

# **USAID/GHANA**

## **FY 2002 RESULTS REVIEW AND RESOURCE REQUEST (R4)**

**MARCH 31,2000**

***Please Note:***

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## Cover Memo

To: AA/AFR, Vivian Derryck  
From: Frank J. Young, Director, USAID/Ghana  
Subject: Director's Transmittal memorandum for FY 2002 R4

The Ghana Mission is pleased to submit its FY 2002 R4. This document addresses both program and management achievements, as well as challenges we will face over the next two years, as we strive to meet strategic objective level indicators in the face of declining management resources. The presentation also assumes Bureau approval of our request for a two-year extension of the CSP framework, with specific year extensions for each of the four strategic objectives ranging from 2003-2004.

Fiscal year 1999 program performance should be evaluated within the context of adverse exogenous economic and political factors that affected Ghana. On the economic front, the last half of 1999 saw Ghana plunged into fiscal crisis. As prices of its two primary exports, cocoa and gold, plummeted to their lowest levels in recent years, the price of oil hit its highest level since the Gulf War. The combination proved deadly to the country's fiscal stability and trade balance. Ghana ran a balance of payments deficit of \$ 93 million, and a budget deficit so large that it required domestic borrowing of almost \$350 million. This borrowing halted the promising drop in both inflation and interest rates, sending the former back to double-digit territory and the latter back to recent highs of close to 40%. Even with massive borrowing, teacher salaries were going unpaid, and contractor bills were left unsettled, as government accounts ran short. Even donor disbursements fell short of projections by 12% due to administrative bottlenecks in government when conditionalities could not be met. The drop in donor assistance was sharpest in program assistance and budget support, further exacerbating the decline in budget revenues from lower cocoa taxes. The Government barely escaped cancellation of its ESAF facility from the IMF in December, due largely to sympathy from the Fund and Bank on the impact of economic factors beyond the country's control. On the political front, the latter half of the year found both Government and opposition staking out the issues that would be fought in the Year 2000 elections. Many of these issues focussed on Government expenditure control, spending on unnecessary items (such as a new Presidential jet, and various infrastructure projects), corruption in the public sector, press freedom, and controversial changes in cabinet and regional minister portfolios. The debate surrounding these and other issues dramatically slowed the pace of policy reform, deferred hard choices on the fiscal front, and frustrated the dialogue between the public and private sectors. Yet, in the midst of this, Ghana held an extremely successful donor consultative group meeting where pledges exceeded traditional levels by \$100 million, and the Government committed itself to an aggressive anti-corruption campaign, support for HIV/AIDS, and a pledged not to allow election year spending to drive the country into fiscal chaos as had happened in 1996.

USAID's program, remarkably, has been left relatively unaffected by the problems that beset the overall economy. By strategically positioning our program to work with private sector partners, with local communities, and with good partners within the Ministries of Finance, Trade/Industry,

Education and Health, our program has met or exceeded targets for 1999 and the early part of 2000. Highlights are given below:

#### Strategic Objective 1: Promoting Private Sector Growth.

The past year has seen considerable progress in sector policy reform. Three major achievements are worth noting. First, USAID working through its policy contractor, Sigma One, assisted the Customs and Excise Prevention Service improve its data reliability and from this helped the Service develop a new, simpler tariff system that will improve valuation and revenue collection and reduce the number of exemptions (and probably smuggling). The new system, which goes into effect on April 1, will provide more predictable costing of imports for business and industry, and generate increased government revenue. Second, USAID assisted the Ministry of Finance to develop a new expenditure tracking system that will help the government track budget expenditures more closely and improve transparency of fiscal management to Parliament. Fiscal restraint is a key policy issue that affects virtually all multilateral and bilateral donor programs, and was the central issue in the November 1999 Consultative Group Meeting in Accra. Finally, and most significantly, USAID assisted Government and Ghana's labor unions in drafting a landmark piece of labor legislation that will improve the country's competitiveness by making labor markets more flexible and rationalizing compensation packages in both public and private sectors. This bill will be introduced to Parliament shortly. All three of these achievements were highlighted in the Minister of Finance's budget speech on February 9, 2000, along with many other policy changes that SO-1 contributed to.

Of equal significance this past year is the role USAID played in re-activating the dialogue between public and private sectors. In addition to successfully lobbying to have private sector representation at the Ghana CG meetings in Accra in November, USAID met three times with Vice President Mills to propose a second National Economic Forum. This forum is viewed by the private sector as essential to re-validating the agreements of the 1997 North Carolina Conference between the public and private sector, and putting in place a revised macro policy agenda. The Government's budget speech referred to above announced that the forum would be held early next year under the new Administration and proposed an agenda that had been developed by USAID.

1999 and early 2000 witnessed the completion of USAID's large tourism effort in the Central Region. Restoration of the castles at Elmina and Cape Coast and completion of infrastructure at Kakum National Park closes a nine-year effort through Conservation International to promote heritage and ecotourism in Ghana. The sites' management has been turned over to the Ghana Heritage Conservation Trust that will oversee further site development and promote additional sites. The sites have won many international awards and have contributed to catapulting tourism to Ghana's third leading foreign exchange earner.

Finally, our partners working in micro-enterprise using PL 480 monetized resources and limited DA dollar funding have reported meeting or exceeding targets for 1999 in each of their programs. These achievements likely reflect a resurgence overall in Ghana's agricultural sector in 1999.

During 1999, the Mission also approved a new results package for SO1 that relates to growing activity in the energy sector catalyzed by our involvement in the West Africa Gas Pipeline and work with regulatory authorities in electricity pricing. Of note, technical assistance was put in place in Abuja, Nigeria to provide direct assistance to ECOWAS for the pipeline, only 6 months after the ATRIP-financed activity was approved. This activity has become the first tangible evidence of USAID's new West Africa Regional Program's SO-1 to promote economic cooperation in the region.

#### Strategic Objective 2:

The past year saw the launching of USAID's national program for improving the quality of village primary education in Northern Ghana. This move up north required adding an additional partner, Catholic Relief Services, whose extensive school-feeding program provided the foundation for the expansion. The program now operates in all 10 regions of the country. Preliminary evaluation results indicate that Parent-Teacher Associations developed in each of the schools remain strong after departure of USAID technical teams, as does an improved district education oversight function. In 1999, USAID pressed the Ministry of Education and other donors to look at strategies for "radiating" learning from USAID schools to surrounding communities. The communities themselves have taken some initiative, with USAID-assisted villages offering to mentor neighboring villages in some of the teacher techniques and PTA organization strengthening. In addition, following cancellation last June of the second tranche of NPA assistance to the Ministry of Education for non-performance, USAID has worked with the Ministry to put in place a better process of developing policy benchmarks that increases Government ownership of the benchmarks and links them more closely to their education sector strategy. One of the benchmarks for the third NPA tranche is already being attacked with the Government's effort to eliminate 26,000 "ghost" teachers.

#### Strategic Objective 3: Improve Family Health

1999 and early 2000 focused on launching USAID's child survival support of the Government child survival strategy, development of policies and mechanisms to move essential services to rural areas, and most important, launching of a national multimedia campaign for HIV/AIDS prevention. The latter event involved USAID financing of TV and radio spots and will soon be followed by recruitment of major private sector consumer products companies to promote AIDS messages through their advertising channels. USAID's strategy is to use aggressive public information methods in an attempt to change the infection "curve" such that a rate exceeding 5% will not result in catastrophic infection rates in the future as has been experienced in other Sub-Saharan African countries.

#### Strategic Objective 4: Promote Citizen Participation

This SO witnessed another major evolution in 1999. Because of severe funding cuts, USAID was forced to restructure its implementation strategy. Aided by an evaluation in July 1999 which emphasized increased effort to strengthen Parliament, USAID informed National Democratic Institute that its program would end by late 2000 and be replaced by a smaller, more focused effort relying on local contractors. In addition, USAID introduced a new anti-corruption

component to the SO to support the “transparency and accountability” theme following the 9<sup>th</sup> International Anti-Corruption Conference in Durban, South Africa. USAID sent a delegation of 9 persons to the conference that included government officials, parliamentarians, NGOs, journalists, and private businessmen that eventually formed the nucleus of what has become the Ghana Anti-Corruption Coalition. USAID is also looking to re-orient aspects of SO1 to support government accountability in fiscal management and the customs service, as well as specific small grant support from SO4 in other areas. Anti-Corruption will be a major priority in the Country Team’s Mission Program Plan for this year

Also, the receipt of \$2.5 million in EDDI resources at the end of FY 99 has enabled USAID to promote civic participation and improve government transparency. These funds will be used to support integration of regional operations for the Electoral Commission, establish a wide-area network throughout the country for the Commission on Human Rights and Justice, and assist Parliament in its work by computerizing its access to essential government financial and economic information, and providing citizen access to their parliamentarians via the Internet.

Finally, in October 1999, USAID made a grant of ESF funding to IFES to support the Year 2000 elections through training of Electoral Commission officials and poll watchers among other activities. This input is critical to the integrity of the voter registration process and operation of polling stations.

#### Management Issues

The most critical management issue faced by USAID/Ghana remains that of FSN compensation. This past year we found it necessary to increase FSN pay between 17-62% (depending on grade) in order to conform to the Department of State’s comprehensive salary survey results. This increase allowed USAID/Ghana to catch up after years of below market increases due to budget constraints and permitted us to retain a medical doctor, CPA, several MBAs and other professionals with technical degrees. Most of our FSN employees have program management responsibilities that directly substitute for USDH personnel, but unlike USDH personnel which cost slightly less than \$300,000 per year to support, our total FSN compensation for 85 employees absorbs only 24% of our total budget. We expect further double digit increases in salary and benefits over the next two years as inflation stays in double digits (as a result of the current economic crisis) and the currency continues to devalue (the Ghanaian Cedi has declined in value by almost 75% since September 1999). Obtaining the requisite OE to finance increased FSN compensation will be USAID’s primary management priority.

The OE Trust Fund, as predicted last year, has run out. This is due partly to increased local costs due to inflation and currency devaluation, but also due to 100% increases in electric and water utility charges, and a dramatic increase in security guard service due to increased crime and terrorism threat. In addition, a Mission management decision to cancel an NPA disbursement in education for non-performance contributed to rapid decline in balances. The Trust Fund will continue to receive NPA deposits over the next two years, but these deposits will likely end in 2002 as our NPA program runs out. By 2003, USAID/Ghana will be wholly OE dollar funded unless the Mission can negotiate freestanding deposit of local currency from the Government of

Ghana. Given the current fiscal crisis in the country, this is not a subject that can be raised in the near term.

However, Ghana will continue to be one of the best OE “bargains” in Africa terms of dollars per USDH supported. By restructuring of our OE budget employing strict application of proper costing principles for OE and program funded personnel, and applying recommendations from the January 1999 Mission management assessment, we have actually reduced our overall OE budget for FY2000 to just under \$3.0 million from a level of \$3.2 million. We believe we can hold a level of under \$3.0 million for 2001 and 2002, if we are not faced with a further economic downturn which will put concomitant pressure on FSN wage requirements, enhanced demand for regional support from Nigeria, and dramatic increases in energy costs due to continued high oil prices.

Finally, the Mission faces a Bureau mandated requirement to reduce USDH staff by one position. Since all Ghana’s positions are filled, this requires sending someone back to Washington or to another post, effectively breaking the individual’s assignment. Savings to Mission OE will accrue only in the year following the transfer. However, we draw the Bureau’s attention to the relative cost of supporting an additional USDH in Ghana vs. supporting that person and family elsewhere in Africa, and strongly recommend that the Bureau re-think it’s decision for Ghana applying a least cost test. It would be ironic if OFDA elected to establish an office in Accra on grounds of economy, when the Bureau is pulling the Mission down by one position on similar grounds.

#### Program Issues

Two major program issues will face USAID/Ghana between now and FY2002. First, our NPA program will come to an end and with it the source of financing for the OE Trust Fund. Although early results from NPA were mixed, newly restructured programs in our private sector and education programs are yielding promising results. By shifting responsibility for establishing milestones and developing performance monitoring plans to the relevant Government ministries (i.e., Finance and Education), we have witnessed the establishment of working committees in each case that seek input from the private sector and civil society organizations. The results are extensive if not ambitious policy milestones for the next year that are more easily measured and verified. For example, within the first six months of its current NPA agreement, the Ministries of Labor and Finance have developed new labor legislation that will shortly go to Parliament. This new law will enhance flexibility of the labor markets and improve Ghana’s competitiveness for both foreign investment and for its exports. In education, the Ministry has proposed a comprehensive program to ensure nation-wide textbook distribution and ensuring timely payment of teacher salaries. Assuming the subsequent NPA agreements are of the same caliber, USAID/Ghana would rethink its position in last year’s R4 not to seek additional NPA after the current program ends to seriously entertain extending NPA in both these sectors in its new strategic framework to be developed in 2002.

The second major issue is that of PL480 Title II levels. The Mission is currently undertaking a rigorous Bellmon determination to assess the appropriate levels of wheat and other commodity imports supporting our four PVO/Cooperating Sponsor programs. The Government of Ghana

has expressed concern to donors in general about the level of food assistance being provided to the country. The purpose of the determination is to meet the requirements of the law and to answer the Government's about the level of food aid. Although the cooperating sponsors will not participate in the assessment, a workshop will be held with them to analyze the results and come to programmatic conclusions that will inform DAP submissions due for 2001.

Finally, a word about pipeline; through semi-annual portfolio reviews, the Mission has focused on financial management of our programs. The result is that pipelines have been dramatically reduced, such that Project Assistance pipelines in three of four SOs range from 6 months to 18 months by the end of 2001. This reflects the fact that the program has hit "middle age" with all major grantees and contractors in place and working at capacity. We expect this trend to continue into 2002.

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## **R4 Part I: Overview/Factors Affecting Program Performance FY 2002 R4**

### **Part I: Overview and Factors Affecting Program Performance**

Ghana plays a key role in promoting economic and political stability and respect for human rights in West Africa, key U.S. Government foreign policy priorities in the sub-region. Ghana has committed significant resources of its own to regional peacekeeping and conflict resolution efforts, and taken a lead role in supporting the African Crisis Response Initiative – also important U.S. foreign policy objectives. Ghana has been a role model in the sub-region for democratic reform, first with the 1996 elections that put the country on the path toward consolidating democracy and now with the Year 2000 elections ushering in the first change of president/chief executive in 18 years.

The Government of Ghana (GOG) has committed itself to an ambitious program of achieving middle-income country status by the year 2020. Achieving that will require annual real economic growth rates of over 8% between now and 2020 (significantly higher than current growth of 4.4% in 1999 or the 4% expected this year), and major improvements in social indicators such as literacy, life expectancy and infant mortality. This in turn will require overcoming fundamental structural problems such as chronic high inflation and interest rates, high fiscal deficits, inability to attract sufficient domestic and international investment capital, low labor productivity/underdeveloped human resource base, and economic policies and regulations inhibiting private sector growth. Further reductions in the population growth rate (currently 2.9 % per annum) and the ability to maintain a low rate of HIV/AIDS infection (present rate is less than 5%) are essential, if Ghana is to achieve its medium-term development objectives. The combined effects of recent highly unfavorable developments in Ghana's macroeconomic environment including lower than anticipated revenue collection, rising oil prices and energy costs, and falling commodity prices for principle exports (gold and cocoa) will place severe pressure on Ghana's necessary and often painful reform agenda. These reforms include broader and more efficient tax revenue collection, liberalization of foreign exchange, cutting government spending, aggressive privatization of state-owned enterprises, public sector reform, and economic policy changes to reduce government regulation of the economy. Progress has been good with regard to macro stability. Staying on track with reforms contributed to an inflation rate of 13.8% for 1999, down from 16% in 1998 and 21% in 1997. Further reforms are required to increase access to health services and basic education as well as decentralization and rationalization of public health and education services. On the democracy and governance front, Ghana's civil society has grown and evolved greatly in the past six years as democracy consolidates itself. Recently, there has been an increased public awareness of corruption encouraging GOG to commit to implementing an anti-corruption strategy. Government must recognize that it is less important to be infallible than it is to be accountable.

USAID's program of assistance to Ghana contributes directly to several of the major U.S. foreign policy interests set forth in the State Department's International Affairs Strategic Plan. Strategic Objective 1 (Increased Private Sector Growth) promotes the goals of expanded free markets, increased trade and economic growth. Strategic Objective 2 (Increased Effectiveness of the Primary Education System) promotes increased literacy and human resource development.

Strategic Objective 3 (Improved Family Health) promotes the slowing of world population growth, improvements in human health, and slowing the spread of infectious diseases, while Strategic Objective – 4 (Public Policy Decisions Better Reflect Civic Input) promotes the development and spread of participatory elected democracy and respect for basic human rights. USAID's private sector growth program supports one of the Mission Performance Plan's (MPP) top priorities. The 2000 MPP includes a goal reflecting USAID support for consolidation of Ghana's democracy including support for the Year 2000 elections, an area in which USAID has a leading role. USAID's P.L. 480 Title II activities (under SOs 1, 2 and 3) support the MPP's Humanitarian Assistance goal, while the conservation and preservation work in tropical forests (SO-1) supports the Environment goal. USAID's family planning, HIV/AIDS prevention and child survival activities under SO-3 support the MPP's Population and Health goals. Additionally, private sector (SO-1) and education activities (SO-2) support the MPP's Broad-Based Growth goal.

**Summary of Progress in Implementing CSP:** USAID supports Ghana's efforts to increase broad-based sustainable development through four mutually reinforcing Strategic Objectives (SOs). Activity implementation under each of these SOs has been accelerated over the past year reaching the level anticipated in the Country Strategic Plan.

SO-1 USAID's Increased Private Sector Growth SO supports Ghana's national development goals through accelerated broad-based, private sector-led economic growth. TIRP's policy reform component brought together key stakeholders to facilitate agreement on labor market reform, which had remained unachievable for decades. Additionally, USAID's efforts to revitalize the public/private sector dialogue process were given a boost when the government reversed its position and announced its intention to hold a second National Economic Forum. This reflects the impact of USAID's policy dialogue at senior most levels of government on the reasons for this stalled process. TIRP's corollary activities in the promotion of non-traditional exports led to better than expected export levels. USAID continues to help the West African region with the development of a regional gas pipeline.

SO-2 At the end of FY 99, USAID's primary education system reform and quality improvement program (SO-2), had expanded to 39 of the 110 districts in Ghana, with Partnership schools in every region of the country. Students in these schools are beginning to exhibit higher retention rates and improved performance on assessment examinations in both English and mathematics. The program continues to focus on increasing the enrollment of girls.

SO-3 USAID/Ghana continues to be the lead donor for maternal and reproductive health. The recent expansion of the program to include child survival health activities has enabled USAID/Ghana to undertake an integrated approach to health care and to emphasize community-based service delivery, especially for under served areas. Child survival activities will continue to focus on child immunizations and polio eradication as well as improved nutrition. Current HIV/AIDS programs are expanding and a major multi-media campaign is planned.

SO-4 Further consolidation of Ghana's democracy and better governance have been achieved through forging stronger links between civil society and government, increasing the access of citizens and government agencies to information through the use of appropriate information.

USAID assistance contributed directly to strengthening the capacity of Parliament through training in legislative drafting and for Parliamentarians in committee functions. USAID's support to civil society has resulted in the formation of a coalition of public and private sector anti-corruption groups that promote good governance, accountability and improved transparency.

Food Aid: P.L. 480 Title II resources contribute directly to supporting activities that are integral to achieving results under USAID's Private Sector (SO1), Primary Education (SO2) and Family Health (SO3) and are successfully addressing short-term food needs, especially in the food insecure regions of northern Ghana

**Significant Changes In The Development Context That Could Affect The Program:** While Ghana is not currently experiencing any political crisis, conflict or instability of the magnitude which would cause USAID/Ghana to change or eliminate a SO, events will be closely monitored. This is a watershed year in terms of presidential transition through the electoral process. Additionally, the economic stresses on Ghana at the present time has resulted in a significant public sector funding gap that may have repercussions on USAID/Ghana's program performance. The GOG is working closely with the International Monetary Fund to meet the requirements for continued IMF support.

**Other Donor Programs :** Assistance to Ghana, in the form of grants and concessional loans from over 20 multilateral and bilateral donors, totals over \$750 million per year (a declining trend in real terms). The United States, ranked second in bilateral donors in 1999, contributes about 8% of this amount. Donor funding is expected to reach between \$900 million to \$1 billion in 2000 to ease the economic downturn. Donor assistance focuses on structural adjustment, economic growth and poverty alleviation, human resource development, primary education, health sector reform, and family planning and government decentralization. Other major donors to Ghana include the World Bank, the IMF, Japan (the largest bilateral donor), the European Union, Great Britain, the Netherlands, Germany, France, Denmark and Canada.

**Overall Prospects For Progress through the Budget Request Year:** Political stability is expected to continue through out the elections and beyond. However, recent economic events, most notably the significant declines in the world prices for cocoa and gold, Ghana's important foreign exchange earners, and the increase in the price of oil to a nine-year high have combined to weaken economic growth, diminish government revenue, and revive double-digit inflation. These trends will make achievement of results more difficult as economic reforms become more politically sensitive and the decline in tax revenues impede implementation of essential social programs. Overall prospects for progress depends upon how successful the GOG is in managing these external shocks as well as reversing of the trend toward lower government revenues. Improving the economic environment and maintaining political stability are essential to USAID/Ghana's ability to manage for results across all of its Strategic Objectives.

## R4 Part II Results Review by SO

### SO 1: Increased Private Sector Growth

Country/Organization: USAID GHANA

Objective ID: 641-001-01

Objective Name: Increased Private Sector Growth

Self Assessment: Exceeding Expectations

Self Assessment Narrative: Strategic Objective 1 is exceeding expectations by achieving results beyond what was anticipated in important areas. In one area, the SO-1 program brought together key stakeholders to facilitate agreement on labor market reform which had remained unachievable for decades. USAID's efforts to revitalize public/private sector dialogue were given a boost when the government reversed its position and announced its intention to hold a second National Economic Forum. This reflects the impact of USAID's policy dialogue at senior most levels of government on the reasons for this stalled process. Non-traditional exports were better than expected following one of the country's worst droughts and energy crises. USAID has helped the West African region achieve remarkable progress in formulating a Concession Agreement between the four countries involved for the development of a regional gas pipeline.

Primary Link to Strategic Agency Framework: 1.1 Private Markets  
(please select only one)

Secondary Link to Strategic Agency Framework:  
(select as many as you require)

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> 1.1 Private Markets               | <input checked="" type="checkbox"/> 1.2 Ag Development/Food Security   |
| <input checked="" type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights                  |
| <input type="checkbox"/> 2.2 Credible Political Processes             | <input type="checkbox"/> 2.3 Politically Active Civil Society          |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions           | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education             |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development        | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced            |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition            | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced             |
| <input type="checkbox"/> 4.4 HIV/AIDS                                 | <input type="checkbox"/> 4.5 Infectious Diseases Reduced               |
| <input type="checkbox"/> 5.1 Global Climate Change                    | <input type="checkbox"/> 5.2 Biological Diversity                      |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution       | <input type="checkbox"/> 5.4 Environmentally Sound Energy              |
| <input type="checkbox"/> 5.5 Natural Resource Management              | <input type="checkbox"/> 6.1 Impact of Crises Reduced                  |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met       | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed   | <input type="checkbox"/> 7.2 Program Effectiveness Improved            |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured   | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand      |

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals : Economic Development

Secondary Link to MPP Goals (optional): No Secondary Linkage

Summary of the SO:

USAID's Increased Private Sector Growth activity supports Ghana's national goals of poverty alleviation and achievement of middle-income status through accelerated broad-based, private sector-led economic growth. While Ghana has made great strides since its economy effectively collapsed in the early 1980s, progress has stagnated and much remains to be done.

The purpose of this strategic objective is to diversify and expand Ghana's economy by creating a more investor-friendly business environment and taking advantage of the best opportunities to strengthen the private sector's capacity to be more competitive, especially in the global marketplace. Thus, some of intermediate results necessary to achieve the SO featured in this R4 are: 1) Improved Policies and Regulatory Environment; 2) Improved Financial Services; 3) Increased Management Capacity of Production and Marketing Enterprises; and 4) Increased Regional Cooperation on Energy Supply and Demand.

USAID, through its Trade and Investment Reform Program (TIRP), supports key macro and sectoral policy reforms to improve the business setting, and provides technical assistance and training to improve the technical/managerial skills of Ghanaian enterprises. Policy reforms focus on eliminating or revising regulations that adversely impact Ghana's international competitiveness, especially in sectors that have the best potential to contribute to export earnings. In addition, this activity utilizes P.L. 480 (Food for Peace) Title II funding to develop sustainable rural enterprises and small and micro-credit programs, which provide increased food security in impoverished rural areas. The SO program has also been supporting the development of the best nationally and internationally known tourist sites in the country. This year, USAID began providing technical and training assistance to support the development of a regional gas pipeline. Many of the direct beneficiaries of SO-1 activities are microentrepreneurs and smaller non-traditional export producers, of which women make up a significant segment. The indirect beneficiaries are employees of these enterprises and those involved in marketing, processing and supplying inputs.

Key Results:

Despite the combination of several major external shocks to the economy, which included a sharp increase in petroleum prices, a precipitous drop in the prices of gold and cocoa (Ghana's main exports), and a sharp decline in Ghana's currency, private sector interventions have either met or exceeded their targets in all sectors, i.e., agriculture, value added wood products, garment/textiles and handicrafts. Ghana has begun to expand its export base beyond its traditional exports, earning in 1999, an estimated \$54.7 million (25 percent greater than 1998) from selected non-traditional exports (NTE) receiving USAID assistance. Overall increases in NTEs such as fish and seafood, horticulture crops and wood products have directly resulted in the creation of approximately 70,000 new full-time equivalent jobs. This is a significant accomplishment in an economy that has recently experienced rising unemployment and widespread underemployment. Tourist visitations at the sites receiving USAID assistance were

higher than expected -- almost 20 percent above the 1999 target. This level of interest in tourism, mainly Ghanaian, has shown the rest of the country that there is a sound business and investment future in developing the tourism industry for both local and international clients.

#### Performance and Prospects:

USAID- funded technical assistance and training helped Ghanaian firms to work throughout the export production and marketing chain, improve managerial skills, identify and penetrate viable markets, and create links to increased market presence and strength. As a result of this assistance, 316 new commercial business linkages were established and 101 firms were assisted in the agricultural sector. Also to date, a total of 62 rural enterprise groups involving 1,974 entrepreneurs (47 percent women) have received business development assistance. These accomplishments benefited many smaller producers, including thousands of smallholders and micro-entrepreneurs who are playing an increasingly important role in supplying Ghana's larger exporters.

Title II funded activities complement TIRP's microenterprise development work. These activities provide direct technical and managerial assistance as well as training to over 235 small rural agricultural enterprises. As a result, approximately \$1.13 million of agricultural produce by mid-1999 was sold, processed, or stored by small farmers. Interestingly, approximately \$555,000 of rural credit came from non-traditional sources, which exceeded the projected target for the year and are becoming an important and growing source of rural financing. Over 13,170 rural jobs have been created or sustained through the operations of USAID-assisted businesses of which women account for roughly 50 percent of the membership.

Excellent progress is being made in implementing a four-and-a-half year policy reform agenda. During this current period, a second reform sub-agreement has been reached, which includes key reforms for better central bank management, streamlining tax revenue collection, elimination of disincentives to foreign investment, and an update of labor legislation. USAID's policy reform assistance included sponsorship of a National Labor Forum. This brought together key stakeholders, who had been antagonists for many years, to facilitate a collaborative agreement on labor market reform in a truly participatory fashion. Thus, Ghana is making significant headway in revising the country's labor code that reflects the recommendations made at the 1997 USAID-sponsored North Carolina conference and subsequent National Economic Forum, to the extent that new draft legislation, elusive over most of the past decade, has been developed. Additionally, USAID's technical review of the Social Security and National Insurance Trust (SSNIT), one of Ghana's major sources of medium and long-term funds, alerted the SSNIT to potential serious problems. After concurring with the review findings and conclusions, SSNIT has asked USAID to help them quickly address these problems to avoid what could be a major nationwide financial disaster.

As part of our tourism initiative, several castles in the Cape Coast Region and Kakum National Park have benefited greatly from USAID assistance. Their success has served as a catalyst for growth of Ghana's nascent tourism industry. Community participation in tourism around these sites was given greater emphasis in 1999. Activities included: a) development and support of community tourism in small villages located near Kakum Park; b) assistance with income generating small-scale meat production; c) training of 50 local tour guides; and f) promotion of a

local village music band which performs regularly at the park. Sustainability of this tourism program will be ensured by the creation of the Ghana Heritage Conservation Trust (GHCT) which has been prepared by a USAID grantee to assume all management responsibilities of the sites within a few months. The program is in its second phase and tourism arrivals at the sites are running two to three years ahead of original projections made at the end of the last phase.

A new initiative has been added to SO-1 which focuses on assistance to the development of a more sustainable and efficient energy supply and improved demand management. A more reliable long-term, cost-effective energy supply will come from a 400-mile West African gas pipeline (WAGP) carrying natural gas from Nigerian oil wells to Ghana, Togo and Benin. This is critical because the energy sector impacts directly on Ghana's potential for growth, and current resources are inadequate. USAID is providing technical assistance for the development of a Concession Agreement covering the construction and operation of the pipeline on fair and favorable terms.

#### Possible Adjustments to Plans:

USAID may modestly expand its involvement in the West Africa Gas Pipeline project beyond the activities described above, but limited to only bilateral technical assistance. After a review of present and future demands on financial resources, the Mission will be able to continue promotion of tourism, on a more limited basis and extend our involvement in micro-finance. For tourism, USAID will build on our existing objective of promoting eco-tourism in the context of conserving Ghana's environment and promoting the preservation of the country's heritage. SO-1's strategy will be to fund small grants, which are consistent with these objectives. In the area of micro-finance, USAID will expand the activities of a small business loan portfolio guarantee program and consider using the Agency's new Development Credit Authority (DCA). Additionally, USAID anticipates funding small grants to support microcredit/capital programs (MCPs), rural banking, as well as the development and evaluation of progressive microcredit programs.

#### Other Donor Programs:

The IMF, World Bank, the European Community, Great Britain, Canada, Denmark, the United Nations Development Program, 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 supporting the tourism sector. World Bank is the only significant donor besides USAID involved in promoting NTEs.

#### Major Contractors and Grantees:

USAID program will continue to be implemented by U.S. institutional contractors and grantees, as well as U.S. private voluntary and local non-governmental organizations. For the Development Assistance-funded component of the private sector program these include: Sigma One Corporation (policy reform); AMEX International (enterprise development); Conservation International (tourism development); and Bechtel Corporation (energy sector development). For P.L. 480 Title II activities, the Cooperating Sponsors are TechnoServe, Catholic Relief Services, the Adventist Development and Relief Agency, and Opportunities Industrialization Centers International.

The process to competitively select implementing contractors and grantees is largely completed, with the exception of the planned Grades and Standards for Ghanaian Exports and grants activities mentioned above.

**Performance Data Table**

Objective Name: Increased Private Sector Growth			
Objective ID: 641-001-01			
Approved: 1997-07		Country/Organization: USAID GHANA	
Result Name: Increased Private Sector Growth			
Indicator: Value of Selected Nontraditional Exports			
Unit of Measure: \$US by calendar year, in constant 1998 cedis	Year	Planned	Actual
	1998(B)	NA	\$43,516,821
Source: Ghana Ministry of Trade and Industry, Ghana Investment Promotion Council	1999	\$53,100,000	\$54,700,000
	2000	\$64,025,000	NA
Indicator/Description: The sum value of selected non-traditional exports. These subsectors include afrocentric garments/handicrafts, selected fresh and dried vegetables, selected fresh fruits, medicinal plants/essential oils, nut and nut products, and wood/wood products.	2001	\$77,750,000	NA
	2002	\$85,525,000	NA
Comments: * See Below			

\* Comments from table above

- 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.
- Planned and actual values are based on constant 1998 cedis, i.e., the dollar value of the cedi in the base year of 1998 to reflect changes in real value unaffected by depreciation or appreciation of the cedi.
- The indicator covers product groups that do not change over time. Some of the specific commodities are pineapples, avocados, mangoes, papaya, watermelon, chillies/pepper, medicinal plants and seeds, cashew nuts, shea nuts and butter, furniture and parts, essential oils, garments/clothing and handicrafts.
- The planned figures were revised downward, after it was discovered there was double counting of export figures. The earlier figures had included exports from firms assisted by one contractor, but these exports were captured in the national export figures from Ghana Export Promotion Council.
- The 1999 NTE value is an estimate calculated by extrapolating the total NTE value for January to September 1999. Actual figures for October to December 1999 are not available at this time. The actual figure for this period is likely to be higher than the current estimate because the significant depreciation of the cedi over this period should have been a strong boost to exports.

### Performance Data Table

Objective Name: Increased Private Sector Growth			
Objective ID: 641-001-01			
Approved: 1997-07	Country/Organization: USAID GHANA		
Result Name: IR 1.4 Improved Policy and Regulatory Environment			
Indicator: Milestones for the Participatory Development and Implementation of a Policy Change Framework			
Unit of Measure: Yes/No – (Implemented/Not Implemented; Adopted/Not Adopted, and Met/Not Met)	Year	Planned	Actual
	1997	<u>Policy &amp; Regulatory Environment</u> <ul style="list-style-type: none"> <li>• North Carolina Conference, Raleigh</li> <li>• National Economic Forum, Accra</li> </ul>	Yes Yes
Source: Ministry of Finance, TIRP, Sigma One Corp.	1998	<u>Policy &amp; Regulatory Environment:</u> <ul style="list-style-type: none"> <li>• Formulation of a high level interministerial Committee on Competitiveness (IMCC)</li> <li>• 4-5 year policy change framework adopted by the government and private sector</li> <li>• Assistance on formulation of VAT bill following Econ Forum recommendation</li> </ul>	Yes Yes Yes
		<u>Results in Policy Reform:</u> Tranche I conditionalities met	Yes Yes
Indicator/Description: The indicator measure extent to which milestones are reached or achieved (implemented in major aspects of an improved policy and regulatory environment, and measures the results of achieving policy reform conditions (milestones) agreed to under periodic tranches of the NPA program. Each year, progress against previous results is assessed, and next year's targets are outlined for both the policy and regulatory environment, and the reforms expected in the program.	1999	<u>Policy &amp; Regulatory Environment:</u> <ul style="list-style-type: none"> <li>I. Reducing Inflation and the National Budget Deficit:                             <ul style="list-style-type: none"> <li>• Assist MOF with smooth implementation of VAT.</li> </ul> </li> <li>II. Streamlining the Trade Regime:                             <ul style="list-style-type: none"> <li>• Action plan to reduce non-essential controls on imports of agriculture and manufacturing inputs.</li> </ul> </li> <li>III. Public and private sector agreement on TOR for Analysis of Int'l Competitiveness</li> <li>IV. Labor Markets:                             <ul style="list-style-type: none"> <li>• Public and private sector agreements on new labor codes.</li> </ul> </li> <li>V. Enhancing Agricultural Growth                             <ul style="list-style-type: none"> <li>• Recommended changes in land use to promote fair and enforceable out-grower and contract farming arrangements.</li> </ul> </li> <li>VI. Financial Intermediation:                             <ul style="list-style-type: none"> <li>• Review Bank of Ghana practices and propose changes in bank supervision.</li> </ul> </li> <li>VII. Public/Private Dialogue:                             <ul style="list-style-type: none"> <li>• Seminars featuring Ghanaian experts and/or visiting consultants to discuss fiscal, trade, financial, monetary investment and labor issues.</li> </ul> </li> </ul>	Yes Yes Yes Yes Yes Yes
		<u>Results in Policy Reform:</u> <ul style="list-style-type: none"> <li>• Eight Tranche II conditionalities met (due date: August 2000)</li> </ul>	Yes Yes 50%
Comments: * see below	2001	<u>Policy &amp; Regulatory Environment:</u> <ul style="list-style-type: none"> <li>• Reducing Inflation and the National Budget Deficit -- 11 activities</li> <li>• Streamlining the Trade Regime -- 4</li> <li>• Analysis of Int'l Competitiveness -- 2</li> <li>• Labor Markets -- 2</li> <li>• Enhancing Agricultural Growth -- 3</li> <li>• Financial Intermediation -- 7</li> <li>• Public/Private Dialogue -- 7</li> </ul>	NA
	2002	<u>Results in Policy Reform:</u> <ul style="list-style-type: none"> <li>• Tranche II conditionalities completed</li> <li>• Tranche III conditions drafted</li> </ul> <ul style="list-style-type: none"> <li>• Key targets reached in each component</li> <li>• Tranche III conditionalities met</li> </ul>	NA

**\* Comments from above table**

: In 1999, significant results were achieved in drafting new national labor legislation, adoption of many recommendations from TIRP which greatly improves implementation of the VAT, presence of over 20 specific references to input from TIRP on policy change contained in the annual GOG Budget Statement, and reversal of the GOG's position on holding another Economic Forum as a result of USAID encouragement to do so. In addition, progress in meeting the conditions in the NPA policy program is sufficiently impressive for USAID to increase the value of Tranche II (from \$2 to \$3 million) and to seriously consider a partial disbursement before the August 2000 deadline.

**Performance Data Table**

Objective Name: Increased Private Sector Growth			
Objective ID: 641-001-01			
Approved: 1997-07		Country/Organization: USAID GHANA	
Result Name: Increased Private Sector Growth			
Indicator: Increased Visitation and Revenue at the Key Central Region Tourist Sites			
Unit of Measure: US\$ (Revenues) in constant 1997 cedis; Numeric (No. of Visitors), by calendar year	Year	Planned	Actual
	1994	NA	\$15,761 Visitors: 44,152
Source: Conservation International, Ghana Wildlife Department, Ghana Board of Museums and Monuments, Site Records , Ghana Heritage Conservation Trust	1995	NA	\$48,221 Visitors: 67,503
	1996	NA	\$76,416 Visitors: 66,969
Indicator/Description: Number of visitors to Kakum National Park and to two historic castles. Revenue generated at these sites. Revenues from the castles is based on total number of visitors multiplied by entry fees, and revenues from Kakum are directly taken from CI records.	1997(B)	Visitors: 75,000	\$189,657 Visitors: 94,035
	1998	\$136,000 Visitors: 90,000	\$249,328 Visitors: 131,004
Comments: * See below for comments	1999	\$254,000 Visitors: 144,000	\$271,500 Visitors: 171,300
	2000	\$271,500 Visitors: 158,000	NA
	2001	\$296,000 Visitors: 174,000	NA
	2002	\$320,000 Visitors: 190,000	NA

\* Comments from table above

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.

-- This indicator was presented in the 2001 R4 and is now shown as an SO level indicator.

-- 1994 was the Phase I baseline, and 1997 is the Phase II baseline. The Project is now in Phase II.

- Planned and actual values are based on 1997 cedis, i.e., the dollar value of the cedi in 1997 to reflect changes in real value unaffected by depreciation or appreciation of the cedi.
- The 1998 actual revenue figure has been corrected since the last report (changed from \$217,500 to \$249,328).
- 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 putting Ghana 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.
- 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 is a major attraction for students.

**Performance Data Table**

Objective Name: Increased Private Sector Growth			
Objective ID: 641-001-01			
Approved: 1997-07		Country/Organization: USAID GHANA	
Result Name: IR 1.5 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) in constant 1998 cedis.	Year	Planned	Actual
	FY 1997	NA	1 Institution
Source: Contractor Reports, USAID/Ghana monitoring reports, Financial Institution Records, Microenterprise records	FY 1998(B)	\$435,000 (B)*	2 Institutions \$743,100
	FY 1999	4 Institutions \$565,000	4 Institutions \$640,000
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.).	FY 2000	6 Institutions \$696,000	NA
	FY 2001	8 Institutions \$913,000	NA
	FY 2002	9 Institutions \$1.2 million	NA
	FY 2003	10 Institutions \$1.6 million	NA
<p>Comments: the amount of credit leveraged reported for 1998 in the 2001 R4 (\$345,000) was transcribed incorrectly. The correct amount is \$435,000. Note: this corrected amount is the baseline upon which future planned amounts were projected.</p> <p>-- Planned and actual values are based on constant 1998 cedis, i.e., the dollar value of the cedi in 1998 to reflect changes in real value unaffected by depreciation or appreciation of the cedi.</p> <p>-- This indicator includes Title II activities related to this Intermediate Result.</p>			

## SO 2: Increase Effectiveness of the Primary Education System

Country/Organization: USAID GHANA

Objective ID: 641-002-01

Objective Name: Increased Effectiveness of the Primary Education System

Self Assessment: On Track

Self Assessment Narrative: During 1999 SO2, Quality Improvements in the Primary Schools (QUIPS), program successfully implemented its second year of interventions and met most key targets. An additional 72 Partnership Schools and Communities (cohort III) were added, with the result that the QUIPS program is now working in a total of 117 schools in 39 districts throughout all 10 regions of Ghana. QUIPS assisted in building Ghana's education human resource capacity by training 1,293 (23.5% female) teachers, head teachers, circuit supervisors, District Assembly officials, and administrators of the School Management Committee/Parent Teacher Association (SMC/PTA). Unfortunately, conditionalities for the Non-Project Assistance (NPA) component (Tranche II) were not met and that tranche was cancelled. Extensive meetings with the Ministry of Education (MOE) have been held to sensitize a strong NPA working group.

Primary Link to Strategic Agency Framework: 3.1 Access to Ed/Girls' Education  
(please select only one)

Secondary Link to Strategic Agency Framework:  
(select as many as you require)

- |  |  |
|--|--|
| <input type="checkbox"/> 1.1 Private Markets                                     | <input type="checkbox"/> 1.2 Agricultural Development/Food Security          |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor                       | <input type="checkbox"/> 2.1 Rule of Law/Human Rights                        |
| <input type="checkbox"/> 2.2 Credible Political Processes                        | <input type="checkbox"/> 2.3 Politically Active Civil Society                |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions                      | <input type="checkbox"/> 3.1 Access to Education/Girl's Education            |
| <input checked="" type="checkbox"/> 3.2 Higher Education/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced                  |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition                       | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced                   |
| <input type="checkbox"/> 4.4 HIV/AIDS  | <input type="checkbox"/> 4.5 Infectious Diseases Reduced                     |
| <input type="checkbox"/> 5.1 Global Climate Change                               | <input type="checkbox"/> 5.2 Biological Diversity                            |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution                  | <input type="checkbox"/> 5.4 Environmentally Sound Energy                    |
| <input type="checkbox"/> 5.5 Natural Resource Management                         | <input type="checkbox"/> 6.1 Impact of Crises Reduced                        |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met                  | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished       |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed              | <input type="checkbox"/> 7.2 Program Effectiveness Improved                  |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured              | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): No Secondary Linkage

#### Summary of the SO:

A literate and numerate human resource base is critical to sustain broad-based economic growth, and to Ghana's ambition to achieve a middle-income status. Using a holistic approach, QUIPS helps build the nation's human resource base by strengthening the capacity of local governments to create an improved learning environment; by improving the quality of teaching through better classroom supervision and pupil-centered teaching methods; and by encouraging greater community involvement and participation. The policy reform component of QUIPS focuses on four critical areas: 1) curriculum development; 2) educational personnel management; 3) decentralization; and 4) school data collection and analysis.

#### Key Results:

SO2 exceeded in two of the three IR targets for 1999. The third indicator target was not met; the Community-School Improvement Plan (CSIP) was utilized in 40 of the 45 schools and communities. Although this indicator fell shy of the target, the more rigorous definition of "utilization of the CSIP " makes the plan and process more meaningful. Data collected from 45 classrooms of cohort I and II Partnership Schools indicate that 36% of the teachers are using pupil-focused instructional practices in which the teacher, acting as a facilitator for learning activities, encourages active student participation. Data from 15 Partnership Communities indicate that 87 % of the communities are active in school decision-making processes. During the year the following successes were achieved: 18 Launch Workshops were held to introduce the QUIPS program to new districts; in-service training programs were provided to 18 cohort I and 27 cohort II schools; Information Education and Communication (IEC) campaigns were conducted in 27 cohort II communities; and 15 districts received management training. Monitoring and evaluation training, which allows participants to work through real case studies related to quality education in primary schools was provided to education officials in 4 regions.

#### Performance and Prospects:

The deadline for Tranche II conditionalities was extended from September 30, 1998 to June 1, 1999, because the shift of key personnel resulted in an insufficient Ministry of Education commitment to meet the original timeframe. Due to the transitional state of the MOE over the past year, including a new Minister, three out of the four conditionalities set for the NPA component were not met and subsequently the \$4 million tranche was cancelled. USAID is making a concerted effort to work closely with new MOE personnel. The Minister has made a personal commitment to monitor the process. Preliminary meetings have yielded promising results, and indications are that the MOE is forming a more appropriate and comprehensive team to successfully negotiate and manage NPA.

Educational policies that increase district authority and accountability have been promoted and incorporated into school and district-level management and teacher training programs. USAID was the main development partner providing training to the district education sector in the

Medium-term Expenditure Framework (MTEF) process, the new initiative of the Government of Ghana for resource planning. A central-level government document stated that QUIPS districts, which received this training are “miles ahead in MTEF budget preparations - in coming out with activities, outputs, and costing them” in comparison to non-QUIPS districts.

Building on two years of field experience, USAID initiated the process of sharing "good practices" gleaned from QUIPS and non-QUIPS schools by putting on a National Forum to Share Learning that was opened by the Minister of Education. The event marked the start of a nationwide discussion on ways to introduce and disseminate quality education processes and inputs.

In the area of Improved Teaching and Supervision (IR 2.1), after two years of in-service teaching interventions, perceptible changes have occurred in the Partnership Schools. Before the QUIPS program children were seated in rows with little or no teaching and learning materials on the walls or in use by the teacher. Now more than half of the teachers have re-arranged classroom seating so that children sit together in clusters which facilitate pair and team work and energize the learning process. Increasingly, teachers are asking higher order and open-ended questions.

The curriculum guide, Linkages in the Learning Sequence, LLS (formerly known as the Integrated Learning Sequence) is being piloted throughout the country. The guide, which assists the classroom teacher in operationalizing the primary curriculum and specifically the newly developed Environmental Studies syllabi, will be completed in 2000. The date was moved back to incorporate the primary curriculum revisions being made by the Ministry of Education.

To provide linkages between the pre-service and in-service training programs a Circuit Supervisor handbook and a revised Head Teacher manual was scheduled for development this year. However, the Ghana Education Service undertook an extensive budget and planning exercise which prevented collaborative work from beginning on these manuals. Work is scheduled to begin early next year. The USAID-sponsored International Foundation for Education and Self-Help teachers will receive copies of the LLS guide and teacher training manuals so they can serve as resource persons in their respective teacher training colleges.

In the area of Increased Community Participation (IR 2.3), 525 (21% female) SMC/PTA administrators were trained in basic micro-grant writing, school management techniques, budgeting, and fundraising strategies. Increasingly Partnership Communities' headteachers and SMC/PTA chairpeople are providing leadership and motivation to the community. The village of Moree is a typical example. The SMC chairman attends almost all school meetings, visits the school often to see how teachers and pupils are faring, and organizes communal labor in support of school projects. Building upon lessons learned at the community level, an SMC/PTA handbook was developed and reviewed by both the MOE/Ghana Education Service Access and the Community Participation Thematic group, which recommended its use throughout the system.

In the area of Improved Learning Environment (IR 2.4), the CSIP is a planning tool that assists schools and communities to set targets in the areas of teaching and materials, school management, infrastructure, and community participation. This process brings together the

school staff, community, and district education officials and helps build a team with a strong commitment to creating a better school. Examples of CSIP targets include: renovation of classroom structures; improved retention of girls in school (i.e., reduction of teenage pregnancy); teacher punctuality and daily preparation of lesson plans; and weekly head teacher observations of teachers.

Through its PL480 Education Support Program, Catholic Relief Services (CRS) provided support to approximately 739 primary schools in all 24 districts of the three northern regions of Ghana. During the year CRS submitted an unsolicited proposal to build upon their current education program to create a holistic educational intervention by implementing and adapting the QUIPS program to northern Ghana. Because of its distinct understanding of the social, economic, and religious elements unique to the north and its extensive network with the Ghana Education Service, CRS is in a unique position to implement the QUIPS program in the three northern regions of Ghana. The proposal has been vetted and a Cooperative Agreement will be finalized early next year.

In FY 2000 cohorts I and II will have graduated, and the first year of interventions will begin for cohort III. USAID will focus even greater attention on mainstreaming activities into MOE. The Improving Education Quality (IEQ II) team composed of researchers from universities in Ghana and the Ghana Education Service will initiate research to provide policy recommendations to the MOE. Working closely with the Democracy and Governance objective, the QUIPS program will use funding secured under the Education for Development and Democracy Initiative (EDDI) to start-up a Ghana Education and Democracy Network to enhance more effective education information exchanges. During this year at least 75 schools in 24 districts will be added to the QUIPS program (cohort IV). In-service teacher training will be given to a minimum of 1,000 education personnel, education personnel and management workshops will be held in a minimum of 20 districts and basic financial and management training will be given to 950 SMC/PTA administrators. Infrastructure projects will begin in 60 additional schools.

In FY 2001 a minimum of 80 new schools in at least 25 districts will be selected (cohort V) for the QUIPS program. At least 1,100 teachers will be given in-service training, and a minimum of 1,400 education and District Assembly officials will receive management/personnel training. Approximately 1,200 SMC/PTA administrators will be trained and 54 Information Education Communication campaigns will be conducted.

#### Possible Adjustments to Plans:

A two-year extension to the program has been requested. If concurred with, contracts and awards will have to be modified to a new timeframe.

#### Other Donor Programs:

The involvement of non-governmental organizations including religious groups, in the education sector continues to increase. The coordination of donor efforts into an integrated national plan remains a challenge for donors and GOG alike. The British Department for International Development, European Union, World Bank, UNICEF, and German technical cooperation (GTZ) have active programs which support the basic education sector. Japan International Cooperation Agency (JICA) will begin its basic education program in FY2000.

Major Contractors and Grantees:

The Academy for Educational Development (with IIR and Aurora Associates); The Mitchell Group (with HIID); the Education Development Center (with CARE and Save the Children); the International Foundation for Education and Self-Help; and the American Institute for Research (IEQ).

**Performance Data Table**

Objective Name: Increased Effectiveness of the Primary Education System			
Objective ID: 641-002-01			
Approved: 1997-07		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			
Unit of Measure: Percent	Year	Planned	Actual
Source: Teachers/Head teachers/TA contractor/Consortia Teacher Journals/ Learning Contract/ Classroom Observation Worksheet	1998(B)	NA	Male: 15% Female: 15%
	1999	Male: 20% Female: 20%	Male: 30% Female: 46%  Aggregate Score: 37%
Indicator/Description: Percent of teachers who apply new teaching techniques (focus on active student participation with a teacher as guide or facilitator), develop relevant instructional materials, and effective lesson plans in Partnership Schools. (updated 10/99)			
Comments: * see comments below	2000	Male: 35% Female: 35%	NA
	2001	Male: 55% Female: 55%	NA
	2002	Male: 70% Female: 70%	NA

\*Comments from table above

English and math achievement data will be used as a co-measure to determine if instructional practices are effective in improving student learning. Post-achievement test results in English and math (November 1999) showed a significant achievement advantage for pupils in QUIPS cohort I schools. Mean percentage correct scores for pupils in cohort I QUIPS schools were higher than for pupils in a comparable set of non-QUIPS schools by 8.88% in math ( $p < 0.002$ ) and by 19.25% in English ( $p < 0.001$ ). Achievement outcome for pupils in QUIPS schools (cohort I and cohort II combined) showed significant improvement from baseline (November 1998) to post-test (November 1999). Mean percentage correct post-test scores were higher than baseline by 7.08% for math ( $p < .001$ ) and by 7.56% for English ( $p < .001$ ).

Data is collected by QUIPS in-service training teams at every school-based workshop each term (6X over 2 years).

Data collected from 45 Partnership Schools: 18 cohort I and 27 cohort II schools.

Cohort I (151 teachers): 42% teachers using pupil-focused instructional practices (51% of the 61 female teachers/35% of the 83 male teachers).

Cohort II (208 teachers): 32% of teachers using pupil-focused instructional practices (41% of the 110 female teachers/25% of the 150 male teachers)

**Performance Data Table**

Objective Name: Increased Effectiveness of the Primary Education System			
Objective ID: 641-002-01			
Approved: 1997-07		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	1998(B)	NA	11%
	1999	65%	87%
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, which 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.	2000	75%	NA
	2001	80%	NA
	2002	85%	NA
Comments: * See comments below			

\*Comments from table above  
Academic year 1998 established the Baseline.

Data is collected by:  
Data for 1999 collected from a random sample of 33% of the Partnership Communities from a 33% random sample of Partnership Communities: 6 cohort I communities and 9 cohort II communities.

The aggregate score of 87% is derived from:  
Cohort I - (108 community members) 100% of the 6 communities sampled active in school decision-making processes.

Cohort II - (162 community members) 78% of the 9 communities sampled active in school decision-making processes.

**Performance Data Table**

Objective Name: Increased Effectiveness of the Primary Education System			
Objective ID: 641-002-01			
Approved: 1997-07		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(B)	NA	0
	1998	18	18
Indicator/Description: Community-School Improvement Plans are a planning tool to assist the school in developing and achieving targets in the areas of: teaching and learning; school management; infrastructure/access; and community participation.	1999	45	40
	2000	75	NA
	2001	123	NA
	2002	210	NA
Comments: *See comments below			

\*Comments from table above:

1997 is the baseline. CSIP implementation process began in 1998.

The working definition for "utilize" is that a minimum of 3 actions per year must be taken in at least two of the four CSIP areas. This definition is more rigorous than initially applied under cohort I.

Data is collected by QUIPS implementing teams after community-and school-based interventions at least once per term (6X over 2 years).

Data collected from 45 Partnership Schools and Communities: 18 cohort I and 27 cohort II.

Cohort I: 14 Partnership Schools and Communities utilizing CSIPs. Because a more stringent criterion was applied to the definition of 'utilizing', a lower number of cohort I schools/communities utilized CSIPs during FY 99 than in FY98.

Cohort II: 26 Partnership Schools and Communities utilizing CSIPs.

### SO 3: Improved Family Health

Country/Organization: USAID GHANA

Objective ID: 641-003-01

Objective Name: Improved Family Health

Self Assessment: On Track

Self Assessment Narrative: In February 1999, USAID/Ghana and the Ghana Government signed a Strategic Objective Grant Agreement for Improved Family Health. This grant brought the SO3 program fully into line with the principles of managing for results. During the year, SO3 and its partners succeeded in intensifying the response to HIV/AIDS by supporting effective advocacy and participating in high-level consultations with the Government. The child survival program moved forward with several new initiatives, including commercial promotion of bednets for malaria prevention, behavior change for improved breastfeeding, and integrated management of child illness. Significant program developments in family planning included a national policy shift towards community based approaches, expanded training activities and new youth initiatives, including a national radio call-in program.

Primary Link to Strategic Agency Framework: 4.1 Unintended Pregnancies Reduced  
(please select only one)

Secondary Link to Strategic Agency Framework:  
(select as many as you require)

- |   |  |
|---|--|
| <input type="checkbox"/> 1.1 Private Markets                          | <input type="checkbox"/> 1.2 Agricultural Development/Food Security          |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor            | <input type="checkbox"/> 2.1 Rule of Law/Human Rights                        |
| <input type="checkbox"/> 2.2 Credible Political Processes             | <input type="checkbox"/> 2.3 Politically Active Civil Society                |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions           | <input type="checkbox"/> 3.1 Access to Education/Girl's Education            |
| <input type="checkbox"/> 3.2 Higher Education/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced                  |
| <input checked="" type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input checked="" type="checkbox"/> 4.3 Child Birth Mortality Reduced        |
| <input checked="" type="checkbox"/> 4.4 HIV/AIDS                      | <input checked="" type="checkbox"/> 4.5 Infectious Diseases Reduced          |
| <input type="checkbox"/> 5.1 Global Climate Change                    | <input type="checkbox"/> 5.2 Biological Diversity                            |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution       | <input type="checkbox"/> 5.4 Environmentally Sound Energy                    |
| <input type="checkbox"/> 5.5 Natural Resource Management              | <input type="checkbox"/> 6.1 Impact of Crises Reduced                        |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met       | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished       |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed   | <input type="checkbox"/> 7.2 Program Effectiveness Improved                  |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured   | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Health

Secondary Link to MPP Goals (optional): Population

#### Summary of the SO:

Although childhood mortality has dropped 40% over the last 20 years, one of nine children continue to die before their fifth birthday and the major causes of death are preventable. Fertility has declined by two children over the last decade to 4.6, but there is still a significant unmet need for family planning in Ghana and modern contraceptive use remains low. HIV prevalence (4.6% in 1998) has reached a critical threshold. Acceleration of interventions to prevent further spread of HIV is of paramount importance. Strategic Objective 3 (SO3) is designed to improve the health of Ghanaian families through increased use of reproductive health services (IR3.1) and child health services (IR3.2). It aims to increase contraceptive use, slow the spread of HIV and improve child health through activities designed to improve health services demand, access, quality and policies. SO3's beneficiaries are Ghanaian children under five years and women and men of reproductive age.

In SO3, USAID uses unearmarked child survival and disease (CSD) funds to support integrated management of child illness, nutrition education, promotion of breastfeeding, polio eradication and routine immunization. Infectious disease funds support promotion of insecticide-treated materials and surveillance, while micronutrient funds are used for Vitamin A supplementation. HIV funding supports social marketing of condoms, training in the management of sexually transmitted diseases, behavior change activities with high-risk groups and education campaigns. USAID uses development assistance (DA) funds to support village-based and social marketing approaches to family planning and training health workers in family planning protocols.

#### Key Results:

SO3 achieved or exceeded two of the four targets during 1999. Although Ghana did not meet the target for Couple Years Protection (CYP) in 1999, this is expected to be a temporary setback since the shortfall was primarily due to transient funding constraints. Preliminary reports from national sentinel surveillance of pregnant women indicate that HIV prevalence was maintained below 5% in 1999. Preliminary service statistics show that immunization coverage of infants continues to increase and reached the target of 69% in 1999. The 1998 DHS final report, released in October 1999, confirmed the need for greater attention to quality of care for the sick child, nutrition and malaria prevention. The 1998 DHS documented a decline in fertility from 6.4 in 1988 to 4.6 in 1998. The use of modern contraceptive methods rose from 5% to 13% during the last decade. In addition to increased contraceptive use, DHS analysis reveals that other factors contributing to fertility decline include increasing age at marriage and first birth, declining nuptiality and polygamy, relatively low coital frequency and pregnancy terminations.

#### Performance and Prospects:

To assess past performance and strategic direction, USAID/Ghana invited an external team to evaluate the nearly completed Ghana Population and AIDS Project (predecessor to Improved Family Health), in light of the SO3 results framework. The team documented significant achievements in reproductive health policy and protocol development, contraceptive logistics management, social marketing, public awareness and other areas. The team noted that family

planning targets were over ambitious and should be revised. This was accomplished with our partners in 1999. The evaluation endorsed SO3's recent shift from an emphasis on policy to an intensified focus on increased access to quality family planning services and HIV prevention.

**HIV/AIDS Prevention:** During 1999, USAID along with other donors succeeded in dramatically elevating the level of attention paid to HIV/AIDS in Ghana. A visit by the International Partnership Against HIV/AIDS in Africa, which included USAID representation, resulted in increased political commitment at the highest level and has begun to generate a multisectoral response to the epidemic. USAID also supported the Government with technical assistance to develop a draft national HIV/AIDS strategy, which will be vetted and finalized with input from a variety of stakeholders in the coming year. Throughout 1999, the computerized AIDS impact model has been used to effectively advocate for an intensified response among Parliamentarians, local leaders, religious groups and other government ministries. USAID's targeted behavior change activities with the police and miners were accelerated during 1999 and over 200 medical practitioners were trained in STD management. Information provided by miners, commercial sex workers and traditional healers in the mining communities led to increased community knowledge on HIV and increased condom sales. During 1999, lottery ticket sellers, hair dressers, chemical sellers and others sold approximately 50,000 condoms in these communities. During 2000, USAID will support and expand the above activities as well as launch a major multi-media campaign against HIV/AIDS.

**Family Planning:** Contraceptive distribution reports indicate a slight decrease in CYP from 596,000 in 1998 to 593,000 in 1999. A closer look reveals that results for the major implementing agencies varied. The Ghana Social Marketing Foundation (GSMF) had a 9% decline in contraceptive sales between FY1998 and FY1999. Delayed FY1998 funding led to the absence of advertising for several months and resulted in a temporary setback. At about this same time, USAID decided to assess GSMF's program to better understand the sales fluctuations. Although overall evaluation findings were positive, they included strategic recommendations that we believe will increase sales. Funds began flowing again in August and subsequent reports show early signs of a turn around in sales. Also in August, GSMF introduced "Speakeasy", a weekly radio program for youth. The show focuses on adolescent reproductive health issues and includes a mini-drama, music, live audience participation and time for call-ins from listeners. The show has already gained great popularity. Next year GSMF distribution networks will be expanded and training and communication activities will be enhanced.

During 1999, Planned Parenthood Association of Ghana (PPAG) achieved an overall increase in contraceptives distributed. This can be attributed to PPAG's implementation of the intensified community-based approach being supported by USAID. Although CYP for the Ministry of Health (MOH) remained fairly constant, public sector officials at all levels have started to reorient their thinking and are now fully committed to expanding access to basic health services at the periphery through community-based approaches. With USAID support, the MOH has documented and disseminated information on the successful program in Navrongo. Through the use of community based health workers, this pilot program achieved a five-fold increase in contraceptive use (4% to 20%). The success of this program is captured by one woman in the target community who said, "Family planning is the benefit of all of us. Many children and no money, not even for soap, and then you get pregnant! If any woman advises you to practice

family planning, you should do it". In 1999, the MOH developed policy guidelines for the implementation of such village-based health services. USAID also supported improvements in the quality of family planning and safe motherhood services through in-service and pre-service training using the updated national protocols. The MOH had a decline in contraceptives distributed during the fourth quarter. The decline closely followed an increase in contraceptive prices implemented to improve financial sustainability. Previous experience with such price increases indicates that sales will rebound and even surpass pre-price increase levels, but the MOH and USAID are closely monitoring and analyzing this trend.

Child Survival: During 1999, the child health program evolved with the initiation of several key activities. Integrated management of child illness (IMCI) was formally launched in a national workshop. USAID took the lead in supporting the MOH's adaptation and development of protocols and a training package that will be launched during FY2000. Integrated maternal and child health education materials are being finalized and will be produced early next year for use by community-based workers. USAID also spearheaded the Roll Back Malaria Initiative in Ghana with a unique public-private sector partnership led by the MOH and representatives from USAID, UNICEF, WHO and the commercial private sector. USAID recently awarded a grant to the Ghana Social Marketing Foundation to support to this initiative and to launch the campaign to promote the use of bednets. USAID is collaborating with UNICEF to support seven regions to develop strategies for vitamin A supplementation in southern Ghana. A USAID grant to UNICEF also supports expansion of the cold chain nationwide and social mobilization activities for increased immunization in the under-served northern regions. In the area of nutrition and breastfeeding, USAID made a great deal of progress over the past year. The MOH, with support of LINKAGES, is promoting behavior change in breastfeeding practices at the community level through the use of community volunteers and media messages. It is important to note that the SO3 budget has a large pipeline due to earlier delays in funding, which resulted in the simultaneous release of FY 1998 and FY1999 funds in early 1999. This pipeline will drop dramatically by FY 2001, when the above activities are fully operational.

Two PL 480 Title II projects included activities to improve child health during 1999. The Adventist Development and Relief Agency and Catholic Relief Services continued to support over 500 community workers and nurses to provide health education for women and children about nutrition, breastfeeding, diarrhea care, water and sanitation.

#### Possible Adjustments to Plans:

A request has been submitted to extend the Ghana Country Strategy, including SO3 through 2003. Targets have been reviewed and extended to reflect this extension.

#### Other Donor Programs:

The health sector is a top priority for the Ghana Government and the focus of a major sector reform. The Government works closely with "common account" donors including the World Bank, the United Kingdom, European Union and Denmark. Outside of the common account, USAID is the largest health donor and contributes significantly in the key areas of reproductive health and child survival collaborating closely with United Nations partner agencies.

#### Major Contractors and Grantees:

Ghana Social Marketing Foundation, AVSC international, Planned Parenthood Association of Ghana, Johns Hopkins University, BASICS, Academy for Educational Development, Africare, CARE, Family Health International.

**Performance Data Table**

Objective Name: Improved Family Health			
Objective ID: 641-003-01			
Approved: 1997-07		Country/Organization: USAID GHANA	
Result Name: IR 3.1 Increased Use of Reproductive Health Services			
Indicator: HIV Prevalence			
Unit of Measure: Percent	Year	Planned	Actual
Source: Ministry of Health National AIDS/STD control Program sentinel surveillance reports	1994 (B)	NA	2.4
	1995	NA	1-4
Indicator/Description: The proportion of antenatal women who test HIV positive at 22 national sentinel sites.	1996	NA	1-4
	1997	NA	1-4
	1998	NA	4.6
	1999	<5	4.6 (est)
Comments: SO3's objective is to stabilize the HIV epidemic at an increase of less than one percent per year. The 1999 rate is an estimate based on preliminary data.  From 1995-97, MOH reports provided a range of prevalence rather than a specific point. UNAIDS has a technical working group currently assessing how reliable the antenatal sentinel surveillance reports are as a proxy for the general population aged 15-49 years. The mission is also consulting technical experts regarding the establishment of specific targets for prevalence. As a result of these consultations, USAID has moved from targeting a range of prevalence (e.g., 5-8%) to a specific level (e.g., <6%).	2000	<6%	NA

**Performance Data Table**

Objective Name: Improved Family Health			
Objective ID: 641-003-01			
Approved: 1997-07		Country/Organization: USAID GHANA	
Result Name: IR 3.1 Increased Use of Reproductive Health Services			
Indicator: Couple Years of Protection (CYP)			
Unit of Measure: Numeric (000)	Year	Planned	Actual
Source: Service statistics from USAID-supported implementing agencies (Ministry of Health, AVSC Ghana, Ghana Social Marketing Foundation and Planned Parenthood Association of Ghana)	1994(B)	NA	416
	1995	(509)	505
	1996	(592)	479
	1997	(677)	483
	1998	(768)	596
	1999	625 (861)	593
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 contraceptive prevalence during non-GDHS years.	2000	655 (955)	NA
	2001	685	NA
	Conversion rates used in Ghana are: 100 condoms or VFTs = 1 CYP, 13 pill cycles = 1 CYP, 4 depo provera = 1 CYP, IUD = 2.5 CYP, Norplant = 3.5 CYP, sterilization = 8 CYP.		
Comments: *See comments below			

\*Comments from table above:

During the past year, USAID/Ghana and its partners reviewed the family planning targets and revised them downward from 1999 as a result of experience to date, DHS findings and the GHANAPA evaluation finding that original targets were overly ambitious and unrealistic for the specified time frame. Previous targets are indicated in parentheses.

In 1999, CYP fell short of the target. Analysis indicates that results varied for the implementing agencies. PPAG achieved an overall increase in CYP through its community-based distribution activities. GSMF experienced the sharpest decline and this was due to financial constraints that were subsequently resolved. The MOH results were similar to 1998, but experienced a decline during the fourth quarter after contraceptive price increases were introduced to improve sustainability. This trend is being closely monitored and analyzed.

**Performance Data Table**

Objective Name: Improved Family Health			
Objective ID: 641-003-01			
Approved: 1997-07		Country/Organization: USAID GHANA	
Result Name: IR 3.1 Increased Use of Reproductive Health Services			
Indicator: Condoms Distributed			
Unit of Measure: Numeric (millions)	Year	Planned	Actual
Source: Service statistics	1993(B)	NA	4.3
Indicator/Description: The total number of condoms sold or distributed free of charge through the three major programs supported by USAID – Ministry of Health, Ghana Social Marketing Foundation and Planned Parenthood Association of Ghana.	1997	NA	7.8
	1998	NA	10.2
	1999	(12)	9.5
	2000	12 (14)	NA
	2001	13.5 (15)	NA
	2002	15	NA
<p>Comments: The name of this indicator has been changed to “Condoms Distributed”. Last year it was called “Condom Sales”. The data set remains the same.</p> <p>Targets have been revised downward based on experience to date and the GHANAPA assessment finding that previous targets were overly ambitious. Previous targets are indicated in parentheses.</p> <p>Condom distribution experienced a temporary setback this year due to the same factors cited for CYP. The sharpest decline was in GSMF commodities and has already begun to turnaround. During the coming year with the launching of the national HIV/AIDS prevention campaign and aggressive promotion of condoms for HIV/STD prevention, sales are expected to increase.</p>			

**Performance Data Table**

Objective Name: Improved Family Health			
Objective ID: 641-003-01			
Approved: 1997-07		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	Year	Planned	Actual
Source: Service statistics from the Ministry of Health.	1995(B)	NA	52
	1996	55	51
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 by their first birthday.	1997	60	60
	1998	65	67
	1999	69	69 (est)
	2000	72	NA
	2001	75	NA
<p>Comments: The 1999 rate is an estimate based on preliminary data from the MOH.</p> <p>The 1998 DHS found a DPT3 coverage rate of 68% as compared to the 1998 MOH reported rate of 67 percent. This close comparability confirmed the validity of the MOH statistics as a source for annual data on immunization.</p> <p>Immunization coverage rates continue to climb slowly in Ghana. During 1999, USAID supported this trend with funding to expand the cold chain and workshops for micro planning of immunization activities by each of the 110 districts in the country. During 2000 this support will continue and focus in particular on two of the under-served northern regions.</p>			

#### **SO 4: Public Policy Decisions Better Reflect Civic Input**

Country/Organization: USAID GHANA

Objective ID: 641-004-01

Objective Name: Public Policy Decisions Better Reflect Civic Input

Self Assessment: On Track

Self Assessment Narrative: All four Intermediate Results of the Strategic Objective (SO) are on track. Working in close collaboration with the U.S. Embassy, the SO 4 team has effectively combined DA, ESF, and EDDI resources to support the consolidation of democracy through increased citizen participation in the governance process. Donors are effectively collaborating in support of the Year 2000 national 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. USAID is well positioned to provide critical support to the new Parliament and other governance institutions in the post election period.

Primary Link to Strategic Agency Framework: 2.3 Politically Active Civil Society  
(please select only one)

Secondary Link to Strategic Agency Framework:  
(select as many as you require)

- |  |  |
|--|--|
| <input type="checkbox"/> 1.1 Private Markets                           | <input type="checkbox"/> 1.2 Ag Development/Food Security                    |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor             | <input checked="" type="checkbox"/> 2.1 Rule of Law/Human Rights             |
| <input checked="" type="checkbox"/> 2.2 Credible Political Processes   | <input checked="" type="checkbox"/> 2.3 Politically Active Civil Society     |
| <input checked="" type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education                   |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development         | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced                  |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition             | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced                   |
| <input type="checkbox"/> 4.4 HIV/AIDS                                  | <input type="checkbox"/> 4.5 Infectious Diseases Reduced                     |
| <input type="checkbox"/> 5.1 Global Climate Change                     | <input type="checkbox"/> 5.2 Biological Diversity                            |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution        | <input type="checkbox"/> 5.4 Environmentally Sound Energy                    |
| <input type="checkbox"/> 5.5 Natural Resource Management               | <input type="checkbox"/> 6.1 Impact of Crises Reduced                        |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met        | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished       |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed    | <input type="checkbox"/> 7.2 Program Effectiveness Improved                  |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured    | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Democracy and Human Rights

Primary Link to MPP Goals: Democracy and Human Rights

Secondary Link to MPP Goals (optional): No Secondary Linkage

Summary of the SO:

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 uni-cameral 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. An analysis of Ghana's inchoate democracy reveals a more favorable environment for civic participation in the public policy process. However, due to the 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 government and society on the other.

USAID's Democracy and Governance goal is based on the premise that broad-based participation and democratic processes are integral elements of sustainable development. Effective democracy requires transparent and accountable government, open access to and use of information, and participation by citizens in the policy-making process. USAID programs support the consolidation of Ghana's democratic institutions and contribute to the development of a healthy civil society, while promoting respect for human rights and rule of law. The program includes components to strengthen the role of civil society and building capacity in institutions of governance including those institutions that ensure free and fair elections in the year 2000 and beyond. Strengthening both national and local representative assemblies and the role of civil society in influencing policy will help to reduce the excessive influence of the executive branch. USAID/Ghana's program objectives are: 1) to develop an understanding by civil society organizations (both national level and local level) of the policy-making process and to expand their ability to advocate their position through public participation; 2) to enhance the ability of Parliament to play an effective role in the legislative process; and 3) to increase access by civil society to information for more transparency, accountability and good governance.

The purpose of this SO is to amplify the effectiveness of civil society and elected institutions at the local and national levels – not only strengthening their independence, but also enhancing their ability for interaction. The result is a better policy-making environment that strives to incorporate the interests of civil society, members of Parliament (MPs) and local assemblies, and local/national officials with those of the executive branch. This SO was revised during the last reporting period to focus more directly on the core problem of executive branch policy domination. While Ghana civil society is the ultimate beneficiary of this program, the immediate beneficiaries are the 200 MPs, as well as over 700 officials of local government and leaders of civil society organizations (CSO) in twenty of Ghana's 110 district assemblies (DAs), who are mandated to carry out their representative function and to craft national and local policies. Achieving this SO requires accomplishing the following four 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 Organizations to Influence Policy; IR 4.3:

Local Government Decision-Making Processes are More Participatory; and IR 4.4 Increased Citizen Access to Information for Improved Governance, Transparency and Accountability.

#### Key Results:

Overall results are being achieved at the levels expected. Targets were met or exceeded for two of the three indicators. While the target for the indicator “Percentage of Local Governmental Decisions in Project Districts Reached through Participatory Mechanism” was not attained, the results achieved were significant. This indicator increased from 4% in the baseline year to 35% (vs. 50% target) for civil society leaders and 21% in the baseline year to 33% (vs. 85% target) for district officials. The indicator for the legislative strengthening component (Percentage and Number of Legislative Initiatives by MPs) was exceeded.

#### Performance and Prospects:

The program for legislative strengthening/national civil society organization participation focuses on: 1) strengthening the parliament committee structures, 2) enhancing parliamentary committee knowledge of substantive issues through research and analysis, and 3) increasing public input into legislation through hearings. Training activities have been expanded during the past year and have focused on the training of parliamentary staff in the areas of research and drafting of legislation. There has been a marked increase in the number of motions introduced by Members of Parliament. In 1999 there were a total of 8 private member motions, up from 1 in 1998. In Ghana where the majority party dominates the political scene through a strong executive branch and their overwhelming majority in Parliament, minority party members introduce these motions as a means to debate important issues, raise public awareness, improve transparency, and increase executive branch accountability.

Support is also being provided to consolidate decentralized democratic governance in Ghana. A program that fostered a collaborative problem-solving relationship between District Assembly officials (local government) and civic leaders has been completed. Over 325 local officials and 420 leaders representing 226 CSOs were trained under this program. The outcome was the formation of joint boards in twenty of Ghana’s 110 districts consisting of District Assembly officials and CSO leaders. These boards are responsible for setting priorities, establishing criteria for district development grants and ultimately grant approval. Women accounted for 34% of the CSO participants. Interest is being shown by other donors in replicating this model in districts not served by the USAID program.

USAID has begun the work to establish Internet connection in several governance institutions including the headquarters and regional offices of the Electoral Commission as well as the Commission on Human Rights and Administrative Justice. Internet connectivity is also being established for the Parliament. Additionally, Community Learning Centers are also attempting to expand affordable access to the Internet to more communities.

Support was provided to promote anti-corruption as a public policy issue. Several public and private sector leaders were sponsored to attend the Durban Conference on Anti-Corruption. This group now forms the nucleus of the Ghana Anti-Corruption Coalition.

#### Possible Adjustments to Plans:

Declining resources for the democracy and governance sector has resulted in prioritization of planned program activity. Support for national CSO strengthening activities for parliamentary advocacy will be limited, but the program to strengthen the parliamentary staff and committee system will continue. Initially, USAID had anticipated working with 30 district assemblies; however, funding constraints have limited activity to 20 districts. The next phase of assistance for decentralization will incorporate activities that promote accountability and transparency at the local level. This activity will also focus on the application of information technologies, which is part of the Education for Democracy and Development Initiative (EDDI). This new initiative will improve communications efficiency and improve access to information for democratic and educational institutions including those that promote enhanced accountability and improved transparency and foster an anti-corruption environment. A new indicator will be identified and a baseline established in FY 2000 to measure performance for improved transparency, accountability and anti-corruption covering the period FY 2000-FY 2003. USAID/Ghana has requested an extension of the Country Strategic Plan by two years through FY 2003 to enable activities under this new initiative to be implemented.

#### Other Donor Programs:

Canada, Denmark, Germany, Great Britain, World Bank and the European Commission (EC) figure prominently among donors involved in democracy and governance activities. Canada, Denmark, Germany and the EC are supporting local government capacity building in districts that are not included in the IFES program. Most donors support, through grants and training, various CSOs involved in advocacy, media, and human rights activities. Individual donor programs are in the range of \$1-3 million per year, representing 3% to 7% of donor annual assistance programs. Matters pertaining to corruption, transparency, and accountability are of increasing interest to the donor community as these issues impact on the broader donor development assistance programs. This topic was discussed at the most recent GOG/Donor Consultative Group meeting held in November and efforts are underway to identify an appropriate role for the donors in supporting Ghanaian-led initiatives in this area.

#### Major Contractors and Grantees:

The National Democratic Institute and the International Foundation for Elections Support are the two main grantees for this program. A local NGO, the Center for Democracy and Development has been awarded a grant for election related activity. A training program with Georgetown University was truncated this year due to funding constraints.

**Performance Data Table**

Objective Name: Public Policy Decisions Better Reflect Civic Input			
Objective ID: 641-004-01			
Approved: 1998-12-11		Country/Organization: USAID GHANA	
Result Name: 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			
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)	Year	Planned	Actual
	1997(B)	NA	a) 56% b) 0 c) 33%
Source: Observation of parliamentary debates; review of parliamentary debate reports (Hansard), NDI legislative tracking system; reports by legislature and government; and interviews with MPs	1998	a) 70% b) 1 c) 55%	a) 67% b) 1 c) 50%
	1999	a) 72% b) 2 c) 65%	a)77% b) 8 c) 62%
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	2000	a) 75% b) 4 c) 70%	NA
	2001	a) 75% b) 8 c) 75%	
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.			

**Performance Data Table**

Objective Name: Public Policy Decisions Better Reflect Civic Input			
Objective ID: 641-004-01			
Approved: 1998-12-11		Country/Organization: USAID GHANA	
Result Name: Public Policy Decisions Better Reflect Civic Input			
Indicator: Percentage of Local Governmental Decisions in Project Districts Reached through Participatory Mechanisms			
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)	Year	Planned	Actual
	1997(B)	NA	a) 4% b) 21%
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.	1998	a) 50% b) 85%	a) 38% b) 33%
	1999	a) 50% b) 85%	a) 26% b) 39%
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	2000	a) 50% b) 85%	
	2001	a) 60% b) 85%	
Comments: * See comments below			

\*Comments from table above

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 1999 continues to be high, so it will be maintained through 2001. Despite falling short of the target, Significant positive progress was realized.

**Performance Data Table**

Objective Name: Public Policy Decisions Better Reflect Civic Input			
Objective ID: 641-004-01			
Approved: 1999-12-11		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(B)	NA	45%
	1998	50%	60%
	1999	90%	84%
	2000	90%	
Indicator/Description: A percentage of participants who report in surveys and focus groups that they have approached a government 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. Most of the civic advocacy has focused on issues of taxes. Another topic of advocacy was community security and the role that civil society could play to enhance local security. The third area of concern was government procurement and the process of contract award. These advocacy requests 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.			

## **R4 Part III: Resource Request**

**Part III: Resource Request** - The resource levels requested in Ghana's R4 2002 reflect prior-year adjustments in program activity levels that are consistent with Congressional and Agency interests. Expanding program activity for HIV/AIDS, child survival and realigning the democracy and governance program 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 OE and staff resources. It is essential that USAID/Ghana increase its base of activity managers to undertake design work and provide effective oversight of activities.

**SO1 – Increased Private Sector Growth** - USAID/Ghana's FY 2001 request is for \$10.437 million in DA funds. This same level is requested for FY 2002. In addition, the PL 480 Title II requirements are \$8.1 million in FY 2001 and \$8 million in FY 2002. These requested amounts the minimum required to continue with the current program of supporting increased private sector growth. On an annual basis approximately \$1.5 million and \$1 million respectively will be allocated for funding of tourism and micro-enterprise activities by NGOs/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 SO is 18 months, well within Agency guidelines of 12 to 24 months of planned expenditures.

**SO2 – Increased Effectiveness of the Primary Education System** - USAID/Ghana's FY 2001 allocation is for \$5.87 million in CSD funds. The FY 2002 request level is \$7 million in CSD funds, an increase of \$1.13 million over the straight line. In addition, PL 480 Title II funds of \$ 7 million in FY 2001 and FY 2002 are requested. The program has expand into the three historically under served regions of Ghana (Northern, Upper East and Upper West), combining CSD and Title II resources as part of that expansion. The straight line levels of approximately \$6 million is insufficient to meet the incremental funding requirements for project assistance in FY 2002 and would result in a reduction in the number of districts served.

**SO3 – Improved Family Health** - USAID/Ghana's FY 2001 request is for \$8.93 million in DFA funds and \$9.4 million in CSD funds. The FY 2002 request for CSD is increased by \$1 million to \$10.4 to support an expanded HIV/AIDS program. In addition, PL 480 Title II funds of \$2.1 million are required for FY 2001 and FY 2002. In FY 2002 a minimum of \$5.5 million of HIV/AIDS funding is needed for the Mission to continue and expand a number of targeted behavior change activities which were initiated this past year. Specifically, USAID would maintain the communications/media campaign begun in 2000, "Love Life-Stop AIDS", expand support to NGOs, provide additional support to the uniformed services so that they can expand services and peer education activities to outlying regions, provide training for additional health professionals in STD management and counseling, as well as carry out a pilot activity to prevent mother-to-child transmission. Prudent resource management will be required to enable SO3, at the end of both FY 00 and FY 01, to manage a pipeline of less than 12 months.

**SO4 – Public Policy Decisions Better Reflect Civic Input - USAID/Ghana’s request for FY 2001 is for \$1.5 million in DA funds. The FY 2002 request is for \$2 million of DA funds.**

This amount is consistent with the indicative control level for FY 2001 and would meet the requirements for a program that was scaled back in FY 2000 in response to lower funding levels. USAID/Ghana will be able to continue to maintain program activity in two critical post-election areas - decentralization and parliamentary strengthening. Both activities will contain elements of transparency, accountability and good governance. The pipeline net of EDDI funding is less than 12 months.

**OPERATING EXPENSES and WORKFORCE.** Over the past two years, the Mission has pursued an aggressive cost-cutting strategy aimed at saving OE. Our efforts have gained greater intensity since last year’s R4 due to the rapid decline of our Trust Funds that were completely exhausted in March of this year, a year ahead of the original estimate. As NPA funding is phased out by FY2002, the local currency generation used for Mission support, approximately \$1.5 million in FY99, will likewise be eliminated. If difficulties are encountered in meeting milestones in the Government’s NPA programs in education and economic policy reform, this problem will exacerbate.

The Operating Expense and Workforce levels presented below for FY2000, 2001, and 2002, reflect our Trust Fund resource constraints, as well as the cost savings that will be yielded as a result of the significant progress made in reducing our reliance on trust funds, without a substantial replacement of AFR/bureau OE dollars. FY1999 is included for comparative purposes only.

Financial Resources (in millions)	<u>FY1999</u>	<u>FY2000</u>	<u>FY2001</u>	<u>FY2002</u>
Dollar OE (incl. ICASS/Twinning)	\$1.620	\$2.258	\$2.708	\$2.708
Trust Funds	\$1.547	\$0.707	\$0.211	\$0.211
<b>Total OE Resources</b>	<b>\$3.167</b>	<b>\$2.965</b>	<b>\$2.919</b>	<b>\$2.919</b>
ICASS	\$0.163	\$0.245	\$0.245	\$0.222
Twinning Costs	\$0.250	\$0.250	\$0.265	\$0.265
Bilateral Support	\$2.754	\$2.470	\$2.409	\$2.432

**Human Resources**

USDH	13	13	12	12
Non-USDH	95	101	107	107

In FY2001 the Mission reduces its total OE requirements to \$2.9 million, a decrease of \$248,000 over a two year period from FY99, including a shortfall in trust funds of \$1.34 million, partially offset by an increase in dollars of \$1.1 million. By comparison, when ICASS and Twinning costs are factored out, operating costs for the bilateral program alone decrease by \$345,000 (\$2.76 to \$2.41 million) over the same period. By FY 2001 the Mission expects to realize the full impact of annual savings yielded from the completion of its management restructuring reforms begun late in FY99. For example, by transferring high-graded FSNs to program funding this year, and appropriately costing management support (building rent, utilities, equipment, etc.)

of program funded personnel, the Mission OE bill for the recent 17-62% FSN salary increase and management support is reduced by \$287,000 in FY01. This allows the Mission to absorb a projected increase of \$170,000 in FY2001 for USDH transfer costs and other benefits. The mandated reduction of one USDH by Sept-01, saves only \$8,600 in FY01 after move costs are netted against savings in education allowance and R&R travel. In Fy2002 however, the savings in reduced support costs for ICASS, COLA, home leave travel and education allowance amount to \$94,400.

The largest draw on OE resources in 2001 is for FSN wages. At 24% of the budget, it is still low for the bureau as a whole, up from 19% two years ago as a result of long overdue adjustments warranted by the deteriorating economic situation in Ghana. Similar increases next year are not anticipated unless Ghana enters into a period of severe inflation (e.g., excess of 20%). This and other fixed costs of USDH support (22%), and residential building operations (21%), ICASS (8.4%) and office building operations (6.8%) total \$2.34 million, or 82% of the budget. The remaining \$.52 million has been judiciously allocated among travel and training (6.6%), NXP (4.4%), EXP (4.5%), and Misc. (2.5%). The uncontrollable rise in ICASS costs, 50% or \$82,000 over two years, continues to prohibit discretionary spending in these last four categories which have sustained budget cuts of \$504,000 or 49% in the last two years.

The \$2.919 million level represents the lowest, “bare to the bone” resources required to support the Mission’s current strategy which continues to be straightlined at \$36.1 million per year DFA/CSD and \$20 million of PL 480. Any further cuts would create an excessive level of management risk for carrying out our bilateral and twinning responsibilities. The consequences and/or tradeoffs of being forced to operate with lower levels, would likely result in a freeze on future FSN wage increases, as well as NXP procurement; reduction in local travel and regional support travel. The Mission would be forced to reassess the transfer assignments of USDHs scheduled in 2001 if adequate funds are not provided to cover the costs. A more viable option for saving OE dollars is to obtain the approval from FM/AIDW to manage our own local currency payments from dollars. Processing by RAMC/Paris cost us approximately \$71,000 in exchange rate losses in the last twelve months.

***Bilateral program management requirements through 2002 reflect an overall increase of three FTEs; two program funded USPSCs and one OE funded FSNPSC. Two other OE FSNPSCs will be needed in 2001 to handle the increased accounting and procurement workload that will be generated from a \$94 million increase in Nigeria’s OYB by Sept 2000. They will also absorb the additional work generated in Sierra Leone this year. The elimination of one USDH position in 2001 complies with the Mission’s lowered USDH ceiling from 13 to 12 by Sept 2001. At these workforce levels, the Mission is operating at a high level of efficiency according to Agency policy staffing guidance for a “full mission with support to limited missions (88 – 156).”***

## **Program, Workforce and OE**

(in a separate folder named Country02R2b\_data; enter data and print separately)

### FY 2000 Budget Request by Program/Country

Fiscal Year: 2000      Program/Country: GHANA

Approp:

Scenario:

S.O. #, Title		FY 2000 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2000	
		Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G			
SO 1: Increased Private Sector Growth																	
DA	Bilateral	12,730		6,500	4,570			0					1,660			16,250	23,492
DA	Field Spt	50			50											0	0
		12,780		6,500	4,620	0	0	0	0	0	0	0	1,660	0		16,250	23,492
SO 2: Increased Effectiveness of the Primary School System																	
CSD	Bilateral	5,820				5,820										12,000	16,212
CSD	Field Spt	50				50										0	0
		5,870	0	0	0	5,870	0	0	0	0	0	0	0	0		12,000	16,212
SO 3: Improved Family Health																	
DA	Bilateral	900					900									7,175	6,186
DA	Field Spt	5,000					5,000									0	0
		5,900	0	0	0	0	5,900	0	0	0	0	0	0	0		7,175	6,186
SO 3: Improved Family Health																	
CSD	Bilateral	2,000						900	250	700	150					9,875	6,745
CSD	Field Spt	7,850						3,550	450	3,300	550					0	0
		9,850	0	0	0	0	0	4,450	700	4,000	700	0	0			9,875	6,745
SO 4: Public Policy Decisions Better Reflect Civic Input																	
DA	Bilateral	1,301												1,301		2,276	2,655
DA	Field Spt	0														0	0
		1,301	0	0	0	0	0	0	0	0	0	0	0	1,301		2,276	2,655
SO 6:																	
	Bilateral	0														0	0
	Field Spt	0														0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
SO 7:																	
	Bilateral	0														0	0
	Field Spt	0														0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
SO 8:																	
	Bilateral	0														0	0
	Field Spt	0														0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Total Bilateral		22,751	6,500	4,570	5,820	0	900	900	250	700	150	1,660	1,301	47,576	55,290		
Total Field Support		12,950	0	50	50	0	5,000	3,550	450	3,300	550	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>		<b>35,701</b>	<b>6,500</b>	<b>4,620</b>	<b>5,870</b>	<b>0</b>	<b>5,900</b>	<b>4,450</b>	<b>700</b>	<b>4,000</b>	<b>700</b>	<b>1,660</b>	<b>1,301</b>	<b>47,576</b>	<b>55,290</b>		

FY 2000 Request Agency Goal Totals	
Econ Growth	11,120
Democracy	1,301
HCD	5,870
PHN	15,750
Environment	1,660
Program ICASS	148
GCC (from all Goals)	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	19,921
Dev. Assist ICASS	88
<b>Dev. Assist Total:</b>	<b>20,009</b>
CSD Program	15,720
CSD ICASS	60
<b>CSD Total:</b>	<b>15,780</b>

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

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. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

### FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: GHANA

Approp:

Scenario:

S.O. #, Title		FY 2001 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2001
		Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G		
SO 1: Increased Private Sector Growth																
DFA	Bilateral	10,437	3,489	4,000				0					2,948		16,000	17,929
DFA	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		10,437	3,489	4,000	0	0	0	0	0	0	0	0	2,948	0	16,000	17,929
SO 2: Increased Effectiveness of the Primary School System																
CSD	Bilateral	5,870			5,870										11,000	11,082
CSD	Field Spt	0			0										0	0
		5,870	0	0	5,870	0	0	0	0	0	0	0	0	0	11,000	11,082
SO 3: Improved Family Health																
DFA	Bilateral	2,000					2,000								9,430	5,686
DFA	Field Spt	6,930					6,930								9,430	5,686
		8,930	0	0	0	0	8,930	0	0	0	0	0	0	0	9,430	5,686
SO 3: Improved Family Health																
CSD	Bilateral	3,250						1,250	150	1,700	150				8,650	7,495
CSD	Field Spt	6,150						2,750	350	2,800	250				8,650	7,495
		9,400	0	0	0	0	0	4,000	500	4,500	400	0	0	0	8,650	7,495
SO 4: Public Policy Decisions Better Reflect Civic Input																
DFA	Bilateral	1,500											1,500		1,400	2,755
DFA	Field Spt	0											0		0	0
		1,500	0	0	0	0	0	0	0	0	0	0	1,500	0	1,400	2,755
SO 6:																
	Bilateral	0													0	0
	Field Spt	0													0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																
	Bilateral	0													0	0
	Field Spt	0													0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0													0	0
	Field Spt	0													0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		23,057	3,489	4,000	5,870	0	2,000	1,250	150	1,700	150		2,948	1,500	46,480	44,947
Total Field Support		13,080	0	0	0	0	6,930	2,750	350	2,800	250		0	0	0	0
<b>TOTAL PROGRAM</b>		<b>36,137</b>	<b>3,489</b>	<b>4,000</b>	<b>5,870</b>	<b>0</b>	<b>8,930</b>	<b>4,000</b>	<b>500</b>	<b>4,500</b>	<b>400</b>	<b>0</b>	<b>2,948</b>	<b>1,500</b>	<b>46,480</b>	<b>44,947</b>

FY 2001 Request Agency Goal Totals	
Econ Growth	7,489
Democracy	1,500
HCD	5,870
PHN	18,330
Environment	2,948
Program ICASS	148
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
Dev. Assist Program	20,807
Dev. Assist ICASS	88
<b>Dev. Assist Total:</b>	<b>20,895</b>
CSD Program	15,270
CSD ICASS	60
<b>CSD Total:</b>	<b>15,330</b>

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### FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country:  
 Approp:  
 Scenario:

S.O. #, Title		FY 2002 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2002
		Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G		
SO 1: Increased Private Sector Growth																
DFA	Bilateral	10,437	3,489	4,000				0					2,948		11,500	16,866
DFA	Field Spt	0													0	0
		10,437	3,489	4,000	0	0	0	0	0	0	0	0	2,948	0	11,500	16,866
SO 2: Increased Effectiveness of the Primary School System																
CSD	Bilateral	5,870			5,870										8,000	8,952
CSD	Field Spt	0													0	0
		5,870	0	0	5,870	0	0	0	0	0	0	0	0	0	8,000	8,952
SO 3: Improved Family Health																
DFA	Bilateral	2,330					2,330								9,200	5,416
DFA	Field Spt	6,600					6,600								0	0
		8,930	0	0	0	0	8,930	0	0	0	0	0	0	9,200	5,416	
SO 3: Improved Family Health																
CSD	Bilateral	2,700						1,350	150	1,100	100				9,700	7,195
CSD	Field Spt	6,700						2,650	350	3,400	300				0	0
		9,400	0	0	0	0	0	4,000	500	4,500	400	0	0	9,700	7,195	
SO 4: Public Policy Decisions Better Reflect Civic Input																
DFA	Bilateral	1,500											1,500		1,500	2,755
DFA	Field Spt	0													0	0
		1,500	0	0	0	0	0	0	0	0	0	0	1,500	1,500	2,755	
SO 6:																
	Bilateral	0													0	0
	Field Spt	0													0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																
	Bilateral	0													0	0
	Field Spt	0													0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0													0	0
	Field Spt	0													0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		22,837	3,489	4,000	5,870	0	2,330	1,350	150	1,100	100		2,948	1,500	39,900	41,184
Total Field Support		13,300	0	0	0	0	6,600	2,650	350	3,400	300		0	0	0	0
<b>TOTAL PROGRAM</b>		<b>36,137</b>	<b>3,489</b>	<b>4,000</b>	<b>5,870</b>	<b>0</b>	<b>8,930</b>	<b>4,000</b>	<b>500</b>	<b>4,500</b>	<b>400</b>	<b>2,948</b>	<b>1,500</b>	<b>39,900</b>	<b>41,184</b>	

FY 2002 Request Agency Goal Totals	
Econ Growth	7,489
Democracy	1,500
HCD	5,870
PHN	18,330
Environment	2,948
Program ICASS	148
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
Dev. Assist Program	20,807
Dev. Assist ICASS	88
<b>Dev. Assist Total:</b>	<b>20,895</b>
CSD Program	15,270
CSD ICASS	60
<b>CSD Total:</b>	<b>15,330</b>

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Account. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

Workforce Tables

Org: USAID/Ghana End of year On-Board								Total	Org.	Fin.	Admin.	Con-	All		Total	Total	
<b>FY 2000 Estimate</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff	
<b>OE Funded: 1/</b>																	
U.S. Direct Hire	2	1	1	0.25	0	0	0	4.25	3.75	2	1	2	0	0	8.75	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	1.4	1.4	0.2	0	0	0	0	3	0	2	1	0	0	0	3	6	
Other FSN/TCN	0	1	1	0	0	0	0	2	5	18	43	5	0	0	71	73	
Subtotal	3.4	3.4	2.2	0.25	0	0	0	9.25	8.75	24	46	7	0	0	85.75	95	
<b>Program Funded 1/</b>																	
U.S. Citizens	1.25	2.25	1.25	1.25	0	0	0	6	0	0	1	0	0	0	1	7	
FNSNs/TCNs	2.4	2.4	4.2	1	0	0	0	10	0	0	0	0	0	0	0	10	
Subtotal	3.65	4.65	5.45	2.25	0	0	0	16	0	0	1	0	0	0	1	17	
Total Direct Workforce	7.05	8.05	7.65	2.5	0	0	0	25.25	8.75	24	47	7	0	0	86.75	112	
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	
<b>TOTAL WORKFORCE</b>	7.05	8.05	9.65	2.5	0	0	0	27.25	8.75	24	47	7	0	0	86.75	114	

Workforce Tables

Org: USAID/Ghana End of year On-Board								Total	Org.	Fin.	Admin.	Con-	All		Total	Total	
<b>FY 2001 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff	
<b>OE Funded: 1/</b>																	
U.S. Direct Hire	1	1	1	0.25	0	0	0	3.25	3.75	2	1	2	0	0	8.75	12	
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	2	1	0	0	0	3	3	
FSN/TCN Direct Hire	1.4	1.4	0.2	0	0	0	0	3	0	2	1	0	0	0	3	6	
Other FSN/TCN	0	1	1	0	0	0	0	2	5	19	43	6	0	0	73	75	
Subtotal	2.4	3.4	2.2	0.25	0	0	0	8.25	8.75	25	46	8	0	0	87.75	96	
<b>Program Funded 1/</b>																	
U.S. Citizens	2.25	2.25	1.25	2.25	0	0	0	8	0	0	1	0	0	0	1	9	
FSNs/TCNs	3.4	2.4	4.2	2	0	0	0	12	0	0	0	0	0	0	0	12	
Subtotal	5.65	4.65	5.45	4.25	0	0	0	20	0	0	1	0	0	0	1	21	
<b>Total Direct Workforce</b>	<b>8.05</b>	<b>8.05</b>	<b>7.65</b>	<b>4.5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28.25</b>	<b>8.75</b>	<b>25</b>	<b>47</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>88.75</b>	<b>117</b>	
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	
<b>TOTAL WORKFORCE</b>	<b>8.05</b>	<b>8.05</b>	<b>9.65</b>	<b>4.5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30.25</b>	<b>8.75</b>	<b>25</b>	<b>47</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>88.75</b>	<b>119</b>	

Workforce Tables

Org: USAID/Ghana End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2002 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1	0.25	0	0	0	3.25	3.75	2	1	2	0	0	8.75	12
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	2	1	0	0	0	3	3
FSN/TCN Direct Hire	1.4	1.4	0.2	0	0	0	0	3	0	2	1	0	0	0	3	6
Other FSN/TCN	0	1	1	3	0	0	0	5	3	19	43	5	0	0	70	75
Subtotal	2.4	3.4	2.2	3.25	0	0	0	11.25	6.75	25	46	7	0	0	84.75	96
<b>Program Funded 1/</b>																
U.S. Citizens	2.25	2.25	1.25	2.25	0	0	0	8	0	0	1	0	0	0	1	9
FSNs/TCNs	3.4	2.4	4.2	2	0	0	0	12	0	0	0	0	0	0	0	12
Subtotal	5.65	4.65	5.45	4.25	0	0	0	20	0	0	1	0	0	0	1	21
Total Direct Workforce	8.05	8.05	7.65	7.5	0	0	0	31.25	6.75	25	47	7	0	0	85.75	117
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
<b>TOTAL WORKFORCE</b>	8.05	8.05	9.65	7.5	0	0	0	33.25	6.75	25	47	7	0	0	85.75	119

OPERATING EXPENSES

OC	Org. Title: Org. No: OC	USAID/GHANA 21641	Overseas Mission Budgets														
			FY 2000 Estimate			FY 2001 Target			FY 2002 Target								
			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total						
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				
11.1	Base Pay & pymt. for annual leave balances - FNDH							41.0	41.0			56.1	56.1			63.6	63.6
	Subtotal OC 11.1				0	41.0	41.0	0	56.1	56.1	0	63.6	63.6	0	63.6	63.6	
11.3	Personnel comp. - other than full-time permanent				Do not enter data on this line				0				0				0
11.3	Base Pay & pymt. for annual leave balances - FNDH																0
	Subtotal OC 11.3				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												
11.5	USDH																0
11.5	FNDH																0
	Subtotal OC 11.5				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												
11.8	USPSC Salaries				87.0		87.0	89.6		89.6	92.3		92.3				92.3
11.8	FN PSC Salaries					355.4	355.4	238.7	135.5	374.3	389.0	24.6	413.6				413.6
11.8	IPA/Details-In/PASAs/RSSAs Salaries						0			0			0				0
	Subtotal OC 11.8				87.0	355.4	442.4	328.4	135.5	463.9	481.3	24.6	505.9				505.9
12.1	Personnel benefits				Do not enter data on this line												
12.1	USDH benefits				Do not enter data on this line												
12.1	Educational Allowances				130.2		130.2	96.1		96.1	95.1		95.1				95.1
12.1	Cost of Living Allowances				85.0		85.0	85.0		85.0	79.0		79.0				79.0
12.1	Home Service Transfer Allowances						0.0			0			0				0
12.1	Quarters Allowances				8.2		8.2	9.0		9.0	9.0		9.0				9.0
12.1	Other Misc. USDH Benefits				1.4		1.4	4.2		4.2	4.2		4.2				4.2
12.1	FNDH Benefits				Do not enter data on this line												
12.1	** Payments to FSN Voluntary Separation Fund - FNDH						0.0			0			0				0
12.1	Other FNDH Benefits					20.5	20.5		19.4	19.4	21.4		21.4				21.4
12.1	US PSC Benefits						0			0			0				0
12.1	FN PSC Benefits				Do not enter data on this line												
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC						0.0	37.8		37.8	41.6		41.6				41.6
12.1	Other FN PSC Benefits				12.9	160.1	173.0	206.9		206.9	111.1	101.4	212.4				212.4
12.1	IPA/Detail-In/PASA/RSSA Benefits						0			0			0				0
	Subtotal OC 12.1				237.8	180.6	418.4	439.0	19.4	458.4	340.0	122.8	462.8				462.8

OPERATING EXPENSES

Org. Title: Org. No: OC		USAID/GHANA 21641		Overseas Mission Budgets								
				FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
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	
13.0	FNDH				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		
13.0	Other Benefits for Former Personnel - FNDH			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	
13.0	Severance Payments for FN PSCs			0			0			0		
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0		
	Subtotal OC 13.0	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	
21.0	Training Travel	76.3		76.3	49.3		49.3	79.3		79.3		
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	
21.0	Post Assignment Travel - to field	9.2		9.2	52.0		52.0	36.8		36.8		
21.0	Assignment to Washington Travel			0	7.0		7.0			0		
21.0	Home Leave Travel	92.6		92.6	42.0		42.0	28.0		28.0		
21.0	R & R Travel	9.0		9.0	30.0		30.0	35.0		35.0		
21.0	Education Travel	3.9		3.9	3.9		3.9	7.0		7.0		
21.0	Evacuation Travel			0			0			0		
21.0	Retirement Travel			0			0	2.0		2.0		
21.0	Pre-Employment Invitational Travel			0			0			0		
21.0	Other Mandatory/Statutory Travel	15.0		15.0	15.0		15.0	15.0		15.0		
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	
21.0	Site Visits - Headquarters Personnel	13.0		13.0	13.0		13.0	13.0		13.0		
21.0	Site Visits - Mission Personnel	29.5	23.5	53.0	51.0		51.0	51.6		51.6		
21.0	Conferences/Seminars/Meetings/Retreats	51.9		51.9	30.9		30.9	36.9		36.9		
21.0	Assessment Travel			0.0			0			0		
21.0	Impact Evaluation Travel			0.0			0			0		
21.0	Disaster Travel (to respond to specific disasters)			0.0			0			0		
21.0	Recruitment Travel			0.0			0			0		
21.0	Other Operational Travel	63.0		63.0	33.0		33.0	38.0		38.0		
	Subtotal OC 21.0	363.4	23.5	386.9	327.1	0.0	327.1	342.6	0.0	342.6		
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	
22.0	Post assignment freight	40.0		40.0	204.2		204.2	100.0		100.0		
22.0	Home Leave Freight	30.0		30.0	15.0		15.0	12.0		12.0		
22.0	Retirement Freight			0			0.0	23.0		23.0		
22.0	Transportation/Freight for Office Furniture/Equip.	20.0		20.0	15.0		15.0	15.0		15.0		

OPERATING EXPENSES

Org. Title: Org. No: OC	USAID/GHANA 21641	Overseas Mission Budgets								
		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
22.0	Transportation/Freight for Res. Furniture/Equip.	10.0		10.0	6.0		6.0	6.0		6.0
	Subtotal OC 22.0	100.0	0.0	100.0	240.2	0.0	240.2	156.0	0.0	156.0
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		
23.2	Rental Payments to Others - Office Space	59.3		59.3	37.0		37.0	43.3		43.3
23.2	Rental Payments to Others - Warehouse Space	14.3		14.3	10.3		10.3	14.6		14.6
23.2	Rental Payments to Others - Residences	222.2		222.2	262.2		262.2	262.2		262.2
	Subtotal OC 23.2	295.8	0.0	295.8	309.5	0.0	309.5	320.1	0.0	320.1
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		
23.3	Office Utilities	52.0		52.0	38.3		38.3	52.1		52.1
23.3	Residential Utilities	123.6		123.6	126.3		126.3	126.3		126.3
23.3	Telephone Costs	33.7		33.7	29.7		29.7	36.6		36.6
23.3	ADP Software Leases			0.0			0			0
23.3	ADP Hardware Lease			0.0			0			0
23.3	Commercial Time Sharing			0.0			0			0
23.3	Postal Fees (Other than APO Mail)			0.0			0			0
23.3	Other Mail Service Costs			0.0			0			0
23.3	Courier Services	17.0		17.0	10.0		10.0	12.0		12.0
	Subtotal OC 23.3	226.4	0.0	226.4	204.2	0.0	204.2	226.9	0.0	226.9
24.0	Printing and Reproduction	1.0	3.6	4.6	4.6		4.6	3.6		3.6
	Subtotal OC 24.0	1.0	3.6	4.6	4.6	0.0	4.6	3.6	0.0	3.6
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0
25.1	Management & Professional Support Services	10.0		10.0	10.0		10.0	10.0		10.0
25.1	Engineering & Technical Services			0.0			0			0.0
	Subtotal OC 25.1	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	75.5		75.5	83.1		83.1	83.1		83.1
25.2	Residential Security Guard Services	176.3		176.3	177.9		177.9	177.9		177.9
25.2	Official Residential Expenses			0			0			0
25.2	Representation Allowances	1.7		1.7	1.7		1.7	1.7		1.7
25.2	Non-Federal Audits			0			0			0

OPERATING EXPENSES

Org. Title: Org. No: OC		USAID/GHANA 21641		Overseas Mission Budgets								
				FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Grievances/Investigations			0			0			0		
25.2	Insurance and Vehicle Registration Fees			0			0			0		
25.2	Vehicle Rental			0			0			0		
25.2	Manpower Contracts			0			0			0		
25.2	Records Declassification & Other Records Services			0			0			0		
25.2	Recruiting activities			0			0			0		
25.2	Penalty Interest Payments			0			0			0		
25.2	Other Miscellaneous Services	12.1	18.0	30.1	27.6		27.6	27.0		27.0		
25.2	Staff training contracts			0.0			0			0		
25.2	ADP related contracts			0.0			0			0		
	Subtotal OC 25.2	265.6	18.0	283.6	290.2	0.0	290.2	289.7	0.0	289.7		
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				
25.3	ICASS	243.7		243.7	243.0		243.0	222.0		222.0		
25.3	All Other Services from Other Gov't. accounts			0.0			0			0.0		
	Subtotal OC 25.3	243.7	0.0	243.7	243.0	0.0	243.0	222.0	0.0	222.0		
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				
25.4	Office building Maintenance	5.0	11.2	16.2	14.3		14.3	17.0		17.0		
25.4	Residential Building Maintenance	25.0	13.6	38.6	30.0		30.0	22.0		22.0		
	Subtotal OC 25.4	30.0	24.8	54.8	44.3	0.0	44.3	39.0	0.0	39.0		
25.6	Medical Care											
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0		
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				
25.7	ADP and telephone operation and maintenance costs			0			0			0		
25.7	Storage Services			0			0			0		
25.7	Office Furniture/Equip. Repair and Maintenance	12.5	16.0	28.5	16.0		16.0	16.0		16.0		
25.7	Vehicle Repair and Maintenance	92.6		92.6	72.1		72.1	69.0		69.0		
25.7	Residential Furniture/Equip. Repair and Maintenance		3.1	3.1	14.4		14.4	14.0		14.0		
	Subtotal OC 25.7	105.1	19.1	124.2	102.5	0.0	102.5	99.0	0.0	99.0		
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0		
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0		

OPERATING EXPENSES

Org. Title:	USAID/GHANA	Overseas Mission Budgets									
		OC	FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	85.0	40.0	125.0	56.7		56.7	60.0		60.0	
	Subtotal OC 26.0	85.0	40.0	125.0	56.7	0.0	56.7	60.0	0.0	60.0	
31.0	Equipment	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.	65.0		65.0	35.1		35.1	41.0		41.0	
31.0	Purchase of Office Furniture/Equip.	64.0		64.0	15.0		15.0	40.0		40.0	
31.0	Purchase of Vehicles			0.0	25.0		25.0			0	
31.0	Purchase of Printing/Graphics Equipment			0.0			0			0	
31.0	ADP Hardware purchases	77.0		77.0	32.3		32.3	36.2		36.2	
31.0	ADP Software purchases	1.4		1.4	1.2		1.2	0.6		0.6	
	Subtotal OC 31.0	207.4	0	207.4	108.5	0.0	108.5	117.8	0	117.8	
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			
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0	
32.0	Purchase of fixed equipment for buildings			0			0			0	
32.0	Building Renovations/Alterations - Office			0			0			0	
32.0	Building Renovations/Alterations - Residential			0			0			0	
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	
42.0	Claims and indemnities			0			0			0	
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	
TOTAL BUDGET		2258.2	706	2964.2	2708.0	211.0	2919.0	2708.0	211.0	2919.0	

**Additional Mandatory Information**

**Dollars Used for Local Currency Purchases**

**Exchange Rate Used in Computations**

_____	_____	_____
_____	<u>3750</u>	<u>4000</u>

\*\* 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 37.78 41.61

Organization: USAID/GHANA

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0.0	37.8		37.8	41.6		41.6
Withdrawals			0.0			0.0			0.0

Local Currency Trust Funds - Regular			
	FY 2000	FY 2001	FY 2002
Balance Start of Year	464.0	40.0	229.0
Obligations	707.0	211.0	211.0
Deposits	283.0	400.0	600.0
Balance End of Year	40.0	229.0	618.0

**Exchange Rate**                    3,750.0      4,000.0      4,000.0

Local Currency Trust Funds - Real Property			
	FY 2000	FY 2001	FY 2002
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

**Exchange Rate**                    \_\_\_\_\_      \_\_\_\_\_      \_\_\_\_\_

CONTROLLER OPERATIONS

Org. Title: USAID/GHANA Org. No: 21641 OC		Overseas Mission Budgets								
		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
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		
11.1	Base Pay & pymt. for annual leave balances - FNDH		11.7	11.7		12.6	12.6		13.4	13.4
	Subtotal OC 11.1	0.0	11.7	11.7	0.0	12.6	12.6	0.0	13.4	13.4
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		
11.3	Base Pay & pymt. for annual leave balances - FNDH			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
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		
11.5	USDH			0.0			0.0			0.0
11.5	FNDH			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
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		
11.8	USPSC Salaries	58.3		58.3	60.0		60.0	61.8		61.8
11.8	FN PSC Salaries		91.8	91.8		98.2	98.2		105.1	105.1
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0
	Subtotal OC 11.8	58.3	91.8	150.0	60.0	98.2	158.3	61.8	105.1	167.0
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		
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		
12.1	Educational Allowances	17.3		17.3	17.3		17.3	17.3		17.3
12.1	Cost of Living Allowances	12.8		12.8	12.8		12.8	12.8		12.8
12.1	Home Service Transfer Allowances			0.0			0.0			0.0
12.1	Quarters Allowances			0.0	1.4		1.4	1.4		1.4
12.1	Other Misc. USDH Benefits			0.0	0.6		0.6	0.6		0.6
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		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0
12.1	Other FNDH Benefits		4.9	4.9		5.2	5.2		5.6	5.6
12.1	US PSC Benefits			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		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0.0	8.7		8.7	9.6		9.6
12.1	Other FN PSC Benefits		44.3	44.3		45.8	45.8		49.0	49.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0
	Subtotal OC 12.1	30.1	49.2	79.3	40.7	51.0	91.8	41.6	54.6	96.2

CONTROLLER OPERATIONS

Org. Title: Org. No: OC		USAID/GHANA 21641		Overseas Mission Budgets								
				FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Benefits for former personnel											
13.0	FNDH											
13.0	Severance Payments for FNDH			0.0		0.0					0.0	
13.0	Other Benefits for Former Personnel - FNDH			0.0		0.0					0.0	
13.0	FN PSCs											
13.0	Severance Payments for FN PSCs			0.0		0.0					0.0	
13.0	Other Benefits for Former Personnel - FN PSCs			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
21.0	Travel and transportation of persons											
21.0	Training Travel			21.3		21.3	21.3		21.3		21.3	21.3
21.0	Mandatory/Statutory Travel											
21.0	Post Assignment Travel - to field					0.0			0.0		7.2	7.2
21.0	Assignment to Washington Travel					0.0			0.0		0.0	0.0
21.0	Home Leave Travel			13.9		13.9	3.5		3.5		0.0	0.0
21.0	R & R Travel			3.5		3.5	8.0		8.0	3.5	3.5	3.5
21.0	Education Travel			3.9		3.9	3.9		3.9		0.0	0.0
21.0	Evacuation Travel					0.0			0.0		0.0	0.0
21.0	Retirement Travel					0.0			0.0		0.0	0.0
21.0	Pre-Employment Invitational Travel					0.0			0.0		0.0	0.0
21.0	Other Mandatory/Statutory Travel			2.3		2.3	2.3		2.3		2.3	2.3
21.0	Operational Travel											
21.0	Site Visits - Headquarters Personnel			2.9		2.9	2.9		2.9		2.9	2.9
21.0	Site Visits - Mission Personnel			7.5	5.2	12.7	7.5		7.5		7.5	7.5
21.0	Conferences/Seminars/Meetings/Retreats					0.0			0.0		0.0	0.0
21.0	Assessment Travel					0.0			0.0		0.0	0.0
21.0	Impact Evaluation Travel					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
21.0	Recruitment Travel					0.0			0.0		0.0	0.0
21.0	Other Operational Travel			13.9		13.9	7.3		7.3		7.3	7.3
	Subtotal OC 21.0			69.1	5.2	74.3	56.6	0.0	56.6	51.9	0.0	51.9
22.0	Transportation of things											
22.0	Post assignment freight					0.0			0.0		28.0	28.0
22.0	Home Leave Freight			4.5		4.5	2.3		2.3		1.8	1.8
22.0	Retirement Freight					0.0			0.0		0.0	0.0
22.0	Transportation/Freight for Office Furniture/Equip.			4.0		4.0	3.0		3.0		3.0	3.0

CONTROLLER OPERATIONS

Org. Title: USAID/GHANA Org. No: 21641 OC		Overseas Mission Budgets								
		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
22.0	Transportation/Freight for Res. Furniture/Equip.	1.5		1.5	0.9		0.9	0.9		0.9
	Subtotal OC 22.0	10.0	0.0	10.0	6.2	0.0	6.2	33.7	0.0	33.7
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		
23.2	Rental Payments to Others - Office Space	16.0		16.0	13.3		13.3	11.7		11.7
23.2	Rental Payments to Others - Warehouse Space	1.9		1.9	2.8		2.8	2.9		2.9
23.2	Rental Payments to Others - Residences	33.3		33.3	39.3		39.3	39.3		39.3
	Subtotal OC 23.2	51.3	0.0	51.3	55.4	0.0	55.4	53.9	0.0	53.9
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		
23.3	Office Utilities	14.0		14.0	10.3		10.3	14.1		14.1
23.3	Residential Utilities	18.6		18.6	18.9		18.9	18.9		18.9
23.3	Telephone Costs	6.7		6.7	5.9		5.9	7.3		7.3
23.3	ADP Software Leases			0.0						0.0
23.3	ADP Hardware Lease			0.0						0.0
23.3	Commercial Time Sharing			0.0						0.0
23.3	Postal Fees (Other than APO Mail)			0.0						0.0
23.3	Other Mail Service Costs			0.0						0.0
23.3	Courier Services	3.4		3.4	2.0		2.0	2.4		2.4
	Subtotal OC 23.3	42.7	0.0	42.7	37.2	0.0	37.2	42.7	0.0	42.7
24.0	Printing and Reproduction	0.2	0.7	0.9	0.9		0.9	0.7		0.7
	Subtotal OC 24.0	0.2	0.7	0.9	0.9	0.0	0.9	0.7	0.0	0.7
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0						0.0
25.1	Management & Professional Support Services	2.0		2.0	2.0		2.0	2.0		2.0
25.1	Engineering & Technical Services			0.0			0.0			0.0
	Subtotal OC 25.1	2.0	0.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	20.4		20.4	22.4		22.4	22.4		22.4
25.2	Residential Security Guard Services	26.5		26.5		29.0	29.0	29.0		29.0
25.2	Official Residential Expenses			0.0			0.0			0.0
25.2	Representation Allowances			0.0			0.0			0.0
25.2	Non-Federal Audits			0.0			0.0			0.0

CONTROLLER OPERATIONS

Org. Title: Org. No: OC		USAID/GHANA 21641		Overseas Mission Budgets								
				FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Grievances/Investigations			0.0			0.0			0.0		
25.2	Insurance and Vehicle Registration Fees			0.0			0.0			0.0		
25.2	Vehicle Rental			0.0			0.0			0.0		
25.2	Manpower Contracts			0.0			0.0			0.0		
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0		
25.2	Recruiting activities			0.0			0.0			0.0		
25.2	Penalty Interest Payments			0.0			0.0			0.0		
25.2	Other Miscellaneous Services	3.3	4.9	8.1	7.5	7.5	8.6			8.6		
25.2	Staff training contracts			0.0			0.0			0.0		
25.2	ADP related contracts			0.0			0.0			0.0		
	Subtotal OC 25.2	50.1	4.9	55.0	29.9	29.0	58.9	60.1	0.0	60.1		
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				
25.3	ICASS	39.1		39.1	39.0		39.0	35.8		35.8		
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0		
	Subtotal OC 25.3	39.1	0.0	39.1	39.0	0.0	39.0	35.8	0.0	35.8		
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				
25.4	Office building Maintenance	1.4	3.0	4.4	3.9		3.9	4.6		4.6		
25.4	Residential Building Maintenance	3.9	2.1	5.9	4.6		4.6	3.4		3.4		
	Subtotal OC 25.4	5.2	5.1	10.3	8.5	0.0	8.5	8.0	0.0	8.0		
25.6	Medical Care											
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
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				
25.7	ADP and telephone operation and maintenance costs			0.0						0.0		
25.7	Storage Services			0.0						0.0		
25.7	Office Furniture/Equip. Repair and Maintenance	3.4	4.3	7.7	4.3		4.3	4.3		4.3		
25.7	Vehicle Repair and Maintenance	18.5		18.5	14.4		14.4	13.8		13.8		
25.7	Residential Furniture/Equip. Repair and Maintenance		0.5	0.5	2.2		2.2	2.2		2.2		
	Subtotal OC 25.7	21.9	4.8	26.7	21.0	0.0	21.0	20.3	0.0	20.3		
25.8	Subsistence & spt. of persons (by contract or Gov't.)			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		

CONTROLLER OPERATIONS

<b>Org. Title:</b> USAID/GHANA <b>Org. No:</b> 21641 <b>OC</b>	<b>Overseas Mission Budgets</b>									
	<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>			
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	
26.0	Supplies and materials	17.0	8.0	25.0	11.3		11.3	12.0		12.0
	Subtotal OC 26.0	17.0	8.0	25.0	11.3	0.0	11.3	12.0	0.0	12.0
31.0	Equipment	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.	10.0		10.0	5.4		5.4	6.3		6.3
31.0	Purchase of Office Furniture/Equip.	12.8		12.8	3.0		3.0	8.0		8.0
31.0	Purchase of Vehicles			0.0						0.0
31.0	Purchase of Printing/Graphics Equipment			0.0						0.0
31.0	ADP Hardware purchases	15.4		15.4	6.5		6.5	7.2		7.2
31.0	ADP Software purchases	0.3		0.3	0.2		0.2	0.1		0.1
	Subtotal OC 31.0	38.5	0.0	38.5	15.1	0.0	15.1	21.7	0.0	21.7
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		
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential			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
42.0	Claims and indemnities			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
<b>TOTAL BUDGET</b>		435.5	181.3	616.8	383.9	190.9	574.7	446.3	173.2	619.5

**Additional Mandatory Information**

**Dollars Used for Local Currency Purchases**

**Exchange Rate Used in Computations**

_____	_____	_____	_____	_____	_____
	3750		4000		4000

\*\* 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 8.69 9.57

### FY 2000 Budget Request by Program/Country

Fiscal Year: 2000      Program/Country: GHANA  
 Approp:  
 Scenario:

S.O. # , Title		FY 2000 Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2000	
		Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ			D/G
SO 1: Increased Private Sector Growth																
PL480 TitleII	Bilateral	7,074													7,074	0
	Field Spt		0	0	0	0	0	0	0	0	0	0	0		0	
		7,074	0	0	0	0	0	0	0	0	0	0	0	7,074	0	
SO 2: Increased Effectiveness of the Primary Education System																
PL480 TitleII	Bilateral	6,603													6,603	
	Field Spt		0	0	0	0	0	0	0	0	0	0	0		0	
		6,603	0	0	0	0	0	0	0	0	0	0	0	6,603	0	
SO 3: Improved Family Health																
PL480 TitleII	Bilateral	2,044													2,044	
	Field Spt	0														
		2,044	0	0	0	0	0	0	0	0	0	0	0	2,044	0	
SO 4:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 5:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 6:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral		15,721	0	0	0	0	0	0	0	0	0	0	0	15,721	0	
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>TOTAL PROGRAM</b>		<b>15,721</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,721</b>	<b>0</b>	

FY 2000 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	15,721
Dev. Assist ICASS	0
Dev. Assist Total:	15,721
CSD Program	0
CSD ICASS	0
CSD Total:	0

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)  
 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. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFR Account

### FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: GHANA

Approp:

Scenario:

S.O. #, Title		FY Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2001	
		Bilateral/ Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ			D/G
SO 1: Increased Private Sector Growth																
PL480 TitleII	Bilateral	7,324													7,324	0
	Field Spt															0
		7,324	0	0	0	0	0	0	0	0	0	0	0	0	7,324	0
SO 2: Increased Effectiveness of the Primary Education System																
PL480 TitleII	Bilateral	6,835													6,835	0
	Field Spt															0
		6,835	0	0	0	0	0	0	0	0	0	0	0	6,835	0	
SO 3: Improved Family Health																
PL480 TitleII	Bilateral	2,116													2,116	0
	Field Spt	0														0
		2,116	0	0	0	0	0	0	0	0	0	0	0	2,116	0	
SO 4:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 5:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 6:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral		16,275	0	0	0	0	0	0	0	0	0	0	0	0	16,275	0
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>		<b>16,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,275</b>	<b>0</b>

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
Dev. Assist Program	16,275
Dev. Assist ICASS	0
<b>Dev. Assist Total:</b>	<b>16,275</b>
CSD Program	0
CSD ICASS	0
<b>CSD Total:</b>	<b>0</b>

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

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. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

### FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: GHANA

Approp:

Scenario:

S.O. #, Title	FY Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2002	
	Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G			
SO 1: Increased Private Sector Growth																
PL480 TitleII	Bilateral	7,324						0							7,324	0
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		7,324	0	0	0	0	0	0	0	0	0	0	0	0	7,324	0
SO 2: Increased Effectiveness of the Primary Education System																
PL480 TitleII	Bilateral	6,835													6,835	
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	6,835	0
		6,835	0	0	0	0	0	0	0	0	0	0	0	0	6,835	0
SO 3: Improved Family Health																
PL480 TitleII	Bilateral	2,116													2,116	
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	2,116	0
		2,116	0	0	0	0	0	0	0	0	0	0	0	0	2,116	0
SO 4:																
	Bilateral	0														
	Field Spt	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
SO 5:																
	Bilateral	0														
	Field Spt	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
SO 6:																
	Bilateral	0														
	Field Spt	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
SO 7:																
	Bilateral	0														
	Field Spt	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
SO 8:																
	Bilateral	0														
	Field Spt	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 Bilateral		16,275	0	0	0	0	0	0	0	0	0	0	0	0	16,275	0
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>		<b>16,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,275</b>	<b>0</b>

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
Dev. Assist Program	16,275
Dev. Assist ICASS	0
Dev. Assist Total:	16,275
CSD Program	0
CSD ICASS	0
CSD Total:	0

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

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. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Mission: Ghana

Functional Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2000	FY 2001	FY 2002	FY 2003
<b>Senior Management</b>				
<b>SMG - 01</b>	2	2	2	2
<b>Program Management</b>				
<b>Program Mgt - 02</b>	1	1	1	1
<b>Project Dvpm Officer - 94</b>	1	1	1	1
<b>Support Management</b>				
<b>EXO - 03</b>	1	1	1	1
<b>Controller - 04</b>	2	2	2	2
<b>Legal - 85</b>				
<b>Commodity Mgt. - 92</b>				
<b>Contract Mgt. - 93</b>	2	2	2	2
<b>Secretary - 05 &amp; 07</b>				
<b>Sector Management</b>				
<b>Agriculture - 10 &amp; 14</b>				
<b>Economics - 11</b>	1	1		
<b>Democracy - 12</b>				
<b>Food for Peace - 15</b>				
<b>Private Enterprise - 21</b>	1	1	1	1
<b>Engineering - 25</b>				
<b>Environment - 40 &amp; 75</b>				
<b>Health/Pop. - 50</b>	1	1	1	1
<b>Education - 60</b>	1	1	1	1
<b>General Dvpm. - 12*</b>				
<b>RUDO, UE-funded - 40</b>				
<b>Total</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>12</b>

\***GDO - 12**: for the rare case where an officer manages activities in several technical areas, none of which predominate, e.g., the officer manages Democracy, Health, and Environment activities that are about equal. An officer who manages primarily Health activities with some Democracy and Environment activities would be a Health Officer, BS 50.

remaining **IDIs**: list under the Functional Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth.Zankowski@HR.PPIM@aidw as well as include it with your R4 submission.

CAPITAL INVESTMENT FUND

Org. Title: Org. No: OC	Overseas Mission Budgets								
	FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
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		
11.1 Base Pay & pymt. for annual leave balances - FNDH			0			0			0
Subtotal OC 11.1	0	0	0	0	0	0	0	0	0
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		
11.3 Base Pay & pymt. for annual leave balances - FNDH			0			0			0
Subtotal OC 11.3	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		
11.5 USDH			0			0			0
11.5 FNDH			0			0			0
Subtotal OC 11.5	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		
11.8 USPSC Salaries			0			0			0
11.8 FN PSC Salaries			0			0			0
11.8 IPA/Details-In/PASAs/RSSAs Salaries			0			0			0
Subtotal OC 11.8	0	0	0	0	0	0	0	0	0
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		
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		
12.1 Educational Allowances			0			0			0
12.1 Cost of Living Allowances			0			0			0
12.1 Home Service Transfer Allowances			0			0			0
12.1 Quarters Allowances			0			0			0
12.1 Other Misc. USDH Benefits			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		
12.1 ** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0
12.1 Other FNDH Benefits			0			0			0
12.1 US PSC Benefits			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		
12.1 ** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0
12.1 Other FN PSC Benefits			0			0			0
12.1 IPA/Detail-In/PASA/RSSA Benefits			0			0			0
Subtotal OC 12.1	0	0	0	0	0	0	0	0	0

CAPITAL INVESTMENT FUND

Org. Title: _____ Org. No: _____ OC		Overseas Mission Budgets								
		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
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		
13.0	FNDH	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	
13.0	Other Benefits for Former Personnel - FNDH			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		
13.0	Severance Payments for FN PSCs			0			0		0	
13.0	Other Benefits for Former Personnel - FN PSCs			0			0		0	
	Subtotal OC 13.0	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		
21.0	Training Travel			0			0		0	
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		
21.0	Post Assignment Travel - to field			0			0		0	
21.0	Assignment to Washington Travel			0			0		0	
21.0	Home Leave Travel			0			0		0	
21.0	R & R Travel			0			0		0	
21.0	Education Travel			0			0		0	
21.0	Evacuation Travel			0			0		0	
21.0	Retirement Travel			0			0		0	
21.0	Pre-Employment Invitational Travel			0			0		0	
21.0	Other Mandatory/Statutory Travel			0			0		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		
21.0	Site Visits - Headquarters Personnel			0			0		0	
21.0	Site Visits - Mission Personnel			0			0		0	
21.0	Conferences/Seminars/Meetings/Retreats			0			0		0	
21.0	Assessment Travel			0			0		0	
21.0	Impact Evaluation Travel			0			0		0	
21.0	Disaster Travel (to respond to specific disasters)			0			0		0	
21.0	Recruitment Travel			0			0		0	
21.0	Other Operational Travel			0			0		0	
	Subtotal OC 21.0	0	0	0	0	0	0	0	0	
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		
22.0	Post assignment freight			0			0		0	
22.0	Home Leave Freight			0			0		0	
22.0	Retirement Freight			0			0		0	
22.0	Transportation/Freight for Office Furniture/Equip.			0			0		0	

CAPITAL INVESTMENT FUND

Org. Title: Org. No: OC	Overseas Mission Budgets									
	FY 2000 Estimate			FY 2001 Target			FY 2002 Target			
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	
22.0	Transportation/Freight for Res. Furniture/Equip.		0		0		0		0	
	Subtotal OC 22.0	0	0	0	0	0	0	0	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		
23.2	Rental Payments to Others - Office Space		0		0		0		0	
23.2	Rental Payments to Others - Warehouse Space		0		0		0		0	
23.2	Rental Payments to Others - Residences		0		0		0		0	
	Subtotal OC 23.2	0	0	0	0	0	0	0	0	
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		
23.3	Office Utilities		0		0		0		0	
23.3	Residential Utilities		0		0		0		0	
23.3	Telephone Costs		0		0		0		0	
23.3	ADP Software Leases		0		0		0		0	
23.3	ADP Hardware Lease		0		0		0		0	
23.3	Commercial Time Sharing		0		0		0		0	
23.3	Postal Fees (Other than APO Mail)		0		0		0		0	
23.3	Other Mail Service Costs		0		0		0		0	
23.3	Courier Services		0		0		0		0	
	Subtotal OC 23.3	0	0	0	0	0	0	0	0	
24.0	Printing and Reproduction		0		0		0		0	
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations		0		0		0		0	
25.1	Management & Professional Support Services		0		0		0		0	
25.1	Engineering & Technical Services		0		0		0		0	
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards		0		0		0		0	
25.2	Residential Security Guard Services		0		0		0		0	
25.2	Official Residential Expenses		0		0		0		0	
25.2	Representation Allowances		0		0		0		0	
25.2	Non-Federal Audits		0		0		0		0	

CAPITAL INVESTMENT FUND

Org. Title: _____	Org. No: _____	Overseas Mission Budgets								
		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Grievances/Investigations			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0
25.2	Vehicle Rental			0			0			0
25.2	Manpower Contracts			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0
25.2	Recruiting activities			0			0			0
25.2	Penalty Interest Payments			0			0			0
25.2	Other Miscellaneous Services			0			0			0
25.2	Staff training contracts			0			0			0
25.2	ADP related contracts			0			0			0
	Subtotal OC 25.2	0	0	0	0	0	0	0	0	0
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		
25.3	ICASS			0			0			0
25.3	All Other Services from Other Gov't. accounts			0			0			0
	Subtotal OC 25.3	0	0	0	0	0	0	0	0	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		
25.4	Office building Maintenance			0			0			0
25.4	Residential Building Maintenance			0			0			0
	Subtotal OC 25.4	0	0	0	0	0	0	0	0	0
25.6	Medical Care			0			0			0
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0
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		
25.7	ADP and telephone operation and maintenance costs			0			0			0
25.7	Storage Services			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			0			0			0
25.7	Vehicle Repair and Maintenance			0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0
	Subtotal OC 25.7	0	0	0	0	0	0	0	0	0
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0

CAPITAL INVESTMENT FUND

Org. Title: Org. No: OC	Overseas Mission Budgets									
	FY 2000 Estimate			FY 2001 Target			FY 2002 Target			
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	
26.0	Supplies and materials									
	Subtotal OC 26.0	0	0	0	0	0	0	0	0	0
31.0	Equipment	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.			0			0			0
31.0	Purchase of Office Furniture/Equip.			0			0			0
31.0	Purchase of Vehicles			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0
31.0	ADP Hardware purchases			0			0			0
31.0	ADP Software purchases			0			0			0
	Subtotal OC 31.0	0	0	0	0	0	0	0	0	0
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		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		0	0	0	0	0	0	0	0	0

**Additional Mandatory Information**

**Dollars Used for Local Currency Purchases** \_\_\_\_\_

**Exchange Rate Used in Computations** \_\_\_\_\_

\*\* 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

## Supplemental Information Annexes

### *Environmental Impact*

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

#### Annex B. Environmental Impact and Compliance Information

Component 1. Plan for new or amended IEE or EA actions for coming year:

**No new IEEs or EA actions are anticipated this year. However, Mission intends to conduct the Programmatic Environmental and Economic Assessment of Pesticide Use in Ghana recommended by the SO 1 IEE. The scope and level of effort of this study would be determined after the results of a similar study conducted jointly by the Ministry of Food and Agriculture and the GTZ becomes available in the next few weeks.**

**For SO 3, the Mission is awaiting Bureau Environmental Officer's global guidelines on activities promoting use of insecticide-treated bednets.**

Component 2. Compliance with previously approved IEEs or EAs:

**All Mission activities are in compliance with their corresponding approved IEEs, as reflected in the following table.**

**USAID/GHANA ENVIRONMENTAL REVIEW STATUS, PLANS AND SCHEDULE**

<b>Assistance Activities</b>	<b>FY 99 and Previous</b>	<b>FY 00</b>	<b>Comments</b>
<b>SO1 Increased Private Sector Growth</b>			
SO-level/SOAG IEE for all activities. SO1-RP 3 IEE	Increased Private Sector Growth IEE (-27ghana03.iew) signed by BEO on 07/22/97. ATRIP West Africa Gas Pipeline Project –WAGP (SO1-RP 3) IEE (29ghana3atrip.iew) signed by BEO on 11/24/99. Cat.Ex recommended for all RP3 activities. All activities are in compliance with the approved IEEs.	Mission’s plan to conduct a Programmatic Environmental and Economic Assessment of Pesticide use (PEA) in Ghana continues to be on hold pending the outcome of a similar study conducted by GTZ and the Ministry of Food and Agriculture (MOFA).	The Mission continues to ensure that SO 1 contractors and grantees incorporate environmental soundness principles in TA activities. WAGP IEE Categorical Exclusion status will be monitored to ensure that any grants or fund transfers to other organizations will incorporate provisions that the activities to be undertaken will be within the envelope of the recommended Cat. Ex.
<b>SO2 Increased Effectiveness of the Primary Education System</b>			
SO-level/SOAG IEE for all activities.	Increased Effectiveness of the Primary Education System IEE (26ghana2.iew) signed by BEO on 09/03/96. IEE amendment (27ghana1.iew) signed by BEO on 03/11/97. All activities are in compliance with the approved IEEs.	No action anticipated.	Micro activities involving construction work on school premises will continue to be monitored to determine if an IEE amendment would be warranted in future. Construction work will not exceed 10,000 square meters in all cases.
<b>SO3 Improved Family Health</b>			
SO-level/SOAG IEE for all activities.	Improved Family Health IEE (29ghana1.iew) signed by BEO on 07/07/99. All activities are in compliance with the approved IEE.	Mission awaits BEO’s global guidelines on activities promoting use of insecticide treated bednets.	USAID will continue to monitor testing done for national HIV/AIDS surveillance to assure that test materials continue to be handled and disposed in a safe manner.

Assistance Activities	FY 99 Previous	FY 00	Comments
<b>SO 4 Enhanced Civic Participation and Accountable Governance</b>			
SO-level/SOAG IEE for all activities	Enhanced Civic Participation and Accountable Governance IEE (27ghana2.iew). Cat.Ex. recommended for all activities. All activities are in compliance with the approved IEE.	No action anticipated	
<b>SPO Supporting the Electoral Process 2000</b>			
SPO-level/SPOAG IEE for all activities	Supporting the Electoral Process 2000 (STEP Y2K) IEE (29ghana1.iew) signed by BEO on 09/15/99. Cat. Ex. recommended for all activities. All activities are in compliance with the approved IEE.	No action anticipated	
<b>PL 480 Title II</b>			
PL 480 Title II DAPs	OICI DAP IEE signed by BHR Environmental Officer on 09/29/98. ADRA DAP IEE signed by BHR Environmental Officer on 09/29/98. Technoserve DAP IEE signed by BHR Environmental Officer on 09/29/98. CRS DAP IEE signed by BHR Environmental Officer. All activities are in compliance with their approved IEEs.	No action anticipated	

**Updated Framework Annex**

**USAID Ghana FY 2002 Results Report and Resource Request**

Updated Results Framework

**Strategic Objective One: Increased Private Sector Growth**

**Intermediate Result 1.1:** *Increased Productive Capacity of Private Enterprise*

**Intermediate Result 1.2:** *More Efficient and Lower Cost Marketing Systems*

Intermediate Result 1.4: *Improved Policy and Regulatory Environment*

Intermediate Result 1.5: *Improved Financial Intermediation*

Intermediate Result 1.6: *Increased Management Capacity  
of Production and Marketing Enterprises*

Intermediate Result 1.7: *Increased Use of Improved Technologies*

Intermediate Result 1.8: *Increased Access to Market Information*

*Note: Intermediate Results (IRs) 1.4 through 1.8 contribute to both IR 1.1 and IR 1.2*

**Intermediate Result 1.3:** *More Sustainable Energy Supply*

Intermediate Result 1.9: *Increased Regional Cooperation*

Intermediate Result 1.10: *Improved Energy Demand  
Management Capacity*

Intermediate Result 1.11: *Improved Energy Policy & Regulatory Reform*

## **Strategic Objective Two: Increased Effectiveness of the Primary Education System**

**Intermediate Result 2.1:** *Improved Teaching and Supervision*

**Intermediate Result 2.2:** *Improved Education Management*

**Intermediate Result 2.3:** *Increased Community Participation*

**Intermediate Result 2.4:** *Improved Learning Environment*

**Intermediate Result 2.5:** *Improved Policies for Quality Primary Education*

Intermediate Results 2.6, 2.7 and 2.8 form part of the SO-2 Framework, but involve PL 480 commodities as well:

**Intermediate Result 2.6:** *Improved Access & Retention in the Northern Regions*

**Intermediate Result 2.7:** *Improved Pupil Health and Nutritional Status*

**Intermediate Result 2.8:** *Improved Access & Retention in the Northern Regions*

## **Strategic Objective Three: Improved Family Health**

### **Intermediate Result 3.1: *Increased Use of Reproductive Health (RH) Services***

Intermediate Result 3.1.1: *Increased Demand for RH Services*

Intermediate Result 3.1.2: *Improved Quality of RH Services*

Intermediate Result 3.1.3: *Increased Access to RH Services*

Intermediate Result 3.1.4: *Improved Policies for RH Services*

### **Intermediate Result 3.2: *Increased Use of Selected Child Survival (CS) Services***

Intermediate Result 3.2.1: *Improved Quality of CS Services*

Intermediate Result 3.2.2: *Increased Access to CS Services*

Intermediate Result 3.2.3: *Increased Demand for CS Services*

Intermediate Result 3.2.4: *Improved Management of CS Services*

**Strategic Objective Four: Public Policy Decisions Better Reflect Civic Input**

**Intermediate Result 4.1:** *Enhanced Effectiveness of Parliament to Represent Citizen Interests*

**Intermediate Result 4.2:** *Improved Effectiveness of (Participating) Local And National CSOs to Influence Policy*

**Intermediate Result 4.3:** *Local Government Decision Making Processes Are More Participatory*

**Intermediate Result 4.4:** *Increased Citizen Access to Information for Civic Education and Improved Governance, Transparency and Accountability*

## **Success Stories**

### **SUCCESS STORY**

Christian Okyere is a wood carver in the village of Foase located in the Ashanti Region of Ghana. Christian, born to poor and illiterate parents, never had access to formal education, but he understood, at an early age, the importance of learning a trade. Since many members of his community worked in the field of handicrafts, he decided to try his hand at wood carving. Christian learned to carve under the supervision of a master craftsman. After one year of training, the lure of city lights compelled him to leave his village and take a job as a shoe shine boy and later a petty trade in the capital city. Eventually, he felt the need to return to his village to help on the family farm.

Upon his arrival home, Christian picked up his wood carving tools and began to make sample carvings. Initially, he naively believed that everything he made would be sold. Before he became discouraged by low sales, Christian received training from a USAID-assisted NGO, Aid to Artisan\Ghana (ATAG) in product development, production, and marketing. He quickly applied concepts learned at ATAG workshops and saw the demand for his products skyrocket. Christian now not only creates new designs and adapts existing designs, but he is always quick to explore ways to improve his products. He uses ATAG's workshops to test the marketability of his products. Today, Christian is no longer concerned with whether he can sell his product but rather how can he keep up with the demand for his product.

In 1999, Christian received more orders than any other producer in Foase. He employs roughly 200 women to finish and polish wood products. Although Christian has come a long way from his days of being a shoeshine boy, he continues to seek out ways to improve his performance. Recently, Christian purchased a cellular phone so that his customers can easily reach him. Also, Christian hired a teacher to teach him to read and write, so that he can deal more effectively with buyers.

## **Birmingham Ethnic Food Fair**

Amex International is the USAID/Ghana contractor implementing the Improved Private Enterprise Performance component of the Trade and Investment Reform Program. In June of 1999, AMEX assisted the Ghana Export Promotion Council in mounting a presentation at the Birmingham (UK) Ethnic Food Fair. Companies represented included various pineapple exporters, 15 small-scale producers of ethnic food producers in Ghana, and the Ghana Vegetable Marketing Company (GVMC) which represents more than 100 small-scale members of the Vegetable Producers and Exporters Association of Ghana (VEPEAG).

GVMC's participation was the first unified presentation of vegetable exporters. It has resulted in several very productive contacts and GVMC and individual exporters are now filling new export orders. The GVMC chairman, a farmer and small-scale exporter himself, was given a small

subsidy to make a follow-up trip to the UK on behalf of GVMC. He visited potential buyers, contracted the services of a UK company to serve as a marketing agent, and converted buyer interest to buyer orders. The challenge now is to increase small farmer production to the point where farmers are able to meet increased demand. A major supermarket chain has also indicated its desire to begin receiving shipments from Ghana as soon as reliable supplies can be programmed and guaranteed at viable threshold levels.

Much interest has also been generated by the Ethnic Food Fair in processed ethnic food products (soup bases, instate fufu, gari, palm oil etc). However, most Ghanaian producers are too small to be cost-effective exporters by themselves and deal in a very limited range of products – many export only a single product. Several of these small companies have now joined together to form a new company, GF Marketing Co. Ltd, to market their products through a single outlet thus making it possible to fill larger orders of mixed products efficiently. This mechanism reduces the high cost of small shipments and increases the average order size thereby making it possible for small -scale retailers to obtain various ethnic food products from a single source.

A by-product of this process has been a heightened level of cooperation and collaboration among producers and increased emphasis on growth through export marketing. Producers have received critical training programs in product costing and pricing, marketing, production planning and quality control. Several companies have increased export shipments as a result of their participation in the Ethnic Food Fair. Others are expected to follow, leading to the strengthening of food processing operations and a rapid expansion of employment in this sector. The marketing program will get underway in the second quarter of 2000 aimed at a major joint presentation at the Ethnic Food Fair that will be staged in Birmingham in June 2000.

## **Supplemental Annexes**

### **Non-Project Assistance Macroeconomic Assessment**

#### **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).

### 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.)

### 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

The 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) the Government's policy to achieve Free Compulsory and Universal Basic Education (FCUBE) continued to receive priority attention. Strategies adopted to ensure full implementation includes: 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

## **P.L.480 Title II**

The main thrust of the P. L. 480 Title II program in Ghana is household food security (household nutrition and agricultural productivity) as defined in the USAID Food Aid and Food Security Policy Paper. Thus, all the activities of the cooperating sponsors address the root causes of food insecurity identified in BHR/FFP's food security strategic objective number two. These causes are: low agricultural productivity and incomes; low levels of technology adoption and access to market; soil degradation; poor infrastructure; lack of access to clean water and sanitation; and inadequate education and nutritional knowledge. P.L.480 Title II activities are in full accord with three of the Mission's strategic objectives, to which they provide substantial support -- SO 1 Increased Private Sector Growth, SO 2 Increased Effectiveness of the Primary Education System, and SO 3 Improved Family Health.

### **SO 1: Increased Private Sector Growth**

In support of the Mission's Strategic Objective One, **ADRA/Ghana's** Title II program has continued to improve agricultural productivity and food access among its 16,224 client farmers (4.6% above the DAP target of 15,500) and their 116,250 dependents of which forty percent of the clients are women. Out of the 32 impact and performance indicators tracked by ADRA 26 indicators achieved the targets set, with most greatly exceeding targets. This is an accomplishment given the drought, army worms and floods which afflicted Northern Ghana, during the past reporting period.

Under its agroforestry program, 6,262 new-start client farmers (FY 1999) and 9,962 continuing clients (FYs 1997 and 1998) were trained and provided with inputs to intercrop 1,450,935 assorted tree seedlings (cashew, mango and leuceana) with 19,294 acres of maize, yams, and soya beans. This is 28.6% above the FY 1999 target. The total amount of food produced by these farmers was 19,294 metric tons, valued at approximately \$2,676,000. Approximately 45% of the food produced was consumed by households, 27% was stored for future consumption, and the remaining 28% was sold for additional household income. A portion of this income was used to purchase basic needs items other than food. In the words of one Iddrisu Gbande of Kadelso in the Brong Ahafo Region, *"For the first in my life I have earned an income of 430,000 cedis (the equivalent of \$ 130) from a tree. This income came at an appropriate time because it enabled me to pay my children's school fees on time. For once they were not sent home for lack of school fees."*

Together, thirty one Collaborative Community Forestry Initiative, CCFI and seventy eight private nurseries inspired and encouraged by ADRA produced a total of 951,961 tree seedlings (76.2% of target) to support agro-forestry activities. From the sale of tree seedlings and other secondary income generating activities like the sale of agricultural inputs, corn milling etc., thirty one ADRA nurseries earned approximately \$62,000 during FY 1999. During the reporting period, thirty one CCFI nurseries of the twenty nine were able to break even.

In FY 99, 1,114 improved storage facilities were constructed, thus bringing the cumulative total of storage units constructed by project participants to 2,978. As a result of these facilities, client farmers' post-harvest losses were reduced from a baseline figure of 30% to 5%.

Also in support of SO 1, **Technoserve/Ghana** (TNS) provided direct technical/managerial assistance and training to 276 rural agricultural enterprises to either process, store, or market agricultural produce. These enterprises not only earned approximately \$1.24 million but their productive capacities were increased, and many seasonal jobs were either created or sustained. The owners of these enterprises invested approximately \$ 12,000 of additional owner equity and leveraged an additional \$ 577,177 of debt equity. TNS achieved 90% of the annual target for FY 1999. Approximately 48 percent of TNS beneficiaries are women.

Enterprises assisted by TNS produced, processed, stored or marketed 7,815 metric tons of agricultural products during the reporting period. This constitutes 51% of the target. Products included palm fruits, maize, unshelled groundnuts, paddy rice, pineapples, griffonia, millet, cashew and sheanuts.

During the reporting period, TNS-assisted enterprises were able to leverage roughly 1.47 billion Cedis from rural banks, the USAID/Ghana-assisted Sinapi Aba trust, local government district assemblies, and private sector exporters of agricultural products. The FY 1999 target for leveraging funds was 1.26 billion Cedis. TNS-assisted enterprises generated approximately 3.15 billion Cedis (\$1.2 million) from the gross sales of palm oil, stored maize, groundnuts, sheanuts, cashew, pineapples and medicinal plants, which slightly exceeded the FY 99 target of 3.1 billion Cedis.

The FY target for equity mobilization of 166 million Cedis fell shy of its target of 197 million Cedis. However, TNS is optimistic that it can attain in FY 2001 the end of DAP target of 260,689 billion Cedis.

## **SO 2: Increased Effectiveness of the Primary Education System**

**Catholic Relief Services/Ghana's** (CRS) P. L. 480 Title II Education Support Program (ESP) exceeded its targets, especially in the areas of enrollment, community mobilization and community support. During the reporting period, CRS fed a monthly average of 114,170 in 739 primary schools in all 24 districts of the three northern regions of Ghana.

An average of 25,588 girls out of 38,500 girls enrolled in CRS-assisted schools achieved an 85% monthly attendance rate. This exceeded the FY 99 target of 16,000 by thirty-seven percent.

Other FY 99 successes include the formation of 45 functional school management committees. CRS trained committee members on the management of parent-teacher associations. The FY 99 target for this indicator was achieved.

## **SO 3: Improved Family Health**

In collaboration with the Ministry of Health (MOH), an additional 191 community nutrition, water and sanitation motivators (NSMs) were trained in ADRA's project communities. As a result of home visits and continuing educational sessions held by these NSMs in collaboration with the District Health Management Teams (DHMTs), general cleanliness and the quality of nutrition in the communities have improved considerably. Soya beans and cowpeas are now being processed and incorporated into family diets, cooking methods have improved, and the daily intake of fruits and proteins has increased. The communities exceeded the targets for the daily consumption of fruits and protein-rich foods by 52% and 42% respectively. Also, the consumption of vitamin A rich foods achieved 96% of the FY 99 target.

A survey conducted in November 1999 showed that 89% of ADRA's clients were able to feed their households adequately throughout the year (48% above target), while 77% of all clients' children less than three years of age had normal weights-for-age.

In FY 99, ADRA constructed and fitted 57 hand-dug wells with pumps in the project communities. This enabled 63% beneficiary households to have regular access to potable water. This is 15% above the target for the reporting period. The provision of water has reduced the incidence of water-borne diseases among children in the project communities from 30% to 5%. The main objectives of CRS/Ghana's Food Assisted Child Survival (FACS) program are: (a) to increase the knowledge and adoption of improved child survival practices through health and nutrition education, and (b) to increase access to immunization, growth monitoring and provide nutrition supplements to pregnant women, lactating mothers and malnourished children below 23 months of age. The program is targeted to 27 communities in three districts of the northern region. Approximately 9,000 pregnant and lactating mothers participated in the program during the reporting period.