

USAID/GHANA

FY 2001

RESULTS REVIEW AND RESOURCE REQUEST (R4)

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R4R Cover Memorandum

To: AA/AFR, Vivian Derryck

From: Frank J. Young, Director, USAID/Ghana

Subject: Director's Transmittal memorandum for FY 2001 R4

This memorandum transmits to the Africa Bureau USAID/Ghana's R4 for FY 2001. This R4R is my first as Director in Ghana and reflects significant changes in activity management and emphasis that the Mission has instituted since the last R4R to ensure that results are achieved on a sustained basis. The purpose of this memorandum is to inform you of these changes, report on specific performance issues, advise you on important management challenges we face over the next two years, and to propose an extension of the current strategic plan period for two years (to FY 2003).

Extension of the Current Strategic Plan Period

Although official USAID approval of the current strategic framework was granted in August 1997, FY 1999 is its first full year of implementation. FY 1998 focused primarily on ensuring a smooth transition from prior activities and initiating fully competitive procurement actions for all SOs. In late FY 97 and FY 98, almost a dozen new grants, Cooperative Agreements and contracts were bid and awarded, with mobilization taking place over the spring and summer of 1998. All staff were on board by late summer of 1998 and activities had commenced. Consequently, FY 1999 is the first full year of implementation with all partners in place.

As we look toward the Year 2000 Presidential and Parliamentary elections in Ghana, it is obvious that setting 2001 as the end of the current strategic plan period is premature. The highly charged political atmosphere that will surround the most important election in Ghana's modern political history will work against serious dialogue with Ghanaian partners in either public or private sectors in setting realistic indicators or getting commitments to important policy changes in the sectors in which we work. We believe that the new government will need at least a year to consolidate its administration in a post-Rawlings era and that 2002 would be a sensible year to begin developing a new strategic framework. Therefore, I am requesting Africa Bureau approval for a two-year extension the current strategic framework, to August 2003. If the Bureau agrees, USAID/Ghana will "reset" its Strategic Objective indicators to extend them to 2003.

Major Changes in Implementation SO Activities

Each of our Strategic Objectives had undergone modification at the IR and activity levels over the last seven months. In each instance, the changes will improve the focus of the SO and the likelihood of its achieving its targets.

In SO 1 (Promoting Private Sector Growth), we will be adding an intermediate result which captures activities already being pursued with USAID Global Bureau and limited Mission bilateral

funding in the energy area. USAID's leadership in putting together the USG Interagency report, "An Energy Roadmap for Ghana", and negotiating its final acceptance by the Government of Ghana, has opened the way for further collaboration in the energy sector. This includes support for energy efficiency and conservation, energy tariff reform, and legal and regulatory assistance to the West Africa Gas Pipeline, the most important regional private sector infrastructure project ever attempted in West Africa. USAID/Ghana is convinced that this niche support to energy activities in Ghana is essential to enhancing our overall objective of promoting Ghana's competitiveness as an exporter and as an investment destination for private foreign investment. It also provides a platform for broader regional support by a future regional strategy to trading in energy resources throughout the region.

In SO 2 (Improving the Quality of Primary Education), we are expanding to Ghana's impoverished and underdeveloped Northern Region (the country's largest region in terms of land area) two years ahead of schedule. This expansion will integrate the program's DA resources with Catholic Relief Service's PL 480 School Feeding program that targets girls' enrollment and attendance. Expanding to the northern region is essential given that region's recent history of civil strife and ethnic violence. Also, we are working with the Ministry of Education and our partners to stretch our implementation plan to allow coverage of 330 schools over two additional years. This will relieve pressure on our field teams working at the village level, allow us to determine how to "radiate" lessons learned from USAID-sponsored schools to neighboring schools in the same districts, and improve our ability to link learning at the village level with national policy development.

SO 3 (Improved Family Health), is our major challenge. Much of the past year has been involved with repairing problems in relations with the Government of Ghana due to funding delays and disagreements with USAID/Ghana over strategic emphasis. Moreover, we have discovered that data now being generated on contraceptive prevalence calls into question prior data sets we used which showed much higher prevalence rates. We believe the new data to be more reliable than that used previously. This situation will force us to reset both our baselines and targets for SO 3 at all levels. Our results tables reflect this change.

Also, in FY 1998 a team from USAID/Washington assisted the Ministry of Health to develop a new Child Survival strategy. With that strategy in place, Government of Ghana put the final touches on an integrated family health sector approach that incorporates fertility reduction, maternal and child health, child survival and HIV/AIDS detection and prevention. The integrated sector approach mirrors our own strategic objective, and is the basis of support by all donors in the sector and represents a model which is being replicated in the Education and Agriculture sectors by the Government.

Finally, SO 4 (Public Policy reflects better Civic Input) was restructured to meet criticisms generated during last year's R4R review. The revised strategic framework was reviewed and approved in November 1998. In addition to reducing the cost of the SO from \$8.5 million to \$7.3 million, it allowed us to work with our two partners, NDI and IFES, to initiate redesign of their activities to more sharply focus on results. In addition, the redesign facilitated creating synergies

with other Strategic Objectives working at local levels (SO 2, education, and SO 3 health), and at national levels (SO 1, macro policy component).

In addition to these changes, USAID/Ghana proposed a \$1 million ESF support program for the Year 2000 elections. This proposal was developed in close collaboration with the US Embassy and USIS and will represent a modest, technical assistance and training program in areas specifically requested by local groups and the Election Commission. It will be encompassed in a special objective that will be time-limited, running from FY 99 to the second quarter of FY 2001.

Performance Issues

Overall program performance is judged to have met expectations. As SO 3 (Improved Family Health) and SO 4 (Public Policy decisions reflect greater civic input) restructure their programs to resolve financial constraints these two SO s should be fully on target in FY 1999. The only potential threat to overall program performance is the Year 2000 elections for President and Parliament that may divert attention from policy dialogue and resources from priority programs. The Mission will monitor this situation closely and ensure that GOG resources are applied to those activities most likely to meet or exceed targets for FY 2000 and 2001.

A key area related to overall performance is Non-project assistance. Mission management is seriously considering phasing out this funding modality by the end of the strategic plan period (2003). This judgment will be based on performance of this component in the education and macro-economic segments of our program. Specifically, we will be redesigning the remaining four components of NPA in SO 1 (Private Sector Growth) to make the newly created GOG/USAID Inter-ministerial Committee on Competitiveness responsible for developing the policy reform agenda, certifying its achievement of target, and monitoring to ensure these achievements are sustained. Disbursements will be linked to achievement of milestones that the IMCC itself develops. For SO 2 (primary education), we will engage the Ministry of Education in discussion of long-term operational policy reforms and jointly determine whether NPA or projectized assistance is the appropriate vehicle for achieving these reforms.

Management Performance and Issues

Significant progress to reform mission management systems and apply reengineering principles was achieved in the past year. The Mission's top three management priorities – recruiting personnel to replace over half the Mission staff, a team-building retreat leading to formation of teams and revision of delegations of authority, and a Mission management assessment – were implemented during the past year.

In October 1998, all Mission professional staff engaged in a 2 ½ day retreat outside of Accra, the purpose of which was to build a new team from a new US Mission staff that represented a 60% turnover from the prior year. Team building and principles of team formation were the focus of the retreat. Specific tasks were identified and assigned that, over the next year, will lead to developing team charters, revised delegations of authority within the Mission, improved

coordination between support offices (Program/Project Development, Controller, EXO and Contracting) and an enhanced role for FSNs. One tangible outcome already to come out of the retreat is the first annual Mission training plan with an allocated budget to be implemented by a committee of USAID FSNs and direct-hire staff under the leadership of the Deputy Director.

In January 1999, at USAID/Accra's request, the Agency piloted a new approach to doing Mission management assessments. That assessment identified important changes needed to improve management efficiency, save OE resources, and improve Mission service to regional missions with which it is twinned. Already, options to radically change USAID support to contractors and grantees is being developed that will ensure proper accounting for program and OE resources. In addition, our Controller's office has been restructured to ensure dedicated support for regional financial management responsibilities. The assessment also resulted in a recommendation for our RCO to receive an unlimited warrant. Further actions to implement other of the assessment's recommendations will occur throughout the year.

However, two serious management issues remain which will come to a head over the next 12 months.

The first is the rapidly declining level of Trust Funds generated by Non-project Assistance (NPA). As discussed above, we are looking at probable phasing out of NPA by the end of the strategic plan period. In fact, the combination of reductions in NPA flows between now and the revised proposed end date of the plan period (2003) combined with dramatically lower interest rates, means that trust funds will be exhausted some time around the first quarter of 2001. We find ourselves in an unenviable position of making a sound programmatic decision to make better use of our DA resources by phasing out NPA which, in turn, will reduce resources necessary for Mission support. To do the right thing programmatically, we will need Washington help to support Mission operations with increased OE funds by 2001. This is particularly true if USAID/Ghana is to maintain its commitment for providing regional support services for program development, financial management and procurement. The option to reduce Mission operations will result in immediate contraction of strategic objectives themselves. With the regional support a "fixed" element in our budget, the bilateral program would have to take the relatively greater "hit".

The second issue is potentially more serious. We believe that the FSN salary scale contained in the local compensation plan to be inadequate to attract and retain quality staff, especially in key technical jobs. USAID/Ghana expends only 18% of its budget on local staff salaries. Salary Surveys that have been conducted over the past two years do not conform to Department of State requirements to utilize off-the-shelf data from the UNDP due to problems in receiving such data in timely fashion. The result has been a series of salary increases (the most recent one approved being 3.8% effective in May) that are low in relation to other donor agencies or private firms (most notably the UN) in Accra. A way must be found soon to address this issue or we will face an increase in resignations and difficulty recruiting for vacancies in highly specialized areas. We are working on this issue here at post; but the solution will inevitably entail an increase in our payroll.

Staffing

USAID will receive a 13th USDH slot in FY 1999 with the transfer of twinning responsibilities for Liberia's procurement work from Dakar. Our tables reflect that slot being on-board for the 4th quarter of FY 1999, and all of FY 2000 and 2001. Our OE levels have been adjusted in FY 1999 and beyond to account for support of and regional travel requirements for a second RCO.

The program-funded USPSC levels provided by USAID/Washington were in error. Prior documentation listed 8 program-funded USPSC slots for Ghana, and we project adding one more program-funded slot in FY 1999, and no additional slots through the budget year. These are described in this R4. The level provided by Washington was zero, although we currently carry eight on-board (of which two are offshore hire). USAID/Washington records should be corrected.

Budget Requirements

A development assistance budget straight-lined at approximately \$36.5 million would ensure full satisfaction of Mission performance targets by 2001. Pipelines are gradually decreasing, such that overall annual expenditures by then will exceed annual new obligations. Rapid acceleration in expenditures is expected in SO 2 (Primary Education) and SO 3 (Improved family health) as implementation expands nationwide in the case of SO 2, and rural-based service delivery improves and the child survival program becomes operational in the case of SO3. The Mission's assessment is that at a level below \$32.5 million, one of the strategic objectives will not be sustainable and may have to be dramatically redesigned or eliminated. Because our priority is to enhance synergy between SOs, deep cuts in one strategic objective can have a daisy-chain effect on the others. This is particularly true for democracy and governance activities which interact with activities in our social sector strategic objectives (SO 2 and 3), and private sector/micro-enterprise activities which do likewise have built links to the other three strategic objectives. In particular, child survival levels for SO 3 must not fall below \$4 million, and democracy/governance funding for SO 4 must not fall below \$1.5 million.

**USAID/Ghana FY 2001 R4
Results Review and Resources Request**

Table of Contents

- I. Overview and Factors Affecting Program Performance**

- II. Results Review by SO**
 - 1. Strategic Objective 1: Increased Private Sector Growth**
 - A. Summary**
 - B. Key Results**
 - C. Performance and Prospects**
 - D. Possible Adjustments to Plans**
 - E. Other Donor Programs**

 - 2. Strategic Objective 2: Increased Effectiveness of the Primary Education System**
 - A. Summary**
 - B. Key Results**
 - C. Performance and Prospects**
 - D. Possible Adjustments to Plans**
 - E. Other Donor Programs**

 - 3. Strategic Objective 3: Improved Family Health**
 - A. Summary**
 - B. Key Results**
 - C. Performance and Prospects**
 - D. Possible Adjustments to Plans**
 - E. Other Donor Programs**

 - 4. Strategic Objective 4: Public Policy Decisions Better Reflect Civic Input**
 - A. Summary**
 - B. Key Results**
 - C. Performance and Prospects**
 - D. Possible Adjustments to Plans**
 - E. Other Donor Programs**

- III. Resource Requests**

- IV. Annexes**

Part I: Overview and Factors Affecting Program Performance

Ghana has made great strides in overcoming the legacy of its economic collapse and military misrule in the '70s and early '80's, restructuring its economy to be more efficient and internationally competitive and returning to democratic governance. The Government of Ghana (GOG) is committed to Ghana's achieving middle-income country status by the year 2020, a plan known as Vision 2020. Achieving this goal will require annual real economic growth rates of over 8% between now and 2020, as well as major improvements in social indicators such as literacy, life expectancy and infant mortality.

Achieving Vision 2020 is a major challenge. It requires overcoming fundamental structural problems such as chronic high inflation, lack of investment capital, an underdeveloped human resource base, and economically counterproductive government policies and regulations. The GOG is enacting reforms to address these problems, including liberalizing foreign exchange, improved fiscal management, privatizing state-owned enterprises, and economic policy changes to reduce government regulation of the economy which inhibit exports and domestic investment. Another major challenge is the lack of widespread access to health services and basic education. Reforms to address these problems include decentralization and rationalization of public health and education services. In order to maintain a political environment conducive to reform and to addressing the needs of Ghana's citizens, civil society must also be strengthened and Government must become more responsive. Ghana's civil society has grown and evolved greatly in the past six years as democracy continues to consolidate itself.

USAID's FY 2001 resource request will support Ghana's efforts to increase broad-based sustainable development through four mutually-reinforcing Strategic Objectives (SOs): SO1, *Increased Private Sector Growth*; SO2, *Increased Effectiveness of the Primary Education System*; SO3, *Improved Family Health*; and SO4, *Public Policy Decisions Better Reflect Civic Input*.

Summary of Progress in Implementing CSP: USAID/Ghana is now into the second year of its Country Strategic Plan. All four SOs underwent a transition during the last year.

SO-1 underwent a transition from its Trade and Investment Program (TIP) to its new Trade and Investment Reform Program (TIRP). The transition will focus on improving the enabling environment for private sector growth and consolidating the gains made under TIP. A new emphasis will be given to private enterprise capacity development. Several activities begun under TIP will continue, and their previous successes built upon, including a wide-ranging policy reform program that will emphasize policy implementation. The new Inter-Ministerial Coordinating Committee (IMCC), a policy coordination body bringing together major public and private-sector actors, was launched in August 1998 as one of TIRP's first major achievements. The IMCC, of which USAID is a founding member, will serve as the institution that will oversee Ghana's economic policy reform program, in which USAID has an important supporting role.

SO-2 implemented several activities in support of improved teacher training and community involvement in school management, as part of the first phase of its program. Logistical difficulties in getting implementation partner teams on the ground in Ghana caused some delays in start-up

implementation, but the pace of expansion into new rural districts is picking with the inclusion of the Catholic Relief Service basic education program funded under PL 480 Title II resources.

Reviews of two SOs have led to changes and modifications that reflect lessons learned during the first two years of the strategy. SO-3 added a third major component, child survival, and recast its intermediate results to better reflect the service-delivery orientation of its program. SO-4 was completely restructured in response to both last year's R4 review and a sharply reduced budget. Its SO statement changed to "Public Policy Decisions Better Reflect Civic Input," in order to better align the SO statement with the Mission's manageable interest and the nature of the democracy and governance assistance program. SO-4 activities remain the same.

Significant Changes In The Development Context That Could Affect The Program: Ghana is not currently experiencing any crisis, conflict or instability which would cause the Mission to change or eliminate a SO. However, should the country experience a major or even significant drought, it may once again experience a severe electricity shortage, which will impact negatively on industrial and commercial activity and agricultural production. This could in turn impact negatively on SO-1's performance indicators. Seasonal rains at less than normal levels could lower the water level behind Akosombo Dam, the source of 90% of Ghana's electrical power, to the point where severe load-shedding will be required. Such load-shedding is highly disruptive of economic activity and private-sector profits. When Ghana experienced a severe energy crisis in 1998, the Mission coordinated the U.S. Government's response to the Government of Ghana's request for assistance. The Mission responded to this crisis because of the negative impact that it had on economic growth. A U.S. Interagency Energy Task Force was sent to Ghana and, with Mission assistance, produced the following from their in-depth analysis of the Ghanaian energy sector: (1) "An Energy Roadmap for Ghana" presenting recommendations for collaborative activities for resolution of Ghana's energy problems, with a regional perspective; (2) a "Terms of Reference" document for technical assistance to the West Africa Gas Pipeline Project; and (3) a Tariff Review, which provides the scope of work for a subsequent study and technical assistance. All of these activities were conducted under the auspices of, and with the resources of SO-1.

The impending Year 2000 general elections will impact on SO-4's ability to work with Parliament. The distractions of a major general election (all Members are up for re-election) - particularly one which will select the first new President in 19 years - may cause the SO-4 Team to shift its national-level focus to more work with Civil Society Organizations that interface with Parliament. SO-4 has also been slated for a 40% reduction in its funding for 2000. If this funding is not restored SO will need to be drastically cut back, as the Mission would no longer be able to support the field presence critical to SO-4's work with Parliament and national-level Civil Society Organizations (CSOs). This activity would have to be terminated, which would negatively affect the overall SO-4 program.

Other Donor Programs: Other major donors to Ghana include the World Bank, the IMF, Japan (the largest bilateral donor), the European Union, Great Britain, the Netherlands, Denmark and Canada. These donors work in some or all of USAID/Ghana's Strategic Objective areas. Over the past year, with USAID support, and under World Bank leadership, a stronger donor coordination structure has

emerged as a local consultative group. This group meets with Government on a quarterly basis and with each other monthly.

Most Significant Program Achievements:

SO-1: Launching of the IMCC in September 1998 created the mechanism for ensuring that the policy reform agenda for Ghana is carried out with the cooperation and concurrence of all major partners and stakeholders. Both non-traditional exports and tourism continue to register significant increases. Significant progress is also being made in addressing the energy crisis.

SO-2: USAID/Ghana's primary education program is now actively supporting educational decentralization and increased access and quality. The program is currently operating directly in a total of 15 districts and 45 Partnership Schools and Communities, while also supporting innovative ideas at the national level for addressing systematic problems in primary education.

SO-3: The SO supported a successful polio vaccination effort, while the Ghana Social Marketing Foundation, created in part by USAID, increased its distribution of condoms by over 30%. Also, Ghana's National Child Health strategy, under development for several years, was completed with active USAID involvement and support

SO-4: Programs have been successfully initiated in 20 districts to strengthen District Assemblies and enhance collaboration between the assemblies and civil society organizations. The Parliament began inviting civil society organizations to sit in on committee meetings for the first time.

Country Factors That Have Most Influenced Progress: Ghana's continued political stability, a declining inflation rate, and the Government's competent handling of the 1998 energy crisis served to provide a favorable development context within which USAID was able to effectively implement its activities and manage for results. While there were no breakthroughs or dramatic improvements, the general predictability of the economic and political environment was crucial to that success.

Overall Prospects For Progress through the Budget Request Year: Political stability is expected to continue through run-up to the elections and beyond, and the Government's progress in reining in deficits will exert further downward pressure on the inflation rate. The generally stable and improving economic and political environment will enhance the Mission's ability to manage for results across all of its Strategic Objectives.

U.S. National Interest And Goals And The Mission Performance Plan: USAID contributes to several of the major U.S. foreign policy interests set forth in the State Department's International Affairs Strategic Plan. SO-1 promotes the goals of expanded free markets, increased trade and economic growth. SO-2 promotes increased literacy and human resource development. SO-3 promotes the slowing of world population growth, improvements in human health, and halting the spread of dangerous infectious diseases, while SO-4 promotes the development and spread of participatory elected democracy and respect for basic human rights. The 1998 Mission Performance Plan (MPP) includes a goal reflecting USAID support for consolidation of Ghana's democracy, an

area in which USAID has a leading role. USAID's PL-480 Title II activities (under SOs 1, 2 and 3) support the Mission's Humanitarian Assistance goal, while the preservation work at Kakum National Park (SO-1) supports the Environment goal. USAID's family planning, HIV/AIDS prevention and child survival activities under SO-3 support the Mission's Population and Health goals. SO-1 and SO-2 support the Mission's Broad-Based Growth goal.

Part II: Results Review

Strategic Objective No. 1: Increased Private Sector Growth

Summary: Increasing Ghana's international competitiveness is the cornerstone of the SO-1 program and is one of the most important means of increasing and sustaining economic growth. USAID is aware that a diversified export sector and business environment more attractive to investors provides multiple opportunities for sustained private sector growth and employment. USAID is continuing its efforts, begun in 1992, to expand and diversify Ghana's exports, improve the macro policy environment to make it more business- and investor- friendly, expand the number, diversity and affordability of available financial services (financial intermediation), and increase the efficiency and profitability of private enterprises in selected sectors. Women are major beneficiaries of these activities, as they make up a significant segment of non-traditional export producers and microentrepreneurs and often have more difficulty than their male counterparts in obtaining vital credit. SO-1's two highest-level Intermediate Results (IRs) are IR 1.1. *Increased Productive Capacity of Private Enterprise* and IR 1.2 *More Efficient and Lower-Cost Marketing Systems*.

Key Results: SO-1 met expectations in 1998, a year marked by completion of the transition from the Trade and Investment Program (TIP) to the new Trade and Investment Reform Program (TIRP). The principal feature of this transition has been a shift in focus from identifying trade policy and regulations constraints to the provision of technical assistance to: (1) foster a stronger public-private sector partnership for policy dialogue, (2) implement macro economic reforms, and (3) the creation of more broad-based private sector business activities through selective application of managerial assistance and business training. Most of the important results achieved in 1998 were at the IR level, which is appropriate given that TIRP is only in its first year. These results were themselves aided by the momentum built up over the past few years by the successes of TIP. TIRP's activities, objectives, and results represent a deepening and expansion of those of TIP.

The first major step in this direction was the mobilization in July of the TIRP implementation team. USAID's implementing partners for SO-1's two Results Packages (RPs) are: for RP 1 (Policy Reform and Financial Intermediation), Sigma One Corporation (contractor); for RP 2 (Enterprise Development and Central Region) – Amex International (contractor), with TechnoServe (TNS) and Conservation International (CI) (cooperating agencies). A cooperative agreement was also awarded to Aid-to-Artisans/US to assist Aid-to-Artisans/Ghana (ATAG) and the handicraft sector.

Many significant achievements supported mid-level IRs 1.3, *Improved Policy and Regulatory Environment*, and 1.4, *Improved Financial Intermediation*. TIRP initiated the establishment and subsequent operation of an Interministerial Committee on Competitiveness (IMCC) made up of key public and private sector representatives – an important accomplishment just two months after TIRP started. The IMCC has begun to address many of the most important determinants of international competitiveness: policies and performance of the trade regime, the labor and financial markets, the public sector, and the division of effort between public and private initiatives. One notable indicator of achievement this year under I.R. 1.3 was the joint adoption by the government and private sector

(through the IMCC) of a 4- to 5-year policy change framework covering all the determinants mentioned above. Another important indicator is the revision of the energy tariff to remove subsidies. As all of the conditions precedent required for disbursement of TIRP's first tranche of Non-Project Assistance (NPA) have been met, and USAID will shortly disburse \$2 million.

Sigma One began providing support to foster an important macro-level policy dialogue on the policy reform agenda identified at the National Economic Forum held in September 1997. Agenda items include reduction of public sector debt, liberalization of the trade and exchange regime, and the development of flexible labor markets. Briefs were developed for inflation, the tariff system, income distribution effects of wage and labor rigidities, medium- and long-term finance of capital and growth of enterprises, and dollarization and dollar indexation in Ghana. Sigma One will also produce an annual report on the state of Ghana's competitiveness. The Center for Policy Analysis (CEPA), a private Ghanaian think-tank, prepared three briefs on the mid-year 1997 "State of Ghana's Economy."

The briefs were prepared in layman's language to facilitate wide distribution and debate among public and private sector leaders on topics such as credit, money and prices, fiscal management and trade. These briefs were an important part of the effort to educate the wider Ghanaian public about the necessity of reforms and the consequences of not pursuing them.

Performance and Prospects: Growth of Non-Traditional Exports (NTEs) reached an estimated level of almost \$400 million during the past year. Growth in the sector has averaged 20% per year since 1992, when USAID first became a catalyst to this sector. As NTEs are primarily produced by the private sector, these gains are a clear indicator of increased private sector growth. Within the NTE sector, the Mission's program has focused on particular product categories, as reflected in the supporting data table for SO-level indicator *Value of Selected NTE Exports*. USAID continues to be involved (since TIP) in seven main product categories, in which combined exports increased 30 percent over the past year. Significant progress was achieved in two particular product categories. Exports of afrocentric garments/handicrafts more than doubled, and in the nuts and nut products rose 14 percent to over \$10 million. Progress in this sector has a significant gender impact, as many of the producers in this sector are women. Thus, progress in the sector contributes materially to progress in gender economic equity. USAID is the principal donor in the NTE sector.

USAID assisted the Ministry of Finance in the design and successful re-introduction of the controversial Value-Added Tax (VAT). Ghana had previously introduced VAT, but then withdrew it shortly afterward in the face of widespread public protest. VAT is crucial to government fiscal reforms and to ensuring sufficient and reliable government revenues. Parliament passed the VAT legislation after much debate, and after agreeing to the 10% level recommended by the Forum rather than the 15% proposed by Executive Branch. The GOG was also able to successfully negotiate the re-introduction of an IMF Enhanced Structural Adjustment Facility in March 1998 as a result of efforts to control expenditure and reform the tax system. By developing a tax policy and administration support program to improve the non-VAT tax system, USAID has worked with other donors such as the World Bank and IMF to effect these changes. Our comparative advantage here has been in providing highly specialized technical assistance to the Bank of Ghana and Ministry of Finance; e.g., assistance in crafting the VAT legislation.

USAID support to the “crown jewels” of Ghana’s tourist sites – the Cape Coast, Fort St. Jago and Elmina castles, and Kakum National Park -- has contributed significantly to Ghana now being put squarely on the world tourism map. These specific sites have recently received a number of major tourism industry awards. Kakum National Park, with its unique tree-canopy walkway, received the 1998 Conde Nast Traveler “*Ecotourism Award*” (from the tourism magazine with the largest worldwide circulation), and Kakum and the castles received the coveted global “*Tourism for Tomorrow Award*” for 1998, sponsored by British Airways. Tourism, both domestic and foreign, has increased significantly in Ghana in recent years, and the sites mentioned above are major destinations. USAID can claim significant credit for this trend.

Intensive efforts to integrate all activities under SO-1 have enabled the Mission to realize and maximize synergies among activities within TIRP. For example, TNS and AMEX, who are involved in enterprise development, jointly carried out analyses of five subsectors (i.e. pineapple, coconut, fish, wood and garments) with USAID’s partner responsible for policy reform (Sigma One) to assess their potential for TIRP-supported interventions.

The P.L. 480 Title II program is another important component of SO-1. The main thrust of the program in Ghana is household food security (household nutrition and agricultural productivity). Two of USAID’s four implementing partners are the Adventist Development and Relief Agency (ADRA) and TechnoServe. Using Title II resources, TechnoServe provided assistance and training to 222 rural agricultural enterprises to enhance their ability to process, store, and market their produce (palm fruits, maize, kola, cashew and shea nuts). As a result, their productive capacity was increased and over 10,500 seasonal jobs were either created or sustained. Due to their success, these enterprises were able to invest approximately \$20,000 of their own capital while leveraging an additional \$752,000 in credit – an excellent illustration of extended impact from USAID’s assistance. Under its Agricultural Productivity Enhancement Program, ADRA has successfully transferred appropriate agroforestry technologies to almost 10,000 peasant farmers using a variety of tree crop species (cashews, mangoes and assorted trees) that matches the ecological zone and farmer preference. This has resulted in more sustainable agriculture through reduced erosion, increased fertility, and higher yields. Both TechnoServe and ADRA continue to address the problem of farmers’ weak market power by organizing them into effective cooperatives and by improving access to cheaper inputs and more remunerative markets.

Possible Adjustments to Plans: Ghana experienced a severe electrical power shortage in 1998. USAID took the lead role in the U.S. Government’s response to the GOG’s request for assistance. Although USAID does not currently work in the energy sector, the issue of demand for power looms large in forecasts of future private sector growth. The U.S. Interagency Energy Task Force that visited Ghana in July 1998 produced an “Energy Roadmap for Ghana,” which included recommendations for collaborative activities with a regional perspective to resolve Ghana’s energy problems. USAID/Ghana has been called upon to provide technical assistance to the GOG, and in collaboration with the USAID Global Bureau’s Office of Environment and Energy supports technical assistance and training in demand management and conservation for Ghana’s private sector Energy Foundation. USAID is also assisting the newly created Public Utilities Regulatory Commission with its plans for energy tariff restructuring. Most significantly, USAID/Ghana and the Global Bureau are

proposing to provide technical and institutional support to establish the legal and regulatory framework for the \$400 million, privately financed West African Gas Pipeline. These and other energy-related activities would support a new, separate IR under SO1

Other Donor Programs: The IMF, World Bank, the European Community, Great Britain, Canada, Denmark and the Netherlands all support various efforts to promote economic growth and policy reform. While these others are often the lead donors in assistance to their chosen sector, USAID is the only donor to support the tourism sector, while the World Bank is the only significant donor besides USAID involved in promoting NTEs.

Performance Data Table

OBJECTIVE: SO-1 Increased Private Sector Growth			
APPROVED: July 1997 COUNTRY/ORGANIZATION: USAID/Ghana			
RESULT NAME: SO-1 Increased Private Sector Growth			
INDICATOR: Value of Selected Nontraditional Exports			
<p>UNITS OF MEASURE: \$US by calendar year</p> <p>SOURCE: Ghana Ministry of Trade and Industry, Ghana Investment Promotion Council</p> <p>Indicator Description: The sum value of selected non-traditional exports. The subsectors include afrocentric garments/handicrafts, selected fresh and dried vegetables, selected fresh fruits, medicinal plants/essential oils, and nut and nut products.</p>	Year	Planned	Actual
	1998 (baseline)		\$43,516,821
	1999	\$62,000,000	
	2000	\$80,000,000	
	2001	\$100,000,000	
	2002	\$110,400,000	
<ul style="list-style-type: none"> • USAID provides technical assistance both in production and marketing to entrepreneurs and existing and emerging exporters. The areas USAID/Ghana is currently assisting as described above employ large numbers of people in rural areas and offer opportunities to link the entrepreneurs into larger markets. 			

Performance Data Table

OBJECTIVE: SO-1 Increased Private Sector Growth			
APPROVED: July 1997 COUNTRY/ORGANIZATION: USAID/Ghana			
RESULT NAME: IR 1.3 Improved Policy and Regulatory Environment			
INDICATOR: Milestones for the participatory development and implementation of a policy change framework			
<p>UNIT OF MEASURE: Yes/No – (Implemented/Not Implemented; Adopted/Not Adopted, and Met/Not Met)</p> <hr/> <p>SOURCE: Ministry of Finance, TIRP, Sigma One</p> <p>INDICATOR/DESCRIPTION: The major components for implementing the improved policy and regulatory environment framework are outlined in this indicator. These major components contain the necessary milestones, which must be achieved in order for the result to be achieved. Each year, progress against planned results will be assessed, and next year's targets will be outlined. Only illustrative milestones are when I the planned column. In addition, the indicator includes data on whether or not NPA conditionalities have been met.</p> <p>COMMENTS: 1998 progress: TIRP initiated, within only two months of project implementation, the establishment and subsequent operation of an Interministerial Committee on Competitiveness (IMCC) made up of key public and private sector representatives – an important accomplishment just two months after TIRP started. The IMCC has, with substantial assistance from TIRP, begun to address many of the most important determinants of international competitiveness: policies and performance of the trade regime, the labor and financial markets, the public sector, and the division of effort between public and private initiatives. One notable indicator of achievement this year under I.R. 1.3 was the joint adoption by the government and private sector (through the IMCC) of a 4-5 year policy change framework covering all the determinants mentioned above. In addition, all the conditions precedent under TIRP's first tranche of Non-Project Assistance (NPA) were recently met by the GOG. USAID will therefore shortly disburse the \$2 million of Tranche 1, which will support the next step of the reform process. Some of the conditionalities for disbursement under Tranche 1 which were met served also to meet important IR indicator targets, such as the elimination of export bans for certain products under IR 1.3. These actions lay the groundwork for making sure higher-level IR and SO results are achieved.</p>	YEAR	PLANNED	ACTUAL
	1997	North Carolina Conference, Raleigh NC National Economic Forum, Accra, Ghana	Yes Yes
	1998	<ul style="list-style-type: none"> • Formulation of a high level interministerial Committee on Competitiveness (IMCC) • 4-5 year policy change framework adopted by the government and private sector • Assistance on formulation of VAT bill, with Economic Forum recommendation Tranche I conditionalities met	Yes Yes Yes
	1999	I.Reducing Inflation and the National Budget Deficit: <ul style="list-style-type: none"> • <i>Assist MOF with smooth implementation of VAT.</i> II.Streamlining the Trade Regime: <ul style="list-style-type: none"> • <i>Action plan to reduce non-essential controls on imports of agriculture and manufacturing inputs.</i> III. Analysis of Int'l Competitiveness <ul style="list-style-type: none"> • <i>Public and private sector agreements on TOR.</i> IV.Labor Markets: <ul style="list-style-type: none"> • <i>Public and private sector agreements on new labor codes.</i> V. Enhancing Agricultural Growth: <ul style="list-style-type: none"> • <i>Recommended changes in land use to promote fair and enforceable out-grower and contract farming arrangements.</i> VI. Financial Intermediation: <ul style="list-style-type: none"> • <i>Review Bank of Ghana practices and propose changes in bank supervision.</i> VII. Public/Private Dialogue: <ul style="list-style-type: none"> • <i>Seminars featuring Ghanaian experts and/or visiting consultants to discuss fiscal, trade, financial, monetary investment and labor issues.</i> ----- Tranche II conditionalities met	
	2001	Key targets reached in each component Tranche III conditionalities met	
	2002	Key targets reached in each component Tranche IV conditionalities met	

Performance Data Table

OBJECTIVE: SO-1 Increased Private Sector Growth					
APPROVED: July 1997 COUNTRY/ORGANIZATION: USAID/Ghana					
RESULT NAME: Increased Tourist Volume and Revenue (new Intermediate Result)					
INDICATOR: Increased Visits and Revenues to the Central Region Project Sites					
<p>UNITS OF MEASURE: US\$ (Revenues) and Numeric (No. of Visitors), by calendar year</p> <p>SOURCE: Conservation International, Ghana Wildlife Department, Ghana Board of Museums and Monuments, Site Records , Ghana Heritage Conservation Trust</p> <p>INDICATOR/DESCRIPTION: Number of visitors to Kakum National Park and to two historic castles. Revenue generated at these sites. Revenues from the castles are based on total number of visitors multiplied by entry fees, and revenues from Kakum are directly taken from CI records.</p> <p>TARGETS: The 1997/1998 data has just become available. Targets for the out years have been updated this year. 1994 was the phase I baseline, and 1997 is the phase II baseline.</p> <p>COMMENTS: The above revenues, complemented by the Ghana Heritage Conservation Trust Endowment, are essential for providing the financial sustainability needed to ensure the conservation of the two national historic sites as well as of Kakum National Park. Revenues go to the Trust, the Ghana Wildlife Department, and the Ghana Museums and Monuments Board.</p>	YEAR	Revenues		Visitors	
		Planned	Actual	Planned	Actual
	1994		\$15,761		44,152
	1995		\$48,221		67,503
	1996		\$76,416		66,969
	1997 (baseline)		\$189,687	75,000	94,035*
	1998	\$136,000	\$217,500	90,000	131,004*
	1999	\$254,000		144,000	
	2000	\$274,000		158,000	
	2001	\$296,000		174,000	
2002	\$320,000		190,000		
<ul style="list-style-type: none"> • AID support to the “crown jewels” of Ghana’s tourist sites – the Cape Coast, Fort St. Jago and Elmina castles, and Kakum National Park -- has contributed significantly to Ghana now being put squarely on the world tourism map. These specific sites have recently received a number of major tourism industry awards. Kakum National Park, with its unique tree-canopy walkway, received the 1998 Conde Nast Traveler “<i>Ecotourism Award</i>” (from the tourism magazine with the largest worldwide circulation), and Kakum and the castles received the coveted global “<i>Tourism for Tomorrow Award</i>” for 1998, sponsored by British Airways. • In addition to the increasing number of foreign visitors, the park and castles have also seen a dramatic rise in the number of Ghanaian visitors, and has been a major attraction for students. 					

Performance Data Table

OBJECTIVE: SO- 1 Increased Private Sector Growth					
APPROVED: July 1997 COUNTRY/ORGANIZATION: USAID/Ghana					
RESULT NAME: IR 1.4 Improved Financial Intermediation					
INDICATOR: Number of financial Institutions providing credit to USAID/Ghana assisted micro-enterprises, and the amount of credit and pre-financing leveraged.					
UNIT OF MEASURE: Numeric (No. of Institutions), \$US (Amount of Credit Leveraged)	Year	Planned (Number of Institutions)	Actual (Number of Institutions)	Planned \$US	Actual \$US
SOURCE: Contractor Reports USAID/Ghana monitoring reports Financial Institution Records Micro-enterprise records	FY 1997		1		
	FY 1998 (baseline)		2	\$345,000	
	FY 1999	4		\$565,000	
	FY 2000	6		\$696,000	
	FY 2001	8		\$913,000	
	FY 2002	9		\$1.2 million	
	FY 2003	10		\$1.6 million	
INDICATOR/DESCRIPTION: The number of financial institutions providing credit. The amount of credit to USAID/Ghana assisted microenterprises. Figures are cumulative. Not all of the leveraged amount will come from these financial institutions (i.e. some will come from buyer prefinancing etc.).					
COMMENTS: In the past, only one financial institution has provided credit to USAID/Ghana-assisted microenterprises, the Agricultural Development Bank. In 1998, one additional financial institution began lending.					

Strategic Objective No. 2: Increased Effectiveness of the Primary Education System

Summary: SO-2's Quality Improvement to Primary Schools (QUIPS) program works with Partnership Schools and Communities to introduce standards and processes through which improvements to primary education can be made. It also works at the national and district levels to reform education policies and develops programs which will create a more supportive environment for quality education.

QUIPS is committed to gender equity through the creation of a learning environment that is free of bias. Interventions are undertaken using an *assets approach*, which encourages schools and communities to change the focus from one of identifying problems to one of identifying assets. A planned annual national forum will further accentuate the positive by sharing local best practices.

Four Intermediate Results (IR) focus at the school and district level to create a quality learning environment and are supported by a fifth Intermediate Result which focuses on national educational reform through policy dialog, especially in curriculum, education personnel management, decentralization and information analysis. QUIPS will report this year on three IR's.

Key Results: USAID/Ghana's education program met expectations in FY 98. With the addition of 9 new districts (Cohort II), QUIPS is now operating directly in a total of 15 districts and 45 Partnership Schools and Communities. The only disappointment came when the Ministry of Education (MOE) was unable to meet the conditions precedent deadline for tranche 2. After a series of high-level meetings between USAID and the MOE, the deadline was extended to June 1999.

Improving Teaching and Supervision: Achievement tests in English and Mathematics were administered in all Partnership Schools. Data revealed that classes are up to two grades behind in subject coverage. Preliminary observations indicated that the efficient use of classroom time did not always translate into effective teaching. These observations informed the design of a school-based, in-service teacher training program. Training included 143 teachers, 19 head teachers, and 18 circuit supervisors. This activity will continue throughout the program

A key lesson, which has emerged from this work, is that teachers are in dire need of very directive manuals in the classroom. As a result, QUIPS and the Ghana Education Service (GES) are jointly writing and trialling the Integrated Learning Sequence (ILS). This innovative guide will assist teachers with the integration of reading, writing, and critical thinking across the curriculum. The ILS will be introduced in Partnership primary schools by September 1999.

QUIPS funded supplementary readers based on Ghanaian children's essays for a Jane Goodall Wildlife Awareness Week have been tested and are ready for printing, along with teachers' guides and classroom posters.

Increased Community Participation: Community interventions have been in place for a full year in the 18 Cohort I communities. Participatory Rapid Appraisals (PRA) were conducted, 202 School

Management Committee (SMC) and PTA officials have been trained in planning and budgeting methods, national service facilitators placed in 6 districts to mobilize the communities, and micro-grant proposals written by communities and submitted for review. The replacement of the PVO Chief of Party and a second long-term advisor has re-energized and better focused this component.

Where the QUIPS program has been active for the past year there has been noticeable increased community involvement in children's education. The change in the village of Pewodie is typical. The community has re-roofed the school, provided some lanterns so children can study at night, and created a shady reading area by constructing a bench around a tree. Parents have also started to cater to the needs of the teachers, and in return the teachers have started providing a free one-hour tutorial class after school hours.

Under the PL480 Title II food program, Catholic Relief Services' (CRS) work in the three northern regions of Ghana has increased the average overall enrollment in Partnership Schools by 16% (by 17% and 15% for boys and girls, respectively). This compares very favorably with the national average of 3%. CRS also provided basic bookkeeping to PTAs and collaborated with communities on school construction. As a result, communities constructed 64 classrooms and four teacher quarters and 48 schools now have regularly functioning PTAs. CRS utilizes approximately 88% of its Title II resources in the three northern regions in support of SO-2, as these regions are deprived in terms of resources relative to the other regions. Under its Education Support Program, increased enrollment and attendance have been achieved for both boys and girls through the provision of school lunches, and through take-home rations for girls. CRS also sponsors local radio broadcasts on the importance of education for both boys and girls.

Improved Learning Environment: At the center of an improved learning environment is the QUIPS-initiated Community-School Improvement Plan (CSIP) which is a set of conditions agreed to by all relevant stakeholders that they deem necessary to improve education in their schools. Using a consensus building process, stakeholders commit to a plan and identify additional resources they can mobilize to reach desired standards. All 18 Cohort I Partnership schools and communities have a rudimentary CSIP in place. Cohort II school, communities and districts have begun initiating the process in their Launch Workshops. A QUIPS Equity Strategy was designed which provides guidelines along the following themes: creating a gender-friendly learning environment, material development and teaching techniques which allow all students to participate in a meaningful manner, and community participation strategies that foster equity.

Performance & Prospects: FY 1999 will see an increase in the integration of lessons learned from experience to date into national activities. Launch Workshops will be conducted in 9 Cohort II districts and CSIPs will be implemented in 27 additional schools and communities. Information collection and analysis will focus on student achievement scores, community participation data (PRA), and teaching/learning information. QUIPS will work with the GES to standardize the collection of M&E data and train monitoring assistants in seven Regions. QUIPS will work with a national planning team and sponsor the first National Forum to Share Lessons (best practices). Forum proceedings will be widely disseminated. In-service teacher training interventions will be conducted in 45 schools (Cohort I and II) and the Integrated Learning Sequence will be finalized and printed.

A new grantee will join the team to strengthen linkages in teacher training through the provision of five teachers to pre-service training programs. Information Education Campaign (IEC) activities will be implemented in 27 communities and a PTA/SMC resource handbook will be developed for national use. Personnel in 15 districts will receive management training. Revisions of the Head Teacher handbook and the development of a Circuit Supervisor handbook will begin. A Partnership School infrastructure support and monitoring system will be put in place and fund disbursements will begin in Cohorts I and II. CRS, in collaboration with the QUIPS partners, will begin to implement the QUIPS program in a minimum of six districts in the north. At least 30 new Partnership Schools and Communities will be selected for Cohort III, bringing QUIPS into all ten regions of Ghana.

FY2000 will be the second year of intervention for Cohort II (Cohort I will have graduated) and the first year for Cohort III. Baseline data will be collected, Launch Workshops conducted, and CSIPs agreed to for all 30 schools and communities in Cohort III. In-service teacher training activities will be conducted in 57 schools. With Ghana Education Service collaboration, IEC activities will be carried out in all 57 communities. The Head Teacher handbook revisions will be completed and a teacher performance appraisal system will be trialed in Partnership Schools that will provide input to national personnel policy initiatives. At least 45 new schools will be selected for Cohort IV. The district-based monitoring and evaluation system will be underway in all 10 regions.

FY2001 will see community and school-based interventions taking place in Cohort III and IV. Skills will be enhanced for a minimum of 50 head teachers, 50 circuit supervisors and 250 teachers. Central-level work will include collaboration with the MOE on a performance-based incentive system and guidance for streamlining roles and responsibilities of key education units. At least 45 new schools will be selected in Cohort V districts. Student achievement tests will continue to demonstrate improved learning. Management workshops will be held in a minimum of 18 districts.

Possible Adjustment To Plans: QUIPS is accelerating its move into the north by capitalizing on CRS's experience and bringing them on partners for the three northern Regions. Those interventions will begin in 6 districts by September. Whether tranche 2 conditionalities will be met by the deadline is uncertain. If the new deadline is not met, QUIPS will propose a plan for the conversion of the remaining NPA funds to Project Assistance.

Other Donor Programs: The agendas of the eight major foreign donors to the Ghanaian education sector are not dissimilar at the strategic level; however, implementation activities suffer from a lack of firm guidance from the MOE. The need for improvement is recognized by all and positive steps have been taken. For example, the MOE has created a Development Partner Coordination Unit and the formation of "thematic working groups" for joint problem solving is more implementation oriented than the traditional donor-MOE meetings. USAID has provided technical assistance to the MOE to develop an electronic forum for exchanging information by developing the *Education in Ghana* web site (<http://www.ghana.edu.gh>).

Performance Data Table

OBJECTIVE : SO-2 Increased Effectiveness Of The Primary Education System					
APPROVED: July 1997 COUNTRY/ORGANIZATION: USAID/Ghana					
RESULT NAME: IR 2.1 Improved Teaching and Classroom Management					
INDICATOR: Percentage of teachers using pupil-focused instructional practices in Partnership Schools	YEAR	PLANNED		ACTUAL	
		School	School	School	School
UNIT OF MEASURE: Percent		Male	Female	Male	Female
SOURCE: Teachers/Head teachers/TA contractor/Consortia Teacher Journals/ Learning Contract/ Classroom Observation Worksheet	1998 (baseline)	-	-	15%	15%
INDICATOR DESCRIPTION: percent of teachers who apply new teaching techniques, develop relevant instructional materials, and effective lesson plans in Partnership Schools.	1999	20%	20%		
COMMENTS: English and Math achievement data will be used as a co-measure to determine if instructional practices are effective in improving student learning levels. Academic year 1997 - 1998 established the baseline. Minimum of a two-year intervention cycle is needed before marked improvement is anticipated.	2000	35%	35%		
	2001	55%	55%		
	2002	70%	70%		

Performance Data Table

OBJECTIVE: SO-2 Increased Effectiveness Of The Primary Education System			
APPROVED: July 1997 COUNTRY/ORGANIZATION: USAID/Ghana			
RESULT NAME: IR 2.3 Increased Community Participation			
INDICATOR: Percentage Of Communities Active In School Decision-Making In Partnership Schools			
UNIT OF MEASURE: Percent	YEAR	PLANNED	ACTUAL
SOURCE: Community/TA Consortia Community baseline assessment, on-site visits, and self-appraisal		COMMUNITIES	COMMUNITIES
INDICATOR DESCRIPTION: Communities that are active in the decision-making process and confident to act have community structures that work with school personnel to support the school; have a PTA and SMC that are active in planning school activities; have teachers who respect the view of the PTA and SMC and that actively work with school personnel to improve school facilities, teaching, and learning. Academic year 1998 established the Baseline.	1998 (baseline)	-	11%
	1999	65%	
	2000	75%	
	2001	80%	
	2002	85%	

Performance Data Table

OBJECTIVE: SO-2 Increased Effectiveness Of The Primary Education System			
APPROVED: July 1997 COUNTRY/ORGANIZATION: USAID/Ghana			
RESULT NAME: IR 2.4 Improved Learning Environment			
INDICATOR: Number of Schools and Communities within Partnership Districts Utilizing Community School Improvement Programs			
UNIT OF MEASURE: Numeric	YEAR	PLANNED	ACTUAL
SOURCE: School/Community/TA Contractors and Consortia	1997 (baseline)	SCHOOL/COMMUNITY	SCHOOL/COMMUNITY 0
	1998	18	18
INDICATOR DESCRIPTION: Community School Improvement Plans have five components (curriculum and materials; teachers and teaching; management and administration, physical environment, and community learning environment) which have a cross-cutting equity theme.	1999	45	
	2000	75	
	COMMENTS: 1997 is the baseline. CSIP implementation process began in 1998	2001	123
	2002	210	

Performance Data Table

OBJECTIVE: Increased Effectiveness Of The Primary Education System					
APPROVED: July 1997 COUNTRY/ORGANIZATION: USAID/Ghana					
RESULT NAME: IR 2.1: Improved Teaching and Classroom Management					
INDICATOR: Percentage of teachers using pupil-focus instructional practices in Partnership Schools	YEAR	PLANNED		ACTUAL	
		School	School	School	School
UNIT OF MEASURE: percent		Male	Female	Male	Female
SOURCE: Teachers/Head teachers/TA contractor/Consortia Teacher Journals/ Learning Contract/ Classroom Observation Worksheet	1998 (baseline)	-	-	15%	15%
INDICATOR DESCRIPTION: percent of teachers who apply new teaching techniques, develop relevant instructional materials, and effective lesson plans in Partnership Schools.	1999	20%	20%		
COMMENTS: English and Math achievement data will be used as a co-measure to determine if instructional practices are effective in improving student learning levels. Academic year 1997 - 1998 established the baseline. Minimum of a 2 year intervention cycle is needed before marked improvement is anticipated.	2000	35%	35%		
	2001	55%	55%		
	2002	70%	70%		

Strategic Objective No. 3: Improved Family Health

Summary: In September 1998 USAID/Ghana formally added child survival to its bilateral grant agreement, and in December revised its results framework to encourage integration and more fully support the maternal and child health care programs of the Ministry of Health (MOH). Two intermediate results (IRs) were defined: IR 3.1 *Increased use of reproductive health services, including family planning, safe motherhood and HIV/STD prevention*; and IR 3.2 *Increased use of selected child survival services, including immunization, oral rehydration, integrated care of the sick child and improved nutrition*. These results are supported by activities designed to increase access to, quality of and demand for services, as well as to improve policy and management. The ultimate beneficiaries of this SO are Ghanaian children under five years, who benefit from reduced child mortality, and women and men of reproductive age, who benefit from reduced fertility and HIV transmission. This SO supports the U.S. Mission Performance Plan by stabilizing population growth, improving human health and reducing the spread of infectious disease.

Key Results: The 1998 SO-3 Performance Assessment indicated that targets were met, with the exception of the contraceptive prevalence rate (CPR). To measure improved family health, the Mission monitors three SO level indicators. The CPR, as a proxy for the Total Fertility Rate increased only slightly from 9.3 in 1993 to 10.8 in 1998¹. Surveillance reports indicate that HIV prevalence was maintained at a rate of 4.6%. Immunization coverage continues to increase at 67% for the third dose of DPT vaccine in 1998.

Performance and Prospects:

Family Planning - There was a notable increase in CYP generated by USAID-supported programs, up 23% since last year but still shy of the target. The social marketing program contributed to this result with a 39% increase in CYP. Through 900 community-based volunteers in 47 of 110 districts, PPAG increased the distribution of oral contraceptives by 17% and of condoms by 60% over the past year. A pilot community health program in the northern region, supported by the Population Council, succeeded in increasing contraceptive use from 3.9% in 1995 to more than 20% in 1998. This result was achieved through a combination of community-based nurses and volunteers. These examples illustrate that increasing access will impact upon the utilization of services.

Another factor that impacts on family planning use in Ghana is quality. Surveys, such as the national situation analysis of more than 1,000 facilities, indicate that substandard services and provider bias are important constraints. To improve quality of care and ensure a basic package of antenatal and safe pregnancy services, USAID, through its Global Bureau Cooperating Partners has supported the development of reproductive health guidelines, standards and competency-based training manuals. In 1998, these guidelines, standards and training programs, which are hailed as a model, were successfully piloted in one region. In addition, USAID has helped strengthen the capacity of the

¹ Data collection for the third Ghana Demographic and Health Survey was completed in March 1999. A few very preliminary findings are included in this report. Further analysis will continue throughout the year.

MOH to provide reproductive health pre-service training to physicians and midwives.

Through AVSC International, USAID has sponsored training of physicians and nurses to provide family planning counseling and to provide long-term methods. To date, 87 service sites have benefited. A recent evaluation team commented that the quality of counseling and services at these clinics is excellent, the best in the region. Training is complemented with various quality assurance techniques, including Client-Oriented Provider Efficient (COPE) services. COPE is a set of simple self assessment tools for health workers to collect data, review findings and make decisions based on information about the quality of care provided in their facilities.

Based on the results described above, various program reviews and deliberations with partners, the SO3 team is taking management decisions to shift program emphasis to strategies with the greatest potential for increasing contraceptive use. Plans are underway to support PPAG to recruit and train more community agents, improve the quality of field supervision and pilot new models to reach youth and pregnant and postpartum women. The Mission is working with the MOH and the Navrongo Health Research Center to scale up the community health program to underserved areas in the northern regions. Based on the reproductive health training pilot and on findings of a recent evaluation, USAID will support nationwide dissemination of the reproductive health guidelines through regional and district training programs. As training is decentralized, USAID will encourage routine assessment of health worker performance. Over the next year, the MOH will extend its pre-service training to regional medical and midwifery schools with minimal external support.

HIV/AIDS Prevention: During 1998, the MOH, UNDP and USAID conducted a joint review of the national response to HIV/AIDS, which helped identify national priorities and expand USAID and other donor support to combat the spread of HIV. USAID has developed a strategy that focuses on (1) behavior change among high-risk groups, (2) training health workers in improved detection and treatment of sexually transmitted diseases, (3) strengthening laboratory support and surveillance and (4) active promotion of condom use. USAID-provided condoms are currently available in all government health facilities and through 4,000 retail outlets nationwide. With expanded availability and promotion, condom sales in Ghana increased by 31% between 1997 and 1998. USAID plans to expand its successful social marketing program with HIV/STD information, education and behavior change activities. The recently initiated training in STD diagnosis and treatment will continue in an effort to reach all regions. Due to the rapidly changing social environment in Ghana and to the vulnerability of youth to both HIV infection and early, unwanted pregnancy, USAID will support activities to help implement the Government's impressive Adolescent Reproductive Health Policy. Planned activities include outreach and counseling through peer educators, provision of information materials and counseling through community youth groups, and condom promotion and distribution.

Child Survival: Child survival was officially added as an integral component of USAID's support to the Government of Ghana during 1998. USAID is the leading supporter of MOH efforts to develop and implement a more comprehensive approach to child survival as part of their Medium-Term Health Strategy. To this end, a Child Health Task Force was formed with members from various MOH units (MCH, Disease Control, Health Education, Nutrition, etc.). The Task Force set the initial objective of developing a national strategy and work plan for child health. As input to this process the Mission,

with support from the Global Bureau and in coordination with other donors, provided support for national-level reviews of the immunization, nutrition and community participation programs. In addition, a health facility survey was conducted in five districts representative of the country and documented significant problems with the quality of child health services. Incorporating the findings of these studies, the Task Force defined priorities and drafted the national “Policy Guidelines and Strategies for Improving the Health of Children Under 5 years in Ghana.” This strategic planning process culminated in a Child Health Policy Consensus Building conference funded and technically supported by USAID. In attendance were senior MOH officials, donors, and partners in the private sector who endorsed the policy and associated 3-year workplan.

During 1998, the Mission was a major contributor through WHO/AFRO and UNICEF/Ghana to polio eradication activities. The national Immunization Days held in November and December resulted in coverage rates of 104% and 105% respectively. This is most likely due to inaccurate estimates of the target population based on 1984 census data, but indicates very widespread coverage. Efforts to strengthen surveillance continue and there is evidence that reporting has improved. A total of nine confirmed cases of paralytic polio were detected.

Two PL 480 Title II projects also support activities to improve child health. During 1998 the Adventist Development and Relief Agency and Catholic Relief Services supported over 500 community workers and 14 nurses to provide health education for women and children about nutrition, breastfeeding, diarrhea care, water and sanitation.

Within the priorities of the national child health strategy and workplan, the Mission has defined its support to focus on three major areas (1) improving immunization coverage and use of other preventive services, (2) improving nutritional status including breast-feeding, and (3) improving care for sick children. USAID has developed, together with the MOH and other partners, detailed work plans and has made arrangement for the appropriate funding, technical assistance, and HPNO staff to support the priority areas in the coming year. These plans will support countrywide advocacy and information, education and communication activities for nutrition, support to boost immunization coverage in high-risk districts and development of Integrated Management of Childhood Illness Activities. USAID will continue to support the Polio Eradication Initiative (PEI) over the next two years with the leading objective of identifying and supporting ways that PEI can contribute to boosting routine immunization coverage.

Possible Adjustments to Plans: The SO-3 Team will be shifting the program focus to more rural and community-based approaches, improved quality of services and IEC activities which support service delivery. In the new SOAG, the SO-3 Team and Mission Controller are also exploring innovative funding mechanisms to more directly support the MOH. The Mission and its partners will review family planning program targets and underlying assumptions and make adjustments, as appropriate.

Other Donor Programs: Public health is a top priority for the Ghana Government and the focus of a major reform effort emphasizing decentralization. USAID is a principal donor to the health sector.

Other major donors include the World Bank, the United Kingdom, the European Union and Denmark. Many of these major donors directly support the national health sector reform program. USAID works closely with United Nations Family Planning Agency in the area of reproductive health and with United Nations Children's Fund and World Health Organization on child health.

Performance Data Table

OBJECTIVE: SO-3 Improved Family Health			
APPROVED: July 1997 COUNTRY/ORGANIZATION: USAID/Ghana			
RESULT NAME: IR 3.1 Increased Use of Reproductive Health Services			
INDICATOR: Contraceptive Prevalence Rate (CPR)			
<p>UNIT OF MEASURE: Percent</p> <p>SOURCE: GDHS 1993, 1998</p> <p>INDICATOR DESCRIPTION: An estimate of the proportion of women of reproductive age who are using (or whose partner is using) a modern contraceptive method at a particular point in time. All = all women of reproductive age. CM = only currently married women. N/A = not applicable</p> <p>COMMENTS: The Mission has standardized on the GDHS for CPR because other surveys (GSMF consumer tracking) did not prove to be comparable. The 2001 CPR target has been adjusted downward to reflect the use of standardized data measurement tools over time.</p> <p>The Mission has expanded its target from currently married women to all women of reproductive age because many pregnancies occur among unmarried women and the USAID program includes a focus on youth.</p>	YEAR	PLANNED	ACTUAL
	1993 (baseline)		All 9.3 CM 10.1
	1998	All N/A CM 17	All 10.7 CM 13.3
	2001	All 14 CM 17	

Performance Data Table

OBJECTIVE: SO-3 Improved Family Health			
APPROVED: July 1997 COUNTRY/ORGANIZATION: USAID/Ghana			
RESULT NAME: IR 3.1 Increased Use of Reproductive Health Services			
INDICATOR: Couple Years of Protection (CYP)			
<p>UNIT OF MEASURE: Numeric</p> <p>SOURCE: Service statistics of USAID-supported implementing agencies (MOH, GSMF and PPAG)</p> <p>INDICATOR DESCRIPTION: An estimate of the protection against pregnancy provided by family planning services during a period of one year based upon the volume of all contraceptives sold or distributed free of charge to clients during that year. Proxy for CPR during non-GDHS years.</p> <p>COMMENTS: Beginning in 1997, CYP is reported by Fiscal Year to ensure completeness of data at the time of the R4 submission.</p>	YEAR	PLANNED	ACTUAL
	1994 (baseline)		416,000
	1995	509,000	505,000
	1996	592,000	479,000
	1997	677,000	483,000
	1998	768,000	596,000
	1999	861,000	
	2000	955,000	
	2001		

Performance Data Table

OBJECTIVE: SO-3 Improved Family Health			
APPROVED: July 1997 COUNTRY/ORGANIZATION: USAID/Ghana			
RESULT NAME: IR 3.1 Increased Use of Reproductive Health Services			
INDICATOR: Condom Sales			
<p>UNIT OF MEASURE: Numeric (millions)</p> <p>SOURCE: Service statistics</p> <p>INDICATOR DESCRIPTION: The total number of condoms sold through the three major programs supported by USAID – Ministry of Health, Ghana Social Marketing Foundation and Planned Parenthood Association of Ghana. This is an indicator of improved supply of HIV/STD prevention commodities.</p> <p>COMMENTS: Figures reported are for the fiscal year beginning in 1997.</p>	YEAR	PLANNED	ACTUAL
	1993 (baseline)		4.3
	1997		7.8
	1998		10.2
	1999	12	
	2000	14	
	2001	16	

Performance Data Table

OBJECTIVE: SO-3 Improved Family Health			
APPROVED: July 1997 COUNTRY/ORGANIZATION: USAID/Ghana			
RESULT NAME: IR 3.2 Increased Use of Selected Child Survival Services			
INDICATOR: Full Immunization of Children			
UNIT OF MEASURE: Percent SOURCE: GDHS 1993, MOH service statistics for subsequent years INDICATOR DESCRIPTION: An estimate of the proportion of living children between the ages of 12 and 23 months who have received the third dose of DPT vaccine. COMMENTS:	YEAR	PLANNED	ACTUAL
	1995 (baseline)		52
	1996	55	51
	1997	60	60
	1998	65	67
	1999	69	
	2000	72	
	2001	75	

Strategic Objective No. 4: Public Policy Decisions Better Reflect Civic Input

Summary: After successfully completing two rounds of civilian elections in 1992 and 1996 the political landscape in Ghana changed dramatically. Ghana moved from a populist, quasi-revolutionary military leadership to a multi-party system with significant opposition party representation in the unicameral legislature and ample freedom for the growth and development of a politically active civil society. Additionally, political reform has brought government much closer to the grassroots through an ambitious decentralization program ongoing since 1988. An analysis of Ghana's inchoate democracy reveals a more favorable environment for civic participation in the public policy process.

However due to a post-colonial tradition of centralized power, there is little balance between the power of the executive and ruling party, which dominate the policy-making scene, on the one hand, and the rest of the government and society on the other.

The Strategic Objective (SO) was revised and approved during the reporting period to focus more directly on the core problem of executive branch policy domination. The purpose of this SO is to amplify the effectiveness of civil society and elected institutions at the local and national levels - not simply making each other stronger independently, but strengthening the ability of each to interact with the other and helping develop the opportunities for such interaction. The result will be an inclusive policy-making process that blends the interests of civil society, Members of Parliament (MPs) irrespective of their party affiliation, local-level officials, and the executive branch. Achieving this SO requires accomplishing the following three intermediate results (IRs): IR 4.1: *Enhanced Effectiveness of Parliament to Represent Citizen Interests*; IR 4.2: *Improved Effectiveness of Local and National Civil Society Organization to Influence Policy*; and IR 4.3: *Local Government Decision-Making Processes are More Participatory*. The ultimate customers of this project are all the 200 MPs, as well as 345 officials of local government in 20 of Ghana's 110 district assemblies (DAs), who are charged with carrying out their representative function and crafting national and local policies. In addition, roughly 450 civic leaders representing 260 civil society organizations (CSOs) at the national and local levels will benefit from increased advocacy skills that will enable them to play a more substantive role in the formulation of public policy and in fostering accountable and transparent governance. By supporting the development of a healthy civil society and assisting in the consolidation of democratic institutions, this SO is directly contributing to 1998-2000 Mission Performance Plan for Ghana.

Key Results: SO4 met expectations for this reporting year, with the exception of one SO-level indicator, *% Of Local Government Decisions In Project Districts Reached Through Participating Mechanisms*. The target for this indicator was not met due to it being set unrealistically high (see the performance data tables for indicator #2) during target-setting consultations with the implementing partner, the International Foundation for Election Systems (IFES). USAID/Ghana and IFES have agreed to adjust the Performance Monitoring Plan to move the 1998 target to next year.

Performance and Prospects: USAID's support to improving the policy-making process at the national level is implemented by the National Democratic Institute for International Affairs (NDI). NDI engages MPs and staff of Parliament and CSOs in training sessions, workshops, and public

outreach fora in support of IRs 4.1 and 4.2. NDI realized progress in its efforts to increase the inclination of Parliament to permit more civic participation, and to improve the advocacy skills of CSOs that will better enable them to influence in public-policy making. Targets for these activities were largely met. In 1998 67% (against a target of 70%) of legislative initiatives were amended by Parliament, as opposed to 56% in 1997. The percentage of those that are the direct result of civic input rose from 33% in 1997 to 50% (against a target of 55%) in 1998. In addition, the goal of one legislative initiative was achieved in the form of a private-member motion relative to a highway and road safety bill, which passed as amended. This indicator is significant because in Ghana the executive branch has historically been the sole source for the introduction of legislation. Since the First Parliament of Ghana's 4th Republic (1992), only one private member bill has ever been introduced in Parliament, and it never made it past committee. USAID can claim substantial credit for the positive movement of this indicator because it is the only donor working to establish direct linkages between Parliament and selected CSOs with the goal of influencing public policy. NDI can claim substantial credit for two important bills (the Children's Rights Bill and the Value Added Tax Bill) that were directly influenced by the CSOs with which it works.

Mission support to enhancing civic participation in the local policy process is implemented by IFES. During the reporting period, IFES conducted three major three-day workshops for CSOs and DA officials (777 participants) in 20 districts in support of IRs 4.2 and 4.3. The three workshops, held once every three months, focused on understanding the new decentralized governmental system, techniques for collaborative analytic problem solving, and imparting skills in strategic planning and resource management. The objective of these workshops was to lay a foundation of institutionalized civic participation in local decision making. The data suggests progress in these activities toward achieving the results. Compared to a baseline of 4%, mid-term data shows that 38% of CSO leaders in project districts can report three or more policies that have changed as a direct result of civic input. For DA officials the baseline is 21%, while the mid-term data shows that 33% can name three policies changed. This is significant because not only can more participants than before name at least three policies changed, but also because a similar proportion of respondents from each group of participants (CSOs and DA officials) were able to do so (38% and 33%, respectively). This convergence in perception demonstrates that both groups are coming to agree on the state of civic input in public policy making at the local level. Some of the policies changed include changing of fees/taxes paid by market women and policies on opening up heretofore closed assembly committee meetings. There is also a small increase in the number of local participating CSOs who report initiating contact with DA officials to advocate on behalf of their organizations. The baseline figure revealed that 56% reported initiating contact compared with 60% at the mid-term. The Mission is observing progress toward a more inclusive policy environment at the local level through more CSO leaders and DA officials reporting more policies changes as a result of civic input and more CSO leaders reporting that they are advocating to the assemblies. Both the Mission and IFES feel confident claiming significant credit for these results as IFES is the only organization working directly in these 20 districts to engage CSOs and local government to improve the quality of governance.

IFES will conduct two more workshops to complete the cycle in 1999, and expects that by the end of 2000 60% of the CSO participants and 85% of the DA officials will be able to report three or more DA policies changed as a result of civic input. IFES will assist in the organization of joint CSO-DA

boards in project districts to distribute sub-grants of project funds and matching DA poverty alleviation funds to qualified CSOs. The Mission also expects that up to 90% of participating local-level CSOs will report advocating to the DA on behalf of their organizations. NDI will continue its activities with Parliament and national-level CSOs. Improved research and drafting skills of MPs and parliamentary staff will result in even more legislative initiatives amended and proposed by MPs. It is anticipated that by 2000 75% of legislative initiatives will be amended, and 70% of those will result from civic input.

Possible Adjustments to Plans: The two most significant factors that could affect the Mission's ability to achieve the anticipated results are: 1) USAID/Washington-proposed reduction in SO-4's funding; and 2) Ghana's 2000 general elections. Any significant reduction in the SO's funding will require a curtailment of activities, most notably in the work with Parliament and CSOs. Much of this work requires daily attention by NDI field staff, as it entails careful development of relationships in a volatile political environment. Significant budget cuts would impede the ability of the Mission to maintain the field presence for its two institutional grantees that make such work possible. With regard to the year 2000 presidential and parliamentary elections, Ghana is already in the early stages of its campaign. By early 2000 much of the nation's attention will be sucked into the campaign's vortex. As all of the MPs, including those with whom the Mission works, will be up for re-election, it may become difficult to sustain their attention to other matters. NDI will therefore focus more on working with civil society and on strengthening the institution of Parliament.

A joint USAID-Embassy appeal has been made for additional funds in support of the December 2000 general elections. The importance of the 2000 elections can not be overstated. President Rawlings is constitutionally mandated to step down after his current term is completed. This will put the strength of Ghana's 1992 Constitution and the willingness of all political parties to abide by the electoral rules to the test. While the Electoral Commission has demonstrated considerable technical capacity in conducting nation-wide elections, some of the barriers to a more level playing field need to be addressed by donors. The Mission has submitted a formal request for \$1,000,000 in Economic Support Funds from USAID/Washington, which has been approved - for a limited and finite Special Objective programmatically unrelated to SO#4. The SO#4 Team has also recently taken the lead among donors to organize a donor working group on the elections which will greatly facilitate donor coordination in support of the elections.

Other Donor Programs: Canada, Denmark, Germany, Great Britain and the European Commission (EC) figure prominently among donors involved in democracy and governance (DG) activities. Canada's assistance covers projects ranging from training for the Parliamentary Public Accounts and Finance committees and local government capacity building in selected districts unrelated to IFES's work. Denmark supports decentralization in Ghana through activities to strengthen the administration and management of 17 district-level governments in non-IFES project districts. The German Technical Cooperation agency (GTZ) and the Friedrich Ebert Foundation (FES) implement activities in decentralization and civil society strengthening projects in a limited number of districts. FES also works with the Ghanaian press. The EC is in the planning stages of a major four-year District Assembly (DA) technical training program slated to begin in early 1999. This training will

cover all district officials, administration, and elected and appointed DA members in all 110 districts and consist of capacity building in development planning, budgeting, accounting and management. The EC's program will complement the training provided by IFES by adding definite technical skills to good practices in governance. This should further enhance service delivery at the local level.

Performance Data Table

OBJECTIVE: SO-4 Public Policy Decisions Better Reflect Civic Input			
APPROVED: 12/11/1998 COUNTRY/ORGANIZATION: USAID/Ghana			
RESULT NAME: SO-4 Public Policy Decisions Better Reflect Civic Input			
INDICATOR: Percentage of legislative initiatives amended, number proposed by MPs, and % of amended legislation which are the result of civic input			
<p>UNIT OF MEASURE: Percent (of legislative initiatives amended, and of amended legislation which are result of civic input) and Numeric (No. of initiatives proposed by MPs)</p> <p>SOURCE: Observation of parliamentary debates; review of parliamentary debate reports (Hansard), NDI legislative tracking system; reports by legislature and government; and interviews with MPs</p> <p>INDICATOR/DESCRIPTION: a) % of legislative initiatives changed; b) the number of legislative initiatives proposed by MPs; c) the % of the above that directly reflect civic input</p> <p>COMMENTS: Historically and currently in Ghana all legislative initiatives are proposed by the executive branch. We expect to see first an increase in exec. initiatives amended. Then we expect more MP proposed initiatives as MPs become capable and emboldened to constructively amend executive legislation, and empowered to introduce individual motions, including private member bills which have not been used in Ghana's previous legislatures.</p>	YEAR	PLANNED	ACTUAL
	1997 (baseline)		a) 56% b) 0 c) 33%
	1998	a) 70% b) 1 c) 55%	a) 67% b) 1 c) 50%
	1999	a) 75% b) 2 c) 65%	
	2000	a) 75% b) 4 c) 70%	

Performance Data Table

OBJECTIVE: SO-4 Public Policy Decisions Better Reflect Civic Input			
APPROVED: 12/11/98 COUNTRY/ORGANIZATION: USAID/Ghana			
RESULT NAME: SO-4 Public Policy Decisions Better Reflect Civic Input			
INDICATOR: Percentage of local governmental decisions in project districts reached through participatory mechanisms			
<p>UNIT OF MEASURE: Percent (of respondents in surveys answering that they are aware of three or more policies changed as the result of civic action)</p> <hr/> <p>SOURCE: IFES baseline, mid-term and end of project participant questionnaires (n=777), IFES participant observers' monthly reports; and IFES staff field visits and focus groups.</p> <hr/> <p>INDICATOR/DESCRIPTION: % of (a) civil society leaders and (b) district assembly officials who report three or more district assembly policies that have changed as a result of action by local civic organizations</p> <hr/> <p>COMMENTS: This data is derived primarily from surveys but is corroborated by interviews with participants by IFES' participant observers (POs), who are Ghanaians that live and work in the project districts. IFES field visits and focus groups garner concrete examples of local policies changed. They include a wide variety, such as tax rates being adjusted, the opening up of DA subcommittee meetings, and appointment of civic leaders to these committees, and changing policies on sanitation measures. Target for 1998 was unrealistically high, so it has been made the target for 1999. Regardless of coming up short of the target, significant positive progress was realized.</p>	YEAR	PLANNED	ACTUAL
	1997 (baseline)		a) 4% b) 21%
	1998	a) 50% b) 85%	a) 38% b) 33%
	1999	a) 50% b) 85%	
	2000	a) 60% b) 85%	

Performance Data Table

OBJECTIVE: SO-4 Public Policy Decisions Better Reflect Civic Input			
APPROVED: 12/11/99 COUNTRY/ORGANIZATION: USAID/Ghana			
RESULT NAME: IR 4.2: Improved effectiveness of (participating) local and national CSOs to influence policy			
INDICATOR: Percentage of local participating CSOs who report initiating contact with DA officials to advocate on behalf of their cause			
UNIT OF MEASURE: Percent (of CSOs)	YEAR	PLANNED	ACTUAL
SOURCE: IFES baseline, midterm and final surveys, participant observer reports and site visits	1997 (baseline)		45%
	1998	50%	60%
	1999	90%	
	2000	90%	
INDICATOR/DESCRIPTION: A % of participants who report in surveys and focus groups that they have approached a governmental official or office as an advocate for the defined interests of the group or community with the goal of shaping policy to their advantage.			
COMMENTS: IFES conducts focus groups quarterly with participants to obtain examples of advocacy. Some examples include advocating for the construction of new markets, new schools and health clinics, and improved sanitation in their districts. In 11 out of 20 districts these pleas are often made in a more coordinated fashion under the auspices of a CSO “umbrella” lobby group formed directly through the IFES activities. This is happening ahead of schedule, as IFES had originally planned to see the formation of umbrella lobby groups occur in early 1999			

Part III: Resource Request

The resource levels requested in Ghana's R4 2001 reflect prior-year adjustments in program activity levels that are consistent with Congressional and Agency interests. Expanding program activity for child survival and limiting the democracy and governance program to non-election activities are two examples of such adjustments. The availability of P.L. 480 Title II resources continues to be critical to achieving the results outlined in USAID/Ghana's strategy. USAID/Ghana continues to face challenges in being able to effectively manage a portfolio of activity within the limits of available staff resources. It is essential that USAID/Ghana increase its base of activity managers to undertake activity design and provide effective activity oversight.

Program Funding Requests:

SO1 – Increased Private Sector Growth - USAID/Ghana's request for FY 2000 is for \$11.7 million in DA funds. The same level is requested for FY 2001. In addition, the PL 480 Title II requirements are \$7.1 million in FY 2000 and \$6.7 million in FY 2001. These amounts requested above represent the minimum required to continue with the current program of supporting increased private sector growth through selective policy reforms and technical assistance to improve production capacity, expand access to domestic and international markets for non-traditional exports, and support sustainable natural resource management and conservation. On an annual basis approximately \$5.8 million will be allocated for funding of micro-enterprise activities by U.S. PVOs. Title II resources are an integral component of USAID/Ghana's micro-enterprise program. Reduction in Title II would result in a commensurate reduction in micro-enterprise activity. The pipeline for this project is 16 months, well within Agency guidelines of 12 to 24 months of planned expenditures. USAID/Ghana is also requesting an additional \$2.65 million of ATRIP funding in FY 1999 to support a development of additional non-traditional export (NTE) commodities and of a legal and regulatory framework for the transnational West African Gas Pipeline project. These funds are not included as part of the FY 2001 R4 OYB request.

SO2 – Increased Effectiveness of the Primary Education System - USAID/Ghana's request for FY 2000 is for \$7.2 million in CSD funds. The FY 2001 request is also for \$7.2 million in CSD funds. In addition, PL 480 Title II funds of \$ 6.4 million in FY 2000 and \$ 6.1 million in FY 2001. SO2 will continue to work at the national and district levels to reform policies and procedures to improve the quality of basic education. The program will expand into the three historically underserved northern regions of Ghana (Northern, Upper East and Upper West), combining DA and Title II resources as part of that expansion. All institutional contractors for activity implementation under this SO have been mobilized and are operating in country. The resources requested are required to meet the incremental funding requirements of these on-going contracts/grants. While the pipeline for this project is 22 months, it is within Agency guidelines of 12 to 24 months of planned expenditures. Anticipated expenditures rates will increase for years 2000 and 2001 as the number of participating districts increases. USAID/Ghana also anticipates disbursing \$4 million in NPA in FY 1999.

SO3 – Improved Family Health - USAID/Ghana’s request for FY 2000 is for \$6.1 million in DA funds and \$8.55 million in CSD funds. The FY 2001 request is for \$6.1 million of DA funds and \$8.9 in CSD funds. In addition, PL 480 Title II funds of \$1.7 million are required for FY 2000 and \$1.5 million for FY 2001. USAID’s child survival program is the result of an 18-month collaborative planning process with the Ministry of Health. Child survival was formally added to USAID/Ghana’s health program at the end of FY 1998, and made an integral component of USAID support to the GOG. It has been successfully launched. The proposed 32% resource level reduction from FY 1999 will be insufficient to carry out the planned activities, to attain targeted results or to meet the funding levels specified in the SOAG recently signed with the GOG. Specifically, support to the MOH for development of malaria control and polio eradication activities would be cut, while grants to boost immunization coverage and support for nutrition would be severely reduced.

SO3 will require a minimum of \$3.85 million to maintain the existing child survival activities in FY 2000 and \$4.2 million in FY 2001. It seriously threatens our ability to implement a child survival program when the level of funding drops from \$4.1 million in FY 1999 down to \$2.3 million the next year. Funding levels for both HIV/AIDS and population are consistent with CSP projections and the minimum requirements needed to maintain current activities. The emphasis on expansion of service delivery for family planning, especially to rural areas where outreach infrastructure is either underdeveloped or non-existent, will generate additional demand for resources for FY 2001 and beyond. The resources needs will be reassessed and reported in the next R4. The HIV/AIDS program will continue the public/private sector collaboration to expand awareness, motivation and behavior change on a nation-wide basis, as well as surveillance and laboratory support. Title II funds will provide incremental funding for the on-going nutrition activities of ADRA and CRS. Whereas the pipeline at the beginning of the fiscal year was sufficient to cover less than six months of program operations, an early FY 1999 obligation of carry-over funds has increased the pipeline to approximately 12 months of expenditure coverage, the minimum level recommended by the Agency. If the child survival levels are not restored as requested, USAID/Ghana will be unable to achieve meaningful results in terms of improving Ghana’s child health status.

SO4 – Public Policy Decisions Better Reflect Civic Input - USAID/Ghana’s request for FY 2000 is for \$1.4 million in DA funds. The FY 2001 request is also for \$1.5 million of DA funds. While this amount is over the indicative control level of \$900,000 for FY 2000, it is not consistent with the revised CSP, which determined that \$7.25 million would be required over the 5-year LOP. A revised strategy for SO4 approved by AID/W in late 1998 specified minimum requirements of \$1.5 million in FYs 1999 and 2000 and \$1.4 million in FY 2001. The funding requirements needed to fund this revised SO are less than those originally planned under the 1997 CSP, yet USAID/Ghana maintains the same level of activity. If the OYB for SO4 is reduced to the indicative levels of \$900,000 starting in FY 2000, USAID/Ghana will have no alternative other than to truncate activities. A budget cut of this level will require the elimination of the field presence of one of the two partners (NDI or IFES). USAID/Ghana has been allocated \$1 million in Economic Support Funds in FY 1999 for a special objective to support the Year 2000 general election.

Workforce and Operating Expenses:

USAID/Ghana Workforce projects a total FY 1999 year-end staffing level of 115, including 13 USDHs. This staffing level reflects the seven authorized staff positions to support the regional responsibility that USAID/Ghana assumed in April 1998 and the additional USDH contracting officer already agreed to with AID/Washington. The 115 total headcount compares to 113 (including 1 TAACS advisor and 1 population fellow) in the prior year R4.

In the 15-month period ending November 1998, there has been a major increase in utility costs due to a severe countrywide power shortage. This cost increase is due to both a need to purchase generators and the fuel to run them, and a tariff hike by the Ghana electrical utility of over 100%. Office/warehouse electricity cost has increased by 458%. Residential electricity cost has increased by 212%. This adds \$110,000 to FY 1999 costs over the estimate made in last year R4. Likewise, there had been significant increase in cost of residential and office guard services. These costs have gone up \$102,000 in FY 1999 due to the need to move from a 12-hour/day guard service to a 24-hour service because of a reassessment by the Mission Regional Security Officer of the prevailing security situation. In addition, the 26% FSN salary increase effected in May 1998 reflects a need for an additional \$105,000 in FY 1999. These three factors alone account for \$316,000 of the \$400,000 in OE and Trust Fund costs that are over and above the estimated requirement in last year's R4. The new estimated total requirement is reflected in the current FY 1999 request of \$3,145,000. The \$84,000 difference is primarily due to costs related to Y2K computer upgrade efforts.

USAID has projected an overall inflationary expense increase of 2% in FY 2000 and the same in FY 2001. This is an exceptional achievement considering inflation in Ghana continues to run in the double-digit range, currently about 17%. Nevertheless, we are also projecting the target budget will be the same as the request budget for FYs 2000 and 2001.

Insufficient Trust Funds become a problem in FY 2001. USAID projects a shortfall of about \$713,000 in Trust Funds in FY 2001. This shortfall has been reflected in the R4 by increasing the dollars by \$773,000 and decreasing Trust Fund's by \$773,000. These dollars will then be used to purchase cedis to cover the projected local currency needs of \$1,624,000 in FY 2001. If a major adjustment to the FSN wage scale is required by the new salary survey system used by STATE/PER/OE, this shortfall will increase.

FY 1999 Budget Request by Program/Country

13-Apr-99
03:41 PM

Approp Acct:
Scenario

Program/Country:
(Enter either DA/CSD; ESF; NIS; or SEED)

S.O. # , Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99		
		Bilateral/ Field Spt	Total	Micro-Enterprise	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ			D/G	
SO 1: Increased private sector growth																		
DA	Bilateral	13,148	2,650	4,248	3,450									2,800			20,100	14,300
DA	Field Spt	100			100												100	0
		13,248	2,650	4,248	3,550	0	0	0	0	0	0	0	0	2,800	0		20,200	14,300
SO 1: Increased private sector growth																		
PL480III	Bilateral	6,729															6,729	0
PL480III	Field Spt	0																0
		6,729	0	0	0	0	0	0	0	0	0	0	0	0	0		6,729	0
SO 2: Increased effectiveness of the primary school system																		
CSD	Bilateral	7,595				7,595											11,400	13,200
	Field Spt	100				100											100	0
		7,695	0	0	0	7,695	0	0	0	0	0	0	0	0	0		11,500	13,200
SO 2: Increased effectiveness of the primary school system																		
PL480III	Bilateral	6,280															6,280	0
PL480III	Field Spt	0																0
		6,280	0	0	0	0	0	0	0	0	0	0	0	0	0		6,280	0
SO 3: Improved family health																		
CSD	Bilateral	2,000							950	0	850	200					1,397	1,600
CSD	Field Spt	6,303							3,153	0	3,150	0					6,303	0
		8,303	0	0	0	0	0	0	4,103	0	4,000	200	0	0	0		7,700	1,600
SO 3: Improved family health																		
DA	Bilateral	900						900									625	4,275
DA	Field Spt	5,275						5,275									5,275	0
		6,175	0	0	0	0	0	6,175	0	0	0	0	0	0	0		5,900	4,275
SO 3: Improved family health																		
PL480III	Bilateral	1,944															1,944	0
PL480III	Field Spt	0																0
		1,944	0	0	0	0	0	0	0	0	0	0	0	0	0		1,944	0
SO 4: Public policy decisions better reflect civic input																		
DA	Bilateral	1,500													1,500		1,800	1,100
DA	Field Spt	0																0
		1,500	0	0	0	0	0	0	0	0	0	0	0	0	1,500		1,800	1,100
Total Bilateral		40,096	2,650	4,248	3,450	7,595	0	900	950	0	850	200	2,800	1,500			50,275	34,475
Total Field Support		11,778	0	0	100	100	0	5,275	3,153	0	3,150	0	0	0			11,778	0
TOTAL PROGRAM		51,874	2,650	4,248	3,550	7,695	0	6,175	4,103	0	4,000	200	2,800	1,500			62,053	34,475

FY 99 Request Agency Goal Totals	
Econ Growth	10,448
Democracy	1,500
HCD	7,695
PHN	14,478
Environment	2,800
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	20,923
Dev. Assist ICASS	0
Dev. Assist Total:	20,923
CSD Program	15,998
CSD ICASS	0
CSD Total:	15,998

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2000 Budget Request by Program/Country

13-Apr-99
03:41 PM

Program/Country:
(Enter either DA/CSD; ESF; NIS; or SEED)

Approp Acct:
Scenario

S.O. # , Title		FY 2000 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00		
		Bilateral/ Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ			D/G	
SO 1: Increased private sector growth															Year of Final Oblig:02			
DA	Bilateral	11,625	2,050	3,000	4,575									2,000			13,700	12,235
DA	Field Spt	75			75												75	
		11,700	2,050	3,000	4,650	0	0	0	0	0	0	0	0	2,000	0		13,775	12,235
SO 1: Increased private sector growth															Year of Final Oblig:			
PL480II	Bilateral	7,100															7,100	
PL480II	Field Spt	0																
		7,100	0	0	0	0	0	0	0	0	0	0	0	0	0		7,100	0
SO 2: Increased effectiveness of the primary school system															Year of Final Oblig:02			
CSD	Bilateral	7,125				7,125											11,500	13,200
CSD	Field Spt	75				75											75	
		7,200	0	0	0	7,200	0	0	0	0	0	0	0	0	0		11,500	13,200
SO 2: Increased effectiveness of the primary school system															Year of Final Oblig:			
PL480II	Bilateral	6,400															6,400	0
PL480II	Field Spt	0																
		6,400	0	0	0	0	0	0	0	0	0	0	0	0	0		6,400	0
SO 3: Improved family health															Year of Final Oblig:02			
CSD	Bilateral	3,750							2,100		950	700					2,700	2,650
CSD	Field Spt	4,800							1,750		3,050						4,800	0
		8,550	0	0	0	0	0	0	3,850	0	4,000	700	0	0	0		7,500	2,650
SO 3: Improved family health															Year of Final Oblig:02			
DA	Bilateral	2,200						2,200									3,200	3,275
DA	Field Spt	3,900						3,900									3,900	0
		6,100	0	0	0	0	0	6,100	0	0	0	0	0	0	0		7,100	3,275
SO 3: Improved family health															Year of Final Oblig:			
PL480II	Bilateral	1,700															1,700	0
PL480II	Field Spt	0																
		1,700	0	0	0	0	0	0	0	0	0	0	0	0	0		1,700	0
SO 4: Public policy decisions better reflect civic input															Year of Final Oblig:01			
DA	Bilateral	1,500													1,500		1,900	500
DA	Field Spt	0																
		1,500	0	0	0	0	0	0	0	0	0	0	0	0	1,500		1,900	500
Total Bilateral		41,400	2,050	3,000	4,575	7,125	0	2,200	2,100	0	950	700	2,000	1,500			48,200	31,860
Total Field Support		8,850	0	0	75	75	0	3,900	1,750	0	3,050	0	0	0			8,775	0
TOTAL PROGRAM		50,250	2,050	3,000	4,650	7,200	0	6,100	3,850	0	4,000	700	2,000	1,500			56,975	31,860

FY 00 Request Agency Goal Totals	
Econ Growth	9,700
Democracy	1,500
HCD	7,200
PHN	14,650
Environment	2,000
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	17,250
Dev. Assist ICASS	17,250
Dev. Assist Total:	17,250
CSD Program	15,750
CSD ICASS	15,750
CSD Total:	15,750

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

13-Apr-99

03:41 PM

Program/Country:
(Enter either DA/CSD; ESF; NIS; or SEED)

Approp Acct:
Scenario

S.O. # , Title		FY 20001 Request														Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)
		Bilateral/Field Spt	Total	Micro-Enterprise	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Increased private sector growth																Year of Final Oblig:02		
DA	Bilateral	11,700		1,100	3,000	5,600								2,000		10,500	13,500	
DA	Field Spt	0																
		11,700		1,100	3,000	5,600	0	0	0	0	0	0	0	2,000	0	10,500	13,500	0
SO 1: Increased private sector growth																Year of Final Oblig:		
PL480III	Bilateral	6,700														6,700	0	
PL480III	Field Spt	0																
		6,700		0	0	0	0	0	0	0	0	0	0	0	0	6,700	0	0
SO 2: Increased effectiveness of the primary school system																Year of Final Oblig: 02		
CSD	Bilateral	7,200					7,200									12,000	8,400	18,100
CSD	Field Spt	0																
		7,200		0	0	0	7,200	0	0	0	0	0	0	0	0	12,000	8,400	18,100
SO 2: Increased effectiveness of the primary school system																Year of Final Oblig:		
PL480III	Bilateral	6,100														6,100	0	
PL480III	Field Spt	0																
		6,100		0	0	0	0	0	0	0	0	0	0	0	0	6,100	0	0
SO 3: Improved family health																Year of Final Oblig:02		
CSD	Bilateral	3,980							2,230		1,050	700				3,600	3,030	12,000
CSD	Field Spt	4,920							1,970		2,950					4,920	0	6,000
		8,900		0	0	0	0	0	4,200	0	4,000	700	0	0	8,520	3,030	18,000	
SO 3: Improved family health																Year of Final Oblig:02		
DA	Bilateral	2,600						2,600								2,200	3,675	5,000
DA	Field Spt	3,500						3,500								3,500	0	7,000
		6,100		0	0	0	0	6,100	0	0	0	0	0	0	5,700	3,675	12,000	
SO 3: Improved family health																Year of Final Oblig:		
PL480III	Bilateral	1,552														1,500	0	
PL480III	Field Spt	0																
		1,552		0	0	0	0	0	0	0	0	0	0	0	1,500	0	0	
SO 4: Public policy decisions better reflect civic input																Year of Final Oblig:01		
	Bilateral	1,400												1,400		1,500	400	
	Field Spt	0																
		1,400		0	0	0	0	0	0	0	0	0	0	1,400	1,500	400	0	
Total Bilateral		41,232	1,100	3,000	5,600	7,200	0	2,600	2,230	0	1,050	700	2,000	1,400	44,100	29,005	35,100	
Total Field Support		8,420	0	0	0	0	0	3,500	1,970	0	2,950	0	0	0	8,420	0	13,000	
TOTAL PROGRAM		49,652	1,100	3,000	5,600	7,200	0	6,100	4,200	0	4,000	700	2,000	1,400	52,520	29,005	48,100	

FY 01 Request Agency Goal Totals	
Econ Growth	9,700
Democracy	1,400
HCD	7,200
PHN	15,000
Environment	2,000
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	19,200
Dev. Assist ICASS	
Dev. Assist Total:	19,200
CSD Program	16,100
CSD ICASS	
CSD Total:	16,100

Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

Org: Ghana End of year On-Board FY 1999 Estimate								Workforce Tables							Total Mgmt.	Total Staff
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other		
OE Funded: 1/																
U.S. Direct Hire	1.5	1	1	0.2	0	0	0	3.7	2	2	1	2	0	2.3	9.3	13
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	2	1	0	0	0	3	3
FSN/TCN Direct Hire	2	1	0	0	0	0	0	3	0	2	1	0	0	0	3	6
Other FSN/TCN	4	3	5	0	0	0	0	12	3	19	41	4	0	3	70	82
Subtotal	7.5	5	6	0.2	0	0	0	18.7	5	25	44	6	0	5.3	85.3	104
Program Funded 1/																
U.S. Citizens	2.5	2.5	1.5	1.5	0	0	0	8	0	0	0	0	0	0	0	8
FSNs/TCNs	0.25	0.25	0.25	0.25	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	2.75	2.75	1.75	1.75	0	0	0	9	0	0	0	0	0	0	0	9
Total Direct Workforce	10.25	7.75	7.75	1.95	0	0	0	27.7	5	25	44	6	0	5.3	85.3	113
TAACS	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
Fellows	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	10.25	7.75	9.75	1.95	0	0	0	29.7	5	25	44	6	0	5.3	85.3	115

Org: Ghana End of year On-Board		Workforce Tables													Total	Total	
FY 2000 Target		SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Con- Mgmt tract	Legal	All Other	Total Mgmt.	Total Staff	
OE Funded: 1/																	
U.S. Direct Hire		1.5	1	1	0.2	0	0	0	3.7	2	2	1	2	0	2.3	9.3	13
Other U.S. Citizens		0	0	0	0	0	0	0	0	0	2	1	0	0	0	3	3
FSN/TCN Direct Hire		2	1	0	0	0	0	0	3	0	2	1	0	0	0	3	6
Other FSN/TCN		4	3	5	0	0	0	0	12	3	19	41	4	0	3	70	82
Subtotal		7.5	5	6	0.2	0	0	0	18.7	5	25	44	6	0	5.3	85.3	104
Program Funded 1/																	
U.S. Citizens		2.5	2.5	1.5	1.5	0	0	0	8	0	0	0	0	0	0	0	8
FSNs/TCNs		0.25	0.25	0.25	0.25	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal		2.75	2.75	1.75	1.75	0	0	0	9	0	0	0	0	0	0	0	9
Total Direct Workforce		10.25	7.75	7.75	1.95	0	0	0	27.7	5	25	44	6	0	5.3	85.3	113
TAACS		0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
Fellows		0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
IDIs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal		0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE		10.25	7.75	9.75	1.95	0	0	0	29.7	5	25	44	6	0	5.3	85.3	115

FY 2000 Request																	
OE Funded: 1/																	
U.S. Direct Hire		1.5	1	1	0.2	0	0	0	3.7	2	2	1	2	0	2.3	9.3	13
Other U.S. Citizens		0	0	0	0	0	0	0	0	0	2	1	0	0	0	3	3
FSN/TCN Direct Hire		2	1	0	0	0	0	0	3	0	2	1	0	0	0	3	6
Other FSN/TCN		4	3	5	0	0	0	0	12	3	19	41	4	0	3	70	82
Subtotal		7.5	5	6	0.2	0	0	0	18.7	5	25	44	6	0	5.3	85.3	104
Program Funded 1/																	
U.S. Citizens		2.5	2.5	1.5	1.5	0	0	0	8	0	0	0	0	0	0	0	8
FSNs/TCNs		0.25	0.25	0.25	0.25	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal		2.75	2.75	1.75	1.75	0	0	0	9	0	0	0	0	0	0	0	9
Total Direct Workforce		10.25	7.75	7.75	1.95	0	0	0	27.7	5	25	44	6	0	5.3	85.3	113
TAACS		0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
Fellows		0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
IDIs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal		0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE		10.25	7.75	9.75	1.95	0	0	0	29.7	5	25	44	6	0	5.3	85.3	115

Org: Ghana End of year On-Board FY 2001 Target								Workforce Tables							Total Mgmt.	Total Staff	
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other			
OE Funded: 1/																	
U.S. Direct Hire	1.5	1	1	0.2	0	0	0	3.7	2	2	1	2	0	2.3	9.3	13	
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	2	1	0	0	0	3	3	
FSN/TCN Direct Hire	2	1	0	0	0	0	0	3	0	2	1	0	0	0	3	6	
Other FSN/TCN	4	3	5	0	0	0	0	12	3	19	41	4	0	3	70	82	
Subtotal	7.5	5	6	0.2	0	0	0	18.7	5	25	44	6	0	5.3	85.3	104	
Program Funded 1/																	
U.S. Citizens	2.5	2.5	1.5	1.5	0	0	0	8	0	0	0	0	0	0	0	8	
FSNs/TCNs	0.25	0.25	0.25	0.25	0	0	0	1	0	0	0	0	0	0	0	1	
Subtotal	2.75	2.75	1.75	1.75	0	0	0	9	0	0	0	0	0	0	0	9	
Total Direct Workforce	10.25	7.75	7.75	1.95	0	0	0	27.7	5	25	44	6	0	5.3	85.3	113	
TAACS	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1	
Fellows	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1	
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2	
TOTAL WORKFORCE	10.25	7.75	9.75	1.95	0	0	0	29.7	5	25	44	6	0	5.3	85.3	115	

FY 2001 Request																	
OE Funded: 1/																	
U.S. Direct Hire	1.5	1	1	0.2	0	0	0	3.7	2	2	1	2	0	2.3	9.3	13	
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	2	1	0	0	0	3	3	
FSN/TCN Direct Hire	2	1	0	0	0	0	0	3	0	2	1	0	0	0	3	6	
Other FSN/TCN	4	3	5	0	0	0	0	12	3	19	41	4	0	3	70	82	
Subtotal	7.5	5	6	0.2	0	0	0	18.7	5	25	44	6	0	5.3	85.3	104	
Program Funded 1/																	
U.S. Citizens	2.5	2.5	1.5	1.5	0	0	0	8	0	0	0	0	0	0	0	8	
FSNs/TCNs	0.25	0.25	0.25	0.25	0	0	0	1	0	0	0	0	0	0	0	1	
Subtotal	2.75	2.75	1.75	1.75	0	0	0	9	0	0	0	0	0	0	0	9	
Total Direct Workforce	10.25	7.75	7.75	1.95	0	0	0	27.7	5	25	44	6	0	5.3	85.3	113	
TAACS	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1	
Fellows	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1	
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2	
TOTAL WORKFORCE	10.25	7.75	9.75	1.95	0	0	0	29.7	5	25	44	6	0	5.3	85.3	115	

1/ Excludes TAACS, Fellows, and IDIs

Workforce

MISSION :

USAID/GHANA

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002
01 SMG	2	2	2	2
02 Program Officer	1	1	1	1
03 EXO	1	1	1	1
04 Controller	2	2	2	2
05/06/07 Secretary	0	0	0	0
10 Agriculture	0	0	0	0
11 Economics	1	1	1	1
12 GDO	0	0	0	0
12 Democracy	0	0	0	0
14 Rural Development	0	0	0	0
15 Food for Peace	0	0	0	0
21 Private Enterprise	1	1	1	1
25 Engineering	0	0	0	0
40 Environment	0	0	0	0
50 Health/Pop.	1	1	1	1
60 Education	1	1	1	1
75 Physical Sciences	0	0	0	0
85 Legal	0	0	0	0
92 Commodity Mgt	0	0	0	0
93 Contract Mgt	2	2	2	2
94 PDO	1	1	1	1
95 IDI	0	0	0	0
Other*	0	0	0	0
TOTAL	13	13	13	13

Please e-mail this worksheet
in either Lotus or Excel to:
Maribeth Zankowski
@hr.ppim@aidw
as well as include it with
your R4 submission.

*please list occupations covered by other if there are any

Operating Expenses

Org. Title: USAID/GHANA Org. No: 21641 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total												
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	13.3		13.3		0.0		0.0		20.0		20.0	20.0		20.0	
21.0	Assignment to Washington Travel			0.0		0.0		0.0		0.0		0.0	0.0		0.0	
21.0	Home Leave Travel	10.0		10.0	50.0	50.0	50.0	50.0	50.0	10.0		10.0	10.0		10.0	
21.0	R & R Travel	66.5		66.5	45.0	45.0	45.0	45.0	45.0	59.0		59.0	59.0		59.0	
21.0	Education Travel	10.0		10.0	10.0	10.0	10.0	10.0	10.0	10.0		10.0	10.0		10.0	
21.0	Evacuation Travel			0.0		0.0		0.0		0.0		0.0	0.0		0.0	
21.0	Retirement Travel	1.8		1.8		0.0		0.0		0.0		0.0	0.0		0.0	
21.0	Pre-Employment Invitational Travel			0.0		0.0		0.0		0.0		0.0	0.0		0.0	
21.0	Other Mandatory/Statutory Travel	55.0		55.0	60.0	60.0	60.0	60.0	60.0	60.0		60.0	60.0		60.0	
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	10.0		10.0	10.0	10.0	10.0	10.0	10.0	10.0		10.0	10.0		10.0	
21.0	Site Visits - Mission Personnel		46.5	46.5		47.9	47.9	47.9	47.9	47.9		47.9	47.9		47.9	
21.0	Conferences/Seminars/Meetings/Retreats	49.2		49.2	60.0	60.0	60.0	60.0	60.0	60.0		60.0	60.0		60.0	
21.0	Assessment Travel			0.0		0.0		0.0		0.0		0.0	0.0		0.0	
21.0	Impact Evaluation Travel			0.0		0.0		0.0		0.0		0.0	0.0		0.0	
21.0	Disaster Travel (to respond to specific disasters)			0.0		0.0		0.0		0.0		0.0	0.0		0.0	
21.0	Recruitment Travel			0.0		0.0		0.0		0.0		0.0	0.0		0.0	
21.0	Other Operational Travel	90.0		90.0	120.0	120.0	120.0	120.0	120.0	120.0		120.0	120.0		120.0	
	Subtotal OC 21.0	385.8	46.5	432.3	475.0	47.9	522.9	475.0	47.9	522.9	516.9	0.0	516.9	516.9	0.0	516.9
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	60.0		60.0	30.0	30.0	30.0	30.0	30.0	60.0		60.0	60.0		60.0	
22.0	Home Leave Freight	20.0		20.0	15.0	15.0	15.0	15.0	15.0	20.0		20.0	20.0		20.0	
22.0	Retirement Freight	10.0		10.0		0.0		0.0		0.0		0.0	0.0		0.0	
22.0	Transportation/Freight for Office Furniture/Equip.	25.0		25.0	35.0	35.0	35.0	35.0	35.0	25.0		25.0	25.0		25.0	
22.0	Transportation/Freight for Res. Furniture/Equip.	43.0		43.0	40.0	40.0	40.0	40.0	40.0	40.0		40.0	40.0		40.0	
	Subtotal OC 22.0	158.0	0.0	158.0	120.0	0.0	120.0	120.0	0.0	120.0	145.0	0.0	145.0	145.0	0.0	145.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space		59.3	59.3		59.3	59.3	59.3	59.3	46.8	12.5	59.3	46.8	12.5	59.3	
23.2	Rental Payments to Others - Warehouse Space		28.6	28.6		28.6	28.6	28.6	28.6	28.6		28.6	28.6		28.6	
23.2	Rental Payments to Others - Residences	28.8	198.5	227.3	28.8	198.5	227.3	28.8	198.5	227.3	28.8	198.5	227.3	28.8	198.5	227.3
	Subtotal OC 23.2	28.8	286.4	315.1	28.8	286.4	315.1	28.8	286.4	315.1	104.1	211.0	315.1	104.1	211.0	315.1
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities		104.4	104.4		114.8	114.8	114.8	114.8	126.3		126.3	126.3		126.3	
23.3	Residential Utilities		125.9	125.9		138.5	138.5	138.5	138.5	152.3		152.3	152.3		152.3	
23.3	Telephone Costs		60.8	60.8		66.9	66.9	66.9	66.9	73.6		73.6	73.6		73.6	
23.3	ADP Software Leases			0.0		0.0		0.0		0.0		0.0	0.0		0.0	
23.3	ADP Hardware Lease			0.0		0.0		0.0		0.0		0.0	0.0		0.0	
23.3	Commercial Time Sharing			0.0		0.0		0.0		0.0		0.0	0.0		0.0	
23.3	Postal Fees (Other than APO Mail)			0.0		0.0		0.0		0.0		0.0	0.0		0.0	
23.3	Other Mail Service Costs			0.0		0.0		0.0		0.0		0.0	0.0		0.0	
23.3	Courier Services	12.0		12.0	12.0	12.0	12.0	12.0	12.0	12.0		12.0	12.0		12.0	
	Subtotal OC 23.3	12.0	291.1	303.1	12.0	320.2	332.2	12.0	320.2	332.2	364.2	0.0	364.2	364.2	0.0	364.2
24.0	Printing and Reproduction	0.0	3.0	3.0	5.0	3.0	8.0	5.0	3.0	8.0	8.0		8.0	8.0		8.0

Foreign National Voluntary Separation Account

Action	OE	FY 1999 Program	Total	OE	FY 2000 Program	Total	OE	FY 2001 Program	Total
Deposits			0.0			0.0			0.0
Withdrawals			0.0			0.0			0.0

Local Currency Trust Funds - Regular

	FY 1999	FY 2000	FY 2001
Balance Start of Year	1,782.0	1,097.0	364.0
Obligations	1,600.0	1,633.0	1,684.0
Deposits	915.0	900.0	800.0
Balance End of Year	1,097.0	364.0	(520.0)
Exchange Rate	2,400		

Local Currency Trust Funds - Real Property

	FY 1999	FY 2000	FY 2001
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0
Exchange Rate			

Controller Operations

11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	15.6	15.6		16.4	16.4		16.4	16.4		17.2	17.2		17.2	17.2	
	Subtotal OC 11.1	0.0	15.6	15.6	16.4	0.0	16.4	16.4	0.0	16.4	17.2	0.0	17.2	17.2	0.0	17.2
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0.0			0.0			0.0			0.0			0.0		
11.5	FNDH	0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	60.3		60.3	80.4		80.4	80.4		80.4	80.4		80.4	80.4		80.4
11.8	FN PSC Salaries		78.9	78.9	40.1	38.4	78.5	40.1	38.4	78.5	82.8	82.8	82.8	82.8	82.8	
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0		0.0	
	Subtotal OC 11.8	60.3	78.9	139.2	120.5	38.4	158.9	120.5	38.4	158.9	163.2	0.0	163.2	163.2	0.0	163.2
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	19.1		19.1	19.1		19.1	19.1		19.1	19.1		19.1	19.1		19.1
12.1	Cost of Living Allowances	3.3		3.3	3.4		3.4	3.4		3.4	3.5	3.5	3.5	3.5		3.5
12.1	Home Service Transfer Allowances	0.2		0.2			0.0			0.0	0.2	0.2	0.2	0.2		0.2
12.1	Quarters Allowances			0.0			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits		4.4	4.4	4.6		4.6	4.6		4.6	4.8		4.8	4.8		4.8
12.1	US PSC Benefits			0.0			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits		30.0	30.0	31.5		31.5	31.5		31.5	33.1		33.1	33.1		33.1
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	22.6	34.3	57.0	58.6	0.0	58.6	58.6	0.0	58.6	60.7	0.0	60.7	60.7	0.0	60.7
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	18.4		18.4	27.6		27.6	27.6		27.6	27.6		27.6	27.6		27.6
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	2.3		2.3			0.0			0.0	3.4		3.4	3.4		3.4
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0			0.0
21.0	Home Leave Travel	1.7		1.7	8.5		8.5	8.5		8.5	1.7		1.7	1.7		1.7
21.0	R & R Travel	11.3		11.3	7.7		7.7	7.7		7.7	10.0		10.0	10.0		10.0
21.0	Education Travel	1.7		1.7	1.7		1.7	1.7		1.7	1.7		1.7	1.7		1.7
21.0	Evacuation Travel			0.0			0.0			0.0			0.0			0.0
21.0	Retirement Travel	0.3		0.3			0.0			0.0			0.0			0.0

Controller Operations

25.2	Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0			
25.2	Vehicle Rental			0.0			0.0			0.0			0.0			
25.2	Manpower Contracts			0.0			0.0			0.0			0.0			
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0			
25.2	Recruiting activities			0.0			0.0			0.0			0.0			
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0			
25.2	Other Miscellaneous Services	14.9	9.5	24.4	13.8	5.1	18.9	13.8	5.1	18.9	14.4	14.4	14.4	14.4		
25.2	Staff training contracts			0.0			0.0			0.0			0.0			
25.2	ADP related contracts			0.0			0.0			0.0			0.0			
	Subtotal OC 25.2	15.2	59.2	74.4	14.1	56.7	70.8	14.1	56.7	70.8	68.3	0.0	68.3	68.3	0.0	68.3
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	46.0		46.0	46.0		46.0	46.0		46.0	46.0		46.0	46.0		46.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	46.0	0.0	46.0	46.0	0.0	46.0	46.0	0.0	46.0	46.0	0.0	46.0	46.0	0.0	46.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance		5.9	5.9		6.1	6.1		6.1	6.1	6.4	6.4	6.4	6.4	6.4	
25.4	Residential Building Maintenance		2.3	2.3		2.4	2.4		2.4	2.4	2.5	2.5	2.5	2.5	2.5	
	Subtotal OC 25.4	0.0	8.2	8.2	0.0	8.5	8.5	0.0	8.5	8.5	8.8	0.0	8.8	8.8	0.0	8.8
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0.0			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance		3.8	3.8		3.9	3.9		3.9	3.9	4.1	4.1	4.1	4.1	4.1	
25.7	Vehicle Repair and Maintenance		8.1	8.1		8.4	8.4		8.4	8.4	8.7	8.7	8.7	8.7	8.7	
25.7	Residential Furniture/Equip. Repair and Maintenance		2.4	2.4		2.5	2.5		2.5	2.5	2.6	2.6	2.6	2.6	2.6	
	Subtotal OC 25.7	0.0	14.3	14.3	0.0	14.8	14.8	0.0	14.8	14.8	15.4	0.0	15.4	15.4	0.0	15.4
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	23.0	43.8	66.8	20.7	12.7	33.4	20.7	12.7	33.4	36.8		36.8	36.8		36.8
	Subtotal OC 26.0	23.0	43.8	66.8	20.7	12.7	33.4	20.7	12.7	33.4	36.8	0.0	36.8	36.8	0.0	36.8
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	40.2		40.2	12.0		12.0	12.0		12.0	27.6		27.6	27.6		27.6
31.0	Purchase of Office Furniture/Equip.	7.2	0.6	7.8	16.1		16.1	16.1		16.1	13.8		13.8	13.8		13.8
31.0	Purchase of Vehicles			0.0			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0			0.0
31.0	ADP Hardware purchases	33.0		33.0	29.4		29.4	29.4		29.4	9.2		9.2	9.2		9.2
31.0	ADP Software purchases	2.1		2.1	4.6		4.6	4.6		4.6	4.6		4.6	4.6		4.6
	Subtotal OC 31.0	82.5	0.6	83.1	62.1	0.0	62.1	62.1	0.0	62.1	55.2	0.0	55.2	55.2	0.0	55.2
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	TOTAL BUDGET	370.4	399.3	769.6	478.3	282.3	760.6	478.3	282.3	760.6	725.9	48.5	774.5	725.9	48.5	774.5

Controller Operations

Additional Mandatory Information

Dollars Used for Local Currency Purchases
Exchange Rate Used in Computations

_____	<u>2400</u>	_____	<u>2600</u>	_____	<u>2600</u>	_____	<u>2800</u>	_____	<u>2800</u>
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** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal:

0	0	0	0	0
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Accessing Global Bureau Services Through Field Support and Buy-Ins

MISSION/OPERATING UNIT:

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
SO1: Increased Private Sector Growth	936-3083.04 MEASURE (BUCEN)	Medium	3-years		75		0
SO2: Increased Effectiveness of the Primay School System	936-3083.04 MEASURE (BUCEN)	Medium	3-years		75		0
SO3: Improved Family Health	936-xxxx New Service Delivery	Medium	5-years		550		520
SO3: Improved Family Health	936-3052 JHU/PCS	High	2-years		1,000		800
SO3: Improved Family Health	936-3057 Contraceptive Procurement	High	5-years		1,750		1,900
SO3: Improved Family Health	936-3068 AVSC International	High	3-years		300		300
SO3: Improved Family Health	936-3069 JHPIEGO	Medium	2-years		400		250
SO3: Improved Family Health	936-xxxx PRIME Follow-on	High	5-years		450		400
SO3: Improved Family Health	936-3078 Policy	Medium	2-years		50		0
SO3: Improved Family Health	936-3080.03 WHO (POLIO)	Medium	2-years		400		400
SO3: Improved Family Health	936-3082.01 LINKAGES	Medium	4-years		300		250
SO3: Improved Family Health	936-3083.01 MEASURE (DHS)	High	5-years		200		850
SO3: Improved Family Health	936-3083.04 MEASURE (BUCEN)	Medium	3-years		300		50
SO3: Improved Family Health	936-3084.2 MORR (CARE)	Medium	2-years		300		300
SO3: Improved Family Health	936-3084.3 ENABLE	Medium	3-years		300		300
SO3: Improved Family Health	936-3086 FRONTIERS	Medium	2-years		300		0
SO3: Improved Family Health	936-3090.02 FHI/IMPACT	High	4-years		1,350		1,050
SO3: Improved Family Health	936-5970 TAACS	Medium	2-years		0		350
SO3: Improved Family Health	936-6006.02 BASICS II	High	4-years		650		600
SO3: Improved Family Health	936-xxxx PHR	Medium	2-years		100		100
GRAND TOTAL.....				0	8,850	0	8,420

* For Priorities use high, medium-high, medium, medium-low, low

USAID Ghana FY 2001 Results Report and Resource Request

Annex A: Non-Project Assistance Macroeconomic Assessment

I. The Macroeconomic Situation in Recent Years

Ghana launched an economic recovery program (ERP) in 1983 aimed at reversing a long period of economic decline caused by poor macroeconomic management. The ERP, which adopted a market-oriented economic strategy, made considerable progress in reducing macroeconomic imbalances and liberalizing the external sector. Real GDP growth averaged about 5% a year, over the 1983-91 period while inflation was lowered from 142% in 1983 to 10% at the end of 1991. However, beginning in 1992 the macroeconomic management of the economy became less effective and over the period 1992-1996 economic management of the economy was extremely uneven.

In 1992, fiscal imbalances re-emerged as a consequence of large wage increases in the public sector in the period leading up to the 1992 elections. The fiscal situation was made worse by repeated delays in passing increases in imported oil costs to retail petroleum consumer prices, giving rise to revenue losses. As a result, the domestic primary balance shifted from a surplus of 1.9 percent of GDP in 1991 to a deficit of 4.9 percent in 1992, as the money supply increased and inflationary pressures resurfaced.

In 1993-94, progress was made in reducing fiscal and external imbalances. The domestic primary balance returned to surplus in 1994, partly due to increased taxes from cocoa exports. However, inflation remained a problem as budget overruns continued due to wage and domestic interest payments.

In 1995, the budget deficit exceeded the targeted level, primarily because of overspending on the capital budget - particularly on roads. This overspending was accompanied by arrears to contractors, reflecting a continued weakness in expenditure monitoring and control. Foreign exchange reserve money was significantly above target, and the rate of inflation was 71% at the end of the year. On the positive side, the divestiture program remained on track and GDP grew by 4.5%. Foreign exchange reserves grew, due largely to higher exports associated with a bumper cocoa crop.

Large fiscal slippage occurred in the second half of 1996, another election year. The budget deficit grew to 10.4%. Serious lapses in expenditure discipline resulted in unbudgeted spending of 3% of GDP. Domestic financing of the budget rose to 5.1% of GDP, which increased domestic interest costs.

In 1997, the government launched a fiscal adjustment plan motivated by the need to restore budgetary discipline, and generate the domestic primary surplus needed to reduce public borrowing and lower inflation and interest rates. This program, supported by the World Bank, financed the Public Finance Management and Reform Program, focused on addressing fiscal management issues. These actions were successful in reducing the budget deficit to 8.6% of GDP. Substantial success was achieved in reducing expenditures. Total expenditures as a percentage of GDP declined by 5.4 percentage points,

largely due to success in reducing capital outlays. Greater success in reducing the deficit would have occurred except for the 1.6% reduction in tax revenues, owing mainly to smaller collections of petroleum taxes and cocoa duties as a result of a decrease in export volume. Inflation fell from 33% at the end of 1996 to 21% at the end of 1997.

1998 saw continued improvement in the macro economy, in spite of an energy crisis that seriously affected economic performance in the first half of the year. The year 1998 witnessed the adoption by Government of a far-reaching economic policy initiative aimed at restoring macro-economic stability.

The measures applied from this initiative injected considerable resilience into the economy, enabling it to successfully withstand both the drought-related energy crisis during the first half of the year and the contagion effect of the Asian financial crisis. Overall real growth of the economy remained reasonably strong, the inflation rate fell significantly, the budgetary out-turn was broadly on track, interest rates on treasury bills and other borrowing instruments declined, monetary expansion was moderate, the exchange rate of the cedi stabilized against the major international currencies, and the foreign exchange reserves of the Bank of Ghana increased.

Real GDP was projected to grow by 5.6 percent in 1998, based on the expectation of good cocoa and other agricultural crops, a pickup in private investment in response to a more stable macroeconomic outlook, and a recovery in government investment, mainly in construction. However, in the first half of 1998, drought-related power shortages adversely affected production, notably in cement, aluminum, and mining. Following the initial shock, the supply of power was rotated among firms to minimize the impact on production. Agriculture, which constitutes a large share of GDP but is not energy-intensive, remained largely unaffected. Real GDP growth was estimated to be 4.6 percent in 1998, slightly below the target of 5.6.

Revenues were 3.7 percent below original estimate, due to a shortfall in corporate and sales taxes caused by the energy crisis. The increase in revenue from the export duty on cocoa helped to make up for some of the shortfall. Improved expenditure management allowed the government to exercise expenditure cuts so that the domestic primary balance increased to 3.8 percent of GDP in spite of falling revenues. The introduction of a Value-Added-Tax (VAT) in late 1998 and the development of a medium-term expenditure framework (MTEF) management program should help to maintain fiscal balance

Inflation declined steadily from more than 70 percent at the end of 1995 to 20 percent in February 1998, although it ticked up in March and reached 23 percent in April, reflecting in part the effect of the energy crisis on some sectors, such as cement. Most of the April price increase was due to a drought-related contraction in food supply. Since then, however, the inflation rate has been gradually declining, falling to 15.7 percent in December.

The policy objective for the external sector in 1998 was to build up external reserves to comfortable levels as a cushion against short-term external shocks, while maintaining a flexible exchange rate policy. The objective was to provide a stable macroeconomic environment as an incentive for increased private sector participation in production. The export diversification policy that had been pursued over the years continued to receive considerable support, with a view to enhancing the prospect of increasing foreign exchange earnings. Provisional balance of payments estimates for the

year showed an improved external sector performance that broadly met expectations.

Total export receipts (f.o.b.) in 1998 increased by 16.9 percent over 1997 receipts. This favorable outcome was attained notwithstanding lower international prices. The total value of imports showed a 4 percent increase over the amount for 1997. As a result, the trade balance recorded a deficit equivalent to 5.2 percent of GDP compared to a deficit of 9.3 percent of GDP in 1997. The current account, excluding official transfers, recorded a deficit equivalent to 6.8 percent of GDP. Including official transfers, the deficit in 1998 was equivalent to 3.7 percent of GDP compared to 8.6 percent of GDP in 1997. The net capital inflows were more than enough to finance the current account deficit, resulting in an overall balance of payments (BOP) surplus of \$99 million compared to a BOP surplus of \$25 million in 1997.

Ghana's external debt service, as expected, remained stable throughout 1998. This was mainly the result of prudent debt management as well as adherence to the strict policy of relying on highly concessional borrowing. Total external debt is estimated at \$5,841 million as at end of December 1998, compared with \$5,679 million at the end of December 1997. The increase in total external debt in 1998 is the result of disbursements of new long-term concessional borrowing. Short-term debt decreased by \$92 million from the December 1997 position of \$287 million to \$195 million by end of December 1998. Medium-term debt also declined by \$93.68 million to \$675.9 million as a result of a decrease in non-oil debt (including Paris Club debt) and a reduction in obligations to the International Monetary Fund (IMF). Long-term debt, however, increased by \$87.9 million as a result of increases in both bilateral and multilateral obligations. Ghana is a heavily indebted poor country. However, it has never required recourse to concessional debt-rescheduling agreements and has avoided sustained external arrears. Moreover, based on the last debt sustainability analysis, its external debt is deemed to be sustainable without recourse to debt relief. With continued strict adherence to the financial policies envisaged in the IMF program, including the moratorium on nonconcessional external borrowing, Ghana should be able to meet its external debt-service obligations, including those to the Fund.

Clearly the performance of the economy has improved significantly in the last two years. Inflation has declined steadily since 1995, and expectation is single-digit or near-single-digit inflation in 1999. The reduction in inflation is due primarily to fiscal management that has seen significant improvement in expenditure controls in 1997-98. The introduction of the VAT in late 1998 should provide increased buoyancy to the revenue system. The VAT this time has operated smoothly, in contrast to the previous attempt at introducing it in 1995. However, at a level of 10 percent, there is the expectation that the rate will need to be increased in 1999. The implementation of the MTEF as part of the Public Financial Management Reform Program (PUFMARP) should further improve the fiscal management of the economy. Thus the experience of the last two years has indicated that the GOG is showing increased ability to manage its fiscal affairs.

The improved management ability of the GOG, however, does not mean that the macro economy is sufficiently stable or that there are unlikely to be sudden shortfalls in Government revenues. However, as shown by the experience of the energy crisis this year, the Ghanaian economy, like many if not most small third world economies, is still quite limited in its ability to adjust rapidly to

exogenous shocks to the economy. That the economy and the fiscal management responded as well as it did to the energy crisis is a sign of the progress made. However, the better-than expected performance of the cocoa sector helped as well. If the cocoa sector had experienced a shortfall in production and thus export income, then the economic performance would have been substantially worse. Almost 20 percent of tax revenue comes from cocoa taxes, as does over a third of export receipts. While the export sector is diversifying-due substantially to the USAID leadership in the sector-there is a way to go. Non-Traditional Exports (NTEs) have increased from around 10 percent of exports to approximately 20 percent in 1998. However, Ghana still depends on two commodities, gold and cocoa, for 72 percent of its export revenue. For both commodities, little increase can be expected in world prices, especially for gold, whose price has fallen by 25 percent in recent years and has wiped out much of the gains achieved in the NTE sector. In the case of both gold and cocoa, increases in export revenues in the medium-to near-term must come from increased production rather than price increases. The continued implementation of USAID-supported reforms in trade and exchange rate policy are an important part of the government strategy to increase and diversify exports. The support to public sector policy reforms and private sector exporters has seen NTEs increase from \$95.7 million in 1991 to an estimated \$393.8 million in 1998. Not only did exports increase in overall value, but processed and semi-processed exports led the way increasing from \$60.8 million in 1991 to \$309.8 million in 1998 and providing an estimated 40,000-50,000 jobs in the process. The newly introduced World Bank-supported Gateway Project will complement ongoing USAID efforts through the Trade and Investment Reform Program (TIRP).

II. Medium-Term Prospects

Ghana's medium-term goal is to create conditions for sustainable economic growth. The medium-term strategy is to stabilize the macroeconomic environment by curtailing monetary growth rates to levels consistent with single-digit inflation and maintaining domestic primary surpluses. In addition to fostering a stable macroeconomic environment, the authorities will make the environment more suitable for business, thereby encouraging private investment and saving. Structural reforms include further deregulation of the petroleum and cocoa sectors, divestiture and restructuring of state-owned enterprises, and reforming and streamlining of the public service.

During the decade ending in 2007, gross private investment is expected to rise by almost 4 percentage points of GDP (from 12.5 percent in 1997 to 16 percent in 2007). This trend reflects the government's efforts to disengage from activities more appropriately pursued by the private sector by continuing and expanding the divestiture program. The government will also continue to enlarge the scope for private sector activity by improving the regulatory environment for both domestic and foreign private investment. It will seek to increase competitiveness over the long run by vigorously pursuing price stability and raising the efficiency and spending level in education and health.

Over the next decade, gross national saving is expected to increase significantly (from 14 percent of GDP in 1996 to 23 percent in 2006). The strategy for achieving this increase is to raise public saving by pursuing policies that establish and maintain a stable macroeconomic environment with low inflation and interest rates, thus contributing to a reduction of the public debt-service burden. The government will also continue its efforts to raise public saving by cutting low-priority expenditure,

strengthening tax administration, and broadening the tax base through structural reforms, such as the introduction of the VAT. Also, private national saving is expected to benefit from a gradual increase of income per capita and from the development of the financial sector.

Under sound policies, Ghana's external position is forecast to improve in the medium term. The authorities intend to generate public savings and reduce government investment, with the objective of encouraging private investment and improving the external current account. Structural reforms, such as deregulation of the cocoa and energy sectors, would strengthen the performance of traditional exports, which are expected to grow at an average of about 9 percent in the next five years. The value of imports is assumed to increase slightly faster than GDP, or at an average of about 6 percent in the next five years. Gross international reserves are expected to remain on average slightly below the equivalent of three months of exports through 2002, and then increase to a level that provides a more comfortable cushion against external shocks. Amortization of external debt and investment inflows will dominate developments in the capital account. The balance will deteriorate in 1999 as previous nonconcessional borrowing is amortized, but it will improve in 2000-01 as investment flows rise and amortization declines. Amortization of medium-term loans increases in 2002, causing the capital account balance to decline. Afterwards, the balance improves again as direct investment flows increase.

In summary, the medium-term framework shows that, under sound economic policies, Ghana's GDP can be expected to grow at real rates of 6-7 percent per year during the next decade, provided that fiscal imbalances are reduced.

The medium-term framework helps identify some areas of potential risk for the economic strategy being pursued by the Ghanaian authorities. First, Ghana is expected to benefit from strong export growth during the next decade. This trend, however, assumes that cocoa reforms will move ahead expeditiously, a challenge that has been difficult for the government to meet in the past. Moreover, cocoa production can be affected by weather patterns and disease outbreaks, which could make it difficult to achieve the expected export levels. Therefore, efforts to modernize the cocoa sector and diversify exports will be crucial to the success of the strategy. Second, the power shortages that affected the Ghanaian economy in late 1997 have subsided but are not completely resolved. While Ghana's capacity to generate thermal power has increased, its cost is higher, and low rainfall could again create a crisis. The implementation of the authorities' plans to deregulate the energy sector should allow the private sector to find alternative ways for meeting Ghana's medium-term energy needs; however, time is of the essence as energy projects have long lead times. The continued slow appreciation of the exchange rate since 1995 has reduced the incentive to invest in the export sector. If continued, this poses a risk to the achievement of the level the export led growth that Ghana requires. The future direction of the terms of trade will impact heavily on the future performance of the economy. The decline in gold prices in recent years from \$400 per ounce to around \$300 per ounce has reduced export earnings by close to \$200 million. The recent collapse of oil prices helped to compensate somewhat for the gold price decline. If oil or other import prices increase dramatically while export prices remain stagnant or decline, then the Ghanaian economy and its growth prospects will be severely damaged. Finally, the medium-term framework makes it evident that Ghana's path for sustained growth is a narrow one: deviations from it could easily lead the country off the track.

In the past, elections have often eroded fiscal discipline. With elections in 2000, the government has an important responsibility to stay the course of the adjustment effort.

Fiscal Performance

The GOG has made efforts to broaden the tax base and minimize the incidence of tax evasion through the review of exemptions and the zero-rated item list. Tax revenues are projected to increase by at least 1.5 percentage points of GDP from 1997 to 2000 (Tax revenues were about 16 percent of GDP in 1997). A substantial part of this increase will come from greater reliance on taxation of consumption, mainly through the implementation of the VAT. The VAT was passed into law on February 1998, with a single positive rate of 10 percent applied to a broad base and an effective refund mechanism. The tax became effective in December 1998.

Tax collection in general will be improved through reform of the tax administration. Specifically, the adoption of a single, unique taxpayer identification number in conjunction with the implementation of the VAT, along with improvements in collection procedures, audit practices, and the organization of the tax administration, are expected to enhance taxpayer compliance. In addition, ad valorem excise duties will be applied to petroleum products so that changes in the international oil price and the exchange rate will be automatically passed through to retail prices. Measures will be taken to improve incentives for private savings and investment through adjustment of income tax brackets for inflation and harmonization of the withholding tax on dividends and interest. In 1998, measures were taken to improve the import tax structure, which included continuing the cutback in exemptions initiated in 1997, shifting a significant number of zero-rated items to a positive duty rate, and requiring parliamentary approval to grant customs exemptions. The reduction in zero-rating made it necessary to introduce a new tariff rate of 5 percent, in addition to the existing rates of 10 percent and 25 percent. Although this contributes to reducing tariff rate dispersion, reduction of the top rate will be considered in the medium-term to further reduce dispersion. In addition to these measures, revenue collection in 1998 benefited from the full-year effect of measures taken in 1997, in particular the extension of the service tax and the cutback in tax and customs exemptions.

While public expenditures would have to bear the burden of fiscal adjustment over the medium term, efficiency gains from strengthened fiscal management and reforms in revenue administration would ease the need for further expenditure tightening. Savings in recurrent public expenditures - projected to fall from 18 percent of GDP in 1996 to 13 percent of GDP in 2006 - are assumed to come wholly from reductions in the wage and interest burdens. While wages and salaries are projected to fall only marginally, expenditures on subventions and transfers - most of which are wage-related - are projected to halve from 4 percent of GDP in 1996 to 2 percent by 2006. The interest bill is projected to fall from close to 6 percent of GDP in 1996 to just over 2 percent in 2006. Total development expenditures are projected to decline over the next ten years, reflecting primarily reduced dependence on external finance. Domestically-financed development expenditures are projected to remain well below the high 1995-96 levels over the next three years, and only then increase as fiscal stability is restored. However, higher levels of development expenditures could be achieved over the short to medium-term through better leveraging of donor resources with Government resources.

Subsidies to public enterprises have been declining. This has mainly resulted from structural reforms. For example, progress has been made on energy sector reforms. A key objective of the Public Utilities Regulatory Commission (PURC), established in November 1997, was to restore electricity tariffs to economic levels. In February 1998, PURC increased the weighted-average tariff by about 90 percent, and, in September, it approved a further 100 percent increase. The World Bank estimates that, in the absence of significant variations from the baseline scenario of key variables such as inflation, the exchange rate, and fuel costs, the power utilities will be able to meet basic revenue requirements without additional tariff increases in 1999. Furthermore, the government adopted a financial recovery plan for the power utilities based on converting debt to equity and deferring debt-service payments on government-guaranteed debt. This plan eliminates pre-1998 arrears in debt service through sales of government shares in the power utilities to the private sector.

In addition, the divestiture program is progressing broadly on schedule. At present, the Divestiture Implementation Committee (DIC) has 28 enterprises in its portfolio. DIC completed the sale of half of the government's 80 percent share holding in Twifo Oil Plantation and three-fourths of its 40 percent share holding in Barclays Bank of Ghana. The sale of government shares in the Ghana Bauxite Company was also completed. Negotiations are in process for the sale of 8 enterprises; divestiture has been outsourced in 3 cases, and the State Insurance Corporation and the Ghana Sugar Estates were offered for sale. Mim Timber is also likely to be outsourced after negotiations to sell to the original owner collapsed. Sale offers are expected shortly in the case of 5 other enterprises. The divestiture of the State Housing Corporation was held up by difficulties stemming from legal claims on the company. The divestiture of the remaining 5 enterprises is in different stages of progress. The authorities also reiterated their commitment to divest 40 percent of its shares in the Ghana Commercial Bank, the largest state-owned commercial bank. The Financial Sector Adjustment Program Secretariat has just appointed four local investment companies to lead the search for strategic investors for the National Investment Bank, which has been unsuccessfully offered for sale.

Ghana's public sector reforms include a number of initiatives to restructure the public sector and to improve the provision of public services. The cabinet approved in December 1997 a strategy for public service reform over the next ten years. The first step in this strategy is a pilot project for reform of subvented agencies, which currently employ about 70 percent of the civilian public service and include the Education Service, Health Service, and Highways Authority. Of the current 174 subvented agencies, this project will target at least 7 for restructuring, 5 for commercialization, and 5 for shutdown. Approval by the cabinet of specific subvented agencies for the pilot project is expected soon, and the draft legal framework and procedures for closing down or commercializing subvented agencies will be prepared. Finally, a new remuneration system based on job evaluations of a broad cross-section of civil service positions has been developed, with assistance from Price Waterhouse. The next step is to obtain the support of the social partners to this new approach, which would also consolidate salary negotiations that are carried out with various categories of personnel from subvented agencies. Efforts are also being made to remedy the operational deficiencies of the Integrated Personnel and Payroll Database, with the assistance of the United Kingdom. All these should lead to improved public sector productivity.

Sectoral Growth

Growth in agricultural productivity and the diversification of agricultural exports is projected to sustain agricultural growth rates at 5.2 percent annually by 2006, so that per capita agricultural growth rates remain positive. Investments in rural infrastructure - especially safe water, village and feeder roads, post-harvest storage facilities, and electricity - are projected to improve agricultural productivity in both traditional and non-traditional products. Progressive policy reforms in the cocoa sector, including the reduction of taxation and the liberalization of the domestic marketing system, would increase the efficiency of the sector and raise farmers' incomes. Foreign investments in the processing of vegetables and fish and domestic investments in horticulture are projected to stimulate growth in non-traditional agricultural exports. Nevertheless, agriculture growth is projected conservatively, given uncertainties regarding the rate of adoption of new technology - including fertilizer and improved seeds and implements.

Industry

Overall industrial sector growth is projected to improve, from 5 percent in 1996 to 10 percent by 2006. Continued increases in the export of processed and semi-processed products could further increase the growth rate of the industrial sector. This assumes the restoration and maintenance of macroeconomic stability, the acceleration of privatization, the maintenance of a liberal investment environment, and the growth in private investment. Mining - especially gold - is projected to continue to grow rapidly over the medium-term drawing upon the recent investments in large-scale mining.

Utilities are projected to show rapid growth as efficiency gains are realized from the proposed private sector participation and the projected increases in demand for these services. Overall service sector growth - which is projected to increase from about 6 percent in 1996 to about 8 percent by 2006 - will benefit from the continued increase in tradable goods activity, efficiency gains and new commitments for investments in banking and telecommunications following the major privatizations in these subsectors during 1996-97, and the multilateral trade liberalization under the General Agreement on Trade in Services of the World Trade Organization.

Trade

Ghana's export prospects will depend heavily upon the global economic environment. Both traditional and non-traditional exports are currently projected to grow. The IMF and World Bank project merchandise exports to grow at an annual rate of 6.5 percent over 1997-2006. While this would be higher than the average export growth projections for Sub-Saharan African countries of 5.5 percent, it would be less than the annual growth rate of 8.7 percent realized over the last ten years, 1987-96. This is because the rapid increases in cocoa production that have been seen in the past decade may not be sustained in the future even as the domestic production of cocoa is projected to respond favorably to the increases in the share of the export price paid to the farmers and the continued firming of demand conditions with the expansion of the international market. Shipments of gold, which is Ghana's major export, are also projected to grow healthily through the medium-term. Non-traditional exports - a focus of the Government's development strategy and USAID assistance- are projected to grow at a substantially greater rate than total exports, albeit from a much

smaller base. In fact, NTEs have the capacity to grow at a substantially faster rate, as shown in the 1991-98 period when they grew at an annual rate of more than 22 percent. What was especially promising was the growth in the export of processed and semi-processed goods (at an annual rate of 26 percent). However, in 1997 and 1998 the rate of growth of these exports slowed to 19 and 16 percent respectively. The slowly appreciating real exchange rate since 1995 - as the exchange rate has been used as an anchor against inflation - has reduced the incentive to invest in the export sector. If the exchange rate continues to appreciate the promising growth in NTEs could be arrested. While imports will grow with the growth of the economy and the increasing demand for inputs, the price of petroleum - Ghana's primary import - is projected to decrease at about 4 percent per annum during the next ten years. As a result, Ghana's terms of trade are projected to improve by about 3 percent each year over 1997-2006.

Investment and Savings

The increases in private savings and investment levels are projected conservatively and are attainable. Private investment growth is projected to recover from about 4 percent in 1996 to about 15 percent by 2006. The rise in private investment is projected to come in part from investor commitments - particularly from foreign investors - made to date in mining, banking, telecommunications, and the industrial free zone, and from expected new commitments in power and exports as these subsectors of the economy respond to the liberalized economic environment, privatizations, and regulatory reforms.

Though foreign direct investment is projected to be an increasingly significant source of investment financing over the medium-term, increases in investment are expected to continue to be financed mainly through increases in domestic savings. Both private and public savings are forecast to recover, so that gross national savings increase from about 14 percent of GDP in 1996 to 23 percent by 2006.

The improved macroeconomic environment, and increased competition and higher infrastructure investments in the financial sector should stimulate private savings, which are projected to increase from 9 percent of GDP in 1996 to about 13 percent in 2006. In addition, government revenues are likely to increase and allocation of budget resources will shift to the social sectors (e.g. education and health.)

III. Effect of Macroeconomic Trends on Proposed Sector Strategy

USAID's contribution to policy changes in Ghana has resulted from both budgetary support through Non Project Assistance (NPA) programs and from Technical assistance under project activity. Currently there are NPA programs in two of our Strategic Objectives - SO1 (Increased Private Sector Growth) and SO2 (Increased Effectiveness of the Primary Education System). USAID efforts have been in collaboration with the efforts of the World Bank and other donors. It should be noted that these policy changes have been on a continuous/ongoing basis.

Strategic Objective 2 (Primary Education) Non-Project Assistance

Th SO-2 program addresses policy and technical constraints to improvements in quality education.

It supports GOG reform efforts in four broad areas: (a) reform of the primary education curriculum and student assessment system to improve learning and teaching in the classroom; (b) improvement of the Ministry of Education (MOE) personnel management system; (c) increased capacities and authorities of districts and schools; and (d) integration of School Quality Standards (SQS) data into the MOE information management system which provides critical information to policy makers on school performance and lessons learned from the Partnership School Program.

Government's major policy objective in 1998 led to the improvement of education in terms of teaching and physical infrastructure, increasing access at all levels and improving educational management and financing. Under the Basic Education Sector Improvement Program (BESIP) Government's policy to achieve Free Compulsory and Universal Basic Education (FCUBE) continued to receive priority attention. Strategies adopted to ensure full implementation include: enhancement of teaching quality through training and supervision; focus on learning outcomes; increased access and participation through improvement in school infrastructure, supplies and improved management efficiency.

According to GOG figures, in 1998 the Education Sector was provided with a total recurrent budget of ₵534.6 billion and a development budget of ₵23.9 billion for the implementation of the educational programs and projects. In addition to this, there was an external assistance of ₵63.6 billion to support some of these programs and projects. During the year, 95 primary schools were opened while 166 public and 119 private Junior Secondary Schools (JSS) were established. Books and equipment were supplied to both the private and public Junior Secondary Schools. To promote efficiency in the basic education system, a total of 6,000 head-teachers and 933 circuit supervisors and Assistant Directors of Education received in-service training in management and supervision.

In the medium term, Government will pursue the objectives of efficiency, decentralization, increased access and participation; quality of teaching and learning, promoting functional literacy, and access to science and technical education and training. FCUBE Program, initiated in 1996, will be the focus of attention during the period 1999-2001.

Information from the Ministry of Education's Medium-Term Expenditure Framework presented to the Ghanaian Parliament gives an indication of reduced reliance of donor funding in the Ministry's expenditure projections. In year 2001 it is projected that donor funding will constitute 6% of the entire MOE expenditure, as compared to the current figure of 13.3%.

There is significant donor financing in the education sector, primarily in support of FCUBE. The World Bank has a \$50 million dollar IDA loan which is presently being restructured to focus on new areas of priorities as identified by the Ministry of Education and World Bank. The UK's Department for International Development has provided a £50 million (approximately \$80 million) dollar grant to develop the Whole School Development Process, a program very similar to USAID's Quality Improvements in the Primary Schools program. Through German assistance, KfW/GTZ are providing roughly \$26 million to rehabilitate Teacher Training Colleges, and the European Union provides funding for school construction as well as assistance to the Districts. UNICEF has a \$3 million program which focuses on girl's education and community participation in the formal education system. Japan International Cooperating Agency has not yet formalized an agreement in Education, but the anticipated level of support could surpass \$50 million.

The private sector is increasing its role in the education sector through textbook publishing, printing, and distribution. An effective decentralization process is critical to the reform process and several initiatives are currently underway including the formation of a new Textbook Production and Distribution Policy. The consensus view is that it is a positive step towards increasing the quality of textbooks as well as ensuring a cost-effective distribution system. Private schools offering quality teaching and learning and effective school management are also rapidly expanding in the country. Private primary schools represent about 10% of the number of public primary schools. However, these are disproportionately distributed around Ghana. (Of the 1,270 private primary schools in Ghana, only 6 are in the three northern Regions.) Infrastructure development, including school construction and furniture, is part of the local government mandate.

Serious discussion has begun for the creation of a public-private financed "Education Fund" in Ghana. A blue ribbon panel of public and private sector leaders was created by the Minister of Education in mid-February 1999 to propose a structure for the fund. This was initially sparked by a concern for the high cost of tertiary education, but the fund is now being looked at as a way to support the entire sector.

To increase the effectiveness of the partnership between donors and the Ministry of Education, it is necessary for the Ministry to assume a more direct and, significant leadership role. The Ministry has created a Donor Coordination Unit and is presently interviewing candidates for the position of Donor Coordinator. Discussion is continuing among donors and Ministry officials on the creation of a program implementation unit within the Ghana Education Service (the implementation arm of the Ministry) to coordinate the various donor activities.

Strategic Objective 1 (Private Sector Growth) Non-Project Assistance

This program will support the government's efforts to remove policy impediments to increased trade, investment and macro-economic stability. It will also assist the GOG in reforming the policy framework and improve financial intermediation to enable Ghana become more competitive internationally.

The major policy thrust of the government in the trade and industry sector has been to expand the production base of the economy and to build up the competitive strength of industry, so that Ghana can take advantage of the opportunities offered by the new global environment of free trade. As a result, the performance of Ghana's non-traditional export products during the year showed remarkable growth. Export earnings from the non-traditional sub-sector - broadly defined to include processed traditional commodities - are estimated to be US\$450 million by the end of 1998, an increase of 18 percent over 1997 earnings of US\$ 380 million.

Within the two years of the implementation of the Free Zone Program, 59 companies have been registered in the following areas: furniture/wood products, metal fabrication, garment and protective clothing, beauty products, fiber glass manufacturing, ware housing, food processing, pharmaceutical, packaging and telecommunication. Of the 59 licensed companies, 37 are already operational while

the rest are in a start-up stage. About 4,000 jobs have been created, with backward and forward linkages to agriculture and industry.

In the medium-term, the Ministry of Trade and Industry will promote and facilitate enterprise development, internal and export trade diversification, and value-addition. For the period 1999-2001, the Ministry will formulate and harmonize policies that will ensure inter-sectoral collaboration in the implementation of trade and industrial policies, improved entrepreneurial skills, enhanced technological capabilities and accessibility to credit and markets by the informal sector. Local manufacturers will be encouraged to gear their products towards meeting local and international market requirements.

Bank credit to the private sector has been on the increase in recent years. This is consistent with the GOG's objective of restraining government borrowing from the banking system to allow increased resources to become available for private sector credit. Bank credit to the private sector, which includes public enterprises, increased 17 percent faster than projected during the first half of 1998, on account of a strong demand for credit to finance imports of power generators and petroleum. In the medium-term the government intends to generate more public savings and reduce government investment, with the objective of encouraging private investment.

The GOG continues the implementation of its trade and investment initiative, with support from the World Bank 5-year public financial management, economic support and NTE-export credits (\$200 million); IMF-Enhanced Structural Adjustment Facility (\$240 million); and the United Kingdom's VAT technical assistance and public financial management project (\$15 million), as well as contributions by Denmark and Canada. USAID's planned assistance is complementary to these efforts and represents approximately 10% of the total donor contribution of all macro-economic funds. USAID is also a key donor in tourism promotion.

Table 1
Selected Macroeconomic Indicators

	Actuals				Projections a/	
	1995	1996	1997	1998	1999	2000
GDP Growth (% p.a.)	4.0	4.6	4.2	4.6	5.5	6.0
Agriculture	3.7	5.2	4.3	5.3	5.6	5.2
Industry	4.1	4.8	6.4	2.5	6.3	6.2
Services	4.7	4.2	6.5	6.0	5.3	7.0
Gross Investment (% of GDP in current prices)	18.6	18.6	16.7	20.5	20.7	21.2
of which: Private	3.9	4.1	5.8	7.1	8.8	9.7
Gross National Savings (% pg GDP in current prices)	16.3	13.7	10.8	16.4	16.9	17.1
of which : Private	9.4	9.3	8.0	10.3	9.2	8.7
Government Budget (% of GDP)						
Domestic Revenues	21.4	19.2	18.1	19.6	20.1	20.3
Tax	15.3	16.5	15.7	17.1	17.5	17.7
Non-Tax	6.0	2.8	2.4	2.5	2.6	2.6
Grants	3.8	3.0	1.8	2.6	2.0	2.0
Total Expenditures	31.8	32.6	28.0	29.5	26.3	25.5
Recurrent Expenditures	17.1	17.9	17.1	16.1	14.5	14.0
Wages and Salaries	5.8	5.9	5.4	5.4	5.3	5.3
Subventions and Transfers	4.3	4.1	3.2	3.0	3.0	3.0
Interest Payments	4.4	5.6	6.2	5.5	3.8	3.4
of which: Domestic	3.1	4.2	4.5	3.5	2.0	1.5
Development Expenditures	14.7	14.7	10.9	13.4	11.9	11.5
of which: Domestically-Financed	7.1	6.6	4.0	4.6	4.7	4.7
Domestic Primary Balance*	1.6	0.3	3.2	4.3	4.8	5.0

* 'Primary' balance is domestic revenue less non-interest domestic expenditures (i.e. excluding foreign-financed development expenditures).

Table 2
Ghana's Balance of Payments 1996-1999
(Million of US dollars)

	1996	1997	1998	1999
Merchandise Exports (f.o.b.)	1571.2	1489.9	1830.4	1885.5
Merchandise Imports (f.o.b.)	-1937.0	-2128.3	-2214.2	-2267.8
Non-oil	-1677.9	1894.4	-2006.9	-2087.0
Oil	-259.1	-233.9	-207.3	-180.8
Trade Balance	-365.8	-636.4	-383.8	-382.3
Services (net)	-438.6	-471.4	-496.4	-472.5
of which interest payments	-151.7	-145.4	-153.1	-132.5
Private Transfers (net)	276.1	359.9	378.0	385.4
Current/Account (Excludes official transfers)	-528.3	-749.9	-502.2	-469.4
Official transfers (net)	205.6	159.7	230.1	213.3
Current Account (Incl. Official transfers)	-322.7	-590.2	-272.1	-256.1
Capital Account	285.5	492.7	371.4	316.0
Official Capital	351.2	499.3	317.7	259.5
Private Capital	70.0	55.4	53.7	56.5
Short-term Capital	-135.7	-62.0	0.0	0.0
Errors and Omissions	18.3	122.2	0.0	0.0
Overall Balance	-18.9	24.7	99.3	59.9

Table 3
Structure of Government Revenue, 1992-1997
(percent)

ITEM	1992	1993	1994	1995	1996	1997
Tax Revenue	82.4	74.8	66.2	63.8	82.4	80.5
Taxes on Income & Property	17.0	16.2	13.4	15.4	20.9	23.6
Taxes on Domestic Goods & Services	35.2	32.8	24.3	20.4	27.7	24.2
Taxes on International Trade	30.3	25.8	28.5	28.0	33.8	32.7
Imports	24.7	20.5	17.0	19.2	20.5	22.3
Exports	5.6	5.3	11.5	8.8	13.4	10.3
Non-Tax Revenue	8.7	19.9	30.7	30.9	13.8	14.7
Incomes & Fees	7.0	7.4	10.1	24.7	13.6	4.1
Divestiture & NPART Receipts	1.6	12.4	20.6	6.3	0.2	10.6
Foreign Grants	8.9	5.3	3.1	5.3	3.7	4.8
Project grants	-	-	-	-	-	2.2
Program grants	-	-	-	-	-	2.6
Total Revenue	100.0	100.0	100.0	100.0	100.0	100.0

Source: Ministry of Finance

Table 4
Central Government Expenditure
(In percent of GDP)

	1994	1995	1996	1997	1998
Total Expenditure	32.8	31.8	32.6	27.2	27.5
Recurrent Expenditure	18.8	17.1	17.9	16.5	15.9
Non-interest	14.1	12.7	12.3	10.4	10.4
- Wages and Salaries	6.0	5.8	5.9	5.4	5.3
- Goods and Services	3.4	2.6	2.3	2.0	2.2
- Subventions	1.9	1.8	2.3	1.5	1.6
- Transfers to households	2.8	2.5	1.8	1.5	1.2
Interest	4.7	4.4	5.6	6.1	5.5
- Domestic	3.4	3.1	4.2	4.7	3.8
- External	1.3	1.3	1.4	1.4	1.7
Capital Expenditure (Total)	14.0	14.7	14.7	10.6	11.6
Capital Expenditure (Domestic)	4.8	7.1	6.6	3.9	4.2
- Development	4.6	6.9	5.5	3.9	4.3
- Net lending	0.2	0.2	1.0	0.0	-0.1
Capital Expenditure (Foreign)	9.2	7.6	8.1	6.7	7.5

Table 5
Ghana's External Debt Indicators, 1993-1997

Item	Year				
	1993	1994	1995	1996	1997
		(In	Percentage)		
Debt Service Ratio (including IMF)	38.0	29.0	40.0	31.0	35.0
Debt Service Ratio (excluding IMF)	31.0	22.0	32.0	23.0	24.0
IMF Debt/Total Debt	18.0	24.0	19.0	27.0	30.0
Oil Debt/Total Debt	21.0	1.0	0.0	1.0	1.0
Non Oil Medium-Term Debt/ Total Debt	30.0	38.0	52.0	35.0	38.0
Long-Term Debt/Total/Debt	23.0	28.0	23.0	29.0	27.0
EDT/Export of Merchandise and Services	393.7	386.4	318.0	316.3	337.8

Source: Bank of Ghana, Accra

EDT+ External Debt Total

Table 6
Ghanaian Non-Traditional Exports 1991-1998
(In Thousands of US\$)

Year	Agricultural Exports	Processed/Semi-Processed Exports	Hand Crafts Exports	Total Non-Traditional Exports
1991	33,929.9	60,844.8	879.4	95,651.1
1992	22,039.7	70,507.3	1,471.1	94,081.1
1993	26,134.0	78,389.5	2,576.5	107,100.0
1994	39,193.2	104,114.5	1,203.3	144,511.0
1995	27,383.8	130,208.0	2,074.0	159,666.0
1996	50,274.1	233,039.0	2,922.5	276,235.6
1997	67,404.9	266,937.4	4,719.3	329,061.6
1998	78,878.4	309,792.8	5,142.7	393,813.9

Table 7
Development Budget for Social Services, 1993-1997

Social Sector	1993	1994 (Million Cedis)	1995	1996	1997	1998*
Total	164,353	302,350	418,459	538,183	595,017	759,900
Education	2,024	5,443	6,448	15,600	18,200	23,900
Health	702	6,363	12,954	26,764	31,200	33,900

Source: Ministry of Finance, Annual Budget Estimates, 1993-1998, Accra

*Provisional

Table 8
Monetary Survey, 1994-1998
(In billions of Cedis)

	1994 Dec	1995 Dec	1996 Dec	1997 Dec	1998 Dec
Net Foreign Assets	167	460	638	812	793
Net Domestic Assets	1,003	1,188	1,719	2,508	3,126
Domestic Credit	557	666	1,134	2,146	2,866
- Claims on Government (Net)	106	39	249	769	1,296
- Claims on Private Sector	452	627	885	1,377	1,570
Bank of Ghana Bills held by Nonbanks	-37	-33	-37	-17	0
Other Items Net; Assets	483	555	622	379	260
Broad Money (M2)*	1,170	1,648	2,358	3,320	3,918
- Currency	369	546	721	982	1,089
- Deposits	802	1,101	1,637	2,339	2,829

* Including foreign currency deposits.

USAID Ghana FY 2001 Results Report and Resource Request

Annex B: Environmental Compliance

All USAID/Ghana Strategic Objectives are in compliance with previously approved Initial Environmental Evaluations (IEEs). No new IEEs or EAs are anticipated in the coming year.

SO-1 is in compliance with its approved IEE. SO-1 contractors and grantees have incorporated environmental soundness principles in their technical assistance activities and have specifically been promoting integrated pest management (IPM) and organic production practices among clients engaged in agricultural production and marketing.

SO-2 is in compliance with its IEE, approved in 1997. The Mission does not foresee a need to amend the current IEE for SO-2 activities, though micro activities will continue to be given a preliminary screening to determine if an IEE amendment is warranted. To date there has not been a need for such an amendment.

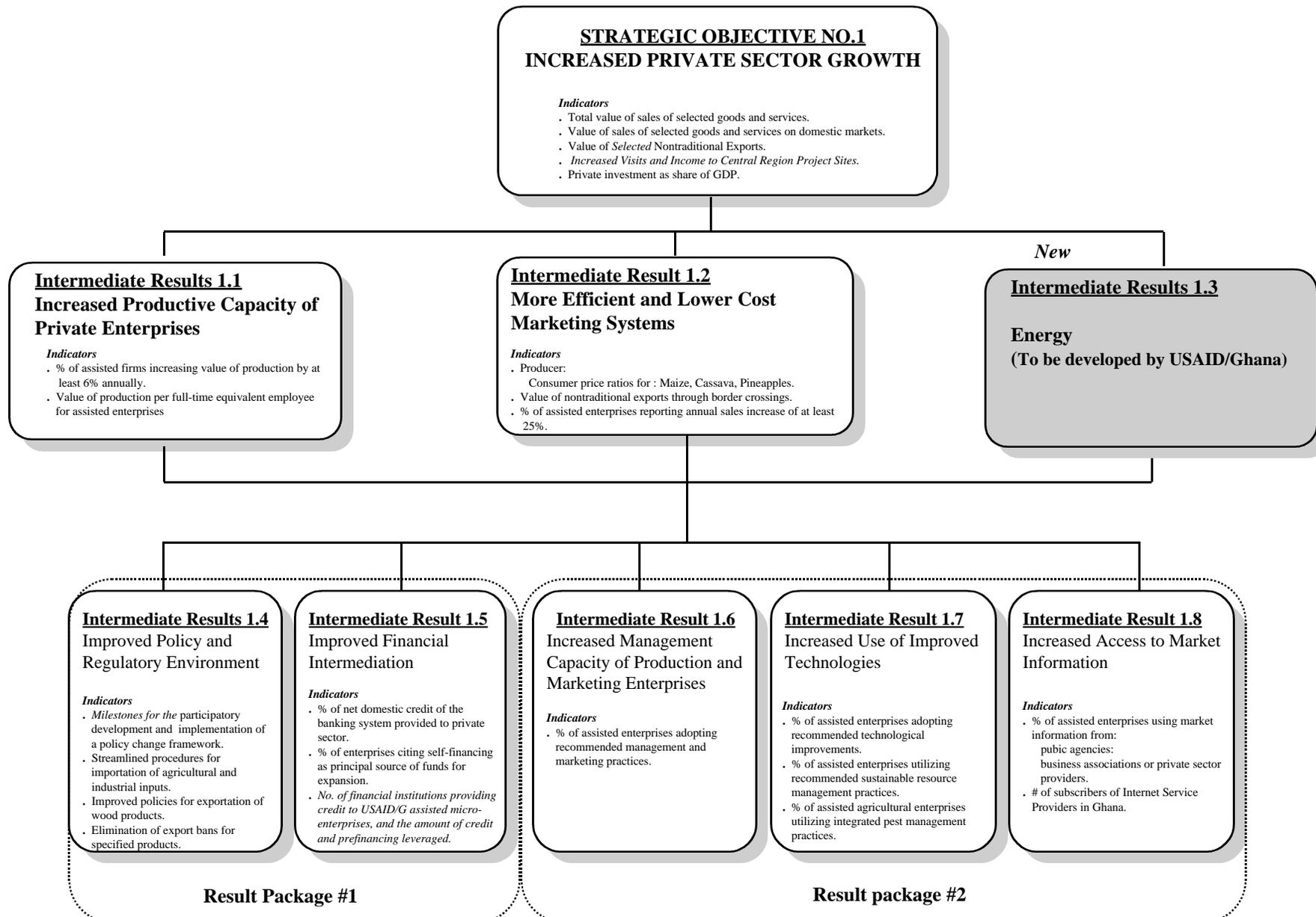
SO-3's addition at the end of FY 1998 of a major new dimension – child survival - to its strategy of improved family health requires an amendment to the SO's IEE. The amendment is in process and is scheduled to be completed by April 1999.

SO-4 is not engaged in, and does not foresee engagement in, activities that would create a need for an IEE. SO-4's activities center on promoting more civic input to the political process in Ghana so as to improve the quality of public policy development.

IEEs were completed in FY 1998 for all PL-480 Title II activities managed by USAID's four partners (Adventist Development and Relief Agency, Catholic Relief Services, TechnoServe and the Opportunities Industrialization Center). All are in compliance with their IEEs, and no need for amendments to those IEEs is foreseen in the near term.

STRATEGIC OBJECTIVE NO.1

INTERMEDIATE RESULTS & ILLUSTRATIVE INDICATORS



STRATEGIC OBJECTIVE NO.2

INTERMEDIATE RESULTS & ILLUSTRATIVE INDICATORS

STRATEGIC OBJECTIVE

INCREASED EFFECTIVENESS OF THE PRIMARY EDUCATION SYSTEM

Indicators

- % of students in participating schools passing Criterion Referenced Test in English and Math (national/Partnership comparison)
- % of schools within partnership districts implementing school quality standards
- % of communities demonstrating sustained community involvement in education process
- % of students retained in Partnership primary schools compared to national rate

INTERMEDIATE RESULTS

PARTNERSHIP SCHOOL PROGRAM

Intermediate Results 2.1
Improved Teaching and Supervision

Indicators

- % of teachers using pupil-focused instructional practices in Partnership Schools.
- % of teachers using effective classroom management techniques in Partnership Schools.
- % of headteachers using effective supervisory techniques in Partnership Schools.

Intermediate Result 2.2
Improved Education Management

Indicators

- # of Partnership districts Education Officers applying Planning, Budgeting, and Monitoring in support of the Community School Improvement Plan
- # of Partnership districts implementing strategies to utilize data in decision making

Intermediate Result 2.3
Increased Community Participation

Indicator

- % of communities active in school decision-making in Partnership schools
- % of communities using participatory methodologies in initiating school projects in Partnership Schools

Intermediate Result 2.4
Improved Learning Environment

Indicators

- # of schools adopting techniques to promote equity in the Partnership Districts
- # of communities and schools in Partnership Districts implementing Community-School Improvement Plans

2.6

Improved Access & Retention in the Northern Regions

PL 480 - CRS

2.7

Improved Pupil Health and Nutritional Status

MOE, MOH

2.8

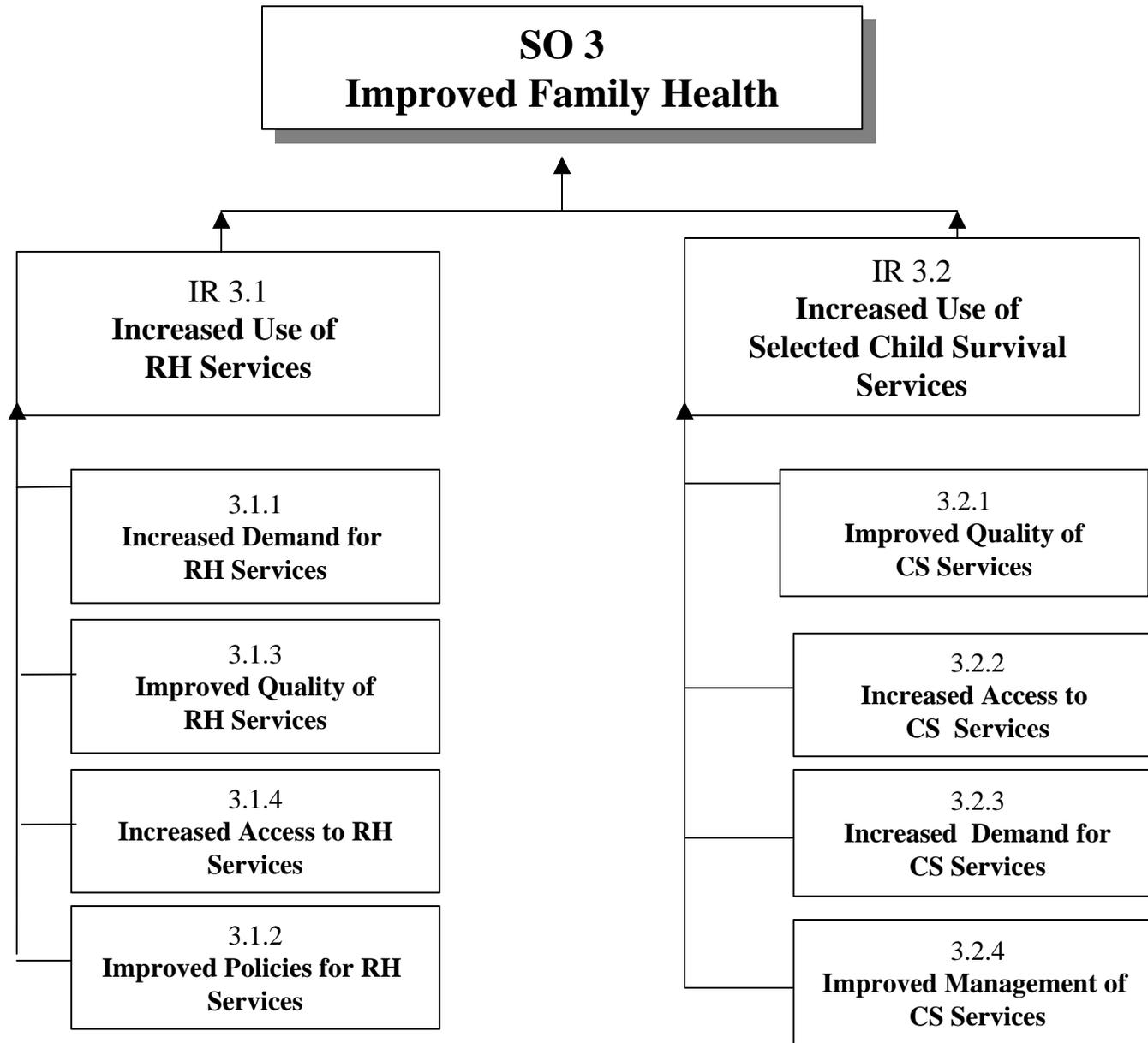
Improved Pre-Service Education

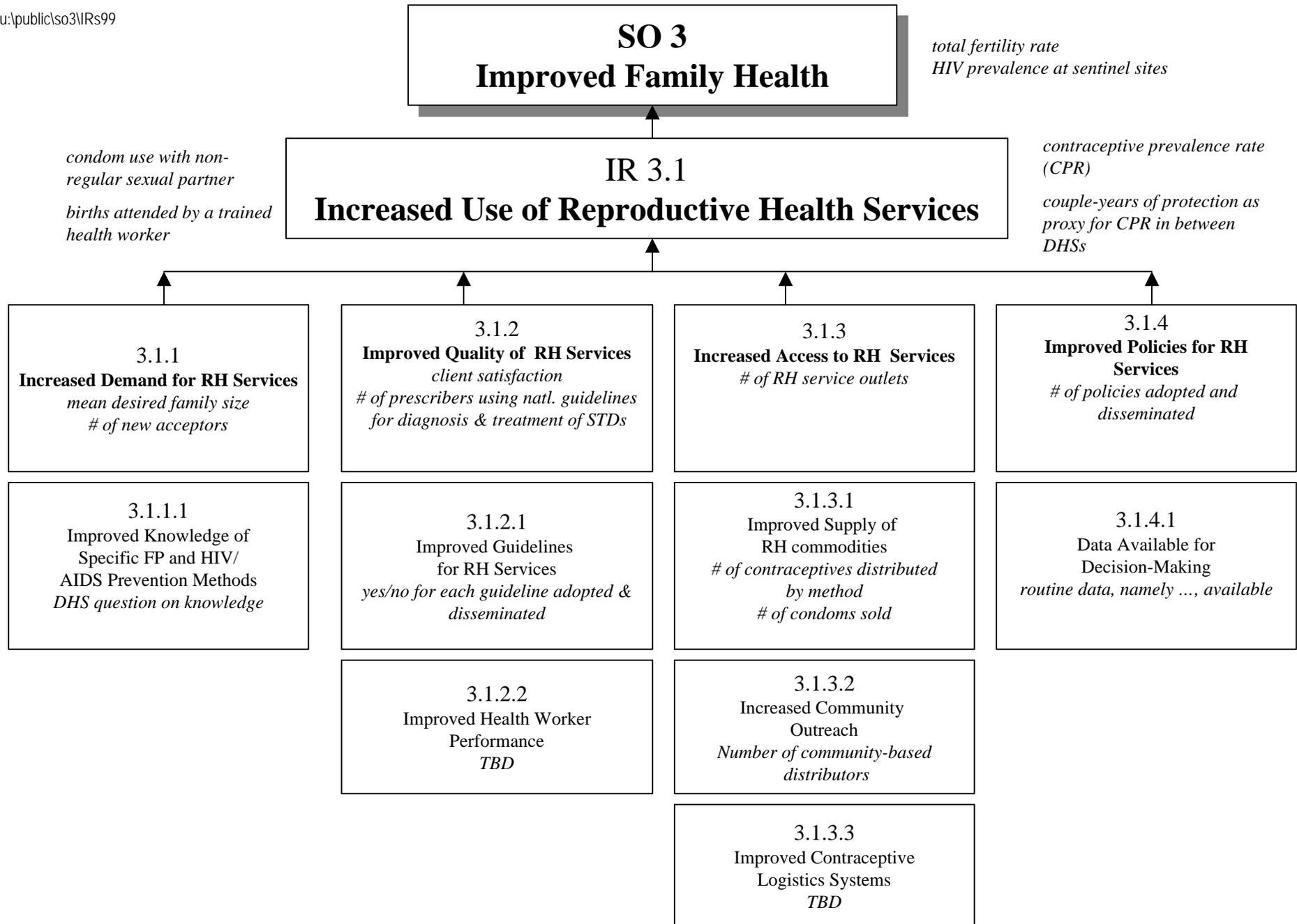
Dfid, KFW, GTZ, MOE

Intermediate Result 2.5
Improved Policies for Quality Primary Education

Indicators

- Increased non-salary recurrent expenditures per pupil in primary schools
- Laws & policies implemented to promote reforms in curriculum, education personnel, decentralization and information analysis





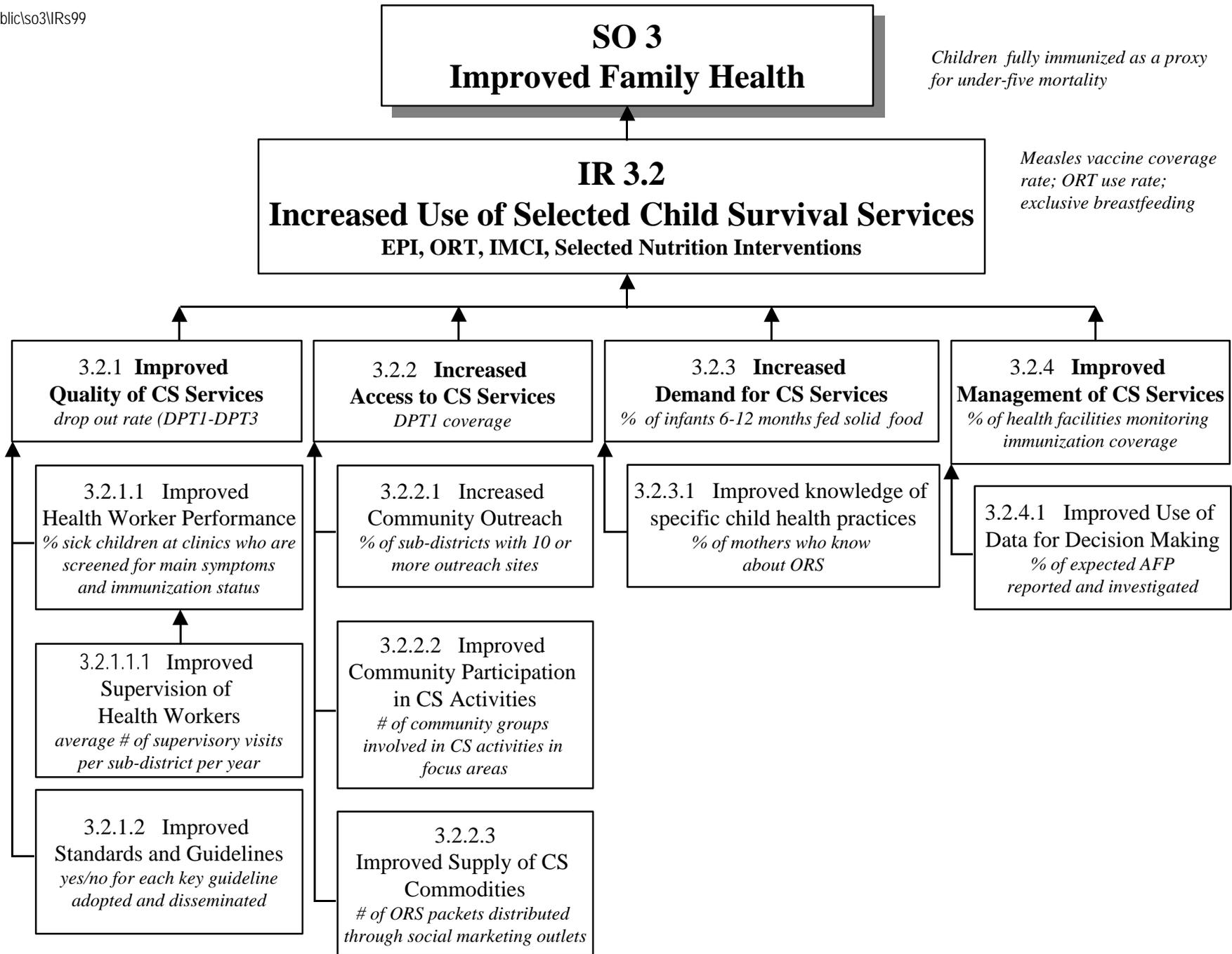


FIGURE 1
STRATEGIC OBJECTIVE # 4 -- DEMOCRACY AND GOVERNANCE
RESULTS FRAMEWORK

