational costs to make domestic air services attractive and affordable.

Private sector operators are of the view that bringing more operators into the sector should not be the focus of government as this policy could result in the collapse of the sector. Government should focus on helping the private operators by upgrading the airports and making the environment suitable for their operations.

Operators would want to partner with international carriers and fly over passengers who need to be in any of the regional capitals that have airports or airstrips. This proposal is, however, not feasible because of lack of runway lights as most international flights come in late in the evening.

Private operators are of the opinion that to have an effective policy they must be consulted on issues and they need representation on the board of GCAA to help in the formulation of policies that affect them.

5.17 Deterioration of agricultural produce at KIA

Presently there are no cold chain facilities at KIA. The cold storage facility for agricultural produce is presently handled by the private freight handler – Aviance. There are plans to construct a cold chain facility under the MCA by the Ministry of Food and Agriculture (MOFA) in collaboration with the GCAA at the beginning of next year.

INFRASTRUCTURE – SEA PORTS

5.18 Clearance delays and high charges at seaports

Maritime Authority	Notes	Concerns of Freight Forwarders
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	The Ghana Maritime Authority (GMA) has stated that it has noted the concerns of the Institute of Freight Forwarders (GIFF) and other stakeholders concerning Container Administrative Charges by shipping lines. It stated further that the issue has already come to the attention of the authority and the Ministry of Harbours and Railways. As a result, the ministry has requested the GMA to study the matter and recommend appropriate action to be taken. Consequently, the Authority has set up a Technical Committee to review all aspects of shipping charges, including the Container Administrative Charges and determine their propriety, as well as recommend the requisite remedial action to the Ministry	
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5.18.1 Expand GCNet to Paga and establish specialised connection for key stakeholders

The extension of the GCNet system to the Customs, Excise and Preventive Service (CEPS) station at Paga, in the Upper East Region has been completed.

The GCNet system will enable the station to issue all their paper-based permits, licences and exemptions electronically, to reduce the abuses and inherent revenue leakages associated with the paper-based manual processes

GCNET: Temporary Vehicle Import (TVI) Module
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GCNet and CEPS have announced that a new module covering
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Temporary Vehicle Import (TVI) operations at land borders will go live in Elubo, Aflao and Paga in January 2008. The TVI Module will replace the existing manual system based around the C59 form.

Over an extended period of time CEPS has faced a major challenge regarding the control of vehicles that are temporarily imported into Ghana across land borders. The reliance on manual forms has made it extremely difficult to ascertain whether vehicles temporarily imported into Ghana overstay the 90 day statutory period or in fact are ever re-exported. This issue has posed a significant risk of revenue leakage; temporarily imported vehicles may never be re-exported, instead being illicitly registered as Ghanaian vehicles.

CEPS and GCNet have designed a module that integrates Temporary Vehicle Import (TVI) operations at the land borders more closely into the Ghana Customs Management System. The new module will provide CEPS with the tools necessary to capture vehicle data at source, receive payments due, complete TVIs online and automatically reconcile imports with re-exports.

5.18.2 Train and equip CEPS to take over destination inspections

Customs, Excise and Preventive Service (CEPS) continues to collaborate with Destination Inspection companies (SGS and BIVAC International) to undertake destination inspections. CEPS has not been trained and equipped to solely undertake destination inspection.

5.18.3 Strengthen trade information systems and improve data quality

In order to enhance the trade information delivery system in Ghana and to enable Ghanaian export companies meet challenges of e-commerce, GEPC is implementing a national programme that will support 3000 export companies.

The first phase of GEPC's Internet-based Trade Information System has been established. The development of the main web site, and installation and testing of relevant software has also been completed. Training, purchase of database software and on-line access to ITC/UNCTAD databases and sources of Trade Information have been completed. An electronically-backed Export Trade Information and Virtual Exhibition Centre has been established.

5.18.4 Support computerization of port management and procure equipment to improve security

Gamma Ray Scanner For Takoradi Port

A new container scanning system has been commissioned at Takoradi Port. The Gamma-Ray Scanner, known as the "Nick TC-Scan" was installed by Nick TC-Scan Limited and is the second of its kind in Ghana. The Tema Port also has a similar facility which was installed by the same company.

The scanner would not only contribute significantly towards the development and facilitation of trade, but also ensure that trade-related revenue would be duly collected.

5.18.5 Establish a Transit Cargo Tracking System

The Customs, Excise and Preventive Service (CEPS) has introduced a Transit Cargo Tracking System since June 2007.

GIFF Threaten Strike Over Container Satellite Tracking System

The Ghana Institute of Freight Forwarders [GIFF] at Elubo District threatened to embark on an indefinite sit down strike if management of Customs Excise and Preventive Service [CEPS] does not abolish the Satellite Tracking Unit system (STU) introduced by CEPS.

The satellite tracking system as introduced by CEPS is a device placed on top of each transit cargo truck leaving the border and entering into neighbouring countries to check diversion of goods on a particular truck up to its final destination. An amount of 50 Ghana cedis is charged by CEPS officials per truck. The Association did not understand why a new tracking system should be introduced by CEPS when the Association was already paying 0.2% to State Insurance Company (SIC) as Escort Fees to execute particular insurance bonds on all transit goods throughout the country.

5.18.6 Upgrade border points to offer 24 hour transit trade services

Border points do not offer 24 hour transit trade services they do not have the necessary logistics and personnel to undertake such services.

5.18.7 Establish a free port

The coming into force of the Ghana Freezone Act, 1995 (Act 504) meant that the ports of Tema and Takoradi as well as the Kotoka International Airport and all lands related to these areas in the charge of the Ghana Ports and Harbours Authority (GPHA) and the Ghana Civil Aviation Authority (GCAA) have been designated Freeports and liberalized skies respectively.

5.19 Long turn around time for ships

The turn around time for ships is not at the levels indicated in the NPoA. From January to June this year, the ship turn around time for Tema Port was 141.28 hours whilst for the Takoradi Port was 64.74 hours.

Stakeholders are of the view that the turnaround time at the ports have greatly improved and that with the completion of ongoing projects, the ports will be very efficient in the coming years.

5.19.1 Improve and Introduce Efficient Handling Equipment

In reducing the container clearance time to decongest the ports, GPHA extended Quay 2 at the Tema Port by 200m and converted it to a container terminal. Three new ship-to-shore and four rubber-tyre gantry cranes were acquired to help improve port performance. Also, GPHA has undertaken the construction and commissioning of a modern car terminal at the port of Tema for faster and more efficient container handling.

A truck park has been commissioned to handle all loaded transit trucks awaiting documentation before leaving the port. Closed Circuit Television System (CCTV) has been installed at both ports to ensure that users of the ports and their cargo are secured. Other equipments introduced to improve services at the port are weighbridges and two big tugboats.

One of GPHA's major programs is to become a Landlord Port Authority and license services to improve companies. To achieve this, 75% of stevedoring operations and 100% of shore handling of conventional cargo has been handed to private companies. This is expected to make the port more efficient.

5.19.2 Expand Facilities and Reduce Container Clearance Times to Decongest Ports

GPHA hopes that by the end of this year, a backup area to stack import containers will be ready. GPHA has also finished a feasibility study for the development of a second container terminal. The Authority is now screening consultants to select and begin the work.

5.19.3 Dredging of Ports should continue to increase water depths to accommodate larger vessels

GPHA began dredging the Tema Port in 2001 and have achieved 11 berths with minimum and maximum depths ranging from 8.0metres to 11.5metres respectively. A 12th berth is set for dredging in February of 2008.

INFRASTRUCTURE-ENERGY

5.20 Difficult access to secure and quality energy supply

5.20.1 Increased Maintenance and Introduction of New Power Station

The Ministry of Energy has developed several programs and policies and is in the process of developing others all aimed at increasing the nation's electricity generation capacity to meet the current demand and the demand for the next 20 years.

5.20.2 Promote Independent Power Suppliers

The Energy Commission has produced a licensing manual for service providers in the electricity sector in Ghana, that is, for those in the areas of electricity generation, transmission and distribution. The Commission is currently developing actual licenses for firms wishing to engage in the generation and transmission of electricity.

The Commission has also designed licensing manuals for the operations of independent power producers in the country.

The Commission has produced Standards of Performance for services providers in the electricity sector. Standard of Performance for distribution of electricity has been produced and has been submitted to the Ministry of Energy for consideration and subsequently to Parliament for passage into law.

5.20.3 Explore Alternative Sources of Power (Solar, Bio-gas)

The Energy Commission is developing a Renewable Energy Law. The Renewable Energy Law will seek to regulate the market for the generation and marketing of solar energy in Ghana. The Commission is undertaking some pilot projects on solar energy. Government has also withdrawn all taxes on solar equipment imported into the country to encourage the use of solar power.

The Energy Commission has also developed rules and regulations governing the secondary market for natural gases. The rules and regulations are currently with cabinet for consideration and onward passage into law.

A Bio-Fuel Energy Policy is being developed by the Ministry of Energy and is at an advanced stage.

Boosting Energy Supply

During the year 2007 three major developments occurred that has the potential of solving Ghana's energy requirements in the medium to long term these were:

- Bui Hydro Electric Dam
- Oil Discovery at Cape Three Points
- West African Gas Pipeline

INFRASTRUCTURE-WATER

5.21 Inadequate and infrequent water supply

5.21.1 Maintenance and Rehabilitation of Existing Pipe Network and Treatment Plans to Reduce Water Wastage

The contract between Ghana Water Company Limited (GWCL) and the Operator-Aqua Vitens Rand Limited (AVRL) seeks to undertake a wide range of activities including the maintenance and rehabilitation of the existing pipe networks and treatment plants across the country. The target of the operator is to reduce wastage (both technical and commercial losses) by 5% each year.

As at October 2007, the following projects were at various stages of completion:

- Tamale water supply project expansion, rehabilitation and optimization

- Kpong expansion
- Berekum water supply project
- Kumasi water supply project
- Rehabilitation of Begoro water supply
- Kwahu ridge water supply project
- Water supply projects for Bolgatanga, Konongo and Techiman
- Cape Coast Water Expansion Project
- Koforidua water supply project

While some projects might target the inadequacies of water supply, others simply focus on dealing with the infrequencies of water supply in the respective locations.

One challenge facing the GWCL is meeting the expectation of the public. The Company claims that due to the long gestation periods for the projects to be completed and effects to be felt, the public tends to lose hope and confidence in the company to deliver as requested.

5.21.2 Promote Public – Private Partnership in Water Management

This has been achieved through the contractual agreement between the GWCL and AVRL to manage the water treatment, supply and all other activities of the treated water sector.

INFRASTRUCTURE-INFORMATION AND COMMUNICATION TECHNOLOGY

5.22 Delays and difficult access to fixed/land lines; limited efficiency and reliability, and relatively high rental costs

As of the second quarter of 2007, the total number of access lines was 6,720,075. This is a combination of fixed lines, payphones and mobile phone subscribers. Mobile phone subscribers' account form the majority of the number, with service providers adding about 900,000 subscribers between March and June 2007. With the advancement of communication technology and their relatively affordable price, mobile phones are now available throughout the country. Service providers in the mobile market, which includes MTN, Ghana Telecom (GT)'s ONETOUCH, KASAPA, and TIGO, now roll out more mobile service. This is because, customers are demanding for mobile phones. GT has applied for license to roll out WiMAX technology.

5.22.1 Completion of National Fibre Optic Backbone to the Rest of the Country

A fibre backbone project is currently on going. The project is in two phases. The first phase will be completed at the end of the year. The biggest challenge facing this project is acquiring the right of way (i.e. as the backbone is laid, some portions might pass through private properties and there must be negotiations with the owner to acquire right of passage of the fibre optic backbone).

Also acquisition of land poses some challenges. Substations are to be constructed along the backbone at designated intervals. The lands for the construction are owned by individuals, stools etc. the process of acquiring the land or change of ownership inhibits the smooth execution of the project. The project has endured these challenges by sensitizing the Metropolitan, Municipal and District Assemblies (MMDA) and the communities involved, about the National Project. The Ministry of Communication has also taken time to explain the relevance of the project to individuals who own portions of the passage ways.

5.22.2 Improve Third Party Access to Existing National Fibre Optic Backbone

The issue of improving third party access to existing national fibre optic backbone is irrelevant now. This is because the project has not been completed and so no third party firm has been given access to the supposedly already-established fibre optic backbone.

Service providers want the Ministry to involve them in the process as they do not have any idea as to how the project is evolving. One provider has requested working sessions in order to know more about the project but till this day, they have not received a word from the Ministry of Communication.

5.22.3 Introduce Greater Competition in Provision of Fixed/Land Line Network

According to the Ministry of Communication, competition is in the sector with the introduction of KASAPA HOMEWORK and about-to-be-privatized WESTEL. Thus the monopoly enjoyed by GT with regard to land lines has become a thing of the past. The impediment to realizing greater competition is the process involved in privatizing WESTEL. On completion

of the process more competition would be introduced into the fixed line network system.

Stakeholders are of the view that there is little or no competition in the land lines sector although licenses have been given to three companies to operate. Only two companies, GT and WESTEL, are operating. KASAPA HOMEWORK which works within a limited radius cannot be considered to be a fixed line network. This lack of competition is attributed to the challenges in providing fixed line networks in the country. Sometimes, cables laid by GT are stolen by thieves and this has created a situation whereby GT has to weld the pipes to seal the cables in. This costs the company about GH¢100.00 to weld, and if there is a problem, the area has to be broken apart again. This is very expensive and lays heavy burdens on companies in the fixed line sector. GT is of the view that it is a monopoly by default in the fixed line sector.

5.22.4 Extend Telephone Facilities to all District Capitals to Facilitate Decentralisation

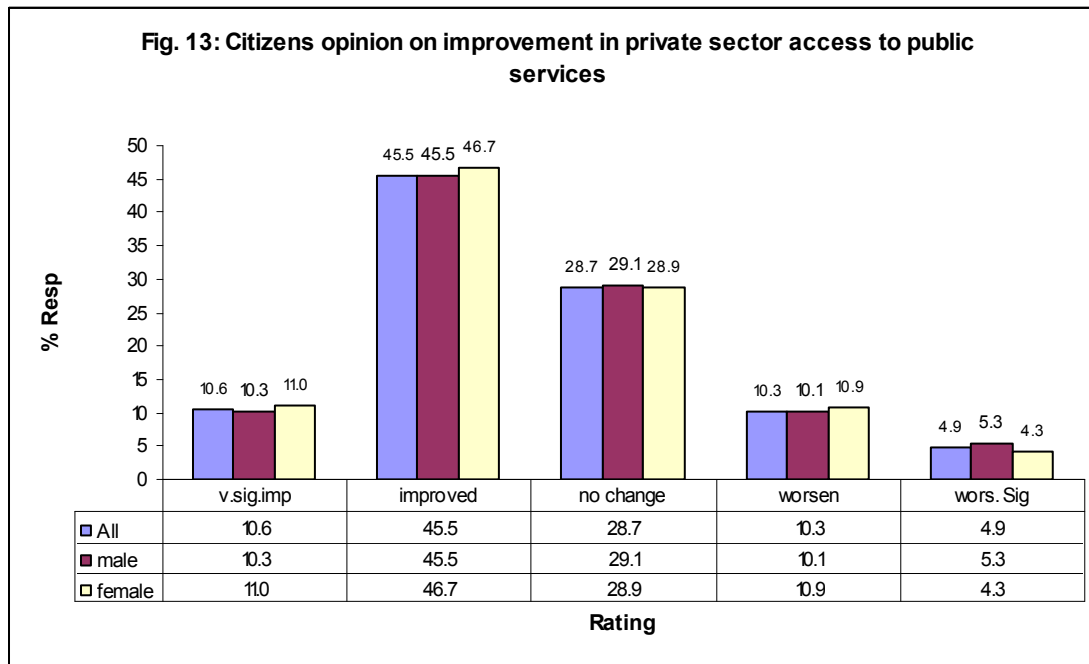
Decentralization would be effectively achieved when the fibre optic backbone is fully operational. Currently, there are community information centres in all of the 230 constituencies (thus making available internet connection). For sustainability of this facility the Ghana Investment Fund for Telecommunication (GIFTEL) has been operational where service operators contribute a percentage of their revenue into the fund for financing developments of rural telephony. GIFTEL provides common facilities to be used by all telecom operators under Universal Access to Telecommunications Projects.

Through GIFTEL areas such as Tokpe (G/Accra), Twifo Mampong (Central), Donkorkrom (Eastern), Dadieso (Western), Odumase (Ashanti), Damanko (Volta), Daboya (Northern), Gwollu (U/West), Fumbisi (U/East) and Kwame Danso (Brong Ahafo) have been provided with telephony services. The rural Telephony Project is thus on-course.

In previous years, GT had been perceived as a social service organization thus the ministry expected them to extend telephone facilities to all the areas of the country. For example, the National Communications Authority (NCA) regulates the price charges of GT, but the mobile service operators do not have such restrictions. GT incurs costs as a result of this policy and insists that it is a company that is profit oriented thus cannot be expected to be a social service organization.

The company contends that not everyone wants a fixed line and extending it to rural areas might not be profitable for GT. Since mobile technology is evolving, the company is focusing on this and how best to serve customers.

Respondents (55 percent) were of the opinion that there has been an improvement in the private sectors' access to public services (Figure 13).



INFRASTRUCTURE-LAND

5.23 Complex and lengthy procedures, and high costs associated with land registration and purchase

In general, land administration in Ghana is multifaceted as there are problems of recognizing owners of various parcels of land. Currently, there are no land maps in the country. The Lands Commission pointed out that the delays were not the fault of the commission as other agencies were involved in the registration of lands acquired for development and commercial purposes. For example, to process land documents there is a requirement for tax clearance certificates. The Lands Commission has its hands tied in such situations. The commission reported that in Sunyani, there are 359 outstanding cases because of the lack of tax clearance certificates. Chieftaincy issues also stall the registration of lands, as in the case of Tamale; since the death of Yaa Naa, there has not been any land registration in the region. It is against this background that the

Government through the Land Administration Project (LAP) is tackling the issue of complex and lengthy land registration and purchase.

Through the LAP, there has been a decrease in the time for acquiring land for investment to about seven (7) months. This has been accomplished through the establishment of regional offices in Koforidua, Sekondi, Sunyani, Tamale, Wa and Bolgatanga to bring the total number of offices to eight (8) including the Accra and Kumasi offices. The regional office in Ho is to be opened in October 2007 and that of Cape Coast in November 2007. This will ensure that the Lands Commission has registration offices in all regions and thus reduce transportation cost for individuals traveling to either Accra or Kumasi for registration of lands.

Land documentation offices have also been set up in Obuasi and Tarkwa and a revenue office has been opened in Akim Oda to bring land administration nearer to people.

What is pioneering is a One-Stop-Shop (OSS) being piloted at Madina in Accra to bring all the Land Sector Agencies (LSAs) under one roof. The concept of the OSS is to “co-locate the LSAs and reduce steps involved in the administrative service procedures and change the way these services are provided, from “many doors for one service” to “one door for many services”⁴. The OSS will offer patrons of the LSAs the ability to use a single service centre for all the agencies.

The Lands Commission is also training its staff on attitudinal change as all these actions cannot be sustained unless staff realizes that they are there to serve the patrons of the Commission's services. The Commission welcomed the idea of a Citizen's Charter introduced by the Minister for Public Sector Reform. A Client Service Unit was launched in the Head Office.

The Commission is also setting up a Geographic Information System (GIS) Unit at its Head Office to assist in tracking of files, records management and rent management, which are all currently done manually. This is expected to ease bottlenecks that bring complaints from the public.

5.24 TAXES

5.24.1 High withholding tax

Through the Tax Administration Project (TAP), the Ghana National Chamber of Commerce and Industries (GNCCI) presented the private sector views and suggested a reduction on withholding Taxes. Their

recommendations were incorporated into the 2007 budget by the Ministry.

5.24.1 Undertake Regulatory Impact Assessment to Evaluate Impact on Industries and Review Tax Accordingly.

Withholding Tax imposed on industries has been reduced from 7.5% to 5%. It could not be reduced to 2.5% because of the expected huge revenue loss of about 35% which Withholding Tax contributes to the total direct tax revenue. The Internal Revenue Service (IRS) mentions that no research work was carried out to find out the impact on direct tax revenue if Withholding Tax was reduced to 2.5% and thus they cannot be expected to reduce the tax to that level.

The Legislative Instrument (L.I.) has been passed and an intense tax education and compliance campaign is being carried out by the IRS. This is expected to increase the compliance rate of Withholding Tax 'Tax Payers' and thereby the tax revenue. Also, the reduction will bring about an increase in operational income to individuals and enterprises thus allowing for more investments.

The Local Government Act of 1993 (Act 462) empowers District Assemblies to charge certain taxes – levies and tolls, as well as business licenses. However, there are extreme variability and unpredictability of these taxes leaving small scale businesses very insecure.

5.24.2 High corporate tax

The corporate tax has been reduced to 25% and this was addressed in the 2006 budget. The L.I. 1830 was passed which saw the Corporate Tax reduced from 28% to 25%. The corporate tax is now flat for both listed and unlisted companies. The IRS undertook tax awareness and tax compliance campaigns to educate the business community on the new corporate tax rate.

The IRS felt that this tax rate could result in the operational income of corporate organizations thus allowing for more investments, increase employment to enhance direct tax revenue. However, the IRS felt that the reduction could result in a loss of revenue as Corporate Tax contributes about 50% to the total direct tax revenue. This could be countered by intensifying tax enforcement and compliance strategies.

5.24.3 Vat on imported inputs for manufacturing

The Value Added Tax (VAT) Secretariat and the MoFEP note that pharmaceuticals enjoy a favourable tax policy as the Secretariat charges 15% on procurement of imported pharmaceutical raw materials. However, a review has been conducted and has been sent to the Attorney General's Department for consideration. The Secretariat hopes the bill will be sent to parliament to be passed into law but wants the pharmaceutical industry to exercise patience and understand the tax concept, so as to work well with the Secretariat.

5.24.4 Tax stamp

The Tax Stamp has been reviewed and re-categorized to reflect the class of the business. The highest category is GH¢15.00 and the lowest category GH¢3.00. previously, the levels were GH¢25.00 for the highest and GH¢5.00 for the lowest. The IRS believes this might affect the total tax revenue. To be able to overcome this, the IRS is undertaking a tax awareness campaign among small business owners as well as ensuring tax compliance among Tax Stamp payers.

Ghana Reviews Tax Exemptions To Check Revenue Loss

The government will review the tax exemption regime to curtail the continuous revenue losses through tax exemptions. Available records at the Ministry of Finance and Economic Planning indicate that in 2006, the country lost an estimated revenue of 2.3 billion Ghana Cedis through tax exemptions. To reverse this trend, the government has decided to review the exemption regime as a whole, reduce the scope of the exemptions and eliminate abuses in the administration and application of the tax exemption facility.

The Central Bank has reported that the country's debt sustainability indicators have fallen over the last three years (2003-2006). The Bank, however, assured the nation that there would be no relapse into unstable debt, which would affect the maximization of benefits from sovereign bonds. The debt to GDP ratio fell from 72% in 2003 to 18% in 2006. Debt to export ratio also was down from 176% in 2003 to 42% in 2006. In addition, debt to revenue ratios declined from 300% in 2003 to 65% in 2006.

5.25 Credit

5.25.1 Support for Micro, Small and Medium Enterprises

A number of credit facilities exist in the country for micro, small and medium sized enterprises. These include:

1. The Export Development Investment Fund
2. The Micro Credit and Small Loans Centre (MASLOC)
3. The Venture Capital Fund
4. MSE Loan services operated by various commercial and rural banks
5. Microcredit Institutions (Sinapi Aba, Procredit, Women World Banking, ENOWID, etc)

Commercial Banks assist SMEs

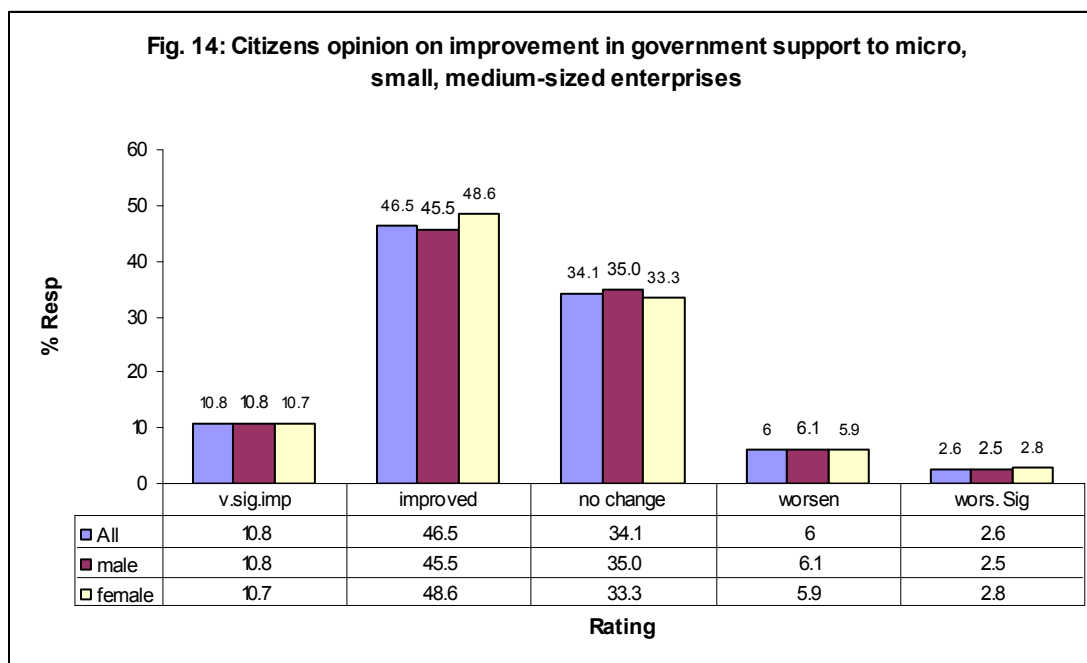
West African exporters frequently cite inadequate financing for working capital or investment in new equipment as the chief frustration they face when competing in the global market. A pilot project launched in February by USAID and ECOBANK Transnational Incorporated [ETI] aims to change that, building a model for improved relationships between West African commercial banks and small-to-medium enterprises [SMEs], particularly export-ready companies.

The program, 'Promoting Access to Credit,' was formally signed into existence February 8, during a ceremony at ECOBANK Ghana. The Memorandum of Understanding [MOU] was signed by US Ambassador to Ghana Pamela E. Bridgewater, USAID/ West Africa Mission, Director Dr. Jatinder Cheema and ECOBANK Group CEO, Arnold Ekpe.

ETI and USAID have contributed a total of US\$300,000 for the 10-month pilot phase, initially based in Ghana. The Trade Hub and another USAID-funded project, Volunteers for Economic Growth Alliance, will provide training and assistance to bankers and specially identified export-ready companies in Ghana. Later phases plan to make the program available in other West African countries.

In 2007 EDIF extended GHC16.5 Million to some fifty companies operating in various sectors of the economy.

Respondents (57 percent) indicated there has been improvement in government support to MSMEs. (Figure 14). Respondents did not only cite micro credit schemes available but also did mention business advisory services provided by the Business Advisory Centres (BACs), the National Board for Small Scale Industries (NBSSI) and technical support from GRATIS Foundation.



5.25.1 Develop Modalities for Accessing Funds

Modalities for assessing funds from EDIF, MASLOC and the Venture Capital Fund have been developed and published for the business community.

5.25.2 Publish Beneficiaries of Funds for Transparency

Beneficiaries of the various funds (EDIF, MASLOC and Venture Capital Fund as well as micro-credit schemes organized by the Ministries of Women and Children Affairs, and Fisheries) have not been published.

5.26 Central registry system

5.26.1 Complete the Development of the Central Depository System to include Equities

The Central Securities Depository (CSD) System commenced operations On November 29, 2004 to provide a registry for securities in electronic form. It operates as a unit under the Bank of Ghana (BoG). It has a depository that is capable of handling equities, government debt and corporate debt instruments and transactions on these securities. The implementation of the system was in two phases. The first phase involved the registration of investors into the CSD system and the admission of Government of Ghana and Bank of Ghana (BoG) Securities. The second

phase would involve the admission of equities into the CSD System. This will require the availability of a legal framework and the repeal of some existing sections of the Companies Code, 1963 (Act 179).

A Central Securities Depository Bill has been passed into law. The law, The Central Securities Depository Act, 2007 (733), was given presidential assent on May 16, 2007. The law creates the legal framework for the establishment of a CSD, outlines the functions of the CSD, the admittance of Securities (including Equities) into the CSD among others, and some consequential amendments.

Section 1 of the Central Securities Depository Act, 2007 (Act 733) requires that, "A central securities depository may be established by a company under the Companies Code, 1963 (Act 179)". According to the Act, a company will have to be established for the operations of the CSD.

Section 2 of the Act, under Application Procedure, also requires that, "A person who intends to establish or operate a central securities depository shall apply in writing to the Commission (The Securities and Exchange Commission)". The CSD will therefore be under the direct supervision of the Securities and Exchange Commission (SEC).

These requirements have not yet been met by BoG hence the second phase of the CSD project has not commenced. The BoG is fully committed to admitting equities into the CSD in the short term and there are plans to form a company for the CSD.

5.26.2 Expand the Depository System into a Registry System

The CSD has a Wide Area Network (WAN) infrastructure connecting all banks discount houses and brokerage firms to its central system at Cedi House. The repeal of Sections 52 and 82 of the Companies Code, 1963 (Act 179) by the Central Securities Depository Act, 2007 (Act 733) allowed CSD to record ownership of shares in a company in non-certificated electronic book-entry form. The process of migrating companies and shares onto the registry system is due to begin, as BoG has to establish a company to operate CSD.

5.27 Payment systems (Settlement Time)

5.27.1 Promote the 2 Hours Transmissions of Payments under BoG's NEPS

A National Electronic Payment Switch (NEPS) is being established by the BoG. A supplier has already been selected and work has begun. The switch is expected to be operational by the end of the first quarter of 2008.

To prepare for an electronic payment environment, the Bank is working with consultants to review the current payment systems laws of the country and introduce new ones that will cater for regulatory issues in the proposed environment.

BoG is also preparing to invite media consultants to prepare a comprehensive public education programme to sensitize the public on electronic payment systems.

5.27.2 Introduce Central Electronic Clearing of Cheques

An Automated Clearing House and the Cheques Codeline Clearing and Truncation System has been advertised for prospective service providers to put in proposals.

5.28 Regulatory Bodies (GSE, SEC, NIC, BOG)

5.28.1 Enhance GSE, SEC, NIC Resources, Staffing and Training

The regulatory institutions have all been recruiting and training staff to become better regulators of the sectors they are overseeing. Since 2004, the SEC has been recruiting more staff but the number of staff recruited is not enough to perform their functions very effectively.

The NIC is currently, staffing its supervision division as well as its on-site inspection division. The NIC has just one on-site team and as a regulatory body cannot perform its function well without additional inspection teams. Regulation training is not common in Ghana. To train staff, the NIC has to send staff outside the country or bring a qualified actuary into the country to train staff.

5.28.2 Continue Addressing Jurisdiction Overlap of SEC, BOG and NIC via JCFSRC

Jurisdiction overlap calls for more cooperation among various regulatory bodies as the financial landscape is changing. The Joint Committee of

Financial Sector Regulators Cooperation (JCFSRC) was formed to address the issue of jurisdiction overlap and harmonize the areas of regulatory overlap among the regulatory bodies. The result has been an improvement in the harmonization of jurisdiction overlap and the BoG is seen as leading the other agencies in regulation.

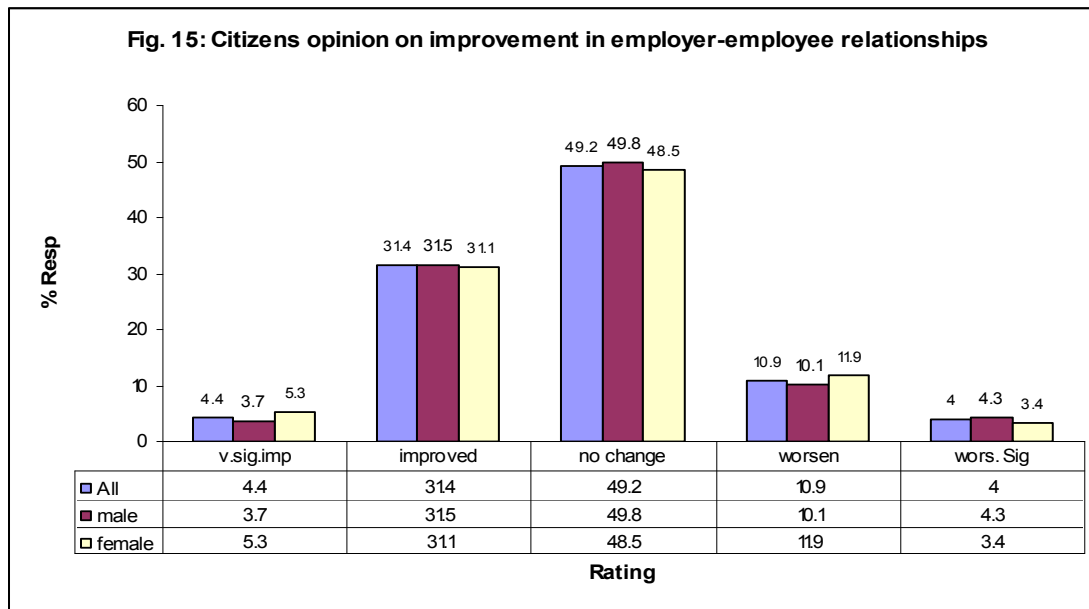
5.28.3 Develop a Fully Electronic Market Surveillance System

The SEC is working at developing a fully electronic market system. It is hoped that by the end of 2008, the electronic system will be fully operational.

OBJECTIVE 2: ENSURE THAT CORPORATIONS ACT AS GOOD CORPORATE CITIZENS WITH REGARD TO HUMAN RIGHTS, SOCIAL RESPONSIBILITY AND ENVIRONMENTAL SUSTAINABILITY

5.29 Labour laws

Respondents (49 percent) are of the opinion that even though the Labour Act does guarantee certain freedoms for workers, employer-employee relations have not seen any improvement (Figure 15).



Stakeholders contend that most of the disagreements between employers and employees are as a result of ignorance of the provisions of the Labour Act on both sides. They implored the Labour Commission to intensify its

educational campaigns in both the formal and informal sectors of the economy.

5.29.1 Protection of trade unions

The National Labour Commission is essentially a regulatory body. It was established by the Labour Act, 2003 (Act 651), which gives the Commission powers to receive complaints from workers, trade unions, employers and employers' organizations on industrial disagreements, and allegations of infringement of any requirements of the Labour Act and its Regulations. The Commission's main functions are to facilitate the settlement of industrial disputes, settle industrial disputes, and investigate labour related complaints, in particular unfair labour practices, and take measures, as it considers necessary to prevent labour disputes.

In Ghana, the 1992 Constitution guarantees the formation and protection of trade unions. Article 21(1)e provides that...all persons shall have the right to freedom of association, which shall include the freedom to form or join trade unions or other associations, national and international, for the protection of their interest.

Article 24(1)3 provides that...every worker has a right to form or join a trade union of his/her own choice for the promotion and protection of his/her economic and social interests.

5.29.2 Review and amend legislation that are overly restrictive of trade union freedoms, and should include the simplification of the legal procedures of calling a strike

The Commission in protecting trade unions from anti-union discrimination undertakes the following actions:

1. Education of workers on their right to form or join trade unions without the approval of their employers. The Commission would like to work with the PEF in conducting seminars on workers rights.
2. Investigates petitions from employees terminated as a result of anti-union posture of employers. Where such terminations are said to be unfair the Commission has awarded compensation.
3. Directs employers to allow workers to form unions when the employees petition for it. If such an order is ignored, the Labour Commission applies to High Court for an order to compel the employers.

With regard to strikes, the Labour Commission noted that majority of the strikes that occur in Ghana are as a result of lack of knowledge on the

part of employees about their rights under the Labour Act. Also, it is observed that public sector workers are the ones likely to go on strikes and this is attributed to government not fulfilling its requirements under the Collective Bargaining Agreement (CBA).

The TUC agrees with the Labour Commission on this issue as they also note that most employers do not negotiate in “good faith.” To protect the workers, the Labour Commission usually takes the government to court. Currently the Commission is in court seeking an order to compel the management of the Customs, Excise and Preventive Service (CEPS) to negotiate conditions of service with the divisional union of the Public Services Workers Union.

The Commission however has several challenges as it has only one office, which is in Accra. In this case, if a person has a problem with his/her employer in Tamale that person will have to come to Accra to file a petition. This has created a backlog of petitions that need to be acted upon. The Commission has plans to open 4 centres in areas with high industrial concentrations. The offices are planned to be in Kumasi, Takoradi, Tamale and Tema. The Commission also acknowledges that they have only 5 industrial lawyers and this is not enough for them to carry out their functions effectively. Decentralizing and expanding to the other 9 regions is high on the agenda of the Labour Commission as well as staffing all the offices. This will require a larger budget than previously assigned to the Commission.

The National Labour Commission also would like to see the number of labour inspectors in the Labour Department increased as they can go round the various organizations and alert the Labour Commission about any anti-union discrimination.

The TUC believes that the procedures to call strikes are very restrictive and want the government to amend the law. This is taking long but the organization is willing to contend with the difficulties for the moment. TUC is also educating workers in the country on the new Labour Act.

5.30 Damage to the environment by corporate bodies

The year recorded fewer environmental incidents by corporate bodies. Notable among the media and corporate reports were the activities of illegal miners (galamsey operators) in Anglogold Ashanti concessions and parts of the Western Region.

Civil Society and Mining Companies

The Wassa Association of Communities Affected by Mining (WACAM) would want to see the issue of environmental damage as contained in the NPoA broadened to include human rights abuses and the loss of animal habitats as environmental destruction affects the wildlife and plants as well. With regard to environmental destruction, WACAM points to the numerous activities conducted by mining companies in the country and how these activities are affecting:

1. Human rights
2. Vegetation
3. Animals, and
4. Topography

According to WACAM, mining companies are committing human rights abuses in the communities where they are mining. WACAM points to the use of dogs to intimidate people, using the security personnel of the country to scare people off their land and sometimes to kill people who are demonstrating against the companies. Most mining activities occur in villages, and these are places where people are very vulnerable thus do not have the ability to fight back. Mining companies usually approach Chiefs of these communities and draw them to their side thus creating conflict situation as the youths usually oppose the mining companies. This is what has resulted in incidents of youths attacking security personnel and sometimes injuring and killing them. Recently, the Daily Graphic reported an incident in which youth in a district in Western Region attacked some security personnel who they thought were working with a gold prospecting company.

In cases where the mining companies decide to offer compensation, what is offered is of little value compared to the cost of losing one's home or community. WACAM cites examples of mining companies offering sometimes a gallon of kerosene or a crate of eggs to a family. For people who have lost cocoa farms, mining companies are said to have offered monetary compensation ranging from GH¢0.60p per cocoa tree to GH¢7.90p. In situations where the mining activity has displaced people, the mining companies offer resettlements to affected people. Houses are sometimes provided but they are usually small and cannot accommodate a large family. In such a situation, the family has to be broken up and this destroys the social structure. There are also cases where individuals have been taken from their communities and moved to different communities to begin a new life there.

When it comes to vegetation and water bodies, WACAM points out that this is the most serious aspect. There are reports in the media of cyanide spillage into water bodies by mining companies and nothing is done to ensure that this does not occur again. Surface mining carried out by in mining companies pollute the ground water bodies in these communities. These water bodies are interconnected with the rivers and lakes in the country thus we may be noting high arsenic levels in our foodstuffs. WACAM points to studies showing high arsenic levels in soils in mining areas. Children in these communities play in the soils and this could lead to a generation of unhealthy individuals.

5.30.1 Strengthen EPA to Ensure Proactive and Effective Supervision

The Environmental Protection Agency (EPA) acknowledges that it does not have the capacity to monitor all environmental issues. What the agency is able to do is to educate corporations about environmental awareness as well as continue to monitor the policies the agency has initiated. Through this the company believes they have been able to reduce pollution in the country.

Stakeholders are of the opinion that the manner the EPA is treating the issue of environmental pollution is not up to international standards and affects the interest of the country. They therefore recommend that:

- The EPA turn their guidelines into laws, which can result into penalties for polluters
- Act on reports of cyanide spillage into streams and other water bodies

Pilot Electronic Permit Scheme

The pilot project for the issuance of electronic permits from the Environmental Protection Agency [EPA] has been successfully completed. As such no manual permits will now be issued. Effective December 1, 2007 all importers and agents should apply for clearance permits through the Ghana Community Network Services [GCNET].

5.30.2 Review EPA Law and give the agency prosecuting powers

The EPA Law has not been reviewed, as a result the Agency cannot prosecute individuals or companies that do not comply with its guidelines as their guidelines are not laws which have penalties associated with them.

5.30.3 Build capacity of EPA

The EPA lacks the required number of staff as well as logistics to undertake monitoring of the environment effectively. There is also low staff morale as their budget keeps getting cut.

5.31 Poor enforcement of labor laws in urban informal and rural communities

5.31.1 Resource Labor Department to Employ Adequate Staff

The Labor Department notes that currently, there is an embargo on recruitment and staffing which has prevented the department from employing adequate staff. This is due to lack of funds as the department depends on the government for funds.

Also, the department lacks the logistical resources to carry out inspections in the rural areas but still try to monitor child labor activities in the rural areas. The Labor Department would like to have more resources in terms of staff, logistics and financial support to be able to monitor labor activities in the rural areas.

OBJECTIVE 3: PROMOTING THE ADOPTION OF CODES OF GOOD BUSINESS ETHICS IN ACHIEVING THE OBJECTIVES OF THE CORPORATION

5.33 Good business ethics

5.33.1 Absence of consumer watch dogs for quality delivery/service

In the absence of strong Consumer Watchdog Associations, the media has served as a traditional consumer watchdog in Ghana.

Stakeholders question the role of consumer protection groups, consumer advocates and consumer activists in the face of increasing importation and flooding of the Ghanaian market with shoddy goods and unhealthy drinks.

5.33.2 Enact and Enforce a Consumer Protection Framework Law

The Ghana Standards Board (GSB) is championing the enacting of Standards Bill which seeks to address among others:

- The role of standards institutions and a regulatory body
- Define the national policy framework for the development, implementation and maintenance of technical regulations (compulsory standards).

The Consumer Protection Bill has not been passed by Parliament.

5.33.3 Establish a Consumer Protection Authority and Small Claims Court

The proposed Standards Bill will establish a Consumer Regulatory Body that would enforce standards in the country.

5.33.4 Enact/Amend Subsidiary Legislation to Ensure Protection of Consumer Rights

This will be addressed by the Standards Bill.

5.33.5 Conduct Consumer Awareness Campaigns

A number of consumer protection institutions – the Ghana Standards Board, the Food and Drugs Board (FDB) and the Public Utilities Regulatory Commission (PURC) – have been undertaking consumer awareness campaigns.

Consumer Education and Protection Campaign

The Ghana Microfinance Institutions (GHAMFIN) and Speed Ghana have launched a consumer education and protection (CEP) campaign for clients and institutions in the micro-finance sub-sector in the country.

The CEP, designed for micro-finance clients, is to safeguard the interests of consumers of micro-finance services by equipping them with all means necessary to make wise and informed decisions. It will also educate them about their rights and responsibilities as consumers.

The consumer education program will cover financial literacy and how to acquire right information from financial institutions at different stages of the borrowing and investment cycle so that clients can take appropriate actions on matters affecting their financial health and well-being.

Communication methods like, posters, stickers, drama, road shows and others would be used to disseminate information about the campaign.

Underlying the consumer protection measures is the ethical commitment of financial institutions to pro-client principles which cover areas like quality of service, dignified treatment of clients, truthful and transparent easy-to-understand information, and appropriate pricing.

It would also provide protection from unethical, abusive and predatory practices, and privacy of clients' personal information.

Self-regulation by industry, with the microfinance institutions adhering voluntarily to codes that promote consumer-oriented culture, removes the need for government to over-regulate the sub-sector.

The campaign to protect microfinance clients, which is being launched for the first time in the country, is a global initiative for fair and respectable treatment of financial services by financial institutions.

5.34 Corruption

5.34.1 Ensure Effective Implementation of Corruption Related Laws

The Serious Fraud Office (SFO), Commission for Human Rights and Administrative Justice (CHRAJ), Public Accounts Committee (PAC) of Parliament and the Auditor-General all have their own set of activities that ensure the effective implementation of corruption related laws.

SFO has a set of policies that seek to minimize economic loss to the state by individuals using state assets and also conducts seminars to educate people on economic loss or misuse of government funds.

CHRAJ has developed conflict of interest guidelines which parliament wants the commission to send to the floor. The Commission's anti-corruption unit is now a full department.

The PAC works with the Auditor – General to provide independent assurance to parliament and other stakeholders those public funds are not only fully received and accounted for but are used wisely towards the attainment of development goals that are planned for and approved in the budgets of the various institutions.

However, there are still issues in effectively implementing corruption related laws, for example, there are currently no special courts that tackle economic crime cases and the traditional courts are few and have many cases to handle.

To be able to fight corruption effectively, the Ghana Audit Service (GAS) must be truly independent but currently, they are under the MoFEP. This is a breach of the financing agreement that was signed between the Commission of European Communities and the Republic of Ghana. In the agreement, the Government of Ghana expressed its commitment to fully comply with the provisions of the Constitution which guarantees the financial and administrative independence of the GAS. This has not been the case, as the EU GAS Inception Report notes. The report recommends that, "the role played by the MoFEP in the approval of GAS' estimates contravenes Section 27 of the Audit Services Act; the Service should work with the United Kingdom National Audit Office (UKNAO) counterparts and external legal experts to consider whether it should mount a legal challenge against the current arrangements".

5.34.2 Expedite Action on the Whistle Blower and Freedom of Information Bills

The Whistleblower Bill has been passed into an Act of Parliament (Act 720). The Bill was gazetted on October 20th, 2006 and under the Act, individuals can, without fear or retribution, report corrupt and illegal conduct in the country.

The Freedom of Information Bill is however yet to be passed into an Act of Parliament. The delay is due to a lack of adequate record keeping in the MDAs and the focus is now on providing adequate record keeping management for the MDAs.

5.34.3 Resource Institutions Fighting Corruption

There is low reporting of corrupt practices to the various institutions responsible for fighting corruption. This may be because there is not a strong culture of investigation in the country. The institutions that fight corruption are thought to be weak. These institutions are not adequately funded and this makes their jobs difficult.

The PAC needs staff who will monitor recommendations made to Ministries, Departments and Agencies (MDAs) after their audits are

undertaken. Unfortunately, the Committee does not have a budget on its own and relies on allocations made in the government budget.

Human, financial and logistical constraints have also not permitted the office of the Auditor-General to execute the audit mandate adequately and in accordance with best international practices as required by the Audit Service Act, 2000 (Act 584). Over the past two years, however, budgetary allocations to the Auditor-General has increased substantially and the restrictive recruitment and staff replacement policy has been relaxed. This has increased the staff strength of the Audit Service, though it still falls short of the 1977 staff strength of 1,657 by 201 officers. Compared to 1977, the workload of the Service in 2007 has increased tremendously. The number of District Assemblies have increased; additionally VAT Service, Road Fund, Ghana Education Trust Fund (GETFund), National Health Insurance Scheme (NHIS) and several secondary schools have been established.

The effects of these challenges include:

- The Audit Service is unable to carry out financial audits of the entities required under the laws of the country. The Service current level of performance is estimated at 65%.
- Procurement audit, required under the Public Procurement Act 2003, (Act 663) is yet to be mainstreamed into the financial audit of the service.
- Basic level of performance audit. No performance audit review of physical infrastructure projects has taken place since 2000 when the Audit Service Act was enacted. Government programs like the Capital Venture Fund, School Feeding Program and development programs have not benefited from performance audit.
- There is low staff morale, owing to low salary levels and delayed release of funds to cover the cost of field trips and other expenses. This has resulted in trained staff leaving to other agencies in the African sub region.

5.35 Investigative journalism

5.35.1 Resourcing and Training of Journalists in Financial Journalism

The Institute of Financial and Economic Journalists (IFEJ) has not received any funding from the GoG to train journalists in financial journalism. The institute, through donor agencies, sometimes trains journalists in financial reporting but will like more support from the government on the issue of resourcing and training.

The Ghana Journalist Association (GJA) has not noticed any changes made by the implementing agencies. According to the association, most Ghanaian journalists are not interested in financial journalism as compared to sports (football) coverage and do not even understand what financial journalism is about.

OBJECTIVE 4: ENSURE THAT CORPORATIONS TREAT ALL THEIR STAKEHOLDERS (SHAREHOLDERS, EMPLOYEES, COMMUNITIES, SUPPLIERS AND CONSUMERS) IN A FAIR AND JUST MANNER

5.36 Limited access to basic corporate information

5.36.1 Enforce Obligation under the Companies Code for Companies to File Annual Returns

The RGD has engaged 9 additional company Inspectors to undertake the enforcement of the Companies Code. The RGD has clearance from the Office of Head of Civil Service to engage 12 more inspectors in 2008. However the Compliance rate is currently low due to inadequate staff and logistics for enforcement.

For companies listed on the Ghana Stock Exchange there is about 80% compliance rate on filing of annual returns by such companies.

5.36.2 Post Such Information on RGD Website

The Website for the RGD has been designed and is being tested. A number of staff are being trained to manage and update the website when it becomes fully operational.

5.36.3 Seek Legal Backing for Electronic Display of Company Information

The electronic display of company information needs to be given legal backing before it can be fully implemented. Three laws need to be drafted by the Law Reform Commission and passed by parliament. The three laws are the Right to Information Law, the Data Protection Law, Law for the Availability of Electronic-Based Documents and Forms (On-line application).

5.36.4 Pass Bankruptcy Bill Currently in Parliament

The Bodies Corporate Act, 1963 (Act 180) also known as the Bankruptcy Bill is being reviewed. The private sector has organized seminars to review the Act but on the national level, nothing has been undertaken.

5.36.5 Expedite Action on Personal Insolvency Act

The Personal Insolvency Bill was passed into law, Personal Insolvency Act, 2006 (Act 708). It was granted Presidential Assent on April 21st. 2006.

5.37 Companies code

5.37.1 Review of the companies code, 1963

The review of the Companies Code is in progress. There are workshops being organized to gather inputs from the business community. The inputs will serve as raw materials for experts to work on in the review process. The reviewed code will be harmonized with the SEC regulations and also will provide guidelines with respect to electronic transfer of shares.

5.38 Shareholders rights

5.38.1 Support the Creation and Promotion of Shareholder Associations

The Ghana Shareholders Association has been formed but it is yet to be fully functional.

5.38.2 Educate Shareholders on Their Rights and Obligations

The SEC annually holds the Security's Week, an occasion during which the Commission educates shareholders on their rights. The commission also occasionally organizes seminars to educate those who have bought shares in companies.

5.38.3 Disclosures of Ultimate Beneficial Owners Should Be Mandated in Annual Reports of Companies

The SEC mandates companies listed on the GSE to list the 20 top shareholders and their custodians in their annual reports.

OBJECTIVE 5: PROVIDE ACCOUNTABILITY OF CORPORATIONS, DIRECTOORS AND OFFICERS

5.39 Non-compliance with requirements on companies to submit timely and accurate disclosure of corporate information

5.39.1 Reorganize and Resource RGD to Ensure Compliance with the Companies Code

There is the Business Registration and Reform Strategy aimed at re-organizing the RGD. The Department has been given some resources to enable it undertake its mandate more effectively.

To address the staffing problem facing the Department, 2 State Attorneys, an Internal Auditor and a Public Relations Officer have been seconded to the Department. The Department has also engaged 9 additional Company Inspectors. The staff of the Department is being trained in change management, customer care, basic IT skills, administrative procedures, and performance management among others.

Development Partners have allocated about \$850,000.00 of fund for Business Registration Reforms in 2007.

The challenge facing the reform strategy would be to instill an attitudinal change in the behavior of staff.

5.40 Training of directors of companies

5.40.1 Institute Orientation and Systematic Annual Training Programmes for Board Members

The Institute of Directors – Ghana (IoD-Ghana) and the Ghana Institute of Management and Public Administration (GIMPA) offer certified courses in Corporate Governance to directors of both public and private institutions. The courses are, however, voluntary.

5.41 Corporate governance rating

5.41.1 Adopt Naming and Shaming of Companies Based on Compliance to Corporate Governance Principles

The Ghana Investment Promotion Centre (GIPC) has reviewed the Ghana Club 100 rating system so that all aspects of what a company should do including corporate governance and corporate social responsibility is part of the criteria for determining the companies on the Ghana Club 100. Corporate Social Responsibility currently reflects about 10% of the criteria for ranking companies on the Ghana Club 100.

5.42 Guidelines on corporate governance

5.42.1 Public institutions should be guided by the principles outlined in the SEC's Guidelines on Corporate Governance

The Public Sector Reform Strategy currently being implemented by the Ministry of Public Sector Reform is guided by principles of corporate governance.

5.42.2 All Companies Be Encouraged to Adopt the SEC's Guidelines of Corporate Governance

Currently only companies listed on the Stock Exchange are duty bound to adhere to the SEC's Guidelines on Corporate Governance. The Ghana Stock Exchange (GSE) and SEC have intensified their education drive to encourage many more companies (especially small and medium-sized enterprises) to list on the Stock Exchange.

5.42.3 Government should be seen to be doing business with Companies with Good Corporate Governance Principles

Government's criteria for doing business with companies still remain compliance with tax and social security obligations.

CHAPTER SIX

SOCIO-ECONOMIC DEVELOPMENT

6.0 INTRODUCTION

This section assesses the extent to which the country is eradicating poverty and reducing inequality among the populace.

6.1 STANDARDS AND CODES

6.1.1 Ratify the African Charter for Popular Participation

The following codes and standards remain unratified:

- African Charter for Popular Participation in Development
- The World Summit on Social Development
- The United Nations Declaration on the Right to Development

6.2.2 Lack of awareness of Standards and Codes

Within various stakeholder groupings there is an awareness of the various Conventions and Treaties that Ghana has signed up to. For example, women groups are well informed about the ratification status of CEDAW.

6.2.3 Establishment of electronic records of Standards and Codes

This has not been done.

6.2.4 Lack of regular update of data

The database has not been established hence cannot be updated.

6.2.5 Poor data storage by MDAs

Poor data storage in the public sector has been linked to the delay in the passage of the Freedom to Information Bill. Government is addressing this through the Public Sector Reform Strategy and the Ghana ICT for Accelerated Development (ICT4AD) Policy. Data storage, data sharing and on-line communication are some of the objectives of the Policy.

6.2.6 Ineffective use of previous evaluation reports

The National Development Planning Commission (NDPC) is seeking to rectify this anomaly through the preparation and distribution of its Annual Progress Reports. The Reports recap progress made in the previous year and assess the extent to which the country is achieving set objectives.

The Bank of Ghana, through its Quarterly Economic Bulletin provides the needed information for the Monetary Policy Committee and the business community to take key decisions. Decisions by the Monetary Policy Committee are also announced immediately after their quarterly meetings and reported in both the print and electronic media.

The Annual Budget also carries a comprehensive review of achievements and shortfalls under the previous year's budget.

Objective 1: Promote self-reliance in development and build capacity for self-sustaining development

6.3 Inadequate consultations with stakeholders to ensure effective participation in development programmes

Generally, important government draft policy documents are distributed for comment by civil society, the private sector and labour. NGO desks have been established in some ministries and government departments, including the Ministries of Foreign Affairs, Women and Children Affairs, Interior, Health and the Department of Social Welfare.

6.3.1 Wider stakeholder consultations on national issues

Civil society has been participating actively in various activities under the Growth and Poverty Reduction Strategy and anti-corruption issues. Civil society have inputted into the formulation and review of the GPRS II and the Annual Progress Reports prepared by NDPC. MOFEP has also created space for civil society input into the national budget.

Civil society has also been represented at the Consultative Group Meeting between development partners and the government. About 40 civil society organizations participated and were given space to make inputs into issues discussed.

The National Tripartite Committee (NTC), established under the Labour Act of 2000 (Act 651) mediates conflict between government, business and labour. The NTC plays a major role in the development of policy that affects the three parties.

6.3.2 Stakeholder participation in district budgeting and planning process

Government's assessment of the National Decentralisation Action Plan noted that there is no structured and formalized arrangement that seeks to foster partnership and participation of civil society, traditional institutions and the private sector in local governance.

Participation of local populace in the district budgeting and planning process is very limited. Citizens and their elected representatives (the Assemblymen and women) have very little capacity, knowledge and skills to engage effectively with budget proposals presented by the District Budget Planning Committees.

Transparent Budget Process

The Government, through the Ministry of Finance and Economic Planning is opening up the space for increased civil society participation in national programmes. It has therefore become the practice of the Ministry to invite the general public to make inputs into the preparation of the annual budgets. Individuals and institutions who respond to the invitation are acknowledged in the budget statement itself.

Additionally, the Ministry holds consultative meetings with various stakeholders to capture their perspectives on various policy decisions prior to the preparations of the budget. Meetings are held between organised labour, employers and government to fashion out an acceptable policy on wages and public sector reforms in the next budget.

A consultative committee involving tax administration officers and the leadership of Ghana Union of Traders Association to recommend implementation guidelines for the flat rate Value Added Taxation for input into the next budget has been set up.

The reporting on all budget measures has been properly and frequently done. The print media carry achievements on macroeconomic targets released by the Ghana Statistical Service on monthly basis. The Service has again started releasing data on the outcome of government's

employment initiatives.

Civil society welcomes the improved space accorded by the Ministry of Finance and Economic Planning for public access to budget information. However, civil society remains in need of budget information that is of better quality, more comprehensive, timely and useful. Civil society lament that no pre-budget statement or report is published in Ghana. Information about the upcoming budget only becomes publicly available once it is tabled in parliament. There is therefore little time to analyse and debate the information before the budget is approved.

Objective 2: Accelerate socio-economic development to achieve sustainable development and poverty eradication

6.4 Lack of adequate progress monitoring of national planning documents

Stakeholders acknowledge the fact that there has been improvement in monitoring key government policies. Stakeholders cited the Annual Progress Reports of the National Development Planning Commission which details the extent to which government is achieving its stated objectives in the Growth and Poverty Reduction Strategy (GPRS II).

The Ghana Statistical Service (GSS) also reports on achievements on macro-economic targets. The Service also releases data on the outcome of government's employment initiatives.

6.4.2 Undertake impact surveys of key national programmes

MOFEP has undertaken a study of the use of Highly Indebted Poor Countries (HIPC) Funds from 2002 to 2006. The report from the study is available on the MOFEP website.

The Ministry has also undertaken a study on the implementation of tax policies and administrative measures based on budget statements and economic policies of the Government of Ghana for 2001 – 2006.

The Governance Assurances Committee of Parliament has also undertaken an assessment of the performance of key government policies – Free, Compulsory, Basic Education (FCUBE), the Health Exception Initiative for the vulnerable and extreme poor; the National Health Insurance Scheme (NHIS) and the programme to eradicate guinea worm.

Stakeholders would want government to undertake an assessment of the various micro-credit schemes initiated by various MDAs and the Poverty Alleviation Fund.

6.5 Low savings and investments

The Bank of Ghana reports that over 70 percent of total currency issued by the Bank circulates outside the formal financial system. Stakeholders lament the wide interest rate disparity between savings rates (3 – 5 percent) and borrowing rates (19.5 – 25 percent) as a disincentive for Ghanaians to save.

Promoting a savings culture In Ghana

Many Ghanaians still prefer to keep disposable income in their homes and stores. The recent spate of market fires in which billions of Cedis (cash) were consumed in the fires, however, is making many traders rethink their strategies.

The Bank of Ghana's "on-site cash collection" should be intensified to achieve its intended objective.

6.5.1 Set up investor referral points and dedicated investor handholding services

All investors to Ghana must register with the Ghana Investment Promotion Centre (GIPC). The GIPC has obtained office accommodation in Kumasi and Tamale to set up investment referral points under the Trade Sector Support Programme (TSSP).

6.5.2 Develop and promote investment packages for strategic sectors

The Investment Framework of Ghana guarantees tax holidays for potential investors. Investors interested in cocoa production enjoy a full tax free regime, whilst those interested in tree cropping and cattle ranching enjoy a 10 year tax holiday.

Other attractive incentives include easy remittance of dividends, profits and fees and a liberalized import regime and foreign exchange transactions.

6.5.3 Increase overseas presence in key investment markets

Ghana has established trade desks in India and China which has over the years increased their investment drives in the ECOWAS sub-region.

6.5.4 Develop land banks

The Ministry of Water Resources, Works and Housing has sourced 50,000 acres of land under the National Housing Programme. The objective is to establish a Land Bank System to facilitate access to land by developers.

6.6 Low agriculture productivity and over-reliance on rainfall

The Ministry of Food and Agriculture (MOFA) is vigorously promoting the use of mechanization to reduce drudgery and improve productivity. To this end, the Ministry established Letters of Credit for the importation of tractors to augment the fleet available in the country. Between 2005 and 2006, 800 new tractors were imported from India.

To cater for small scale farmers, the Ministry imported 500 pieces of power tillers and 200 low capacity tractors from the Czech Republic.

The Ministry recognizes the fact that most farmers lack the financial ability to purchase and own farm machinery, and hence is establishing 9 mechanization centres to improve farmers' access to farm machinery.

Low agricultural productivity in Ghana has also been attributed to low fertilizer use. A local firm (a subsidiary of WIENCO) is to start the production of inorganic fertilizer using local raw materials which would lower the cost of fertilizers to farmers.

The Ministry's focus has been in the promotion of small-scale community owned and managed irrigation schemes. 36 small scale dams have been constructed under the Upper East land Conservation and Smallholder Rehabilitation Project (LACOSREP). An additional 60 small dams and dugouts have been constructed under the Small Scale Irrigation Development Project (SSIDP). The Government has also signed a contract under the Spanish Protocol to develop a solar controlled irrigation system.

Large scale irrigation schemes (Tono and Veia in the Upper East Region) are also being rehabilitated.

Extension services to farmers have also been enhanced. To promote the application of science and technology in food and agricultural development. 18,000 demonstration plots were established to show to farmers the effect of modern inputs such as fertilizer on production. The outputs of this activity contributed to the storage of 900mt of maize at National Strategic Stock in Ejura and Sunyani.

The Ministry of Fisheries has established a Fish Health Unit within the Fisheries Directorate for disease management and quality control of fish produced within the country.

The Ministry has also commenced the restocking of the Volta Lake and other reservoirs, dams and water bodies in the three northern regions.

6.7 Slow private sector development and limited gainful employment

Seven out of the 10 employment modules under the National Youth Programme have been rolled out and is being implemented nationwide. A total of 107,114 youth have been engaged on the seven modules as at August 2007.

Modules	No. Employed
Agri-business	25,383
Community Education Teaching & Volunteer Teachers	32,801
Community Protection Unit	2,749
Health Extension Workers	15,000
Waste & Sanitation	9,100
Internship	5,200
Sub-Modules (Forestry & Revenue Mobilisation)	16,881
	107,114

Source: Ministry of manpower, Youth and Employment

6.8 Large informal sector activities including financial markets

The Legal and Regulatory Framework continues to be a major impediment to the migration, promotion and growth of the informal sector to the formal sector. Stakeholders lament that the Registration of Business Names Act, 1962 (Act 151) which seeks to regulate sole proprietorships in Ghana was outdated and out of touch with the emerging business environment.

The Social Security and National Insurance Trust (SSNIT) has intensified its educational campaigns among the large informal sector operators who make up only 1 percent of the over 1 million Ghanaian workers under the SSNIT Scheme. The Trust has instituted a Retirement Scheme for operators in the informal sector.

A number of banks, notably Barclays Bank has instituted programmes (*Aba pa*) aimed at reaching the operators in the informal sector.

6.9 Limited access to and high cost of credit for private businesses

Formal financial institutions' lending to the private sector has increased dramatically. In the first six months of 2007, the private sector accounted for GHC792.9 million or 78 percent of the total credit flow, compared with GHC457.8 million recorded for the same period in 2006.

Base rates of banks moved to a cluster within a range of 18 and 21.45 percent in July 2007 from a range of 18.5 to 22.50 in January 2007. However, average lending rates remain unchanged within a range of 15.0 percent and 33.5 percent.

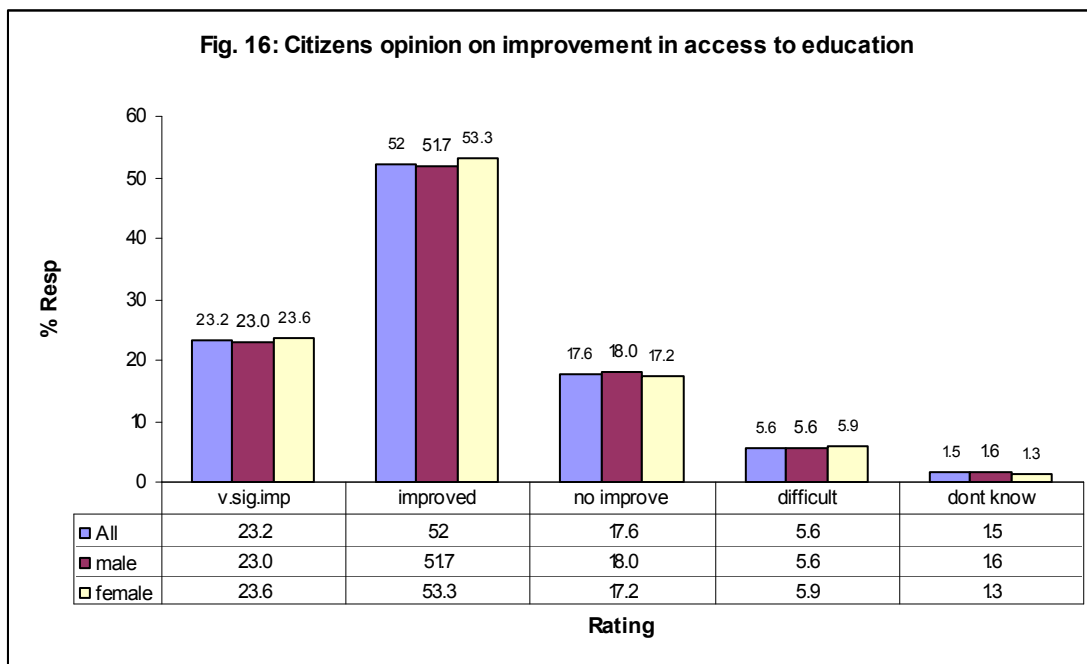
Objective 3: Strengthen policies, delivery mechanisms and outcomes in key social areas including education and combating HIV/AIDS and other communicable diseases

7.1 Decline in the quality of education

Access to education has shown positive trends as a result of policy actions and increased resources being invested in the sector. Enrolment at Kindergarten (KG) schools has doubled from approximately 550,000 in 2001/02 to 1,104,779 in 2006/07. For 2006/07 Education Management Information System (EMIS) reports a KG Net Enrolment Rate of 55.8 with a Gender Parity Index (GPI) of 0.99. Primary school enrolment has increased from 2.5 million pupils in 2001/02 to almost 3.4 million in 2006/07 registering an increase of 35 percent.

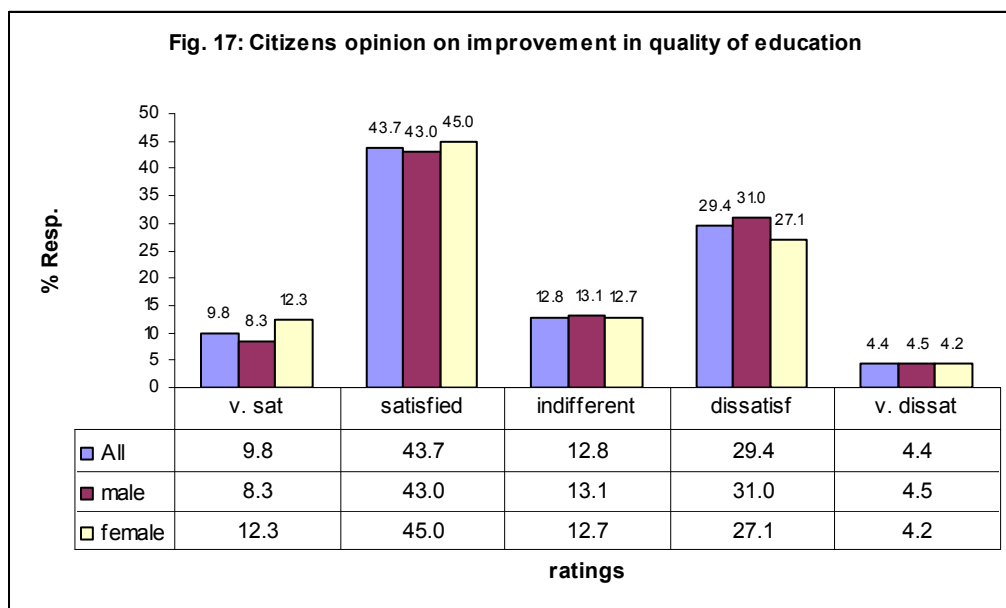
Pupil:Teacher ratio at primary level has changed slightly from 34:1 in 2003/04 to 33:1 in 2006/07. Government's efforts at increasing the number of teachers in response to the surge in enrolment is limited by the capacity of the Teacher Training Colleges to produce trained teachers and high attrition rate of trained teachers from the classrooms. As a result, the percentage of untrained teachers has increased from 26 percent to 38 percent.

Majority of Respondents (75 percent) indicated that there has been a significant improvement in access to education (Figure 16), particularly at the primary level. Respondents cited the Capitation Grant, School Bussing, NEPAD School Feeding Programme as some of the laudable programmes that have helped to increase school enrolment.



Respondents, however, lamented that the introduction of the School Feeding Programme on pilot basis, has caused parents to shift their children from schools that are not implementing the programme to those that are. This is increasing the teacher – pupil ratio in some schools.

On the quality of education, 53 percent of respondents indicated satisfaction (Figure 17).



Respondents, however, lauded the on-going upgrading of Teacher Training Colleges (TTCs) under the New Educational Reforms. The programme of upgrading teacher training colleges includes the construction of classrooms and libraries in all 38 TTCs and the construction of science laboratories in 15 selected TTCs specializing in the teaching of science, mathematics and technology.

Respondents also praised the Distance Education Learning programme that is affording teachers the opportunity to upgrade themselves without physically leaving the classrooms. The programme is also easing pressure on the study leave scheme. The Untrained Teachers Diploma in Basic Education (UTDBE) programme and the Community Teacher Assistance Module of the National Youth Employment Programme was also commended. Stakeholders, however, lamented the delays in the payment of salaries for those employed under the NYEP.

7.2 Low remuneration and incentives for teachers, particularly those in the rural areas

The government has corrected distortions and wrong job placements found on the salary structure of the Ghana Universal salary Structure (GUSS) and this has resulted in improvement in the salaries of teachers.

Incentive packages including 8,280 bicycles have been distributed to teachers in deprived schools in the three northern regions. An amount of

GHC4.1 million was also spent to put up accommodation facilities for teachers posted to deprived schools.

7.3 Inadequate public-private partnerships

The government is promoting public-private partnerships in many sectors of the economy (health, sanitation, water, electricity, etc.). On the educational front a number of initiatives are worth mentioning. These include the Pro-Vita Hospital Nursing Training Programme and the contribution of private education institutions.

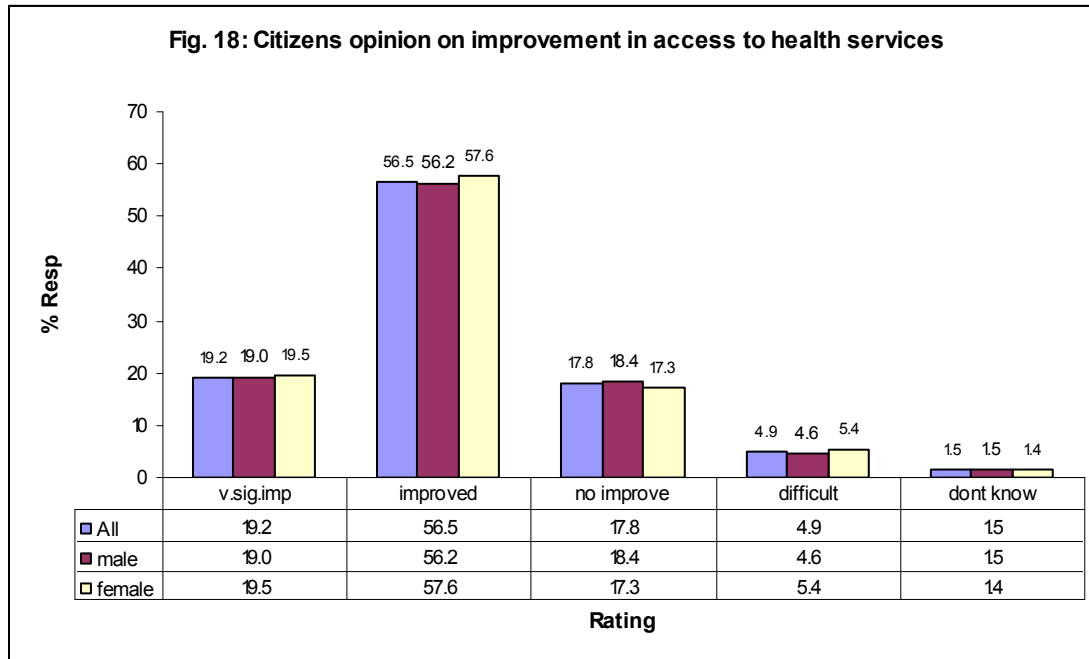
7.4 Lack of motivation for health professionals

Government has introduced both monetary and non-monetary incentives to motivate health personnel to stay in the country. The incentive packages include improvement in the pay structures and car incentive packages.

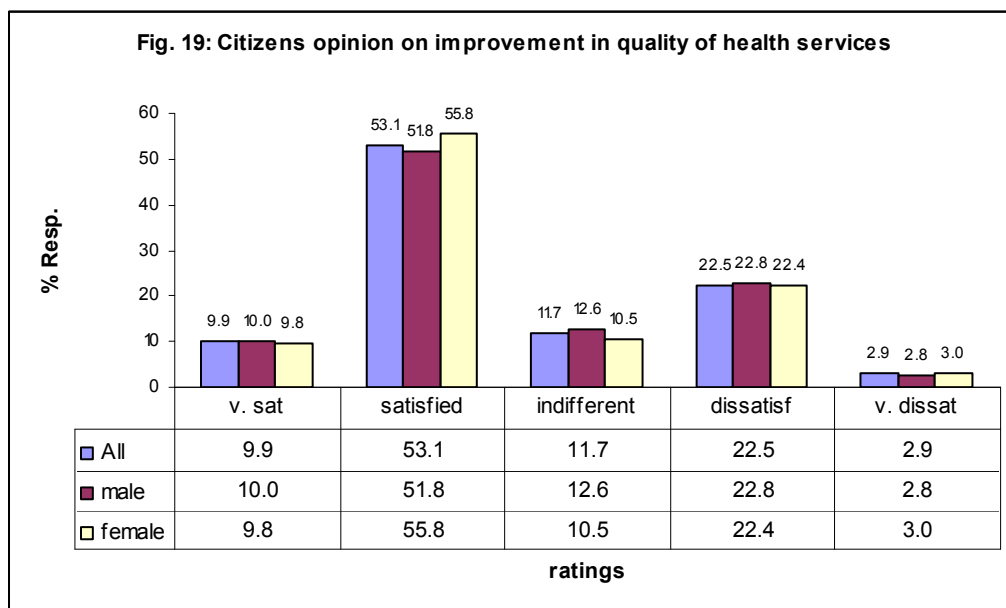
Government has also invested in expanding health training. This has resulted in newly trained health workers increasing from 550 in 2003 to over 2,000 in 2007.

The deprived area incentive of an additional 30 percent of a health worker's salary has not achieved the required objective of encouraging health workers to stay in deprived areas since they contend it is too low.

Respondents (75 percent) are of the opinion that there has been improvement in access to health services (Figure 18). Respondents cited the National Health Insurance Scheme and arrangements by district assemblies and private road transport operators to transport pregnant women free-of-charge to hospitals as quite positive.



When asked about the quality of health services, Respondents (62 percent) indicated an improvement (Figure 19).



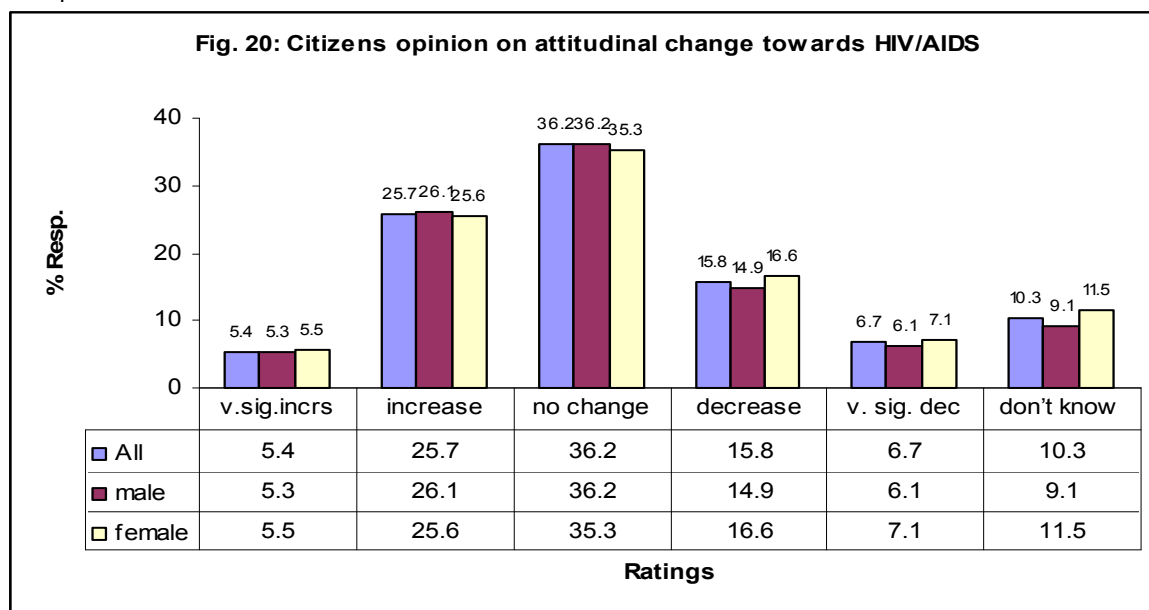
7.5 Reversing the spread of HIV/AIDS

According to the Ghana AIDS Commission, Ghana has a prevalence rate of 2.22 percent. Even though this is quite low compared to other African

countries, the Commission reports of a cumulative HIV/AIDS deaths to date of 147,357.

The Ghana AIDS Commission is continuing the implementation of the National Strategic Framework 2006 – 2010 (NSF – II) and the accompanying Programme of Work (POW).

Respondents (36 percent) were of the opinion that people's attitude towards HIV/AIDS has not changed (Figure 20). Stakeholders remarked that since the initial intense education on HIV/AIDS the tempo seems to have gone down, giving people the impression that the disease has disappeared. Stakeholders were equally worried about the increased incidences of teenage pregnancies, an indication that such children do not practice safe sex.



As part of efforts to reduce HIV/AIDS in Ghana, the GAC has undertaken the following:

- Supported the National Stigma and Discrimination Campaign including mass communication efforts on both the print and electronic media
- Establishment of 417 VCT/PMTCT centres in 138 districts
- 48 Anti-Retroviral Sites operational
- HIV/AIDS Alert School Model to promote HIV education among children aged 10 – 14 yrs
- Supported the implementation of the Lagos-Abidjan Corridor Project

7.6 Combating malaria and other communicable diseases

The fight against malaria was given a boost with the launch of the President's Malaria Initiative (PMI) in the Central Region town of Agona Abodom in December 2007.

The Initiative will work to distribute Insecticide Mosquito Nets (ITNs) to more than one million Ghanaians in 2008. PMI also will conduct indoor insecticide-spraying programs in selected districts, and about 100,000 households will be targeted for spraying next year. In addition, PMI will work with the Ghana Health Service (GHS) to increase access to malaria drugs.

Approximately 45,000 new TB cases per year are recorded at health centres across the country with a relatively high mortality rate.

During the year, 3,219 cases of guinea worm were reported and managed from January – May in the Northern region alone. The Guinea Worm Eradication programme is being re-designed to achieve maximum impact. Key among the strategies are:

- Collaboration with Ghana Water Company Limited (GWCL) and Community Water and Sanitation Agency (CWSA) to provide portable water to the 10 endemic districts;
- Water abating will be carried out on monthly basis before the onset of rains to control the vector;
- Eleven case containment centres will be constructed and existing ones in endemic areas will be strengthened;
- District Assemblies will continue to support water guards to police ponds and other water sources.

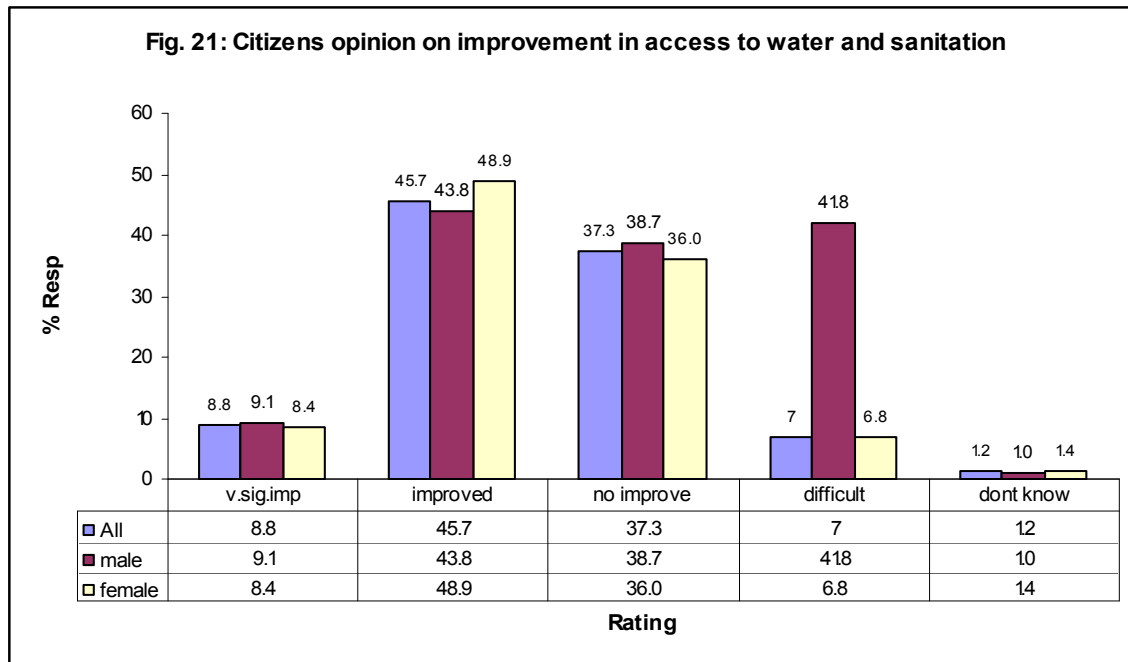
Objective 4: Ensuring affordable access to water, sanitation, energy, finance, markets, ICT, shelter and land to all citizens, especially rural poor

7.7 Limited access to treated water

Coverage for rural water has been increasing steadily for the past 5 years. From a base of 41 percent in 2000 it has increased to 52 percent in 2005. According to the preliminary report of the 2006 Multiple Indicator Cluster Survey (MICS), the main sources of drinking water in Ghana are piped/public tap (38 percent), boreholes (29 percent), river or stream (11 percent), protected wells/springs (6 percent) and unprotected wells (6 percent). Even though the MICS data indicates an increasing population

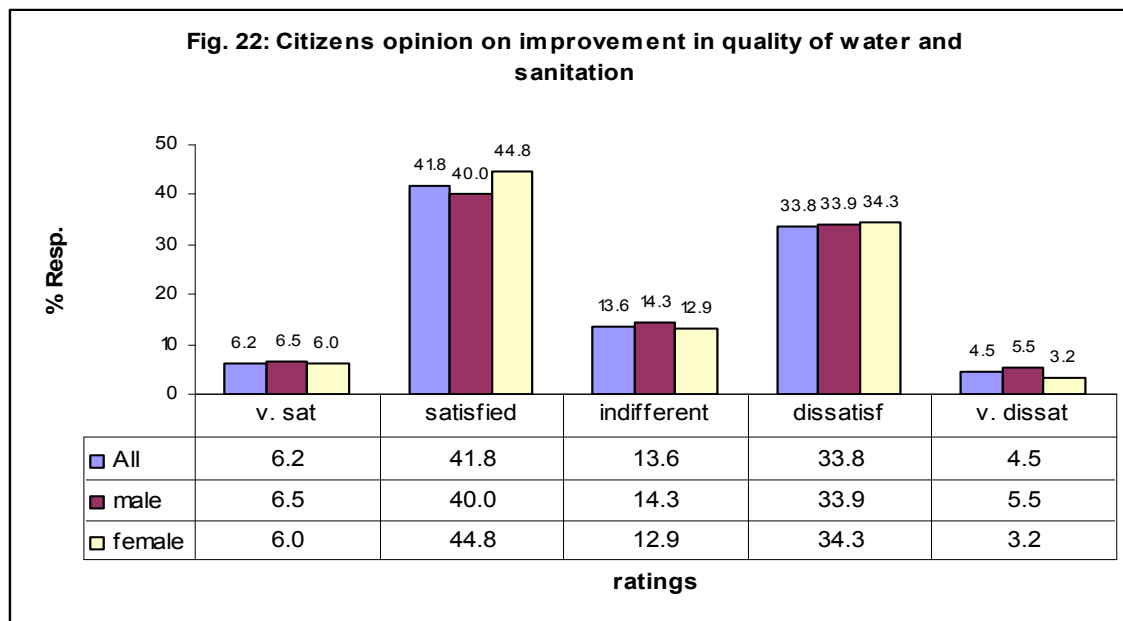
with improved access to safe drinking water, it also indicates that more than one-fifth of households still depend on unimproved sources.

Respondents (54 percent) indicated an improvement in access to water and sanitation (Figure 21).



Actions being taken to improve coverage for both urban and rural water include preparation of the National Water Policy which has been submitted to Cabinet for approval. In addition, the Community Water and Sanitation Agency's (CWSA) Strategic Investment Plan covering a 10-year period from 2005 – 2015 has been approved. It reflects the requirements for Ghana to meet the MDG targets for water.

On the issue of quality of water and sanitation, 48 percent of Respondents indicated an improvement, whilst 38 percent reported dissatisfaction with the quality of water and sanitation (Figure 22).



7.8 Poor sanitation

With regard to sanitation the MICS report noted that, urban areas recorded access of 83 percent while about 50 percent of rural population had access to improved sanitary facilities.

7.9 Limited access to energy supply

Government has adopted both short-term measures and medium to long-term strategies to address the energy shortfalls of the country. The short term measures were to address the immediate shortfalls in power supply as a result of the load shedding exercise. The medium and long term measures were aimed at ensuring that the nation does not relapse into the load shedding situation again.

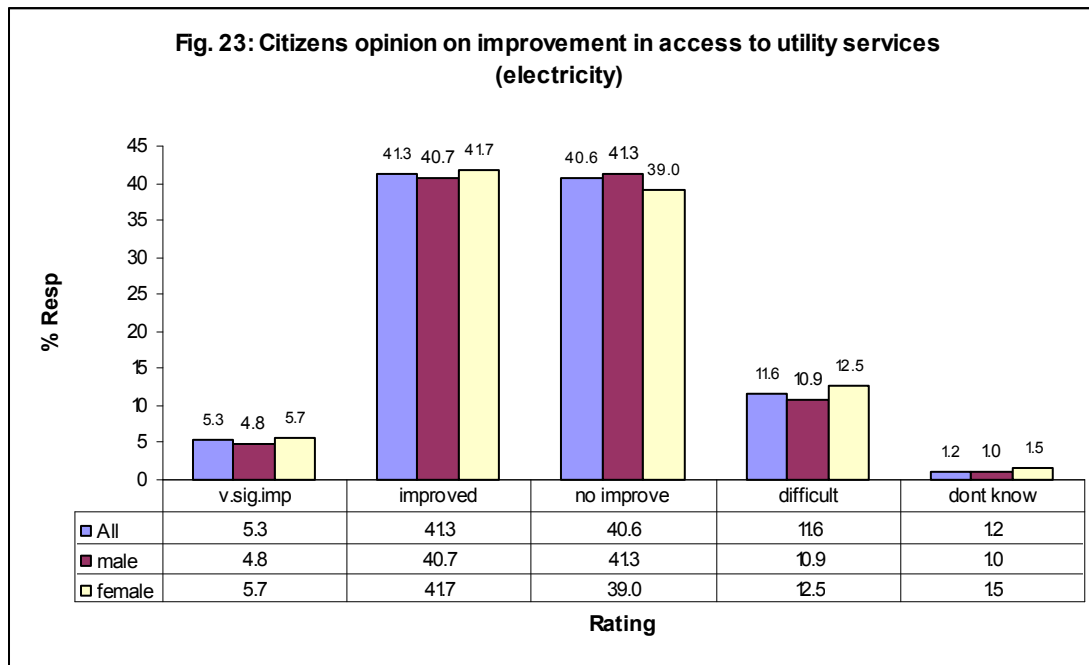
The short-term measures included the procurement and installation of thermal plants at Tema. A consortium of mining companies also procured and installed 80 MW thermal plants at Tema to augment existing power generation capacities.

The medium to long term strategies included the acquisition of a 220 MW Gas Turbine Plant and other gas turbine plants from a number of firms. Ministry of Energy has signed a Power Purchase Agreement with Balkan

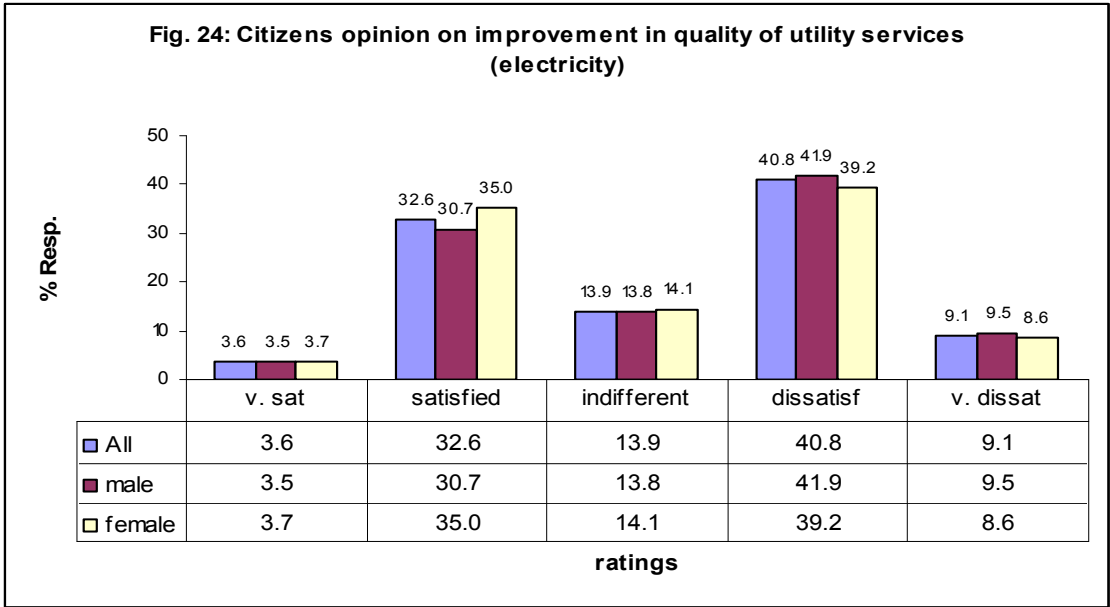
Energy Company to operationalise the 125 MW Osagyefo Power Barge at Effasu – Mangyea.

Parliament approved a loan facility of USD562 million from the Chinese Government for work to commence on the Bui Hydropower Dam. The sod-cutting ceremony was performed by H.E the President in August 2007.

Respondents (46 percent indicated that there has been an improvement in access to electricity (Figure 23).



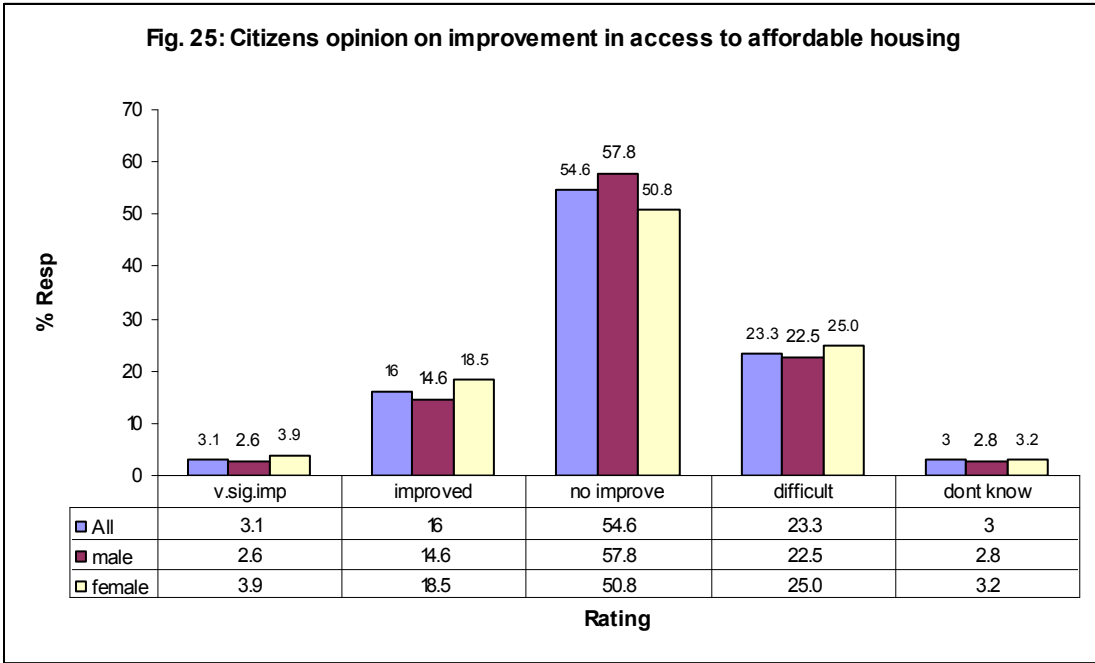
Respondents (40 percent) were, however, not satisfied with the quality of electricity services they receive (Figure 24), citing power outages (even though the exercise has been terminated).



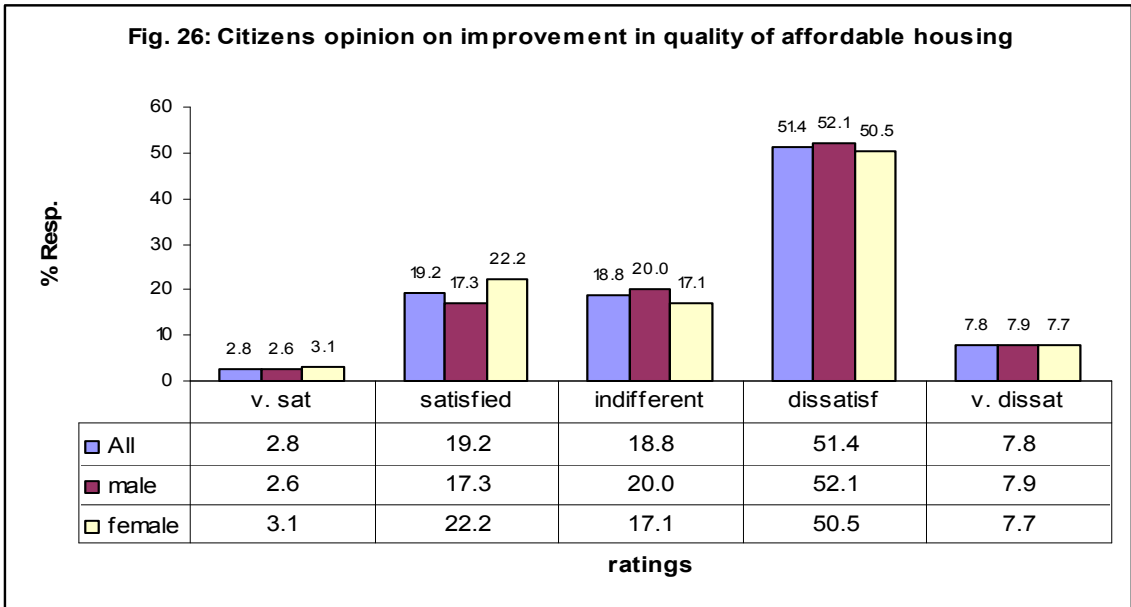
7.10 Lack of affordable housing

Under the Ministry of Water Resources, Works and Housing's National Housing Program – 1,500 flats each at Borteyman & Kpone; 1,192 at Asokore-Mampong; 200 flats at Wamale; 400 flats at Koforidua are under construction.

Respondents (54 percent) reported there has not been any improvement in access to housing facilities (Figure 25). Respondents called on government to review the Rent Control Act and institute a more humane regime and abolish the current 2-year and 3-year rent advances being charged by landlords.



Respondents (51 percent) expressed dissatisfaction with the quality of housing facilities that are offered for rentals (Figure 26). Respondents particularly decried houses that have no toilet and bath facilities and yet are offered for rentals.



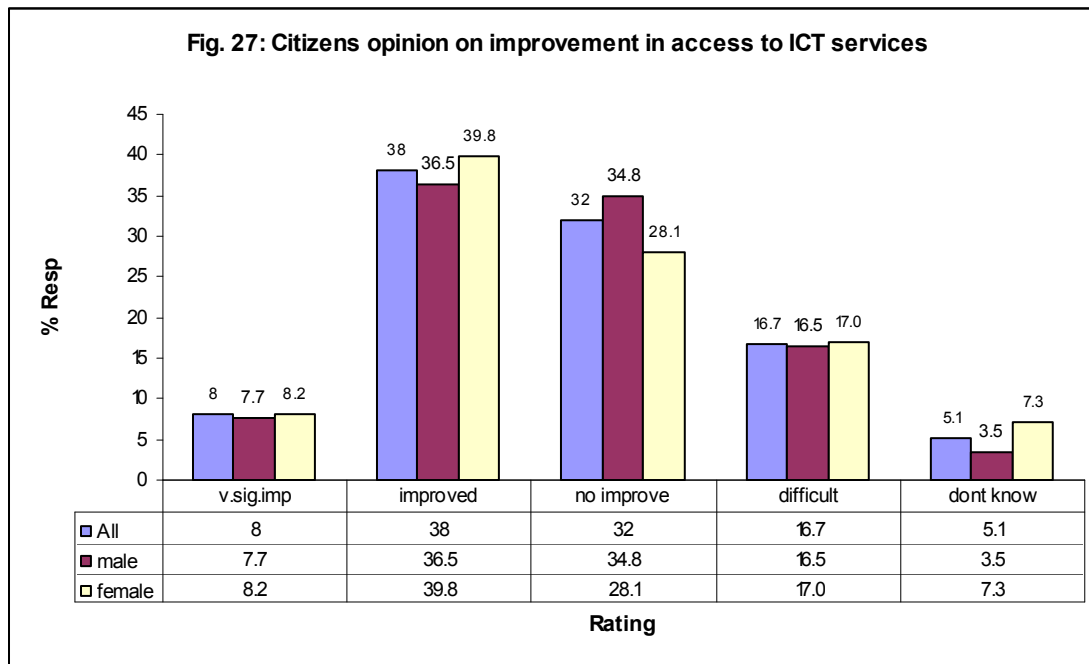
7.11 Information and Communication Technology (ICT)

The Ministry of Communication has under the e-Ghana Project, developed certification and standardization procedures related to human resource capacity in Information Technology Enabled Services (ITES).

The Ministry is also pursuing the development of the National Fibre Communications Backbone Infrastructure network to provide open access broadband connectivity.

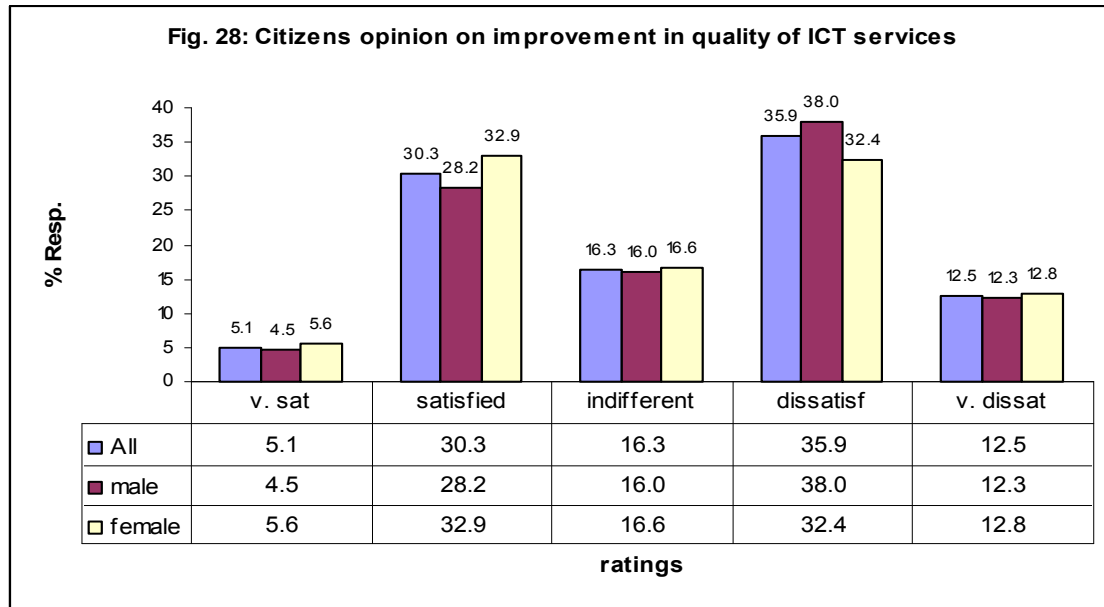
The Government Assisted PC Programme (GAPP) under the iAdvance Computer 4All Project has sold 10,000 units of computers to the public and private educational institutions and individuals to increase the availability and usage of computers in the country.

Respondents (46 percent) indicated an improvement in access to ICT services (Figure 27).



The National Communications Authority (NCA) is developing modalities for allocation of Worldwide Interoperability for Microwave Access (WIMAX) service to benefit all the major telecom sector operators. This will promote the deployment of affordable wireless broadband access.

Respondents (36 percent) expressed dissatisfaction with the quality of ICT services (Figure 28). Respondents noted the poor services offered by some telecommunication operators and slow connection of internet services in some regions.



Objective 5: Progress towards Gender Mainstreaming and Equality

The National Development Planning Commission (NDPC) assisted 138 MMDAs to mainstream the dimensions of gender, vulnerability and sustainable development into their Medium-Term Development Plans. The Commission organized a workshop for 94 participants from 24 MDAs to provide additional support for mainstreaming cross-cutting issues including environment and worst forms of child labour.

MOWAC has established a core group of 18 persons on gender from the Ministries of Manpower, Youth and Employment, Health, Education, Science and Sports, Food and Agriculture and Justice to facilitate the conduct of gender training in MDAs to enhance gender mainstreaming. MOWAC also undertook a number of activities aimed at promoting gender mainstreaming. These included:

- Sensitized Chief Directors and their representatives – the principal stakeholders – on gender issues

- Undertook cross-sector gender policy coordination and implementation discussions with MDAs to enhance collaboration and effective gender policy implementation partnership
- MOWAC is developing, in collaboration with the Ghana Statistical Services (GSS) sex-disaggregated data collection

CHAPTER SEVEN

CONCLUSION

INTRODUCTION

This concluding session assesses the progress made to address the overarching issues.

7.1 Capacity Constraints

The Government of Ghana's commitment to addressing the capacity challenges of the country, highlighted Pillar 2 of the Growth and Poverty Reduction Strategy (GPRS II) in this year's Consultative Group Meeting under the theme "Human Resource Development for Accelerated Growth in Ghana".

There are positive signs in the education and health sectors. The introduction of the capitation grant, school feeding programme, school bussing has led to a surge in Net Enrolment Rates though the quality of education remains a persistent challenge.

The Government through the GETFund is undertaking infrastructural improvements in the universities and polytechnics to both increase tertiary education enrolment and improve the environment for teaching and learning. The private sector and religious bodies have also stepped in to provide tertiary education for the teeming numbers of senior secondary school graduates who cannot be absorbed by the public universities.

Gradual improvements in delivery of a number of critical health indicators have taken place with the introduction of the National health Insurance Scheme, but infant and child health indicators and maternal mortality rates remain high.

7.2 Gender disparity

The Ministry of Women and Children's Affairs (MOWAC) has established a core group of 18 persons drawn from the Ministries of Manpower, Youth and Employment (MMYE), Education, Science and Sports (MESS), Food and Agriculture (MOFA) and Justice (MOJ) to facilitate the conduct of gender training in MDAs to enhance gender mainstreaming.

MOWAC is collaborating with the Ghana Statistical Service (GSS) to develop sex-aggregated data collection instruments to be used by MDAs and MMDAs in gender data collection. The Ministry will also pilot Gender Budgeting in three key ministries (Food and Agriculture, Health and Local Government, Rural Development and Environment).

In the bid to close the divide between male and female appointments in public offices, women activists are compiling a list of potential women who can be called upon for public service by government.

7.3 Corruption

The Government's main focus in the fight against corruption has been in the strengthening of the legal and regulatory frameworks as well as the institutions mandated by the framework to fight corruption.

This is evidenced by the passage of such laws as the Financial Administration Act, the Internal Audit Agency Act, the Public Procurement Act. Institutions such as the Public Procurement Authority, Entity Tender Committees, Appeal and Complaints Committees, Review Boards, Internal Audit Units have been established to operationalise the laws. The Financial Administration Tribunal is one institution that has not yet been established.

The increased allocation of resources to the Auditor General's Department, and the public hearings by the Public Account Committee of Parliament have brought to the fore the fight against misuse of public funds.

Stakeholders welcome the proposed Proceeds of Crime Bill which aims at empowering the security agencies to investigate and compel people to declare their sources of income and how they acquired their property.

Civil society groups, including the media, have been very vocal and resourceful in the fight against corruption. An NGO, Ghana Integrity Initiative, recently undertook a study into judicial corruption and presented the recommendations to the Chief Justice.

7.4 Decentralization

Government has indicated its commitment to decentralization by increasing the District Assemblies' Common Fund which has been pegged at 5 percent of tax revenue since 1993 to 7.5 percent. An additional 28

districts have been created to facilitate better governance and accelerate the socio-economic development of the districts. This has increased the number of districts from 138 to 166.

A Comprehensive Decentralization Policy has been prepared. The policy framework is to deepen political, administrative and fiscal decentralization.

The Local Government Service Secretariat is now operational. A Legislative Instrument to transfer functions, resources and staff to the District Assemblies and Regional Coordinating Councils is being drafted.

The Local Government Finance and Municipal Finance Authority Bills have been developed. MLGRD&E in collaboration with MOFEP has drafted an Intergovernmental Fiscal Framework which seeks to address the issue of revenue and expenditure assignment between the national and sub-national levels.

The Ministry of Local Government and the Ministry of Finance and Economic Planning prepared Guidelines that will aid in the preparation of District Composite Budget.

All 138 District Planning Coordinating Units (DPCUs) have been trained in District Composite Budgeting to enable them prepare their budgets using the MTEF format for the 2008 fiscal year.

As part of revenue enhancement measures, MLGRD&E has initiated the Street Naming and House Numbering exercise to assist in property identification. A draft Street Naming and House Numbering Operational Manual has been prepared to guide MMDAs in the exercise.

7.5 Land Issues

As part of measures to enhance land registration services in the country, eight (8) Land Registries are being established under the Land Administration Project (LAP), one in each region in addition to those that already exist in Accra and Kumasi.

The Millennium Development Authority (MiDA), which is responsible for implementing and managing the Millennium Challenge Account (MCA) Ghana Programme, and the Ministry of Lands, Forestry and Mines have signed a USD 6.25 Million implementing entity agreement to facilitate registration of land rights in rural communities and enhance farmers'

access to land. Part of the money is to be used to purchase and install continuous operating receiver systems, Global Positioning Systems and total stations to enable MiDA to digitally map out farm parcels. MiDa will also assist the Land Title Registry to enable prospective proprietors to be placed in the Land Title Register and issue land title Certificates to them.

Stakeholders have called in government to address the issue of land ownership for women.

7.6 Chieftaincy

A Ministry of Chieftaincy and Cultural Affairs has been established to deal with chieftaincy issues. In addition, a Royal College is to be established to train chiefs and potential chiefs in socio- economic development and conflict prevention and resolution issues. The import is to make chieftaincy more responsive to the developmental concerns of the constituents.

Both regional and the national Houses of Chiefs have been provided with legal councils to assist chiefs in resolving the numerous chieftaincy cases pending in the law courts. Both Houses of Chiefs have been trained in Alternative Dispute Resolution (ADR) mechanisms in an effort to reduce the backlog of court cases.

7.7 Unemployment

Government is creating the enabling environment for the growth and development of the private sector. To this end, government is strengthening the regulatory environment for doing business to promote private sector-led growth. The thrust of government's efforts has been to simplify the regulatory regime, reviewing the functions of regulatory agencies to remove overlaps, scale down on the number of regulatory authorities and establish benchmarks for good practices. These measures, coupled with increased credit to the private sector, is spurring private sector growth and increasing employment for the populace.

In addition, government is directly creating jobs for the teeming mass of unemployed youth through the National Youth Employment Programme. Seven out of the 10 employment modules have been rolled out and are being implemented. A total of 107,114 youth have been engaged on the seven modules as at September 2007.

7.8 North-South Disparity

Government has instituted a number of initiatives in addition to the District Assemblies Common Fund, HIPC Fund allocation to the north, the Millennium Challenge Account to bridge the economic development and well-being gap between the north and the south. The initiatives include the establishment of the Northern Development Fund (NDF) with seed fund of 25 Million Ghana Cedis.

The government has also signed a GHC97.38 Million facility with the African Development Fund to undertake the Northern Rural Growth Programme which covers 32 districts of northern Ghana. The programme will be implemented over a six-year period (2008 – 2013) and has four main components – Commodity Chain Development, Rural Infrastructural Development, Access to Rural Finance and Programme Coordination.

Stakeholders have called on Parliament to pass a Legislative Instrument for the Fund.

7.9 External Dependency

Dependence of external support continues to be a major challenge for the government. To reduce dependency on external sources the Government of Ghana is seeking to sign a monitoring programme with the International Monetary Fund (IMF) but not for financial assistance. The government is at the same time strengthening its revenue collection agencies to improve internally generated revenues.

Appendix A: Matrix of Progress on Implementation

A. Democracy and Good Political Governance

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Standards and Codes					
AU and UN Conventions not acceded to/ ratified	Accession/ ratification of the following: <ul style="list-style-type: none"> Amendments to the Constitutive Act of the AU, 2003 Protocol on the African Court of Human and People's Rights, 1998 Protocol on the Rights of Women, 2003 Protocol on the African Court of Justice, 2003 AU Convention Against Corruption 	2005-2007	<ul style="list-style-type: none"> Amendments to the Constitutive Act of the AU, 2003 ratified Non-Aggression and Common Defense Pact ratified; 	1. Amendments to the Constitutive Act of the AU, 2003 ratified in June 2007 2. Non-Aggression and Common Defense Pact ratified in June 2007 3. AU Convention Against Corruption ratified 4. Protocol on the Rights of Women, 2003	1. Four out of seven standards have been ratified 2. Ratification Desk has not been set up at Ministry of Foreign Affairs

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Standards and Codes					
AU and UN Conventions not acceded to/ratified	Accession/ratification of the following: <ul style="list-style-type: none"> • AU Non-Aggression and Common Defense Pact, 2005 • Protocol to the OAU Convention on the Prevention and Combating Terrorism, 2004 	2005-2007			

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Prevent and Reduce Intra and Inter-State Conflicts					
<p>Poorly defined land ownership and problems with land registration/administration leading to conflict</p>	<ul style="list-style-type: none"> • Develop Land Use Master Plan that demarcates all lands in dispute • Establish decentralized one-stop shops for land registration in all registries • Enact law which facilitates land acquisition for investment 	<p>2005-2007</p>	<ul style="list-style-type: none"> • Land Use Master Plan developed • Decentralised one-stop shops established 	<ol style="list-style-type: none"> 1. Draft Land Use Master Plan developed 2. Establishment of regional Land Commission Secretariats 3. Merger of the four main agencies (Lands Commission Secretariat, the Land Valuation Board, the Survey Department and the Land Title Registry) that deal with land administration 	<p>Public consultations on-going on the Land Use Master Plan</p> <p>Consultations on New Land Act on-going</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Prevent and Reduce Intra and Inter-State Conflicts					
Lack of effective and efficient Early Warning System	<ul style="list-style-type: none"> • Prepare clear procedural guidelines for use by national, regional and district security councils • Provide logistical support to security agencies in conflict prone points 	2006	<ul style="list-style-type: none"> • EWS established in selected conflict points • Guidelines prepared and implemented • Number of conflicts reduced 	<ol style="list-style-type: none"> 1. Development of a Peace Architecture which establishes National and Regional Peace Councils 2. Clear procedural guidelines exist within the Early Warning Framework for reporting and collaboration 	<ol style="list-style-type: none"> 1. Established Early Warning mechanism unable to pre-empt a number of unfolding crises 2. Need to enhance the collaboration among the various institutions
Sub-regional security	<ul style="list-style-type: none"> • Initiate high level negotiation meetings • Peace keeping forces deployed where necessary 	2005	<ul style="list-style-type: none"> • Provisions of ECOWAS and AU Protocols on Peace and Security • Number of meetings • Number of Peacekeeping officers 	<ol style="list-style-type: none"> 1. Two Ministerial meetings held to discuss cross-border arms smuggling 2. GAF provided 5000 troops to on-going AU and UN missions 	Reported incidence of car stealing syndicates, small-arms smuggling through unapproved border crossings

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Prevent and Reduce Intra and Inter-State Conflicts					
Responsiveness of Chieftaincy to rapidly changing social needs	<ul style="list-style-type: none"> Develop time-bound program to clear backlog cases Build capacity of Judicial Committees of both national and regional houses of chiefs 	2005-2010	<ul style="list-style-type: none"> Number of backlog cases cleared in Judicial Committees 	<ul style="list-style-type: none"> Establishment of a Ministry of Chieftaincy and Cultural Affairs Provision of legal counsels for National and Regional Houses of Chiefs Establishment of Royal College Use to ADR to resolve conflicts 	Need to review Chieftaincy Act to conform to Constitution
Objective Two: Promote Constitutional Democracy, Political Competition and the Rule of Law					
Periodic voter registration and voter education	<ul style="list-style-type: none"> Accelerate the establishment of National ID system Regularly revise Voters Registry Decentralize Births & Deaths Registry Provide logistical support to gov. institutions 	2005	<ul style="list-style-type: none"> National ID system operational Number and distribution of registration points National computerized database for births and deaths Number of civic education campaigns 	<ol style="list-style-type: none"> National Identification Authority set up Voter register to be displaced in all polling stations Public education on Universal Birth Registration campaign NCCE undertakes civic education 	<ol style="list-style-type: none"> 21 communities have functional population registers Additional funds allocated to EC, NCCE and ISD to undertake voter education

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Two: Promote Constitutional Democracy, Political Competition and the Rule of Law					
Decentralization	<ul style="list-style-type: none"> Accelerate decentralization process Develop capacity of MMDAs to mobilize resources 	2005-2009	<ul style="list-style-type: none"> Increased number of decentralized MMDAs Increased broad-based participation in local governance Increased levels of internally generated funds 	<ol style="list-style-type: none"> Draft Comprehensive Decentralization Policy developed Number of DAs to increased from 138 to 166 Local Government Service operationalised 	<ol style="list-style-type: none"> Releases to DACF falls short of Constitutional requirement Improved capacity of DCPU to prepare composite budgets Stakeholders prefer election of DCEs
Low public confidence in justice system	<ul style="list-style-type: none"> Continue court modernization Provide more resources for legal aid and mediation/arbitration Harmonize relations between police, Attorney General's Dept, Courts and Prisons 	2005	<ul style="list-style-type: none"> Modernise court system Increased funding for legal aid and mediation/arbitration Revised rules and procedures for speedy administration of justice 	<ol style="list-style-type: none"> Refurbishment of district/circuit courts Computerization of high courts Promotion of ADR 	<ol style="list-style-type: none"> Regional disparities in access to justice Study shows corruption pervasive in the justice system

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Three: Promotion and Protection of Civil, Political, Economic and Cultural Rights					
Access to justice	<ul style="list-style-type: none"> • Recruit and transfer more staff to DOVVSU • Access needs and provide appropriate additional resources to DOVVSU 	2005-2007	<ul style="list-style-type: none"> • Increased and speedy access of women and children to justice 	<ul style="list-style-type: none"> • 31 Career Magistrates trained • Increase in number of DOVVSU offices at district level 	48% of Respondents indicated an improvement in access to justice
Safety and security of life and property	<ul style="list-style-type: none"> • Increase number of law enforcement officers • Organise training for financial Intelligence Unit • Procure equipment for law enforcement agencies 	2005	<ul style="list-style-type: none"> • Improved ability of law enforcement agencies to investigate financial crime • Reduction in incidence of crime 	<ol style="list-style-type: none"> 1. 980 youth employed under the Community Protection Module of NYEP 2. Training organized by GIABA 3. Equipment procured for CID 	Incidence of armed robbery, arms smuggling and car stealing syndicates

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Three: Promotion and Protection of Civil, Political, Economic and Cultural Rights					
Safety and security of life and property	<ul style="list-style-type: none"> • Introduction of new technology to fight crime • Provide logistics for increased border patrols • Build capacity of security agencies in new cross border crimes 	2005	<ul style="list-style-type: none"> • Drop in recorded cross border crimes • Increase in border patrols and random checks 	<ol style="list-style-type: none"> 1. Increased joint police-military patrols on major highways and regional capitals 2. Immigration Service trained to patrol borders 	<ol style="list-style-type: none"> 1. 54% of Respondents indicated an improvement in security of life and property 2. Police to population ratio over 1:1,200
Capacity of CHRAJ to prosecute its mandate	<ul style="list-style-type: none"> • Provide resources to CHRAJ • Review the mandate of CHRAJ 	2005-2008	<ul style="list-style-type: none"> • Excision of labour matters from CHRAJ • Redefinition of the status of decisions of CHRAJ 	<ol style="list-style-type: none"> 1. Establishment of Labour Commission under the Labour Act 2. Status of CHRAJ under review 	

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Three: Promotion and Protection of Civil, Political, Economic and Cultural Rights					
Cultural practices harmful to women	<ul style="list-style-type: none"> • Secure release of and rehabilitate girls in ritual servitude • Mount awareness campaign on discontinuation of violence and harmful traditional practices against women 	2005	<ul style="list-style-type: none"> • Targeted support given to law enforcement agencies to ensure specific compliance • Number of girls released from ritual servitude • Decline in abuses of women accused of being witches 	<ol style="list-style-type: none"> 1. Security forces educated and sensitized on Domestic Violence Act 2. Witches camps depopulated 	Customary servitude on a steady decline
Child trafficking and child labour	<ul style="list-style-type: none"> • Secure release of and rehabilitate children under difficult circumstances • Equip security agencies and civil society groups to promote enforcement and compliance 	2005-2008	<ul style="list-style-type: none"> • Reduce rate of child trafficking and child labour 	<ol style="list-style-type: none"> 1. Human Trafficking Act, 2005 (Act 694) <p>Sensitization and education on dangers of child trafficking and child labour organized for fishing and cocoa growing communities</p>	Two key institutions – Human trafficking Fund and Human trafficking Management Board – yet to be established

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Three: Promotion and Protection of Civil, Political, Economic and Cultural Rights					
Under representation of women in public life	<ul style="list-style-type: none"> Identify and institute schemes to increase participation of women in public life M&E of Affirmative Action Facilitate and implement gender mainstreaming in MDAs 	2005-2009	<ul style="list-style-type: none"> Number of Affirmative Action schemes introduced Report on gender analysis of Affirmative Action Policy Increase in number and percentage of women in decision making positions 	<ol style="list-style-type: none"> Launch of Women in Local Governance Fund Slow but steady increase of women in public positions Core expert group of 18 persons on gender from key line ministries Introduction of gender budgeting Sex-aggregated data collection instruments developed 	<ol style="list-style-type: none"> CEDAW not yet domesticated Commitments to ensure at least 20 percent women representation in decision making positions unfulfilled
Violation of rights of the disabled	<ul style="list-style-type: none"> Pass and implement the Disability Bill 	2005	<ul style="list-style-type: none"> Pass the Disability Bill 	<ul style="list-style-type: none"> Persons with Disabilities Act, 2006 (Act 755) passed Support provided for PWDs in 20 districts 	<ul style="list-style-type: none"> Disability Council yet to be established Difficulties in accessing 2% of DACF allocated to PWDs

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Four: Uphold the Separation of Powers, including the protection and independence of the Judiciary and of an effective Legislature					
Parliament Oversight Responsibilities	<ul style="list-style-type: none"> Strengthen the Committees of Parliament Build capacity of MPs of the Public Accounts and Finance Committees 	2005	<ul style="list-style-type: none"> Effective exercise of oversight function by Parliament Use of Article 103 (3) of the Constitution to investigate into the activities of public officials and agencies 	<ol style="list-style-type: none"> Public hearings of sittings of Public Accounts Committee Government Assurances Committee assessed four key public policy initiatives and programmes Capacity building workshops organized for Finance and PAC 	1. Public hearing of PAC stressed the need to set up Financial Administration Tribunal and Internal Audit Agencies
Initiation and passage of bills by Parliament	<ul style="list-style-type: none"> Education and sensitization of Members of Parliament Strengthen Parliamentary Draftman's Office 	2005-2006	<ul style="list-style-type: none"> Number of bills initiated by Parliament 	Consultant Draftsman contracted to assist Parliament set up Draftsman's Office	Bill are still initiated by the Executive and drafted by the Attorney-General's Department
Lack of adequate resources for governance institutions	<ul style="list-style-type: none"> Establish system of funding for non-Executive governance institutions 	2005-2006	<ul style="list-style-type: none"> Procedures for funding established 	<ul style="list-style-type: none"> Increased budgetary allocations to governance institutions Provision of logistics (vehicles, communication equipment to NCCE) 	

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Four: Uphold the Separation of Powers, including the protection and independence of the Judiciary and of an effective Legislature					
Backlog of cases in High Court and Regional Tribunals	<ul style="list-style-type: none"> Adopt self-regulating mechanisms to clear backlogs; Establishment of additional Courts of Appeal 	2006-2008	Backlog reduced by 50% in next 3 years		Promotion of ADR to reduce backlog of cases in courts
Objective 5a: Ensure Accountable, Efficient Public Office Holders and Civil Servants					
Bureaucracy and inefficient procedures in the Public Service	<ul style="list-style-type: none"> Build capacity of MDAs to formulate and implement programmes in MTEF Set up institutional structures to regulate public procurement, internal audit and financial administration as provided by law 	2005-2007	<ul style="list-style-type: none"> MTEF Framework indicating MDAs priority programmes and activities Appropriate procurement, internal audit and financial administration regulations Enforcement and monitoring 	<ol style="list-style-type: none"> Capacity of 138 DPCUs built to prepare district budgets in MTEF format Public Procurement Authority, Entity Tender Boards, Tender Review Boards, Internal Audit Agencies established Provision of logistics and resources to Audit General's Department 	<ol style="list-style-type: none"> Only about a fourth of the 434 MDAs and MMDAs have functional internal audits Financial Administration Tribunal not established

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 5a: Ensure Accountable, Efficient Public Office Holders and Civil Servants					
Bureaucracy and inefficient procedures in the Public Service	<ul style="list-style-type: none"> • Improve capacity of MDAs to develop and implement strategic plans • Build capacity of civil society to monitor public policy 	2005-2007	<ul style="list-style-type: none"> • Annual MDA reports • Annual Progress Reports of GPRS • Citizen Charters 	<ol style="list-style-type: none"> 1. Citizen Charters developed for Land Sector and Revenue Sector agencies 2. CSOs (ISODEC & SEND Foundation) build civil society capacity to monitor public policy (Budget & HIPC Fund) 	
Poor service delivery in public services	<ul style="list-style-type: none"> • Educate and sensitize public on their rights with respect to the provision of social service • Establish clear public complaints mechanism and guidelines for investigating and resolving complaints • Prepare Citizen Charters of service delivery by MDAs 	2005-2009	<ul style="list-style-type: none"> • Number of complaints received, investigated and resolved every year • Public education campaign 	<ol style="list-style-type: none"> 1. Establishment of Client Service Centres in MDAs and MMDAs 	Incomplete statistics on number of complaints received and resolved

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 5b: Promote participation of civil society and media in governance					
Civil society engagement in national dialogue and discussion	<ul style="list-style-type: none"> Establishment of formal working groups with civil society representation at all levels of decision-making 	2005-2009	<ul style="list-style-type: none"> Institutional structures that promote civil society involvement in public policy formulation and implementation 	1 institutional space – People's Assembly, Speaker's Breakfast Forum, Parliament's Outreach Programme, Annual Parliamentary Week Celebration, national economic Dialogue, New Year School	75% of Respondents indicated an improvement in civil society engagement in public policy
Lack of media specialization and investigative reporting	<ul style="list-style-type: none"> Review curriculum in communication institutions Specialist training programmes initiated Number of specialized desks created at media houses 	2005-2009	<ul style="list-style-type: none"> Revised curriculum in communication institutions Number of specialist training programmes initiated Number of specialist desks created at media houses. 	1. Institute of Financial and Economic Journalism (IFEJ) established at Ghana Institute of Journalism (GIJ)	
Lack of transparency in frequency allocation	<ul style="list-style-type: none"> Review guidelines on frequency allocation Re-examination of membership of Frequency Board 	2006-2007	<ul style="list-style-type: none"> Review guidelines on frequency allocation Re-examination of membership of frequency board Applications for allocations processed within set time-frame 		Religious bodies are denied frequencies for radio and television broadcasts

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 6: Fighting Corruption in the Public Sphere					
Co-ordination of anti-corruption agencies	<ul style="list-style-type: none"> Define and institute and unambiguous definition of bribery and corruption Pass the Freedom of Information Bill Pass the Whistle Blower's Protection Bill Define clear guidelines on Conflict of Interest 	2005-2007	<ul style="list-style-type: none"> Law on anti-corruption Passage of Freedom of Information and Whistleblower's Protection Bills Guidelines on Conflict of Interest 	<ol style="list-style-type: none"> Whistleblowers' Protection Act 2006 (Act 720) passed Freedom of Information Bill before Cabinet for consideration Compilation of anti-corruption laws by Attorney General's Dept Credit Reporting Act, 2007 passed Guidelines on Conflict of Interest developed by CHRAJ 	<ol style="list-style-type: none"> Only 5 cases recorded under the Whistleblower's Protection Act since coming into force in 2006 A Bill to establish Office of Independent State Prosecutor before Cabinet
Asset declaration regulations	<ul style="list-style-type: none"> Review Law on Asset Declaration 	2007-2008	<ul style="list-style-type: none"> Revised Guidelines on Asset Declaration 		Guidelines on Asset Declaration has not been reviewed
Applying public procurement procedures	<ul style="list-style-type: none"> Establish all procurement entities as required by law Award all public contracts strictly on the basis of the provisions of the Act 	2005	<ul style="list-style-type: none"> Establishment of functioning Public Procurement Entities Reduction in improper award of contracts and bribery Publication of successful contractors 	<ol style="list-style-type: none"> 213 Public Procurement Entities assessed as regards their adherence to provisions in the Public Procurement Act 7-member Appeal and Complaints Committee set up 	<ol style="list-style-type: none"> High level of compliance to procurement procedures within public sector

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 7: Promotion and protection on the Rights of Women					
Legislation to protect women's rights	<ul style="list-style-type: none"> Adopt programme to domesticate CEDAW and endow it with force of law 	2005	<ul style="list-style-type: none"> Passage of Domestic Violence Bill Passage of Property Rights Bill 	<ol style="list-style-type: none"> Domestic Violence Act (DVA), 2007 passed MOWAC and A-G's Dept working towards enactment of Property Rights of Spouses Bill 	
Protocol to the African Charter on Human and People's Rights on the Rights of Women not ratified	<ul style="list-style-type: none"> Ratify the Protocol 	2006	<ul style="list-style-type: none"> Protocol ratified and implemented 	Protocol not ratified	Parliament has approved the ratification of the Protocol
Gender advocacy and women's rights groups lack capacity and resources	<ul style="list-style-type: none"> Assist with funding under appropriate schemes and monitor progress 	2005-2010	<ul style="list-style-type: none"> Number of publications on women's issues Inventory of women's rights organizations and programmes 		Core expert group of 18 persons drawn from 4 key ministries to facilitate the conduct of gender training
Under representation of women in politics	<ul style="list-style-type: none"> Develop gender policies with specific actions to help overcome barriers faced by women in the political arena Monitor numbers of women in politics 	2005-2015	<ul style="list-style-type: none"> Policies and programmes developed by political parties to increase recruitment and representation of women Increase in number of women in political life 		Steady increase in number of women in public life, including appointment of Chief Justice and Chie Advisor to the President

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 8: Promotion and protection of the Rights of Children and Young Persons					
Child prostitution and pornography	<ul style="list-style-type: none"> Undertake a study on the levels of child prostitution and pornography and associated problems and make recommendations Develop policy on child prostitution and pornography Publicize policy and implement it Conduct education and awareness campaign 	2005-2007	<ul style="list-style-type: none"> Policy banning child prostitution formulated and publicized Increase in investigations into child prostitution and pornography and prosecutions applied where necessary Decrease in incidents of child prostitution and pornography 		<ol style="list-style-type: none"> Child (aged 12 to 16) prostitution may be on the increase Plan on Commercial Sexual Exploitation of Children (CSEC) not developed Plans underway to establish database of convicted child abusers and domestic violence perpetrators
Compulsory basic education	<ul style="list-style-type: none"> Investigate means to achieve full enrolment (both girls and boys) Continue programmes promoting gender equality 	2005-2015	<ul style="list-style-type: none"> Annual increase in gross enrolment at the basic education level Full enrolment by 2015 Gender disaggregated statistics 	Kindergarten Gender Parity Index (GPI) of 0.99.	Access to education has shown positive trends as a result of policy actions

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 8: Promotion and protection of the Rights of Children and Young Persons					
Protection of the rights of domestic workers	<ul style="list-style-type: none"> Enact Domestic Workers Law and implement specific provisions protecting adolescent domestic workers 	2006	<ul style="list-style-type: none"> Law on Rights of Domestic Workers 		Draft Law on Rights of Domestic Workers not completed
Autonomy of Ghana National Commission on Children	<ul style="list-style-type: none"> Initiate programme of granting GNCC autonomous status 	2006-2008	<ul style="list-style-type: none"> Statutes indicating decoupling GNCC from MOWAC 		GNCC remains a decentralized department under MOWAC
Street children and vulnerable youth	<ul style="list-style-type: none"> Review studies on street children and other vulnerable youth Develop action plan for assisting street children and vulnerable youth Partner with NGOs to provide support to street children 	2005-2009	<ul style="list-style-type: none"> Number of street children and vulnerable youth enrolled in skill straining programmes 	Government through the NYEP is recruiting the youth off the streets into gainful employment	Challenge of dealing with children under 15 years who are too young to be recruited into NYEP

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 9: Promotion and protection of the Rights of Vulnerable groups including internally displaced persons and refugees					
Access to public facilities by the disabled	<ul style="list-style-type: none"> Undertake a needs assessment to determine priorities for providing disabled access to existing public facilities Pass and enforce legislation requiring the provision of disabled access to public facilities and support 	2005-2007	<ul style="list-style-type: none"> Disabled provided access to public facilities 	1. Disability Act, 2007 (Act 715) passed	<ol style="list-style-type: none"> Council on Disability not established New public constructions make no provisions for access by PWDs despite provisions in the Act PWDs have difficulties accessing 2% of DACF
Inadequate and insecure pension schemes	<ul style="list-style-type: none"> Implement recommendations on Pensions Commission 	2005-2006	<ul style="list-style-type: none"> Current pensions schemes revised with better conditions for pensioners 	Pensions adjusted upwards from average of 15% to 17%	
National Policy on the Aged	<ul style="list-style-type: none"> Finalize and implement the National Aging Policy 	2005-2006	<ul style="list-style-type: none"> National Aging Policy Document publicized 	Draft Policy being subjected to stakeholder validation	

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 9: Promotion and protection of the Rights of Vulnerable groups including internally displaced persons and refugees					
Protecting the rights of refugees	<ul style="list-style-type: none"> • Strengthen the Ghana Refugee Board • Assess current Immigration Policy regarding refugee/asylum seekers and make improvements • Enforce legislation regarding the rights of refugees 	2005-2007	<ul style="list-style-type: none"> • Revised Refugee Policy 	Refugees in Ghana protected by the laws of the land and international protocols and conventions	Policy still under review

B. ECONOMIC GOVERNANCE AND MANAGEMENT

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Standards and Codes					
Many signed treaties not ratified and relevant officials not aware of the fact.	<p>Relevant Ministries and Government Agencies are to recommend to Parliament through Cabinet to ratify signed treaties and declarations.</p> <p>Establish an archive of standards, codes, treaties and protocols at the Ministry of Regional Cooperation and NEPAD.</p> <p>Increase public awareness and access</p>	2005-2006	<ul style="list-style-type: none"> • Number of ratified treaties published in Hansard, national newspapers and newsletter of the Ministry of Regional Cooperation and NEAPD. • Number of Government actions based on the standards and codes • Number of public servants aware of relevant treaties and codes in their area of work increase. 		By virtue of being a member of a number of international bodies, Ghana is complying with most of the standards and codes – International Standards in Auditing and Accounting, Guidelines on Good Practices on Fiscal Transparency, Guidelines on Public Debt Management, Best Practices on Budget Transparency

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 1: Promote sound macro-economic policies that support sustainable development					
Building efficiency predictability and transparency in economic management	<ol style="list-style-type: none"> 1. Enact Insurance Legislation 2. Ratify the African Union Convention on preventing and combating corruption 3. Publish Regulations for the Payment Systems Act 4. Enact Money Laundering Bill 5. Provide Line item on tax expenditures in the annual budget statement 6. Add information to budget reporting on fiscal risk in budget and alternative budget 7. Publish report on assessment of procedures 	2005-2006	<ul style="list-style-type: none"> • On-going Parliamentary processes of legislation • Line item on tax expenditures in the annual budget statement • Publication of report on assessment of procedures • New procedures in place for non-tax revenue recovery • Increase in non-tax revenue to GDP rate 	<ol style="list-style-type: none"> 1. Insurance Act passed 2. AU Convention on Preventing and Combating Corruption ratified 3. Payment Systems Act passed 4. Regulations for the Payment Systems Act published 5. Anti-Money Laundering Bill under consideration by Cabinet 	

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 1: Promote sound macro-economic policies that support sustainable development					
<p>Building efficiency predictability and transparency in economic management</p> <p>Macroeconomic Framework</p>	<p>Review procedures for reporting on internally generated funds</p> <p>Implement findings of Report on review of non-tax revenues</p> <p>Provide information on Budget and act on discretionary and statutory payments by sector.</p> <p>Strengthen and upgrade the Policy Analysis Division of MOFEP to policy Research Division</p> <p>Institute a collaboration for a macroeconomic building team including the research department of BOG,</p>	2005	<ul style="list-style-type: none"> • Information on actual and budgeted statutory and discretionary payments by sector in annual budget • National Budget • Baseline Projections of MOFEP and NDPC • Increase in number of skilled staff at MOFEP, NDPC, BOG and MDAs. • Reports of the MPC 	<p>1. Division renamed Policy Analysis and Research Division (PARD)</p> <p>2. New staff recruited and trained for the Policy Analysis Division</p> <p>3. Monetary Policy Committee meets quarterly and publishes report</p>	

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 1: Promote sound macro-economic policies that support sustainable development					
Macroeconomic Framework	<p>Policy and Research Division of MOFEP and independent local think tank and NDPC</p> <p>Develop baseline projection for estimating the impact of proposed policy changes on future budgets (e.g. Tax policy changes)</p>	2005-2006	<p>Conditions of service at NDPC, MOFEP and MDAs.</p> <p>Reports on sensitivity analysis of budget under different scenarios.</p> <p>Per capita GDP in US dollars 2005 = 492 2006 = 538 2007 = 584</p> <p>Real GDP Growth rate in % 2005 = 5.80 2006 = 6.11 2007 = 5.83</p>		<p>Conditions of service at NDPC and MDAs have not changed</p> <p>BoG has adopted an inflation-targeting framework</p> <p>Inflation as at December stood at 12.7%</p> <p>BoG increased its prime rate from 12.5% to 13.5%</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 1: Promote sound macroeconomic policies that support sustainable development					
<p>Ineffective implementation of macroeconomic policies</p> <p>Weak linkage between Economic Planning and Budget Formulation</p>	<p>1. Provides MDAs with expenditure Institutes prior to start of budgetary process</p> <p>Provide clear definition of the roles and responsibilities of the NDPC as well as of MOFEP and other MDAs with respect to short, medium term planning and identify their complementary roles</p> <p>2. Build technical and research capacity of MDAs for budgeting</p>	2005	<ul style="list-style-type: none"> • Provision of relevant reports to MDAs • Broad based budget • Strategic Analytical Reports of the Macroeconomic framework of MOFEP and NDPC • Number of cuts by MOFEP reduced 	<p>138 DCPUs trained in composite budgeting</p> <p>MOFEP publishes all reports on its website</p> <p>NDPC publishes Annual Progress Report on implementation of the GPRS</p>	Excise Tax reviews are carried out to inform the national budgets
Environmental sustainability in policy and programs signed	<p>3. Develop capacities to improve upon environmental sustainability</p> <p>Reduce land, soil degradation</p>	2006-2010	<ul style="list-style-type: none"> • Report of River Basin Sustainability Studies 		

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 1: Promote sound macro-economic policies that support sustainable development					
<p>Economy is very susceptible to shocks</p>	<p>Cabinet memo clearly reflecting roles and responsibilities. Effective participation of trade missions in meetings and regular reports</p> <p>Regular meetings of IIC</p> <p>Quarterly trade forums</p> <p>Well equipped WTO information center and RIS team</p> <p>Position papers discussed and agreed with stakeholders and tabled allies in WTO, EPA, ECOWAS, CET negotiations</p> <p>Clear framework for promoting trade objectives within bilateral agreements agreed by cabinet</p>	<p>2006-2010</p>	<ul style="list-style-type: none"> • Establish trade desks in key MDAs and build capacity of officers to analyse multilateral trade issues • Post additional officers to Brussels and Geneva and establish new office in Abuja • Strengthen the inter-institutional committee on multilateral trade to improve coordination between govt., private sector and civil society • Build new capacity within the private sector to participate in negotiations • Strengthen trade information centers • Strengthen MOTI to oversee and direct negotiations-WOTI, 	<ol style="list-style-type: none"> 1. Trade desks have been established in key line Ministries – MOFA, MOFEP and MoF, RI & NEPAD 2. Trade officers posted to Geneva, Abuja, Beijing and Delhi 3. Capacity building initiatives carried out by GEPC's Trade Information Centre 	<p>Ghana signed an interim trade deal with the European Union in December 2007</p> <p>PSIs yet to provide the diversification platform</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 1: Promote sound macro-economic policies that support sustainable development					
<p>Economy is very susceptible to shocks</p>	<p>New trade & investment cooperation proposals within AU and NEPAD developed by MOTI and other stakeholders</p> <p>MOTI fully engaged in AU and NEPAD trade agenda as well as bilateral talks with EU, US, Nigeria and other trading partners</p> <p>Functioning secretariat established</p> <p>Private sector trained in formulation of petitions on tariff/non tariff issues</p>		<ul style="list-style-type: none"> • Strengthen MOTI to oversee and direct negotiations-WOTI, ECOWAS, EPA • Participate effectively in negotiations and relevant fora • Establish a tariff advisory board • Review the tariff regime and rationalize to fit national development objectives • Review, compile and publish all applicable export permits and licenses into a compendium 	<p>The framework indicating the mandate, composition and institutional representation of the Tariff Advisory Board has been completed</p>	<p>The compendium has not been completed</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 1: Promote sound macro-economic policies that support sustainable development					
Economy is very susceptible to shocks	1. Inconsistencies eliminated for all duty rates, including concessionary rates 2. Imports permits, prohibitions and controls compiled into compendiums 3. Staff trained in trade remedy techniques, risks assessment and toxicology, rules of origin techniques, administration of quotas 4. Prompt refunds of duty drawback 5. Improved VAT procedures published 6. Reduced leakages of products from free zones onto domestic economy 7. Increase the share of non-traditional exports in total export values	2006-2010	<ul style="list-style-type: none"> • Train officers and operators to understand issues relating to rules of origin, subsidies, anti-dumping and risks assessment • Develop effective rates of protection methodology for local industry to create a level playing field and enhance competitiveness • Audit and rationalize incentive schemes-free-zones, bonded warehouses, duty drawback, etc • National Economic Dialogue (NED) • Increase in percentage share of non-traditional exports to GDP 	NTEs % to total imports(2004-2006) 2004 – 25.74% 2005 – 28.09% 2006 – 26.14%	The NED was not organized for year 2007

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 1: Promote sound macroeconomic policies that support sustainable development					
Quality of macro and micro economic data	<p>8. Identify markets in the ECOWAS sub-region</p> <p>9. Support local manufacturers/producers</p> <p>10. Provide incentives and assistance to exporters of non-traditional exports</p> <p>1. Coordinate data collection among data collection agencies</p> <p>2. Conduct regular survey of all sectors of the economy and on employment and output trends</p> <p>3. Develop systems to collect and report disaggregated data on employment by gender, age groups, by industry and by sector.</p> <p>4. Disaggregate labor force data and industrial output</p>	2005-2006	<ul style="list-style-type: none"> • Stable prices over 2-3years • Increase in number of ECOWAS countries that implement Trade-related protocols in favour of Ghana. • Increase in number of people who pay taxes • Reports of GSS, CEPS, MOTI, and MPC • Number of skilled workers retained in data collection agencies goes up. 	Ghana has 12 NTE markets in the ECOWAS sub-region	Quality of fiscal data has improved but consistency, reliability and comprehensiveness remain a challenge

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 2 : Implement sound, transparent and predictable government economic policies					
Concerns of transparency as well as implementation of reforms in particular departments	<ol style="list-style-type: none"> 1. Develop and implement a program to extend pre and post-budget consultations with industry. 2. Implement the Public Sector Reform Strategy 3. Draw up code of conduct for each MDA and services provided 4. Provide avenues for domestic communities to participate regularly in policy formulation 5. Provide data and inform the public of the nature of the processes and decision makers utilize in all the important areas of economic management. 	2005	<ul style="list-style-type: none"> • Discussion of risks in the budget statement • Publications of codes and manual of services provided • Number of consultations held with industry • Number of implemented policies that support the private sector • Reports of AGI and PEF • Number of Reforms implemented. 	<p>Citizens Charter developed for 9 agencies (Land Sector) and (Revenue Sector)</p> <p>Notable reduction in time taken to register companies (RGD) and licensing and registration of vehicles (VELD)</p>	The implementation of the Public Sector Reform Strategy is on course

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 2 : Implement sound, transparent and predictable government economic policies					
Provision of Information	<p>Provide data and inform the public of the nature of the processes and procedures that decision makers utilize in all the important areas of economic management</p> <p>Use the media and public forums to reach the public.</p>	2005-2007	<ul style="list-style-type: none"> • Number of consultations held by the district assemblies with the communities. • GSS reports on local data • Number of appearances on radio on Economic policies. 		<p>MOINO and the ISD educate the public on key public policies.</p> <p>The CAGD's monthly budget executions are available for public consumption.</p> <p>MOFEP makes available data on expenditures funded by the Consolidated Fund</p>
Transparency in policy making	Engage a group of persons or an organization to determine how to deepen transparency in policy making.	2005-2007	<ul style="list-style-type: none"> • Available results of policy actions to the public and international partners. • Number of people who believe there is fairness and transparency. 	MOFEP organizes budget information dissemination meetings with staff of RCCs, MMDAs and revenue agencies in all regional capitals	

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 3 : Promote sound public finance management					
Weak administration of tax system.	<p>Provide facilities to tax administrators that will increase collections and deposits into the Consolidated Fund.</p> <p>Enforce tax laws</p> <p>Regularly inform public of tax obligations.</p> <p>Regularly publicize sanctions against tax offenders.</p>	2005	<ul style="list-style-type: none"> • EPCC reports • More tax collections 	<p>1. A Revenue Protection Unit has been set up by the RAGB to enforce tax laws</p> <p>2. The Revenue Agencies have been educating the public through – establishment of websites, publication of brochures and conducting public awareness campaigns</p>	Computerization of the IRS is still in progress
Weak expenditure tracking, Accounting and Reporting.	<p>Develop guidelines for tracking expenditure.</p> <p>Provide continuous training in the MTEF process to budget committee members of MDAs and MMDAs</p> <p>Implement the Procurement Act</p>		<ul style="list-style-type: none"> • Introduction of BREMS on going • Regularity of reports on performance of MDAs 	MOFEP, BoG and CAGD have established Expenditure Tracking Committee which tracks releases for payments from MOFEP through CAGD to BoG	

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 3 : Promote sound public finance management					
<p>MDAs have no prior information on global expenditure limits as agreed prior to the start of the budgetary process.</p> <p>Sudden reductions in committed ceilings to MDAs.</p>	<p>Organize pre budgeting consultations with MDAs on their ceilings for ensuing year</p> <p>Regularly consult with the private sector on Government Policies</p> <p>Published reports of MDAs on performance of MDAs and MMDAs and provide them with appropriate incentives.</p> <p>MOFEP should provide more reliable method of arriving at ceilings for MDAs.</p> <p>Improve Revenue collection</p>	2005-6	Monthly and Quarterly reports of MDAs.		Regular meetings are held with Trade Unions and the Private Sector to discuss government policies

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 3: Promote sound public finance management					
Weak Coordination of development planning process and low capacity for budget formulation	1. Regular consultations between NDPC and MOFEP to agree on prioritized areas of economy and appropriate funding for activities based on realistic financial resources. 2. Ensure all MDAs and MMDAs comply with MTEF process of budgeting. 3. Provide high level regular training in Budgeting	2005-2007	<ul style="list-style-type: none"> Number of consultations Increase in number of competent staff 		138 DPCUs trained in composite budgeting to enable them prepare their budgets in the MTEF format
Ineffective oversight functions of Parliament	4. Revise Standing Order with clear delineation of the functions of the Public Accounts and Finance Committees. 5. Provide regular training to MPs of the Public Accounts and Finance Committees.	2005	<ul style="list-style-type: none"> Reports of Sub-Committees of Parliament Financial Audit Reports Reduction of arrears in publications of status of arrears by MOFEP. 		Public hearings of Public Account Committee

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 3: Promote sound public finance management					
Improve Debt Management	<ol style="list-style-type: none"> 1. Regularly demand reports of revenue and spending of MDAs 2. Strengthen institutional coordination of public 3. Debt management and monetary policy. 4. Increase recruitment and training of accountants and auditors 5. Implement decisions reached by consensus with the public 6. Hold consultation with the public on Ghana and IF Policy issues 7. Perform frequent internal audit to provide feedback to administrators of MDAs 	2005-06	<p>Reports on debts of the Aid & Debt Management Unit of MOFEP.</p> <ul style="list-style-type: none"> • Ghana and IMF Policy reports • Credit rating of Ghana • Regular submission of revenue and spending • Reports to committees • Publication of Audit of reports 	<p>Capital markets Committee established to assess government's ability to access banking and capital markets</p> <p>Ghana enjoys B+ rating from both Standard & Poors and Fitch</p>	<p>AID/Debt Management Division of MOFEP has formulated a debt management framework based on international best practices</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 4 : Fight corruption and money laundering					
Pay fair wages and salaries. Speedy delivery of Justice.	Formulate and implement a fair wage policy Provide courts with necessary facilities and personnel and update court procedures as necessary	2005-2006	<ul style="list-style-type: none"> • Comparable salaries across the public sector • Increase in number of resolved cases • Increase in necessary facilities • Increase in budget allocation by 30% • Retention of skilled staff. • Periodic surveys on public perception and knowledge on corruption 	<ol style="list-style-type: none"> 1. Fair Wages and salaries Commission Act 2007 (Act 737) passed 2. Fair Wages Commission established 2. Removal of distortions and corrected placements in the Ghana Universal Salary Structure (GUSS) 	Government is proposing a bi-weekly payment of salaries to ease financial stress on public workers
Reduction in corruption	<ol style="list-style-type: none"> 1. Pass the Whistle Blowers Bill 2. Pass the Freedom of Information Bill. 3. Increase public education and awareness on rights and responsibilities of citizens 4. Enforce the various service codes of conduct 5. Introduce stiffer punishments for offenders 	2005-06		<ol style="list-style-type: none"> 3. Whistleblowers' Protection Act passed 4. Freedom of Information Bill under consideration 	Remarks from government officials indicate poor records keeping may delay the passage of this bill

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 4: Fight corruption and money laundering					
<p>Weak regulation and administration of foreign exchange activities and payment</p> <p>Lack of information on credit worthiness of corporate bodies and individuals</p>	<p>1. Pass the Foreign Exchange Bill</p> <p>2. Implement the Payment Systems Act (Act 662) of 2003</p> <p>1. Provide a database where the identity of individuals and corporate organizations can be crosschecked.</p> <p>2. Discourage use of cash</p> <p>3. Closely work with foreign exchange bureau to check money laundering through exchange.</p> <p>4. Encourage banks to operate foreign exchange bureau.</p>	2005-06	<ul style="list-style-type: none"> • Foreign Exchange Act in place. • Increase in blank transfers/remittances • A relevant law in place • Initiative to set up database • Increase demand for cheque books 	<p>1. Foreign Exchange Act, 2006 (Act 723) passed</p> <p>2. Credit Reporting Act passed</p>	<p>Bog and Ghana Association of Bankers have agreed to establish the Ghana Interbank Payments and Settlement System (GIPSS)</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 5: Accelerate regional integration by participating in the harmonization of monetary, trade and investment policies.					
<p>Irrelevant application of rules by Customs and Immigration Officials</p> <p>Security concerns and cross border crimes</p>	<p>Provide regular training to Customs and Immigration staff</p> <p>Sensitize border operatives on ECOWAS Protocol on Free Movement of persons and goods.</p> <p>Sensitize public on existence of Protocols and customs procedures</p> <p>Harmonize National Security issues</p>	2005-2006	<ul style="list-style-type: none"> Reduction in time spent at borders by citizens. Conduct security checks on ECOWAS Brown Cards and Security Agencies and citizens knowledge about the protocols Reduction in the level of smuggling and cross border crimes 	Capacity building workshops organized for CEPS officials on ECOWAS Protocols and directives	<p>Delays at borders remain the same</p> <p>ECOWAS interior ministers met to discuss growing cross-border crimes and small arms smuggling</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 5: Accelerate regional integration by participating in the harmonization of monetary, trade and investment policies.					
Slow pace of economic integration	Mandate to carry out varied activities	2005-2006	Implementation of the ETLS and the Protocol on Free Movement of Persons and goods by Ghana's trading partners in the ECOWAS		
Limited knowledge by populace of regional integration issues	Mobilize media and other agencies to disseminate issues on integration. Implement the WAMZ Program	2005-09	<ul style="list-style-type: none"> • Establishment of WAMZ • CET in place 	Ghana has fully complied with 2 of the 4 core criteria	Ghana has challenges in attaining a single digit inflation and a Budget Deficit to GDP ratio not exceeding 4 percent

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 5: Accelerate regional integration by participating in the harmonization of monetary, trade and investment policies.					
Insufficient resources to support peace mediation in the sub-region	Identify alternative sources of funds Ensure effective use of funds Publish gender disaggregated data	2005-2006	<ul style="list-style-type: none"> • Availability of funds for peace mediation 		Ghana provided 5,000 troops to AU and UN missions worldwide

C. CORPORATE GOVERNANCE

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Standards and Codes					
<p>Plethora of Corporate Governance Guidelines</p>	<p>1. Intensify education of business community of good corporate governance 2. Develop a single Corporate Governance Guidelines fashion after the OECD and Commonwealth models 3. Run certified training programs for directors and chief Executive Officers</p>	<p>2005-07</p>	<ul style="list-style-type: none"> Corporate Governance Framework for Ghana 	<p>IoD-Ghana and GIMPA organizes courses for directors and CEO</p>	<p>Ghana does not have a single document on Corporate Governance</p> <p>Organisations like PEF, GEA also runs corporate governance courses for members</p>
<p>National Accounting Standards have not been reviewed since 1996</p>	<p>Educate accounting personnel in both public and private institutions on international Accounting and Audit Standards</p>	<p>2005-06</p>	<ul style="list-style-type: none"> Adoption and use of international Accounting and Audit standards by SMEs 	<p>Ghana has adopted International Accounting and Audit Reporting Standards</p>	

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Standards and Codes					
Labor Laws	<ol style="list-style-type: none"> 1. Ratify ILO Convention No. 138 to give full meaning to Children's Act 1998 (Act 560) 2. Ratify ILO Convention No. 184 3. Prepare National Policy on Agricultural safety and Health 4. Strengthen the Labor Department/Factory Inspectorate by providing logistics and personnel to enable them monitor compliance with labor laws 	2005-06	<ul style="list-style-type: none"> • Ratified Convention No. 138 • Ratified Convention No. 184 • National Policy on Agricultural Safety and Health 	<p>ILO Convention No. 138 and Convention No. 184 not ratified</p> <p>National Policy on Agricultural Safety and Health not completed</p>	
Insurance	<ol style="list-style-type: none"> 1. Lobby Parliament to review bill as regards capital considerations 2. Educate public, business community and insurance institutions on new Insurance Laws 	2005	<ul style="list-style-type: none"> • The National Insurance Act 	<p>Insurance Act, 2006 (Act 724) passed</p>	<p>Clarification of "public building" being sought by stakeholders</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 1: promoting an Enabling Environment and Efficient Regulatory Framework for Economic Activities					
Length of time required to complete business registration	1. Re-organize and resource RGD to deliver customer friendly business registration services; 2. Upgrade Business Registration Software – RGDPro to provide front office services and electronic forms processing; 3. Decentralize business registration processes.	2005-06	<ul style="list-style-type: none"> Number of days required to register a company reduced from 21 days to 5 days 	1. Length of time to register Limited Liability Company now 10 days, and 5 days for registration of Business Names 2. New network server contracted to upgrade registration software 3. RGD has established 2 regional offices in Kumasi and Sekondi	Construction of Customer-friendly Front Office almost completed
Duplication Of information requirements with company registration procedure	4. Establish guidelines for inter-agency information sharing- consistent with confidentiality provisions; 5. RGD should collaborate with IRS to establish a single identification number	2005-06	<ul style="list-style-type: none"> Electronic sharing of information subject to confidentiality requirements Single business registration from and identification number 	Guidelines have not been developed for collaboration between RGD, GIPC and GIS	

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 1: Promoting an Enabling Environment and Efficient Regulatory Framework for Economic Activities					
Inadequate database and assess to company information	Recruit additional ICT personnel at RGD to manage the database and applications; Collaborate with Statistical Bureau to identify dormant companies	2005-06	<ul style="list-style-type: none"> Improvement in quality of company information 	An IT Manager and two IT professionals have been seconded to RGD	
Outdated GIPC Law	Amend GIPC Law to reflect the changing mandate of GIPC	2005-06	<ul style="list-style-type: none"> Amended GIPC Act 	Draft GIPC Law still under review	GIPC and GIS holding series of meetings to reduce time to between 2 and 7 days
Delays in acquiring approvals for immigration quotas	GIPC should play an advisory role on immigration quota and working permit issues	2005-06	<ul style="list-style-type: none"> Time required to obtain immigration quotas and work permits reduced from 32 days to 14 days 		
Delays in commercial disputes leading to increased costs for parties in disputes	Undertake study on access to justice for businesses, esp. MSMEs, and development of cost effective (non – court) solutions	2005-06	<ul style="list-style-type: none"> Decrease in average time and cost of commercial dispute resolution to 50% of 2004 average 		Commercial court established in Accra

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Promoting an Enabling Environment and Efficient Regulatory Framework for Economic Activities					
Road congestion and traffic jams	<p>Identify and create by-passers along major routes in regional capitals</p> <p>Provide street lights and traffic wardens along major streets</p> <p>Educate pedestrians on road crossing regulations</p> <p>Provide rail transport (especially in Accra)</p>	2005-08	<ul style="list-style-type: none"> New and established arterial roads 	<p>Street lights provided along major streets in regional capital</p> <p>Traffic wardens employed under the NYEP</p>	<p>Construction of lorry parks to reduce congestion</p> <p>Opening of by-pass road along Accra-Tema motorway to ease congestion on Spintex Road</p>
Poor trunk road congestion	<p>Enforce axle control regulations</p> <p>Increase road maintenance and upgrading of roads</p> <p>Protect road shoulders from haphazard development</p>	2005-08	<ul style="list-style-type: none"> 30% reduction in number of vehicle breakdowns and accidents 		<p>2 Axle control points privatized</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Promoting an Enabling Environment and Efficient Regulatory Framework for Economic Activities					
Poor state of rail network and limited use of rail transport	<ol style="list-style-type: none"> 1. Rehabilitate Accra-Tema-Nsawam network for passenger and freight 2. Rehabilitate Southern National network 3. Construct Kumasi-Burkina Faso Rail network 	2005-08	<ul style="list-style-type: none"> • 40% increase in rail transport use (both passengers and freight) 		<ol style="list-style-type: none"> 1. Accra-Tema Commuter train service operational in December 2007 2. Government has earmarked USD90 million of funds generated from floating Eurobonds to rehabilitate railway lines
Underdeveloped water transport	<ol style="list-style-type: none"> 1. Replace over-aged ferries with 4 new ones of larger capacity 2. Harvest tree stumps in lake Navigate and chart water courses in lake 3. Enforce regulations on safety to minimize accidents Revoke sole license to Volta Lake transport and introduce competition 	2006-08	<ul style="list-style-type: none"> • Increased passenger and freight in lake transport • No. Of private operators providing services in water transport 	<ol style="list-style-type: none"> 1. Two new ferries to be purchased under the Millenium Challenge Account (MCA) programme 2. Lake Traffic Control Units established 	Improvement in safety on the Volta lake

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Promoting an Enabling Environment and Efficient Regulatory Framework for Economic Activities					
Delays in goods clearance at Kotoka International Airport	1. Review laws to allow competition within freight handling industry 2. Investigate the possibility of developing some airports for international travel purposes (Kumasi and Tamale) to ease pressure on KIA	2005-07	<ul style="list-style-type: none"> Reduced clearance time at KIA to 50% of 2004 average Feasibility Report 	1. Policies reviewed to allow for competition 2. Studies conducted into feasibility of upgrading Kumasi and Tamale airports into international status	2 handlers operate at KIA – Aviation Handling and Aviance Ghana
Limited internal air transport system	1. Develop and upgrade airstrips and airports 2. Provide incentives to attract private operators	2006-08	<ul style="list-style-type: none"> Number of private airline operators increased from 3 to 6 	2 private airline operators – Antrak and Citilink	Internal airports upgraded for the CAN 2008 festivities
Deterioration of agricultural produce at KIA	Promote the establishment of cold chain facilities from farm gate to airports	2005-07	<ul style="list-style-type: none"> 30 percent decrease in deterioration of farm produce intended for export 		Aviance Ghana handles a cold storage facility

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Promoting an Enabling Environment and Efficient Regulatory Framework for Economic Activities					
Clearance delays and high charges at seaports	<ol style="list-style-type: none"> 1. Expand GCNET to Paga and establish specialized connections for key stakeholders 2. Train and equip CEPS to take over destination inspection 3. Strengthen trade information systems and improve data quality 4. Support computerization of port management and procure equipment to improve security 5. Establish a transit cargo tracking system 6. Upgrade border points to offer 24 hr transit trade services 7. Establish a Free Port 	2007	<ul style="list-style-type: none"> • High speed GCNET connectivity to key stakeholders • CEPS staff adequately trained and equipped and carrying out DIS functions • Increasing number of users of reliable trade data • Reduction in valuation appeals by importers • CEPS meets targets set for trade facilitation • Adequate cargo space will be provided for fresh produce exports • Increased private investments in port facilities and services • Tracking facility installed and made operational 	<ol style="list-style-type: none"> 1. Migration of GCNET to Paga CEPS station completed 2. GEPC has established an internet-based Trade Information System 3. CEPS has established a Transit Cargo Tracking System 	CEPS continues to collaborate with Destination Inspection Companies to undertake destination inspection

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Promoting an Enabling Environment and Efficient Regulatory Framework for Economic Activities					
Long turn around time for ships	1. Improve and introduce efficient handling equipment 2. Expand facilities and reduce container clearance times 3. Dredging of ports should continue to accommodate larger vessels	2005-07	<ul style="list-style-type: none"> Turn around time reduced to 50 percent of 2004 figures 		Ship turn around time for Tema Port is 141.28 hours and 64.74 hours for Takoradi
Difficult access to secure and quality energy supply	1. Increased maintenance and introduction of new power stations 2. Explore alternative sources of power (solar, biogas)	2006-07	<ul style="list-style-type: none"> Number of power outages per week 	Energy Commission has produced a licensing manual for service providers	The EC is developing actual licenses The EC is developing a renewable Energy Law
Inadequate and frequent water supply	Maintenance and rehabilitation of existing pipe network and treatment plants to reduce water wastage Promote public private partnership in water management	2005-08	<ul style="list-style-type: none"> Decrease in water wastage from 50% to 20% and increase water supply 		Contract between GWCL and Aqua Vitens Rand Limited to undertake maintenance and rehabilitation of existing water pipes and treatment plants

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Promoting an Enabling Environment and Efficient Regulatory Framework for Economic Activities					
Delays and difficult access to fixed/land lines; limited efficiency and reliability, and relatively high rental costs	1. Completion of national fiber optic backbone to the rest of the country 2. Introduce greater competition in provision of fixed/land line network 3. Extend telephone facilities to all district capitals to facilitate decentralization	2005-07	<ul style="list-style-type: none"> Provision of 2,000,000 telephone lines by 2007 	6,720,075 access lines by second quarter of 2007	GIFTEL expanding telephony services at the district level
Complex and lengthy procedures, and high costs associated with land registration and purchase	Undertake Regulatory Impact Assessment to evaluate impact on industries and review tax accordingly	2005-08	<ul style="list-style-type: none"> Decrease in time to acquire land for investment from average 2 yrs to 3 months 	Land Sector Agencies have developed Citizen Charters	
High Withholding Tax		2005-06	<ul style="list-style-type: none"> Lower with holding tax from 7.5% to 2.5% 	Withholding tax reduced to 5%	

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Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Promoting an Enabling Environment and Efficient Regulatory Framework for Economic Activities					
High Corporate Tax	Undertake Regulatory Impact Assessment to evaluate impact on industries and review tax accordingly	2005-06	<ul style="list-style-type: none"> Corporate tax reduced to 25% 	Corporate tax reduced to 25%	Regulatory Impact Assessment not undertaken
VAT on imported inputs for manufacturing	Undertake Regulatory Impact Assessment to evaluate impact on industries and review tax accordingly	2005-06	<ul style="list-style-type: none"> Tax anomalies that unfairly punish Ghanaian industry removed 		A review of taxes on imported pharmaceutical raw materials sent to the Attorney General's Dept for consideration
Tax Stamp	Undertake Regulatory Impact Assessment of Tax Stamp to evaluate impact on Micro and small enterprises in different administrative regions and review tax accordingly	2005-06	<ul style="list-style-type: none"> Reviewed Tax Stamp rate 	Tax Stamp rate reviewed and re-categorized to reflect the classes of business	

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Promoting an Enabling Environment and Efficient Regulatory Framework for Economic Activities					
Support for Micro, Small and Medium Enterprise	<ol style="list-style-type: none"> 1. Increased proportion of loan portfolios of banks allocated to productive enterprises 2. Dedicated SME Bank established 3. Credit reference mechanism established 4. Mutualist credit guarantee scheme established 5. Increased credit insurance for SMEs 6. Reduced default rate on loans 7. Venture Capital Fund, Ghana Investment Fund and special Purpose Recovery Trust 8. Venture Capital Fund operationalized 	2006-2010	<ul style="list-style-type: none"> • TSSP • Develop modalities for accessing the Fund • Publish beneficiaries of Fund for transparency 	<ol style="list-style-type: none"> 1. Micro Credit and Small loans Centre (MASLOC) 2. Venture Capital Fund established 3. Modalities for assessing the funds developed and published 	<p>A number of credit facilities exist for MMSEs:</p> <p>-EDIF, MASLOC, VCF, non-bank financial institutions and commercial banks</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Promoting an Enabling Environment and Efficient Regulatory Framework for Economic Activities					
Central Registry System	1. Complete the development of the Central Depository System to include equities 2. Expand the Depository System into a Registry System	2005-06	<ul style="list-style-type: none"> Central Depository System for equities Central Depository System 	1. Central Security Depository (CSD) established 2. Central Securities Depository Act, 2007 (Act 733) passed	1. CSD has a Wide Area Network (WAN) infrastructure connecting all banks, discount houses and brokerage firms to its central system; 2. A National Electronic payment Switch (NEPS) is being established at BoG
Delays in clearance of cheques and payment system	1. Promote the 2 hrs transmission of payments under the BoGs NPDS 2. Introduce central electronic clearing of cheques	2005-07	<ul style="list-style-type: none"> Settlement time improved to T+1 		
Capacity of regulatory bodies to monitor compliance	1. Enhance GSE, SEC, NIC resources, staffing and training 2. Continue addressing jurisdiction overlap of SEC, BoG and NIC via JCFSRC 3. Develop fully electronic market surveillance system	2005-07	<ul style="list-style-type: none"> Enhanced regulatory bodies resources, training and staffing Joint Committees of Financial Sector Regulations Cooperation (JCFSRC) Fully electronic market surveillance 		1. Regulatory bodies (GSE, SEC, NIC, BoG) are recruiting and training staff 2. SEC is developing a fully electronic market system

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Two: Ensure that Corporations Act as Good Corporate Citizens with regards to Human Rights, Social Responsibility and Environment Sustainability					
<p>Protection of Trade Unions</p> <p>Damage to the environment by corporate bodies</p> <p>Poor enforcement of labor laws in urban informal and rural communities</p>	<p>Review and amend legislation that are overly restrictive of trade union freedoms and should include the simplification of the legal procedures of calling a strike</p> <p>1. Strengthen EPA to ensure proactive and effective supervision</p> <p>2. Review EPA law and give the agency prosecuting powers</p> <p>3. Build capacity of EPA</p> <p>Resource Labor Department to employ adequate staff</p>	<p>2005-06</p> <p>2005-06</p> <p>2005-06</p>	<ul style="list-style-type: none"> • Number of disputes reduced from 10 to 5 annually • 30% decrease in number of environmental pollution complaints from stakeholders • 30% decrease in annual worker rights violations 	<p>Issuance of electronic permits from EPA completed</p>	<p>1. 1992 guarantees the formation and protection of Trade Unions;</p> <p>2. The National Labour Commission protects unions from anti-union discrimination</p> <p>1. The year recorded fewer complaints of damage to the environment;</p> <p>2. Stakeholders indicated that EPA's guidelines should be upgraded into laws which can result in penalties for polluters</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Three: Promoting the Adoption of Codes of Good Business Ethics in Achieving the Objectives of the Corporation					
Absence of Consumer watch Dogs for Quality Delivery/Service	<ol style="list-style-type: none"> 1. Enact and enforce a consumer protection framework law 2. Establish a consumer protection Authority and small claims courts 3. Enact/amend subsidiary legislation to ensure protection of consumer rights 4. Conduct consumer awareness campaigns 	2005-2007	<ul style="list-style-type: none"> • Policy developed • Law enacted • CPA operational • Number of claims handled by small claims court • Incidence of complaints of poor quality goods reduced • Consumers understand key rights and means of redress • Products mislabeling requirements • Consumers aware of issues of sustainable consumption pattern • Agenda 21 provisions implemented • Consumer charters developed for all MDAs • Consumer interests reflected in public sector decisions 	<ol style="list-style-type: none"> 1. Ghana Standards Board (GSB) is championing the enactment of a Standards Bill 2. A number of institutions undertake public education on consumer safety issues – GSB, Foods and Drugs Board, Public Utilities Regulatory Commission 	Media has served as the traditional watchdog in the absence of strong consumer watch groups

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Three: Promoting the Adoption of Codes of Good Business Ethics in Achieving the Objectives of the Corporation					
Corruption in both public and private sector	1. Ensure effective implementation of corruption related laws (Financial Administration Act, Internal Audit Agency Act, Procurement Act, etc.) 2. Expedite action on the Whistle Blower and Freedom of Information bills Resource institutions fighting corruption	2005-06	<ul style="list-style-type: none"> 20% increase in number of corrupt practices detected and reported 	1. Institutions such as Tender Entities and Review Boards have been established in most MDAs and MMDAs 2. Whistleblowers' Protection Act, 2006 (Act 720) 3. Freedom of Information Bill yet to be passed	Stakeholders indicated that the Ghana Audit Service should be weaned off MOFEP to make it truly independent
Weak Investigative Financial Journalism	Resourcing and training of Journalists in Financial Journalism	2005-06	<ul style="list-style-type: none"> Increased coverage of financial and corporate governance issues in public domain 		

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Four: Ensure that Corporate treat all their stakeholders (shareholders, employees, communities, suppliers and consumers) in a fair and just manner					
Limited access to basic corporate information	1. Enforce obligation under the companies to file annual returns 2. Post such information on RGD website (and may be accessed for a fee)	2005-07	<ul style="list-style-type: none"> To achieve at least 75% compliance rate annually on the filing of Annual Returns by Companies 		RGD has engaged 9 additional company inspectors to enforce provisions in the Companies Code; Website for RGD has been completed and is being tested;
	Pass Bankruptcy Bill currently in Parliament	2005-06	<ul style="list-style-type: none"> Bankruptcy and Personal insolvency Acts passed 		
	Expedite action on Personal Insolvency Act				

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Four: Ensure that Corporate treat all their stakeholders (shareholders, employees, communities, suppliers and consumers) in a fair and just manner					
<p>Review of the Companies Code, 1963</p> <p>Shareholder Rights</p>	<p>Continue review of Companies Code with a view to harmonizing it with SEC regulations (including merger regulations)</p> <p>Update Code in reference to electronic transfer of shares and other innovations</p> <p>Support the creation and promotion of shareholder Associations</p> <p>Educate shareholders on the rights and obligations</p> <p>Disclosure of ultimate beneficial owners should be mandated in annual reports of companies</p>	<p>2005-06</p> <p>2005-07</p>	<ul style="list-style-type: none"> • Reviewed Companies Code • Increased demand for rights by minority shareholders 	<p>The Sec demands listed companies to list the top 20 shareholders and their custodians in their annual reports</p>	<p>Review of the Companies Code is in progress</p> <p>SEC educates shareholders on their rights through seminars, Security Week celebrations</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Five: Provide for Accountability of Corporations, Directors and Officers					
Training of Directors of Companies	Institute orientation and systematic annual training programs for board members to sensitize them on their role in achieving good corporate governance as well as their liabilities for the failings of a corporation	2005-2006	<ul style="list-style-type: none"> • Orientation program instituted for all board members 	IoD-Ghana and GIMPA offered certified courses in corporate governance	
Corporate Governance Rating	Adopt naming and shaming of companies based on compliance to corporate governance principles	2006	<ul style="list-style-type: none"> • Corporate governance ratings of Club 100 companies 	GIPC incorporated corporate governance indicators in the 2006 Ghana Club 100 ratings	
Non-compliance with requirements on companies to submit timely and accurate disclosure of corporate information	Re-organize and resource RGD to ensure compliance with the Companies Code	2005-06	<ul style="list-style-type: none"> • At least 75% compliance rate annually on the filing of annual returns by companies 		

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Five: Provide for Accountability of Corporations, Directors and Officers					
Guidelines on Corporate Governance	<p>1. Public Institutions should be guided by the principles outlined in the SEC's guidelines on corporate Governance</p> <p>2. All companies (listed and unlisted) be encouraged to adopt the SEC's Guidelines of Corporate Governance for better governance</p> <p>3. Government should be seen to be doing business with companies who adopt good corporate governance</p>	2005-08	<ul style="list-style-type: none"> Number of public and private institutions complying with guidelines 	<p>1. All companies listed on the Stock Exchange are obliged to adhere to SEC's Guidelines on Corporate Governance</p> <p>2. The Public Sector Reform Strategy is encouraging public institutions to incorporate corporate governance principles in their operations</p>	Government's criteria for dealing with companies remain compliance with tax and social security obligations

D. SOCIO-ECONOMIC DEVELOPMENT

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Standards and Codes					
<p>Un-ratified Standards and Codes</p> <p>Lack of Awareness of Standards and Codes</p>	<p>Ratify the African Charter for Popular Participation in development and other treaties yet to be ratified</p> <p>Ministry of Foreign Affairs would take steps to ensure that ministries that signs a treaty on behalf of Ghana</p> <p>Organize workshops for MDAs, civil society, NGOs all relevant stakeholders</p>	<p>2005-06</p>	<ul style="list-style-type: none"> • Number of ratified international treaties and instruments • MDAs and all implementing agencies have a working knowledge of the treaties and instruments 		

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Standards and Codes					
<p>Establishment of electronic records of Standards and Codes</p> <p>Lack of Regular and up to date data</p> <p>Poor Data Storage by MDAs</p>	<p>Establish a dedicate electronic platform on the internet to be dedicated to a Ghana treaty series</p> <p>Make CDs of all international treaties and instruments available to the public</p> <p>Resource the Ghana Statistical Service to provide electronic information on the economy</p> <p>Expedite action on Freedom of information bill</p> <p>Provide resources to MDAs to purchase computers</p> <p>Task MDAs to keep electronic information</p>	<p>2005-06</p>	<ul style="list-style-type: none"> • Easy accessibility of standards and codes in an electronic form • Number of Current and user friendly data on the economy which are easily accessible • Freedom of information bill passed • All MDAs Computerized 		<p>Government is addressing the issue of poor data storage in MDAs through the Public Sector Reform Strategy and Ghana ICT for Development Policy</p>

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective One: Promote Self- Reliance in Development and Build Capacity for Self- Sustaining Development					
Ineffective use of previous evaluation reports	Resource NDPC to establish a central library containing all relevant evaluations on the economy	2005-06	<ul style="list-style-type: none"> Library at NDPC where all past reports are kept 		NDPC prepares and distributes Annual Progress Reports on the GPRS II. The reports recap progress and challenges faced in implementation during the year and recommendations for the way forward
Inadequate Consultations with stakeholders to ensure effective participation in development programs	Widen stakeholder consultations and sensitization of the general public on national issues	2005-06	<ul style="list-style-type: none"> Satisfactory stakeholder involvement in issues of national planning 	Improved space for civil society involvement and participation in key public policies	
Lack of effective stakeholder participation in the district budgeting and planning process	Build capacity of district Assemblies to engage stakeholders in district planning issues	2005-08	<ul style="list-style-type: none"> District Assemblies through unit committees effectively dialoguing with stakeholders on district planning issues 		Limited role of civil society in district budgeting process has been attributed to limited capacity to effectively engage with the process

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Two: Accelerate Socio-Economic Development to Achieve Sustainable Development and Poverty Eradication					
Lack of adequate progress monitoring national planning documents	<p>Prepare GPRS annual progress reports with up to date data and consistent data</p> <p>Undertake impact surveys of key national programs</p>	2005-06	<ul style="list-style-type: none"> Number of impacts surveys and progress reports with consistent data and measurable indicators 		NDPC prepares Annual Progress Report on the implementation of the GPRS II
Low saving and Investment	<p>Set up investor referral points and dedicated investor handholding services</p> <p>Develop and promote investment packages for strategic sectors</p> <p>Increase overseas presence in key investment markets</p> <p>Develop land banks</p>	2006-2010	<ul style="list-style-type: none"> Effective investor tracking and monitoring system established Investment referral desks established in regions airports and key Accra hotels Ghana listed in world competitiveness yearbook Investment packages developed for key sectors/markets 		Ghanaians are steadily turning to the capital markets as investment destinations. This is evidenced in the high patronage of Initial Public Offers and Mutual Funds

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Two: Accelerate Socio-Economic Development to Achieve Sustainable Development and Poverty Eradication					
Low agriculture productively & over reliance on rainfall	Provide small scale irrigation Promote inter firm linkages	2005-2006	<ul style="list-style-type: none"> • Increase in the proportion of land under irrigation • Improved crop production technologies 		MOFA is promoting agricultural mechanization and small scale irrigation.
Slow private Sector development & limited gainful employment	Develop industry policy Develop and implement sector strategies	2006-2010	<ul style="list-style-type: none"> • Cabinet approval of industrial policy • Strategic sectors strategies developed • Sector working groups in place and working 	District Industrialization Policy in place	
Large informal sector activities including financial markets	Use taxes and regulations incentives to integrate the informal sector into the formal sector	2005-08	<ul style="list-style-type: none"> • Reduced informalization of work, finance, etc 		Legal and regulatory framework continues to be an impediment to formalization of informal operations

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Two: Accelerate Socio-Economic Development to Achieve Sustainable Development and Poverty Eradication					
Limited access and high cost of credit for Private Business	<p>Strengthen NBSSI and other BDS agencies to provide world class SME support services</p> <p>Upgrading SME training centers</p> <p>Facilitate development of rural enterprises</p> <p>Establishing SME technology centers and incubators</p>	2010	<ul style="list-style-type: none"> • Number of SMEs benefiting from courses in management and business leadership courses • SME promotion fund/matching grant scheme to support upgrading of business support institutions funded • Dedicated technology centers and business incubators established for each strategic sector • Increased exports from targeted SMEs • Three enterprises under REDP established and operational in each district 	Increased formal credit to the private sector	Average lending rates of banks remain unchanged within a range of 15% and 33.5%; Setting up of Business Advisory Centres and Business Incubators

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective Two: Accelerate Socio-Economic Development to Achieve Sustainable Development and Poverty Eradication					
Lack of proper Storage and Marketing of Agricultural Products	Provide silos and other storage devices Encourage processing of agricultural products Educate farmers on post-harvest management	2005-08	<ul style="list-style-type: none"> Reduction in post harvest losses and farmers receiving enough revenue from sales to at least cover production cost 		Promotion of post harvest technologies by MOFA
Limited Accessibility to Land	Expedite land administration reforms Reverse the re-zoning of agric lands	2005-2010	<ul style="list-style-type: none"> Significant improvements to access to land, especially women 		

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 3: Strengthen policies, Delivery Mechanisms and Outcomes in Key Social areas including Education and Combating HIV/AIDS and Other Communicable Diseases					
Decline in the Quality of education	Expand educational facilities including teachers Provide training for teachers Textbooks for schools	2005-08	<ul style="list-style-type: none"> • Teacher – Pupil ratio • Number of students passing JSS and SSCE examinations with good grades 	Pupil:Teacher ratio has increased slightly from 34:1 in 2003/4 to 33:1 in 2006/07	Increased in percentage of untrained teachers has increased from 26% to 38%
Low remuneration and incentives for teachers particularly those in the rural areas	Wages increases, provision of housing for teachers Study leave with pay Adequate medical care, credit facilities	2005-06	<ul style="list-style-type: none"> • A daily wage of at least \$2 a day for teachers and other professions 		Government's correction of distortions in the pay structure would improve salaries of teachers
Inadequate Public-Private Partnerships	Mission school system allowed to operate Private sector allowed to jointly run schools with the state	2005-06	<ul style="list-style-type: none"> • Private and mission schools should operate but with government as the regulator 		

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 3: Strengthen policies, Delivery Mechanisms and Outcomes in Key Social areas including Education and Combating HIV/AIDS and Other Communicable Diseases					
Lack of motivation of health professionals & brain drain	Provide incentives such as cars, houses and better remuneration for nurses and doctors, also improve working conditions and equipment	2005-08	<ul style="list-style-type: none"> • A 10% annual increase • Doctor – patient and nurse patient ratios 	Newly trained health workers increased from 550 in 2003 to over 2000 in 2007	Government has introduced both monetary and non-monetary incentives to motivate health professionals
Reversing the spread of HIV/AIDS	Educated society on behavioral change and to practice safe sex, free condoms, etc	2005-08	<ul style="list-style-type: none"> • A 10% annual reduction in HIV prevalence rate 	Ghana has a prevalence rate of 2.22%	Cummulative HIV/AIDs deaths to date is 147,357
Combating malaria & other Communicable Diseases	Provide treated mosquito nets at affordable prices, ensure clean environment and educate people on personal hygiene	2005-08	<ul style="list-style-type: none"> • 15-20% reduction in deaths caused by malaria and other communicable diseases 		Launch of President's Malaria Initiative

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 4: Ensuring Affordable Access to Water, Sanitation, Energy, Finance, Markets, ICT, Shelter and Land to all Citizens, especially the Rural Poor					
Limited Access to Treated Water	Extend water supply to rural and urban areas of economy	2005-08	<ul style="list-style-type: none"> Proportion of rural and urban population with access to improved water source 	41% water coverage in 2000 to 52% in 2005	
Poor sanitation	AMA to de-silt gutters and keep the city free from congestion and filth	2005-06	<ul style="list-style-type: none"> Increase in the proportion of the population with access to toilet and waste disposal facilities 	Urban areas have 83% coverage of sanitation facilities whilst rural areas have 50%	
Lack of access to Energy Supply	<p>15,000 households will be provided with two 3kg cylinders & accessories</p> <p>Identify credible entrepreneur in each selected community to operate manual LPG filling plant on commercial basis</p> <p>Monitor project performance through monthly site visits & inspection</p>	2006-08	<ul style="list-style-type: none"> 300 rural communities comprising 50 households per community will be covered by the project Additional tankage at storage depots. Kumasi- 18,000 m³, Bolgatanga- 30,000 m³ 		Short, medium and long term plans have been adopted to solve the persistent power shortfalls; Discovery of oil at Cape Three Points; West African Gas Pipeline Project has started operations

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 4: Ensuring Affordable Access to Water, Sanitation, Energy, Finance, Markets, ICT, Shelter and Land to all Citizens, especially the Rural Poor					
Lack of Affordable Housing	Review of Housing policy to benefit the poor Public-private partnership to provide affordable housing	2005-08	<ul style="list-style-type: none"> Number of affordable housing units constructed 		MWRWH's National Housing Project
Limited Access to Finance	Reduced interest on loans Improve bank operations in the rural areas Improve women's access to credit	2005-08	<ul style="list-style-type: none"> Number of rural banks networked Share of total credit to the private sector increased by 10% points Reduction in the cost of credit 		
Inadequate and improper functioning goods market	De-congest the capital cities and provide markets with the necessary facilities	2005-08	<ul style="list-style-type: none"> Number of effective and accessible markets created annually 		

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 4: Ensuring Affordable Access to Water, Sanitation, Energy, Finance, Markets, ICT, Shelter and Land to all Citizens, especially the Rural Poor					
Poor Road network and other Infrastructure	Improvement in farm roads to markets through re-gravelling Upgrading of feeder roads Develop and maintain major highways	2005-08	<ul style="list-style-type: none"> At least 60% of Urban Roads and 50% of rural roads have been put in a motorable shape 		
Low application of ICT and Science and Technology	Increase telephone lines Encourage private participation including FDI Review existing regulations	2005-08	<ul style="list-style-type: none"> Internet access increased and at least access to telephone increased by 30% 5% of annual budget for science and technology research 	10,000 units of computers sold under the Government Assisted PC Program	NCA is developing modalities for allocation of Worldwide Interoperability for Microwave Access (WIMAX)
Limited Access to Land and poor land management	Improve access and security to land Increase irrigation Improve land tenure	2005-08	<ul style="list-style-type: none"> Proportion of women who own land increased significantly Population with access to land increased 		

Issue	Required Action	Timeframe	Indicators	Progress towards output/outcomes	Remarks
Objective 5: Progress towards Gender Mainstreaming and Equality					
Inadequate implementation of Gender Policies and Programs	Sensitization, public education and awareness creation Training Women's Desk at the Ministries	2005-08	<ul style="list-style-type: none"> • Gender parity in schools • Proportion of Women Appointees increased to 20% • Increased Proportion of Women MPs 		NDPC assisted 138 MMDAs to mainstream the dimensions of gender, vulnerability and sustainable development into their Medium Term Development Plans

Appendix B: List of Participants

A. STAKEHOLDERS VALIDATION OF 2007 ANNUAL PROGRESS REPORT – SOUTHERN ZONE, SSNIT CONFERENCE HALL, TAKORADI; DECEMBER 16-17, 2007

NAME OF PARTICIPANT	ORGANIZATION/PROFESSION
1. Ambrose Entsiwah Jnr.	APRM Oversight Committee, Winneba
2. Hiob Howosu	APRM Oversight Committee, Cape Coast
3. Margeret Onyinah	Registered Nurses Association
4. Elizabeth Appry Pobee	APRM Oversight Committee
5. Moses Yaw Kurankye	APRM Oversight Committee, Assin South
6. Adams Abubarkar Al-hassan	APRM Oversight Committee, Agona
7. Evelyn Esi Brenya	Counselor, EP Church, Cape Coast
8. Raphael Cudjoe	Assemblyman, AAK
9. Raphael Mensah	APRM Oversight Committee, Twifu Praso
10. Bismark Howusu	National Commission on Civic Education, Central Region
11. Abekah-Ebenak	TV3
12. Thomas	GNA
13. Erzuah Amunzu	GBC Radio News
14. Amo Ernest	ROK FM
15. Asiedu Memfo	Graphic
16. Francis Quainoo	Melody Fm
17. Joyce Obiri-Yeboah	Dept. of Comm. Development
18. P.K. Gyamfi	NALAG Regional Office
19. LT. S. Dzanyikpor	2BN
20. LT. T. Bamford	2BN
21. L. Aggrey	National Commission on Civic Education
22. Jane Edua Ngare	Ministry of Women And Children
23. P. N. Cudjoe	National Commission on Civic Education
24. D. E. Eshun	NFS, Sekondi
25. Grace G. Garbrah	Trade Union Congress

26.	Moses A. Teyekpiti	Trade Union Congress
27.	Mavis Adjorlolo	National Commission on Civic Education, Kumasi
28.	Andrew Acquah	National Commission on Civic Education
29.	Israel Dade-Donkor	Shama Ahanta East Municipal Assembly, Oversight Committee Member
30.	E.Y.K. Gyampson	National Commission on Civic Education
31.	John Mensah	National Commission on Civic Education, Sekondi
32.	C.A. Foli Kumah	Ministry of Trade Industry and PSI
33.	K.M.B. Hevi	GEPC
34.	Mohammed Ahyn	National Commission on Civic Education, Tarkwa
35.	Justice Edward Blay	Community Capacity Line
36.	John Hackman	Dept. of Children, Sekondi
37.	Daniel Amoako Asante	Ghana Education Service
38.	Joana K. Blakson	Ghana Education Service, Bia District
39.	Eric William W. Gyame	Diabene Sec. Tech. School
40.	Esiawonam Keteku	Diabene Sec. Tech. School
41.	Isaac Dadzie	Diabene Sec. Tech. School
42.	Samuel Bosu	Diabene Sec. Tech. School
43.	Kwame Ahiamah	Ghana Education Service, Amenfi East
44.	Collins Armah-Brako	Catholic Secretariat
45.	Sakara Adamu	National Commission on Civic Education, Sekondi
46.	Gladys M. Osman	National Commission on Civic Education, Shama Ahanta East Municipal Assembly
47.	Festus Arku	MOTI PSD& PSI, Shama Ahanta East Municipal Assembly
48.	Beatrice A. Otchere	Ghana Prisons Service, Sekondi
49.	Supt. Osman Taseurbedo	Ghana Prisons Service, Sekondi
50.	Thomas Smith	GNA, Shama Ahanta East Municipal Assembly
51.	Edward E. E. Arthur	Ghana National Association of Teachers, Enchi
52.	Isaac Namba	National Youth Council

53. Kwame Asuo Tano	National Commission on Civic Education
54. Andrew Crueman	Focal Person
55. Graves Sampson	Church of Christ
56. Easseh Kofi Ackaah	Association of Small Scale Ind.
57. Bernard Nartey Nannor	Oversight Youth Committee
58. S.K. Mintah	District Oversight Committee, Juaboso
59. J.I. Anaman	District Oversight Committee, Axim
60. Mohammed Saeed	National Commission on Civic Education, Axim
61. J.B Kwofie	District Oversight Committee, Tarkwa
62. Mike Sowah Odumtten	National Commission on Civic Education, Regional Office
63. Charles K. Arthur	National Commission on Civic Education, Shama Ahanta East Municipal Assembly
64. Marian Awuah Sakyi	District Oversight Committee, Daboase Mpohor
65. Emma Cudjoe	District Oversight Committee, Jomoro
66. Jemima Soboe	District Oversight Committee, Axim
67. Francis Avevor	National Commission on Civic Education
68. Augustine Y. Ackah	District Oversight Committee, Jomoro
69. Edward Sawodji	District Oversight Committee, Bibiani
70. Ben Baffour Awuah	National Commission on Civic Education, Bibiani
71. Biri Michael Kwasi 72. James Ehomah	District Oversight Committee, Bibiani National Commission on Civic Education, Axim
73. Johannes Kpormegbe	Ghana Immigration Service, Shama Ahanta East Municipal Assembly
74. Paul Adjei-Hayford	District Oversight Committee, Sefwi Wiaso
75. Adjei-Buah Edward	District Oversight Committee, Amenfi West
76. Twumasi Joseph	District Oversight Committee, Juaboso
77. Charles Barnes	National Commission on Civic Education, Sefwi Wiawso

78. Joseph Kwame Armoo	National Commission on Civic Education, Jomoro
79. Francis Quansah	NADMO, Agona Ahanta
80. King Bruce	National Disaster Management Organization, Ahanta West
81. Opoku-Antwi Gabriel	Ghana Education Service, Amenfi East
82. Nicholas Adjei	National Commission on Civic Education, Juaboso
83. Daniel Tulashie	National Commission on Civic Education, Amenfi East
84. J. Y. Ennin	National Commission on Civic Education, Amenfi West
85. Kate Cobbinah	District Oversight Committee, Jomoro
86. Bismark Genning	National Commission on Civic Education, Enchi
87. Awiete John K	Ghana Education Service, Enchi
88. Daniel D. Yaokumah	Ministry of Trade and Industry, Shama Ahanta East Municipal Assembly
89. Kwaku B. Owusu	National Commission on Civic Education, Regional Director
90. Grace Anane	Ghana National Association of Teachers, Western Region
91. Anastasia Akromah	Ghana Education Service, Western Region
92. Benjamin Baw Bioh	Electoral Commission, Western Region
93. George A. Naykere	Ghana Journalist Association
94. Clement A. Boye	Ghana Journalist Association
95. Abu Seidu	
96. John G. Koomson	BAC/NBSSI
97. James E.K. Ackah	JUSAG, Shama Ahanta East Municipal Assembly
98. Patience Yalla	National Youth Council, Sekondi
99. Theresa Mensah	APRM Oversight Committee, Shama Ahanta East Municipal Assembly
100. Emelia Asaam	Valued Added Tax Service
101. Theresa Dickens	Ghana Education Service
102. John E.S. Davis	

103.	T.K. Botsie	Ghana National Association Of Teachers, Wassa East
104.	Paul Cudjoe	
105.	Joseph Assajil	Non-Formal Education Division, Ahanta East
106.	Opara Martha	National Commission on Civic Education, Mpohor
107.	N. Pokoo-Aikins	National Fire Service
108.	Elizabeth Yeboah	Association of Small Ind.
109.	Solomon Yaw Nkansah	National Democratic Congress, Shama Ahanta East Municipal Assembly
110.	Frank Amedson	PSWU, Kpando
111.	Adzri William	Civic Education
112.	Anthony Sepenu	Assemblyman, Ho Municipal
113.	Ernest Amedior	Civic Organization
114.	Justin Menash B.	Representative, Hohoe Assembly
115.	Amushaddai Owusu	Private Sector/Service Provider
116.	Veronica Mensah	CSO, Hohoe
117.	Dan Agbesi Latsu	Assemblyman, Ho Municipal
118.	Sedo Agbemabiese John	Ghana Education Service, South Tongu
119.	Joyce Amegah	Head of Civic/Secretary/STD
120.	Emmanuel Joe Coffie	Ghana Education Service, Central Region
121.	Kwamina Onumah	GBC, Central Region
122.	Grace Dadson	Ghana Education Service, Central Region
123.	Alhaji Murtala Jimah	APRM Oversight Committee, Upper
124.	Tagbor M. Michael	Ghana Education Service, Central Region
125.	Dan Tsrke-Essel	APRM Oversight Committee
126.	Notei Okwei	Controller& Accountant Generals Dept
127.	Michael M.K. Biney	Ghana National Association of Teachers, Western Region
128.	Anthony R. Wiredu	Controller& Accountant Generals Dept
129.	James Dawson-Ahmoah	Commission on Human Rights and Administrative Justice
130.	Sandi Boateng	Commission on Human Rights and Administrative Justice

**B. STAKEHOLDERS VALIDATION OF 2007 ANNUAL PROGRESS
REPORT – MIDDLE ZONE, CRYSTAL ROSE HOTEL, KUMASI
DECEMBER 14-15, 2007**

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2. Imurana Mohammed	Ghana Muslim Educational fund
3. Edwin K. Afetsi	National Service Secretariat, Manya Krobo
4. Ernest O. Opare	APRM Oversight Committee
5. Aretha Boateng	NABH Ghana
6. Oppong Richard	APRM Oversight Committee, Suhum-Krabo-Coaltar
7. Ocran Aboagye	Civic Leader, FAN
8. Comfort Mamka Okley	Assembly Member
9. Edward Arko Boateng	Civic Leader, West Akim
10. Stephen Boakye-Danquah	Civil Leader, Atiwa
11. Daniel Godson Egbetorla	Ghana National Association of Teachers, Asuogyaman
12. Kwame Anderson Darkwah	Civic Leader Birim North
13. Nana Akua Perbea I	Women's Dept.
14. Edward Ansah Bekoe	Non-Formal Education, Akuapem North
15. Issah Quarcoo	GNAG, N/J
16. Ellen O. Manukure	Ghana National Association of Teachers Rep, Kwaebibrem
17. Solomon Kwasi Obeng	APRM, Asante Akim South
18. Victoria Ber. Kumordzie	Protos Travel & Tours, Koforidua
19. Cynthia Ocloo	FGCIYM, Koforidua
20. Emmanuel Mawutor	Mpraeso Senior High School
21. S.D. Ekem	D.C.L., Administrator
22. Paapa Adjei-Kyeremeh	National Youth Council, Youth Work
23. Daniel Kankam	Ghana Education Service, St. Anthony Sch.
24. Adeti Christian	National Commission for Civic Education, Kwahu North
25. Adjei Samuel	National Commission for Civic Education
26. George Kyeremateng	Ghana Association for the Blind
27. Richard Owusu	Ghana Society for the Physically Disable

28. Francis Bekoe	National Commission for Civic Education, Atwima Nwabi
29. Kwabena Asamoah Badu	Kumasi Metro
30. Grace Addo	Ejura Sekyeredumasi
31. Albert Opoku	Atwima Nwabiagya
32. Stella Antwi	Amansie East
33. Obeng Amponsah	Amansie East
34. Johnson K. Adu	NADMO, Chairman Ahafo Ano South
35. Atta Frimpong	Ghana Association for the Blind, Guide
36. George Kyei-Baffour	Private Sector, DA
37. Pascal Noumado	ASHANGO
38. Oduro Boateng	Seyere East
39. Christiana A. Adjei	Seyere East
40. Nti Bekoe	National Commission for Civic Education, Kumasi Metro
41. Fusi Ankra	Manhyia Palace, Kumasi
42. Richard Ohehe Afoakwah	Adansu North District
43. Andrew A. Gyamera	New Eenbiase
44. Opoku Antwi	Ansante
45. Joseph Kwabena Duah	P.R.O.G.N.A.D.
46. L. Tweneboa-Kodua	APRM Oversight Committee, Ash-Akim South
47. Robert A. Asekabta	Ghana Trade Union Congress, Kumasi
48. Adjei Barimah James	APRM Oversight Committee, Chairman
49. Rose Ama Akyeapomaa	APRM Oversight Committee Vice Chairman
50. John M. Oduroh	APRM Oversight Committee Chairman
51. Nana B. Buabeng Appau	APRM Oversight Committee Chairman
52. Prince Anku	APRM Oversight Committee, Porter
53. Jones Donkor Duffour	APRM Oversight Committee Chairman
54. Kwadwo Acheampong	Ghana Education Service, Afigya Sekyere
55. Edward K. Akuoko	OMA Obuasi Municipal
56. Adelaide Amoateng	Ghana National Association of Teachers Ladies, Ashanti

57. Emmanuel Edward Premoh	Ghana Education Service, PEU-Asanti
58. Hamidu Abdulai	Environmental Protection Agency, Asanti
59. Augustina Grand	FYA, Kumasi
60. Evans Fenning Quansah	Association of Garages
61. Maxwell Aidoo	Drivers and Vehicles License Authority-KMA
62. M. Kinsley Appiah	Electricity Corporation Ghana, KMA
63. Florence Hagan	National Population
64. Alfred Kwateng	OSC
65. Kwame Asamoah Duomoh	Civil Servants Association
66. Ampofo Sarah	Hairdresser, Association
67. Celestina Yeboah	Ghana Library, Kumasi
68. Joseph Osei Agyemang	Ghana Museums
69. Mrs. Agnes Toku Appiah	District Oversight Committee, Adansi South
70. Owusu Agyemang R.	Regional Education Office
71. Stephen Ofori Darbuor	Dept. of Children, Kumasi
72. Baafi Nsiah	Ashanti Regional House of Chiefs
73. Stephen Dadzie	Interpreter for the Deaf, Kumasi
74. Baffour Sankyire	Internal Revenue Service, Kumasi
75. Esi Dedjo	Customs Excise and Prevention Service, Kumasi
76. Mohammed Nasief	National Youth Employment Program, Ejura Sekyere
77. Emelia Boateng	Amansie Central
78. Christina Coleman	St. Theresa's Catholic, Kumasi
79. Nkansah W. Ansah	Dept of Feeder Roads
80. Abban Emmanuel	2 nd Hand Clothing Association, Kumasi
81. Otumfuor Opoku Ware Nana	Caterers Association
82. Nketia Frempong	Ghana Police Service
83. Daniel Boamah-Duku	National Association of Graduate Teachers
84. Lawrence Asamoah	Information Services Department
85. Mercy Amoah Oparebea	Ghana National Association for Teachers
86. Angelina Owusu Prempeh	National Commission for Civic Education
87. Nana Aboagyewaa Kente	Queen mothers Association
88. Marfo Albert	District Assembly, Bosomtwe Atwima

89. Ali Dery	Ghana Prisons Service
90. Adu Poku	GNA
91. Joseph Owusu	GAIT II Program
92. Amankwaa-Frempong	National Youth Council
93. Alice Botchway	Department of Women, Kumasi
94. Gladys Nsiah	Department of Women, Kumasi
95. Frank Kwarteng	National Youth Employment Association, Ahafo Ano South
96. Asamoah Sarpong William	Judicial Service
97. Rev. Samson Y. Abu-Gyansah	Religious Bodies
98. Nana Ayim Kumnipa II	Stakeholder
99. Thomas Nsowah Adjei	Ghana Broadcasting Corporation
100. Wilson Lee Gadze	RGO
101. Buah John P.	Ghana Education Service
102. Bashir Kwame Baffoe	Non-Formal Education Division
103. Joseph Max Apiagyei	Commission for Human Rights And Administrative Justice, Kumasi
104. Barima Ayarkwa-Bekoe	Ghana Education Service
105. Gborglah K. Alfred	Department of Social Welfare
106. James Adjei	Assembly Member
107. Richard Owusu Ayew	APRM Oversight Committee
108. Mina Adu-Asamoah	Ebenezer Presbyterian Church
109. E.S. Boateng	National Youth Council
110. Benjamin Kyere	Youth Activist
111. Rose Boatemaah	GHABA
112. Yaw Badu-Amaniampong	National Identification Authority
113. Margaret Addae	Assembly Member
114. Victoria Owusu Kyerewaah	Department of Women
115. Alhassan Mohammed	Kintampo North Dist. Assembly
116. Nana Kwadwo Boadu	Ghana National Association of Teachers, Berekum
117. Opuni Seth	Sunyani Municipal Assembly
118. Enoch M. Febiri	Jaman North Dist. Assembly
119. Henrietta Asoman	Civic Union Leader
120. George Yaw Ankamah	Department of Children, Brong Ahafo
121. Okyei Baffour Kwame	Assembly Member, Sunyani Municipal Assembly
122. Paschal Assan Edwards	Rural Youth Service
123. Kodow Kwadwo	Tano North District Oversight

		Committee
124.	Nana Osei Gyan Ababio	APRM Oversight Committee, Atebubu-Amanteng
125.	K. K. Agyei-Adoquaye	National Population Council
126.	Michael Amposah	National Commission for Civic Education
127.	Ismail Inddana	Islamic Council
128.	Freeman Assandoh	Traders Association
129.	Yaw Fosu Korankye	Wildlife Division
130.	Irene Donkor	GAND
131.	Peter Kingsley Amofah	Ghana Education Service
132.	Masiku Franklin	Ghana National Fire Service

**C. STAKEHOLDERS VALIDATION OF 2007 ANNUAL PROGRESS
REPORT – NORTHERN ZONE GNAT HALL, TAMALE; DECEMBER 12-
13, 2007**

NAME OF PARTICIPANT	ORGANIZATION/PROFESSION
1. Emmanuel Mba	Widows and Orphans Ministry (WOW), Project Officer
2. Naba Aberimah II	Zebilla Hospital, Bawku
3. Sulemana Yakubu	Bawku NCCE
4. H. S. Haruna	National Commission on Civic Education
5. Abassitimi Justina	Bolga
6. Bawa Adoko	Bolga
7. John A. Waalo	Youth Council, Nadowli
8. A. Tijani	TASNAT
9. Ebenezer Ngura	Pupils Teacher, Wa Municipal
10. Mustapha Kamal	National Commission on Civic Education, Wa
11. Saaka Adams	Ghana Education Service, Wa
12. Adams Ismail-Rashid	
13. Mohammed Abu	Ghana Education Service
14. Meshanu K. Hamisu	East Mamprusi Dist. Civic Union
15. E. B. Gyan Ansah	National Youth Council, Tamale Metro.
16. Saratu Mahama	FIDA-Ghana, Tamale Metro
17. Sulemana Alhassan	People's National Congress, Secretary
18. Issahaku Ibrahim	School For Life
19. Abukari Aminu	TATA, Tamale
20. Williams Sogbe	Survey Dept., Tamale
21. Nuhu Imoro Nana	PPADF, Zabzugu
22. Chief A. R. Adam	Central Gonja
23. Eliasu Issahaku	SCAN, Tamale
24. Tibila I. Sandow	National Commission on Civic Education, East Gonja
25. J.A Harruna	National Commission on Civic Education, Gushegu
26. Iddrisu Shahadu I	National Commission on Civic Education, Zabzugu/Tatale
27. Mohammed I. Alhassan	National Education on Civic Education
28. Alhaji Abdulai Iddrisu	National Commission on Civic Education,

Iron	Wulensi
29. Mutawakil Issahaku	Natioal Commission on Civic Education
30. Baba Issahaku Osman	TAMA, Tamale
31. Alhaji Mohammed Baba	National Education on Civic Education, Tamale
32. Issah S. Salifu	National Commission on Civic Education, Bimbilla
33. Oscar Mensah	Dept. of Community Development, Buipe
34. Amos Elizabeth W	Ghna Education Service
35. Nindow Hawa	NORSAAC
36. Ayaala Abdulai	National Commission on Civic Education, Salaga
37. Alhaji Abdul-Razak S.	National Commission on Civic Education, Tolon/Kumbungu
38. Alhassan Imoru	RUMNET, Tamale
39. M. M. J. Braimah	National Commission on Civic Education, West Mamprusi
40. Basharu A. Daballi	Convention People's Party, Tamale
41. Mohammed Abukari	National Commission on Civic Education, Tamale
42. Salifu Anas	Gub-Katimale, Tamale
43. Seidu Alhassan	GNTDA
44. D. F Langa	Convention People's Party, Regional Secretary
45. Alexander Amoah	GNFS, Yendi
46. Hajia Hajara Telly	FOMWAC, Tamale
47. Agnes Chiravire	Youth Alive, Tamale
48. Abdul B. Mubarik	Democratic People's Party, Tamale
49. Alhaji A. Y. M. B Ibrahimah	Ghana Education Service, Tamale
50. Haruna Osman	Deputy Regional Organizer
51. Abukari Sumani	Tolon Kumbungu Dist. Assembly
52. Salifu Fuseini	National Commission on Civic Education, Gambaga
53. Ibrahim	National Commission on Civic Education
54. Alfred Ayamboya	National Commission on Civic Education, Tamale
55. Ziblim A. Shaibu	National Youth Council
56. Tuferu Husna	Dept. of Children
57. Abdallah Ahmend	West Gonja CSO
58. Alhaji A. I. Sulemana	National Commission on Civic Education, Yendi

59. Abdul-Rahaman Fatama	GDCA, Tolon-Kumbungu
60. Hajja Kande A	National Commission on Civic Education, Regional Office
61. Alhaji Tahiru Salifu	New Patriotic Party, Tamale
62. Alhassan Yakubu	BIDO, Tamale
63. Kate Sulemana	National Commission on Civic Education, Savelugu
64. Callistus B. Zaabaar	National Commission on Civic Education, Regional Head Office
65. Agatha S. Bukari	Labour Department
66. Adams Hussen Jnr	CYO
67. Abukari Ahmed	CYO
68. She-Vera Anzagira	ActionAid Ghana
69. Alfred T. O. Kotin	RILADEP
70. Alex K. Wumborti	National Commission on Civic Education, Saboba
71. Amidu Fuseini	Beahs and Development, Zabzugu
72. Patrick Amankra	Ghana Education Service
73. Alabira Sualihu	GLAMEEN Ghana
74. Jafaru Abdul-Aziz	Tamale Metropolitan Assembly
75. Ndego D. Solomon	GILLB, Tamale
76. Gariba Ibrahim	CEDCOM
77. Aweisu Awuku	
78. Gariba Memunatu	YWS, Savelugu
79. Mohammed Abaduri	
80. Felix Odum-Ansah	LAP Coordinator
81. Rabi Yusif	
82. Fasila Tomimu	
83. Cornelius Angsomwire	Ghana Education Service, Jirapa/Lambuissie
84. Naa Widaana II	Nadowli, MOE
85. Ferdinand Bagyiliko Z.	Ghana Education Service, Jirapa/Lambuissie
86. Yaagi Johnbosco	GUNA, Wa
87. Badii Paul	PSWU/TUC, Wa East
88. Nurain M. Yahaya	LAJNA IMAILLAH (AMWA)
89. Fati Bapuni	Ghana Education Service, Tumu
90. Hon. Edward K. Seidu	Wa East District
91. Iddrisu B. Richard	Ghana Education Service, Tumu
92. Eric Nawai	District Oversight Committee (Chair), Wa Municipal
93. Mary Ayamba	Trade Union Congress

94. Stephen Bonye	Muomuo Women's Group-Gwollu
95. Mary S. Adama	GHABA
96. Batie Gilbert Dome-iire	student
97. Naa Gamah Ahmed	District Oversight Committee, Wa West
98. Sumani Karsim	District Oversight Committee, Lawra District
99. Adams Yahaya	District Oversight Committee, Lawra District
100. Adda Stella Kachana	Ghana Education Service, Wa
101. Peter Tanga	Youth Alive, Wa
102. Josef Ziem	Fiila FM
103. Fred Tettey Amoako	Savannah Radio
104. Saani Mohammed Lukman	Radio Justice
105. Edward Gyebi	Chronicle
106. Maurice Maiga	Justice FM
107. Sasaka Mohammed	GBC-Radio
108. Kizito Abagaomi	Radio Diamond
109. S. A. Hakeem	Commission for Human Rights and Administrative Justice, Bongo
110. Alex Enchid	Commission for Human Rights and Administrative Justice, Bolga
111. Donatus V. Yin	CWIC Association
112. Abdul-Razak Yakah	Tongo Dist. Assembly
113. Alfred Nyaaba Raaba	Bongo District Assembly
114. Adongo Stephany	Ghana Education Service, Bolga
115. Grace Abayiak	Ghna Education Service, Sandema
116. David Atinga	FIDA Ghana, Bolga
117. Alagskomah A. M. Noble	Center for Youth Welfare & Development
118. Adisa A. Emelia	FOMWAG
119. Naba Francis Akolwin	APRM Oversight Committee
120. Nab A. Afulang	APRM Oversight Committee, Builsa
121. Ayinga Seidu	Bawku West Oversight Committee
122. Dahamani Beatrice	Bawku East Oversight Committee
123. Dominic Akugre	Bawku West National Commission on Civic

		Education, Director
124.	Abugri Emmanuel	Bawku East Oversight Committee Kassena Nankana
125.	Helen Vorodam	
126.	Gifty Ntaaga	Bolga Municipal Assembly
127.	Naba Pius P. Tushyin	Notre Dame, Kassena-Nankana
128.	Nuhu Mahama	Ghana Ports, Roads and Transport Union, Wa
129.	Mac Chancellor	National Commission on Civic Education, Central Gonja

**D. NATIONAL STAKEHOLDERS VALIDATION OF 2007 ANNUAL
PROGRESS REPORT ELMINA BEACH RESORT, ELMINA;
DECEMBER 18-20, 2007**

NAME OF PARTICIPANT	ORGANIZATION/PROFESSION
1. George Kyei-Baffour	Private Sector D/A
2. Solomon Kwasi Obeng	District Oversight Committee Asante Akyem North
3. Nana Osei Gyan Ababio	Traditional Authority
4. Francis Dusey	Oversight Committee
5. Torgbe Sefenu	Traditional Ruler
6. Richard Owusu Akyiaw	Oversight Committee
7. Henrietta Asoman	Oversight Committee
8. Attakorah-Asamoah Y.P. Jnr.	Ghana Society For The Physically Disabled
9. Theophilus Boamah	Assistance To Physically Disabled
10. Anane Agyei	Brong Ahafo Students Union
11. G. K. Ofori	Ghana Union Of Traders Association
12. Emmanuel Akwetey	Institute of Democratic Governance
13. Nicholas Beckmann	GTZ
14. Richard Otchwemah	National Population Council
15. Marian A. Tackie (Mrs.)	Ministry of Women and Children's Affairs
16. Sumani Haruna	People's National Congress, Policy Analyst
17. Kulajo Emmanuel	Ministry Of Parliamentary Affairs
18. Samuel Collision	Castle
19. Nana Oye Lithur	Commonwealth Human Rights Initiative
20. Kwamina Onumah	Ghana Broadcasting Corporation, Cape Coast
21. William A. Botchway	Public Services Commission (PSC)
22. Alfo Kwesi A. Quayson	Ghana National Fire Service, Accra
23. Joe Adomako	Ministry Of Aviation
24. J. K. Appiah	Ghana National Fire Service
25. Anthony E. Mizlal	VATJ
26. Frances Akuete	Office Of The President

27. Mary Chinery-Hesse	Office Of The President
28. David B. Akuffo	Office Of The Head Of Civil Service
29. Kojo Assan	Ministry of Foreign Affairs, Accra
30. Michael Tetteh	Office Of The President
31. Hon. Alfred Abayateye	Office Of Parliament
32. Dzisse Daniel	Private Enterprise Foundation
33. Mr. Moses Agyemang	Private Enterprise Foundation
34. Mr. Edmond Boakye	Private Enterprise Foundation
35. Mr. John Asante	Private Enterprise Foundation
36. Mr. Agyare-Boakye	Private Enterprise Foundation
37. Ebenezer Djietror	Office Of Parliament
38. Frank Sofo	Ministry Of Lands, Forestry And Mines
39. Felix Korley	Legal Aid Scheme
40. K. Yebuah	Ghana Prisons Service
41. Clement Akapame	Citi FM
42. Robert Dowuona Owoo	Securities And Exchange Commission
43. Marco Mensah	National Identification Authority
44. John Thompson	Great Consolidated Popular Party
45. Martin Adu	Choice Fm
46. Theo A. Agbakla	Dangme East District Oversight Committee
47. Florence Dennis	Ghana Anti-Corruption Coalition
48. Linda Ofori-Kwafo	Ghana Integrity Initiative
49. Frederick Ofori Darko	Institute Of Directors
50. Richard Abankwa Agyepong	Institute Of Local Government Studies
51. Nii Tettey Okpe II	Ga West District Oversight Committee
52. Stephen Kwarteng Yeboah	Marine And General Insurance Brokers Ltd.
53. Kwamina Longdon	Office Of Accountability
54. Isaac Owusu Mensah	Ghana Immigration Service
55. Raymond Safo-Takyi	Ghana Immigration Service
56. Ernest Agyei Tuffuor	Methodist Development Fund
57. Brenda Laryea Adjapawin (Mrs.)	Ministry Of Manpower Youth And Employment
58. Kingsley Asare Addo	Birth And Death Registry
59. Gallant Akorley	Audit Service

60. Vera Bampo-Addo	RGD
61. Phyllis A. Ampofo Twumasi	Nkoranzaman Students Union
62. Seth Y. Mensah	Narcotics Control Board
63. Dr. Akwassi A. Twumasi	IRS, Head Office
64. Emmanuel Kusi	GAWU-GTUC
65. Marshall Kala	Institute of Statistical Social and Economic Research
66. George Addo	MCC, State House
67. E. M. Longi	Ministry of Health
68. Dr. Johnson Boanuh	Environmental Protection Agency, Accra
69. Samuel Ato Yeboah	Ministry Of Trade, Industry, PSD/PSI
70. James K. Gabiasiu	Ministry Of Justice
71. Amali A. Hassan	BLS, Bawku
72. Mariam N. Yahaya	LAJNA/MALLAH, Upper West /Region
73. Helen Vorodam	KNDA
74. Stephen Tecku	Tamale Assembly
75. Patricia Tecku	Tamale Assembly
76. Samuel Awuku	Civic Leader
77. Edith Conacher	FIDA-ACCRA
78. Abugri Sulemana	WMA
79. James Kweku Baako	TV-AFRICA
80. Christopher Imbrah	TV-AFRICA
81. Albert Adoko	Ghana TV
82. George E. Sackey	Ghana TV
83. J. B. Akyempong	Ghana TV
84. Gloria Effe Donkor	Ghana National Association of Teachers
85. Janet Leonle Mensah	Ghana National Association of Teachers
86. Emmanuel Atakorah	GRNA, Central Region
87. Ernest Otu Opare	Oversight Committee, Eastern Region
88. Nana Kyiriwia Kodie IV	Central Regional House Of Chiefs
89. Raphael Mensah	National Commission on Civic Education, Twifo Praso
90. S. P. Adamu	National Democratic Party
91. H. K. Howusu	Oversight Committee, Central Region

92. N. K. Ababio	Omanhene, Ajumako Traditional Area
93. Edward Sawodji	Chairman, Bibiani Oversight Committee
94. Bismark Howusu	Ghana Education Service
95. Afua Sarpong-Kumankumah	Leadership And Advocacy For Women In Africa
96. Kingston Yeboah Peasah	Office Of The President
97. Florence Oku	Ministry of Finance and Economic Planning
98. George Ofori-Davis	Ghana Private Roads and Transport Union of Trade Union Congress (GPRTU of TUC)
99. Kwaku Osei-Akom	National Disaster Management Planning Organization
100. P.C. Appiah-Ofori	Office of Parliament, Member
101. J. A. Aryitey	National Labour Commission
102. Joseph Bediako	National Union of Presbyterian Students, Ghana
103. Emmanuel Darko	New Patriotic Party