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ENDORSEMENT MEMO FOR DIRECTOR OF U.S. FOREIGN ASSISTANCE, HENRIETTA FORE

FROM: Sue K. Brown, Chargé d'Affaires to the U.S. Mission in Ghana

SUBJECT: FY 2007 Operational Plan Performance Report

*"Ghana@50, Looking Back, Moving Forward"* is the motto the U.S. Mission uses this year to commemorate 50 years of sovereignty for Ghana, the first sub-Saharan African country to obtain its independence from colonial rule. Ghana has much to celebrate as it continues to be an influential leader on the continent. President Kufuor currently presides over the African Union and the country is a model for the region of sound economic policy, stability and democracy. This year also marks 50 years of USG technical assistance to Ghana.

Real Gross Domestic Product (GDP) is growing at 6% in 2007 and next year's growth is expected to be even higher. This above-average and consistent growth has been the major factor in the rapid reduction of poverty in Ghana, from 39.5% of the population in 1999 to 28.5% in 2006. Ghana is likely to reach its Millennium Development Goal to cut poverty in half by next year, well before the 2015 target date. Already, Ghana has achieved its cutting hunger target, the first country in Africa to achieve this international goal. Much of this poverty-reducing growth is driven by cocoa, a sector that is showing increased productivity and which shares the top export spot with gold. Strong cocoa and gold prices are bolstering the economy along with remittances, which are the largest source of Ghana's foreign exchange. New horticulture investments are helping diversify Ghana's dependence on a few commodities. In the most recent "Doing Business 2008" report by the World Bank, Ghana was, once again, one of the top 10 world reformers in terms of improving the regulations for businesses.

Ghana remains a model of stability in Africa and governance indicators are among the best in the region, giving Ghanaians confidence in its development path. In the just-released FY 2008 MCC scorecard, Ghana scored in the mid to upper-90<sup>th</sup> percentile in all its six governance indicators. A democracy since 1992, Ghana has had three free and fair national elections, and is preparing for the fourth next year. While a recent Transparency International index indicates a slight decline in perceived corruption, this remains a serious problem. On the human resources front, primary school enrollment is over 90%, thanks in part to the Government of Ghana's favorable policies of free education for elementary school students and instituting one of Africa's first national school lunch programs which now feeds 400,000 students. HIV/AIDS rates have stabilized at a relatively low rate of 2-3%.

But much more needs to be done—and faster—by the Government and people of Ghana. The country is becoming a key hub and transit point for narcotics trafficking to Europe and North America. There are worrying signs that the economy may be overheating with fiscal deficits rising and public sector reform seeming to have stalled. Public sector wages increased from 9.4% of GDP last year to 10% currently. And with elections coming up next year, any belt-tightening to control the government payroll is unlikely. Furthermore, power is highly centralized at the executive level, democratic institutions such as parliament and the judiciary are weak. Decentralized resources and decision-making is needed to give local authorities and civil society greater say in local governance issues. As a consequence, services in education, health, and agriculture are poor. Only 22% of the children graduating from 6<sup>th</sup> grade can read at grade level. An even lower percentage attains grade-level math standards, hardly a situation that will educate a workforce needed to reach the middle-income status goal by 2015. A major problem that contributes to this poor school performance is teacher absenteeism, which greater community and local official involvement could help improve. The lack of empowerment and resources at the community level has perpetuated children dying at the same rate now as they were 10 years ago—increased wealth has not translated into meeting the most basic needs for many. Malaria remains one of the more burdensome diseases and accounts for 61% of hospital admissions for children. Of the 11 out of 100 children who will not live to see their fifth birthday, a quarter of them will die from malaria.

The U.S. Mission has worked closely with Ghana's government, non-government, and private sector to help address these needs, aligning our program with that of Ghana's Growth Poverty Reduction Strategy. Our cooperation, in close collaboration with other development partners, has resulted in an impressive set of accomplishments this year.

Highlights of USG assistance include:

- Providing key strategic and technical advice to the Ministry of Finance, through our long-term technical advisor, over a two-year period that culminated in the successful issue of a 10-year sovereign bond for \$750 million by Ghana, the first post-HIPC country to enter the international bond markets.
- Enrolling 15,000 children who were previously out of school and improved primary school instruction for 120,000 children, which increased by nearly 200% the number reaching literacy standards for their grade.
- Working closely with the new Ghana national school feeding program to transfer best practices of the USAID school feeding program. The program is phasing out and will end by FY 2009.
- Successfully training both local government officials and members of civic unions to develop plans and increase local services to their communities.
- Supporting the legislative branch to play a greater oversight role, including assistance for Parliament's Local Government Committee to increase its role in debating decentralization.
- Developing a Malaria Operation Plan and started activities that will result in a 50% reduction in mortality from malaria among children under five, pregnant women and HIV/AIDS-affected persons. Plans for new tuberculosis and guinea worm activities were completed with implementation to begin in 2008.

- Leading the donor community in working with the Government of Ghana to respond to the April 2007 Avian Influenza April-June outbreak. U.S. support in this outbreak is held up as a model by USAID as of one of the more effective AI contingency planning and response plans that the USG has undertaken.
- Enhancing maritime safety and security by installing Automated Information System receivers.

Other key components that have factored into our program include:

**MCC collaboration:** The excellent collaboration between USAID and MCC, starting during the design stage three years ago, is continuing as MCC implementation begins. The \$547 million Compact builds, in part, on USAID's 15-year work in horticulture. It will help farmers improve productivity, build needed infrastructure to support that productivity, assist communities to build schools, and strengthen local governance structures. USAID will strengthen the supply chain and improve macro policies that help farmers benefiting from MCC investments, put quality instructional material and teachers in new Compact-funded schools, and improve decentralization, all of which are essential to Compact success and sustainability.

**Coordination with other development partners:** Collaboration among donor countries is one of the best in Africa, with Ghana ranking among the top three countries in the world, according to a recent World Bank analysis on harmonization. USAID plays an active role in the 14 sector groups that are made up of donors and government. USAID has leadership roles in HIV/AIDS, education, and finance groups and are active participants in agriculture, private sector, water, health, and governance groups. Policy dialogue with government at this sector level has been effective in a number of areas, including refocusing government's priorities in health and agriculture, for example.

**Vulnerability and shocks:** This year floods followed a drought in the north and left many of the poorest in Ghana even more vulnerable. A U.S. contribution of \$50,000 in disaster funds helped, but more may be needed from the U.S. and other development partners to help in the recovery. USG's Food for Peace (FFP) development food aid program, which is focused primarily in the north where poverty rates are as much as three times the national average, is phasing out over the next two years as FFP focuses its resources on those countries most in need. Consequently, USAID's poverty-focused interventions financed with food aid resources will be unavailable to bolster our longer-term assistance assist in the recovery of this vulnerable population.

## ENDORSEMENT

I fully endorse the FY 2007 Operational Plan Performance Report. Ghana's progress in building a more prosperous and healthy society, underpinned by a government that is responsive to the needs of its citizenry, is a model for others in the region and throughout Africa. Our partnership with Ghana reinforces the country's path to broad-based growth, improved livelihoods and democracy, reflecting the U.S. government's transformational goals.

Endorsement Memo for Acting Director of U.S. Foreign Assistance

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## ACRONYM LIST

ACOTA	African Contingency Operations Training Assistance
ACT	Artemisinin-based Combination Therapies
AEI	Africa Education Initiative
AGCI	African Global Competitiveness Initiative
AI	Avian Influenza
BoG	Bank of Ghana
CAADP	Comprehensive African Agriculture Development Program
CBEP	Community Based Ecotourism Project
CDC	Centers for Disease Control
CIDA	Canadian International Development Agency
CMC	Capital Markets Committee
CSOs	Civil Society Organizations
CYP	Couple Years of Protection
DANIDA	Danish International Development Agency
DCA	Development Credit Authority
DOTS	Directly Observed Therapy Short Course
DPO	Disabled Person Organization
ECOWAS	Economic Community of West African States
EU	European Union
EurepGAP	Euro-Retailer Produce Working Group-Good Agriculture Practices
FACTS	Foreign Assistance and Coordination Tracking System
FAO	Food and Agriculture Organization
FASDEP	Food and Agriculture Sector Development Policy
FMF	Foreign Military Financing
FP	Family Planning
GAF	Ghana Armed Forces
GDA	Global Development Alliance
GDP	Gross Domestic Product
GHS	Ghana Health Service
GIS	Geographic Information Systems
GoG	Government of Ghana
GPRS	Ghana Poverty Reduction Strategy
GSSP	Ghana Strategic Support Program
GTZ	Gesellschaft für Technische Zusammenarbeit
HIRD	High Impact Rapid Delivery Approach
IEHA	Initiative to End Hunger in Africa
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IMET	International Military Education and Training
IMCI	Integrated Management of Childhood Illnesses
IMF	International Monetary Fund
IPT	Intermittent Preventive Treatment
ITN	Insecticide Treated Net
IUCN-NL	Netherlands Committee of the World Conservation Union

MCC	Millennium Challenge Corporation
MCH	Maternal and Child Health
MDG	Millennium Development Goals
MDRI	Multilateral Debt Relief Initiative
MOFA	Ministry of Food and Agriculture
MOFEP	Ministry of Finance and Economic Planning
MP	Member of Parliament
NGO	Non-Governmental Organization
NLC	National Labor Commission
NTP	National Tuberculosis Control Program
PEPFAR	President's Emergency Plan for AIDS Relief
PISCES	Personal Identification Secure Comparison and Evaluations System
PKO	Peacekeeping Operations
PMI	President's Malaria Initiative
PWDs	People With Disabilities
TA	Technical Assistance
TAB	Tariff Advisory Board
TIPCEE	Trade and Investment Program for a Competitive Export Economy
TLMS	Teaching and Learning Materials
TMC	Treasury Management Committee
UNICEF	United Nations Children's Fund
U.S.	United States
USAID	United States Agency for International Development
USG	United States Government
USTR	United States Trade Representative
VCTF	Venture Capital Trust Fund
WAPP	West African Power Pool
WATSAN	Water and Sanitation
WHO	World Health Organization
WTO	World Trade Organization

# Ghana 2007 Performance Report

## Operating Unit Performance Summary

**Achievements:** In FY 2007, USG strengthened the skills of 1,100 civil society organizations to interact with local governments, manage their organizations, and advocate for their interest.

The avian influenza outbreak in April 2007 was successfully contained with USAID as the central donor involved in contingency planning and response. A campaign to encourage male involvement in reproductive health reached over 650,000 people. More than 90,000 people in P.L. 480 areas had access to safe drinking water and improved sanitary facilities. Decentralized health plans were developed, implemented and adopted as a national model.

Significant progress was made with the African Education Initiative funds to expand access to basic education and to keep children in school. Enrollment increased to 92% and the rate of primary school completion rose from 75% to 85%.

The GOG issued a 10-year bond worth \$750 million. The USG-supported technical advisor was the key architect in the bond's launch.

**Challenges:** Ghana is becoming a transit point for narcotics trafficking to Europe and North America. Inadequate separation of powers between the executive, legislature and judiciary branches as well as the lack of vigorous efforts to combat corruption are significant impediments to development.

**Integration and synergies:** Synergies among sectors is a hallmark of USG's programs in Ghana. Objectives cut across gender, local governance, community participation and capacity development. P.L. 480 program and community participation programs contributed to the results in education, health and agriculture in Ghana's poorest regions.

**Gender:** Gender is addressed in governance, education, health and agriculture. Women are serving in leadership positions in civil society organizations. Females elected to Parliament and their staff members were trained to advocate for the passage of laws that impact women, which led to the passing of the domestic violence law in 2007. The gender gap in education has narrowed and now stands at 96 girls for 100 boys. In addition, better reporting of USG-supported training activities demonstrates a substantial improvement in gender balance among trainees.

**Environment:** One or more activities are not in full compliance with their 22 CFR 216 determination and actions will be taken in the coming year to assure compliance.

**Website:** For more information, one can access the USAID/Ghana website at <http://www.usaid.gov/missions/gh>

## **Program Area Performance \ 1 Peace & Security \ 1.1 Counter-Terrorism**

Ghana is a strong partner in the global war against terrorism, cooperating to prevent terrorists from attacking

the U.S., its citizens and facilities. USG funds implement the Deny Terrorist Sponsorship, Support and Sanctuary program support counter-terrorism activities to eliminate safe havens, restrict travel and deny terrorist access to finance. Over the past year, progress has been achieved in counter-terrorism activities; however, Ghana's potential links to terrorism, drug and illegal arms trafficking pose serious problems.

In FY 2007, USG funds prevented terrorists from acquiring or using resources for terrorism by upgrading and maintaining the Personal Identification Secure Comparison and Evaluations System (PISCES). PISCES captured data on nearly all persons entering and exiting the country through valid points of entry. This assisted Ghana to secure its borders, offering protection for both the U.S. and Ghana from terrorist threats. Over the long term, USG assistance will diminish the threats to Ghana's peace and security and permit greater economic growth.

### **Program Element Performance \ 1 Peace & Security \ 1.1 Counter-Terrorism \ 1.1.1 Deny Terrorist Sponsorship, Support and Sanctuary**

The Personal Identification Secure Comparison and Evaluations System (PISCES) allows GOG to capture data on nearly all persons entering and exiting the country through valid points of entry, thereby providing relevant information on potential links to terrorism and illegal arms and narcotics trafficking.

As a result of USG-funded assistance, the PISCES program is on schedule. In FY 2007, the USG met its goals and performed routine maintenance on the system and upgraded its hardware and software. The system's storage capacity was expanded at the airport and at the Ghana Immigration Service (GIS) headquarters. The program has worked well and is on track to meet its FY 2008 goal of expanding the system to two additional border crossings, for a total of four, covering all valid points of entry and exit from Ghana. These achievements diminish the threats to Ghana's peace, security and permit greater economic growth.

### **Element Indicator Narrative \ 1 Peace & Security \ 1.1 Counter-Terrorism \ 1.1.1 Deny Terrorist Sponsorship, Support and Sanctuary**

The program is updating and maintaining two Personal Identification Secure Comparison and Evaluations System (PISCES) systems at the two existing borders. Plans are underway to expand PISCES to two additional borders in FY 2008. No expansion was projected in FY 2007 and therefore no target was set.

### **Program Area Performance \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform**

Ghana remains a stable and peaceful country. Strong bilateral ties to the U.S. Government permit funding of programs that contribute directly to peace and stability. Maritime safety and security have been enhanced by installed Automated Identification System receivers with patrol boats to arrive in the next fiscal year. This way, Ghana may begin to act upon information about illegal and unwanted activities in its territorial waters. Ghana's Peacekeeping Operations (PKO) are marked by unwavering commitment to four United Nations missions. A fifth PKO mission is expected to receive support from the Ghana Armed Forces (GAF). Thus, Ghana's regional leadership is expected to remain strong. The challenge in coming years is to improve border security inland and that will require both ground and air assets.

GAF personnel train in America through the International Military Education and Training (IMET) Program. Last year, 31 students received training at institutions across the United States. GAF personnel may also conduct familiarization in-country via the Military-to-Military (Mil-to-Mil) Program. The State Partnership Program (SPP) supported by North Dakota allows for both training and familiarization. Last year, more than seven Mil-to-Mil events and at least 14 SPP activities engaged all services of the military to provide the stability and professionalism that foster democratization.

Despite achievements, Stabilization Operations and Security Sector Reform programs fell short of FY 2007 Operational Plan targets. Because there is full use of funding and increasing activity each year, the Operating Unit now believes that the original targets were not realistic nor do they reflect current operations. A more appropriate target of personnel trained to maintain territorial integrity should be about 1,200. Tying this number to the African Contingency Operations Training Assistance (ACOTA) program will maintain the integrity of the data because ACOTA trains approximately two or three battalions a year. Adjustment of this indicator should not take away from what will remain a strong partnership on security and law enforcement in the long run. Security cooperation promotes USG interests and strengthens Ghana's role in regional stability. The border security upgrades or systems installed indicator targets have been adjusted to reflect reasonable objectives and current resources.

#### **Program Element Performance \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.6 Defense, Military, and Border Restructuring, Reform and Operations**

Ghana has reinforced its already prominent role in peace keeping operations (PKO) by committing to a fifth deployment. Such progress comes from U.S. military assistance programs that seek to strengthen democracy through enhancing military professionalism and improving the Ghana Armed Forces' (GAF) ability to project and support PKO.

The overall success of this program element should not be overshadowed by target shortfalls. Instead of the estimated 80 students, our IMET program funded 31 students to attend training in the United States. The entire allocation for FY 2007 was used along with an additional \$29,000 given in the fourth quarter. Without dramatic increases in funding for future years, any number exceeding 40 will be unrealistic. The GAF currently seeks a mix of short- and long-term training that includes year-long courses for mid-grade and senior officers and enlisted soldiers, who return to Ghana to assume high-level leadership positions and to participate in deployments across the continent.

The target of 5,000 personnel trained for PKO should reflect more accurately the pace of the African Contingency Operations Training Assistance (ACOTA) program, which provides the training. In the last year, two battalions received training and joined units participating in four peacekeeping operations of the United Nations. A more realistic target for personnel trained in PKO is 1,200 or about two battalions a year.

Even though the radars did not materialize, two Automated Information System (AIS) receivers have been installed to assist in coastal security. While Foreign Military Financing (FMF) allowed the GAF to procure communications equipment at battalion level and needed equipment for the individual soldier, funds put in place a contract for U.S. Coast Guard patrol boats in FY 2008 that will enhance maritime security. The capacity to meet growing challenges of narcotics smuggling and illegal fishing continues to develop with concrete achievements.

The Operating Unit expects to achieve similar results in FY 2008 as battalions continue to rotate through their deployments and funding levels remain relatively the same. The host country's commitment is not in doubt. FY 2008 will see further progress with ACOTA's larger training package and more maritime assets along with continued cooperation from the GAF.

### **Element Indicator Narrative \ 1 Peace & Security \ 1.3 Stabilization Operations and Security Sector Reform \ 1.3.6 Defense, Military, and Border Restructuring, Reform and Operations**

The target of 1,200 includes up to three battalions trained to maintain territorial integrity. Each year, approximately 30 students benefit from IMET funds. Upgrades for border security include vehicles and potential airframes along with maritime assets.

### **Program Area Performance \ 2 Governing Justly & Democratically \ 2.2 Good Governance**

USG supports activities aimed at increasing citizen participation in local government and Parliament while strengthening Parliamentary and citizen ability to provide oversight of the executive and local government respectively. These efforts are critical for an effective legislature, true decentralization and reinforcing Ghana's weak democratic institutions.

Local governments in Ghana are increasingly adept at engaging citizens in the political process. In FY 2007, they conducted over 900 citizen participation-focused activities ranging from town hall meetings to municipal negotiations. In districts targeted by USAID, 20 local governments have joined with citizens to initiate district performance improvement plans. Additionally, 1,100 citizen groups are using newly acquired skills from USG-supported trainings to better manage their organizations and develop effective advocacy plans. Activities in FY 2008 will focus on sustaining the gains made so far, particularly the institutionalization of citizen participation at the local level.

At the national level, USG's legislative-funded program has successfully encouraged four parliamentary committees to play a greater executive oversight role, laid the groundwork for establishing budget and finance legislative units, and increased the percentage of bills passed with civic input from 40% to 65%. USG support to the local government committees helped increase their engagement in decentralization policy discussions. These efforts complemented USG's decentralization program. An increasing number of civil society organizations engaged Parliament on pending legislation. Parliament is close to having its first set of bills presented by a private citizen submitted and press briefings at the beginning and close of Parliament are becoming regular. However, oversight of the executive is still at the nascent stage and is approached tentatively. USG support has led efforts in the sector, working closely with the leadership of Parliament to enhance its strategic plan and champion coordination between branches. The 2008 presidential and Parliament elections will determine if Parliament will have the leadership required to strengthen its executive oversight role and become a more effective institution. USG's exit from legislative strengthening in 2008, due to funding limitations, will limit the potential for change and possibly undermine the institutionalization of progress made to date.

### **Program Element Performance \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.1 Legislative Function and Processes**

USG's legislative program focuses on increasing Parliament's representational and oversight capacity. In FY 2007, 204 Members of Parliament (MP) and staff attended USG-sponsored trainings, ranging from Anti-

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Money Laundering Bill to study tours aimed at increasing Parliament's oversight of the national budget. USG trained 65 representatives of 44 CSOs to advocate for constituents' needs. These efforts helped lead to an increase in bills passed with civic input from 40% in FY 2006 to 65% in FY 2007. USG also provided technical support to four parliamentary committees. This support led to eight oversight actions being taken by the targeted committees, including monitoring decentralization efforts, ensuring that the National Labor Commission was better resourced and monitoring the implementation of a female genital mutilation law.

USG facilitated activities to establish a budget and finance unit and a legislative office within Parliament. A USG-funded study tour to Uganda helped Parliament to understand the role of a budget finance unit could play and the steps required for creating a unit. Extensive training in budget analysis for clerks and officers has further supported this effort. Additionally, a USG-supported needs assessment of the legislative office led Parliament to hire a temporary Parliamentary Counsel to establish the legislative unit and train staff to provide legislative drafting support to MPs. Further, USG assistance supported efforts to eliminate administrative barriers that were preventing the submission of Bills to Parliament. The Muslim Marriages bill, for example, is Ghana's first bill submitted by a private citizen.

To improve Parliament representational function, USG supported 14 public forums reaching more than 1,000 people and bringing MPs and the public together to discuss important issues such as a teachers strike. USG also supported the establishment of regular media briefings by the Parliamentary leadership. The briefings were well attended and covered issues ranging from public financing to the challenges of bi-partisanship.

USG's program directly supports a Strategic Plan for Parliament's agenda. However, Parliament has been slow to engage on a number of initiatives and this has limited what can be achieved against the strategic plan. While Parliament remains male dominated, USG efforts targeted key female MPs and staff to focus on female genital mutilation, domestic violence legislation, and gender budgeting.

### **Program Element Performance \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.3 Local Government and Decentralization**

USG focuses on strengthening local government capacity to utilize citizen input and reduce barriers to citizen participation in economic development within 25 targeted districts. In FY 2007, 6,980 local government officials and community members were trained. In addition, 349 producer groups, 10 water user groups, 459 business, and 282 community-based associations were trained in how to engage local government. The USG supported 904 local citizen participation mechanisms, exceeding significantly the target and demonstrating local government and citizen group willingness to engage each other. These efforts helped 14 out of 25 districts seek more citizen input in decision making. This resulted in building stronger relationships between governments, citizen groups and business associations. This has increased citizen and business confidence in local government and created opportunities for greater resource mobilization. Two of the 25 targeted districts are also part of USAID's responsible mining alliance GDA that aims to increase local government ability to engage mining companies and citizens on gold mining related issues.

Collaboration between the Ministry of Local Government and USAID also intensified in FY 2007. The Ministry designated a desk officer to work with USAID, local and national government officials acted as resource persons in training programs, and the Ministry provided the USAID program with \$8,000 to educate the public and seek their input on a newly drafted decentralization policy. This demonstrates the

Ministry's recognition of the importance of citizen input in policy making and the efficacy of USAID's efforts to promote citizens and local government engagement.

Women remain under-represented in local governments. USG supports increasing the number of women who serve in executive positions in citizen groups and emphasize the critical role of women in development. An additional objective is to increase the number of women who participate in USG-supported training activities.

USAID's mid-term evaluation of its program in FY 2007 led to a redesign that better responded to reforms in Ghana's decentralization policy. This redesign led to re-scheduling of trainings, resulting in the training target not being met.

### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.3 Local Government and Decentralization**

Due to time constraints, initial targets were set without stakeholder input. FY 2007 training targets have changed from 24,533 to 14,065. This is included in the Standard Indicator Correction spreadsheet. The initial target was 2,352 SMC/PTA participant training. This is an Education activity under the GAIT II program and is therefore taken care of by the Education program. A mid-term evaluation resulted in a redesign of the project. Apart from slowing down program activities, the redesign also brought about changes in program strategies and activities, especially regarding training. First, the redesign required that training for citizen groups and local government officials be delayed until 2008 in nine of the 25 targeted districts. Additionally, the numbers trained in the other 16 districts had to be reduced by 30%. As a result, FY 2007 training targets were not met.

Apart from training, the program exceeded FY 2007 targets. This is mainly due to the fact that all the districts exceeded the target of conducting at least four citizen participation techniques during the year, indicating a growing understanding and gradual usage of the techniques beyond the targeted number for the year. Based on lesson learned so far, USG has reviewed the FY 2008 targets with the implementing partner.

### **Program Area Performance \ 2 Governing Justly & Democratically \ 2.4 Civil Society**

Disabled People's Organizations (DPOs) lack the capacity to effectively advocate on behalf of people with disabilities (PWD) to participate fully in Ghana's development. In FY 2007, USG efforts focused on promoting increased inclusion and participation of people with physical disabilities in social, economic, and political activities, an area often ignored in Ghana. These efforts involved successfully advocating for the passage of a new disability act, informing PWDs of their rights and responsibilities under the new law, and ensuring that service providers, like hospitals, schools, and building contractors, are aware of new requirements mandated by the law.

The political participation of PWDs is being promoted by 34 civil society organizations (CSOs), aiding the launch of seven advocacy campaigns. To ensure long term success, greater effort is being placed on building the organizational capacity of five leading DPOs to ensure that they are well positioned to advocate for PWDs.

Organizational capacity assessments of these DPOs showed considerable weaknesses characteristic of many CSOs in Ghana. Specifically, they lack project management, advocacy, communication, and development skills, raising concerns about their long term viability. USG resources will target these weaknesses, but

multi-year support coupled with a strong commitment from each organization will be required.

In December 2006, USG sponsored a six-member Ghanaian delegation to attend the 9th International Congress on Community Services for Children, Youth and Families with Special Health Care Needs in Washington, D.C. The conference discussed ways to integrate disabled children in everyday life and how to develop appropriate national policies and practical local programs for the disabled.

USG also increased broader CSO engagement on PWD issues and is poised to build local organizational capacity to move advocacy to the next level. Civil society is slowly awakening to the broader concerns of PWDs and service providers are showing a new willingness to address PWD issues. The GOG showed considerable initiative in moving the disability legislation forward. The next challenge is to ensure that the GOG is equally prepared to support the implementation of the Act and hold service providers accountable. The coming election year will provide new opportunities for political engagement on PWD issues.

### **Program Element Performance \ 2 Governing Justly & Democratically \ 2.4 Civil Society \ 2.4.1 Civic Participation**

To promote increased civic participation of people with disabilities (PWD) the USG enlisted 34 civil society organizations (CSOs) to promote the political participation of PWDs, generated seven advocacy campaigns on disabled issues, and built the organizational capacity of five disabled person organizations (DPOs). In addition, 14 workshops for 1,126 people were held on the newly passed Disability Act.

Targeting PWDs and service providers separately, public education efforts focused on the short, medium, and long term implications of the new law to combat discrimination against people with disabilities. PWDs were encouraged to become more politically involved and to understand their rights and responsibilities under the new law while service providers, ranging from education and health facilities to hotels, were educated on their new responsibilities and requirements under the law. These efforts targeted cultural barriers that prevent traditional leaders from including PWDs in social gatherings. They were also aimed at improving PWD access to public transport and encouraging religious leaders to advocate for the inclusion of PWDs in broader society. To reinforce and expand these efforts, USG developed and distributed 1,500 copies of an abridged version of the disability act in English, five local languages, and Braille to various user groups. The abridged version was an overwhelming success with 95% of participants finding it useful and many of them asking for additional copies. The Government of Ghana (GOG), however, has not developed the implementing regulations nor formed the National Council required by the Act, raising concerns about its commitment to implementing the Act.

The Ghana Society for the Physically Disabled has been selected to carry out the Mission's Sports Diplomacy Program that will advance the Mission's policy of inclusion for people with disabilities. The initiative involves the organization of an inter-regional wheelchair basketball tournament for men and women who have established teams in their respective regions across Ghana.

In August 2007, the Disability Forum, organized by USG partners, Ghana Society of the Physically Disabled and Center for Democratic Development, provided another opportunity for the Mission to assist the disabled movement in Ghana to come together and become more politically engaged in Ghana's democracy.

### **Program Area Performance \ 3 Investing in People \ 3.1 Health**

Significant progress was made in reaching health targets. With USG support, over 60,000 women delivered using a skilled birth attendant and more than 60% of their newborns received essential newborn care. Over 20,000 children received treatment for malaria, diarrhea and other illnesses from a trained health care provider. USG exceeded targets for insecticide treated bed-nets (ITNs) this year, due to successful expansion of a voucher distribution scheme and a mass bed-net re-treatment effort. Nationally, household ownership of ITNs increased from 3% in 2003 to 19% in 2006, and children under five who slept under an ITN increased from 4% to 22%, an important change.

Ghana was named a Presidential Malaria Initiative (PMI) focus country this year. Starting in FY 2008, the new malaria resources in Ghana will fill a critical gap in prevention and control. In preparation, needs assessments, reviews and policy analyses were done in collaboration with the Government of Ghana (GOG), Center for Disease Control (CDC), implementing partners, WHO, bilateral and multi-lateral donors. The resulting strategic plan is now part of the National Malaria Control Program. Next year, this joint strategy will be used to reduce malaria morbidity and mortality and overall maternal and child mortality. USG is the lead donor for prevention, care and support activities targeting most at risk groups. Most than 13,000 commercial sex workers were reached via USG-funded prevention and control programs.

The USG is the lead donor in health in Ghana. The USG health program has shifted program direction, moving the focus of activities from capacity building at the central level to a balanced mix favoring service delivery in communities. In all USG-supported health activities, policy and program implementation improved at local levels. USG assisted the GOG to decentralize health planning in all districts and regions. The new district plans are the cornerstone for health programs and provide strategic direction to the GOG and donors to improve health indicators that have stagnated in the past decade. By strengthening service delivery in priority intervention areas, USG fills a critical gap with resources and technical assistance. More than 100 local NGOs received capacity building and training to improve the impact of their health activities. USG successes in reaching target populations helped leverage UNICEF and the GOG to shift more activities to the population level.

### **Program Element Performance \ 3 Investing in People \ 3.1 Health \ 3.1.2 Tuberculosis**

With 45,000 new tuberculosis (TB) cases per year, Ghana has the 13th highest burden in Africa according to the WHO Global TB Report, 2006. USG supports the Ghana Health Service to improve implementation of the internationally recognized DOTS (Directly Observed Therapy, Short Course) treatment strategy. Additionally, the USAID and the PEPFAR program support the National TB Control Program (NTP) in the development of a comprehensive TB/HIV referral system and to improve TB/HIV care and support, among other priority interventions.

This year, USG's TB programming underwent a strategic shift. Most efforts were directed at setting up a new TB technical assistance program, in collaboration with the NTP. Program implementation will begin in FY 2008, to encompass improved NTP management capacity, development of a new national strategic plan, improved quality assurance in lab and supply chain systems, and other activities.

Two studies were undertaken to guide future programming. In the first study, USG supported the Ghana Health Service to conduct a baseline study on community-based DOTS in the 30 USG focus districts. The study found that case detection rate was low and the defaulter rate was high. Most districts had not incorporated community DOTS into TB control activities, and although volunteers expressed interest in supervising TB patients to take their drugs, most patients preferred health workers and family members.

In the second study, USG assisted the Ghana National TB Program (NTP) to carry out a "Modified Comprehensive Review" of their program. The final report, released in September 2007, highlighted the improving TB cure rates and the successful mobilization of community health volunteers to improve care and follow-up. It also called attention to remaining challenges, such as the country's low TB case-detection rate.

USG also supported four NTP staff to visit Zambia in March 2007 to learn from that country's experience in implementing the new fixed-dose therapy. New national policy guidelines on TB/HIV collaborative activities were printed and distributed.

### **Program Element Performance \ 3 Investing in People \ 3.1 Health \ 3.1.3 Malaria**

Malaria causes a significant burden of disease in Ghana and is a key contributor to poverty. It kills an estimated 20,000 children under five every year, and accounts for more than half of all visits to government health facilities. During the past year, USG focused on three life-saving interventions in 30 deprived districts: distribution of insecticide treated bed nets (ITNs) including education on correct use; promotion of effective malaria treatment using nationally approved artemisinin-based combination therapy (ACT); and provision of intermittent preventive treatment in pregnancy (IPTP). USG supported training of health workers and community leaders in these areas, achieving most of the training targets.

In December 2006, Ghana was announced as a President's Malaria Initiative (PMI) country. To prepare for PMI, the USG did extensive planning in collaboration with the Government of Ghana, the Global Fund, the World Bank, UNICEF, NGOs and other members of the Roll Back Malaria Partnership. Building on the current success of U.S. programming, PMI promises to multiply U.S. impact during the 2008-2010 timeframe for implementation.

Nationwide, household ownership of ITNs increased from 3% in 2003 to 19% in 2006, and children under five who slept under an ITN increased from 4% to 22%. This was achieved after massive scale-up in the distribution of subsidized and/or free nets under Global Fund grants and national campaigns, complemented by USAID and other partners' programs. In FY 2007, USG's ITN distribution target (as corrected) was met. USG purchased and distributed 60,023 nets through a voucher scheme in Central Region. Over 150,000 nets were retreated. USG also provided technical assistance, advertising and policy support for private sector sales of 619,000 nets. Altogether U.S. support directly or indirectly protected an estimated one million persons with ITNs.

Through improved service delivery and demand creation, USG helped the 30 targeted districts substantially increase coverage of IPTP, setting the stage for significant progress toward the eventual goal under PMI of 85% coverage nationwide. The quality of malaria treatment using ACTs improved at USG-supported health facilities and at the community level, although much remains to be achieved in this challenging area. Technical assistance is being directed at supply chain problems, knowledge deficits, policy bottlenecks, and other obstacles.

### **Program Element Performance \ 3 Investing in People \ 3.1 Health \ 3.1.4 Avian Influenza**

The United States has been the lead donor in responding to the threat of avian influenza (AI) in Ghana. U.S. support for this effort began in 2005, when USG helped develop the AI preparedness plan and initiated

training and active surveillance throughout the country. In 2006, USG funded a communications campaign that helped reduce public panic when AI broke out in Nigeria. The U.S. Navy supported the establishment of a national AI laboratory in 2006-2007.

Ghana's first known outbreak of AI occurred in Tema in April 2007, affecting 8 to 10 farms. Over the next three months AI spread to Brong-Ahafo and Volta regions. Ghana's response was on the whole confident, technically competent, and serves as a model for Africa in many ways. The outbreak was successfully contained, and was officially declared over in September 2007. There have been no known human cases.

USAID participated actively in the National Avian Flu Working Group that coordinated the national response. With technical support from Centers for Disease Control (CDC) and the U.S. Navy, USG provided crucial support for the containment effort this year. USG shipped in 4,450 personal protective equipment kits, 45 decontamination kits, and more than 100 lab sampling kits. USG also covered most of the expenses for detection, culling, decontamination and follow-up surveillance for the Tema outbreak and, with UNICEF, supported a communications campaign around Tema (compensation was covered by the Government of Ghana). The National Disaster Management Organization, with USG support, set up a bird flu hotline and sensitized security agencies. USAID, CDC and U.S. Navy personnel conducted periodic needs assessments during the outbreak and provided technical assistance to containment efforts in the field. USG consultants provided extensive technical assistance to the Veterinary Services at the national and regional levels. In five major cities, training on AI commodity use, surveillance, and response was provided to 148 participants from the veterinary, public health, customs and other services.

USG will continue to support the activities to prevent future outbreaks and improve overall preparedness, in partnership with the World Health Organization, Food Agricultural Organization, the European Union and other donors. A second tranche of USG emergency funding was approved in July 2007 and planning is underway for contributions for FY 2008 and beyond.

### **Program Element Performance \ 3 Investing in People \ 3.1 Health \ 3.1.5 Other Public Health Threats**

With 4,129 cases in 2006, Ghana has the second highest incidence of Guinea Worm disease (dracunculiasis) in the world. This was an increase from 3,958 in 2005 and poses a major challenge for the Government of Ghana, the Carter Center as the key implementing partner for the government, and other partners committed to eradicating the disease.

The USG program activities are planned to begin with FY 2007 funding. They will include the redesign and development of appropriate hygiene education and behavior change/communication messages and materials targeting vulnerable populations, and strengthening the abilities of the Government and community-based organizations to improve case treatment through targeted surveillance. The USG will also support a new pilot program socially marketing Aqua-tabs for household level treatment of water that will be introduced in highly endemic zones.

In addition, a major new European Union initiative will provide \$29.2 million (€20 million) over the next three years to improve water access, infrastructure and quality in guinea worm affected areas of the Northern Region. This is expected to not only provide the necessary resources to improve water infrastructure, but also to help ensure an improved policy environment within which USG's interventions will be implemented.

### **Program Element Performance \ 3 Investing in People \ 3.1 Health \ 3.1.6 Maternal and Child Health**

Despite major donor investments, maternal and child mortality rates have shown little improvement over the past decade. However, USG's maternal and child health (MCH) program made major gains this year. In the 30 districts where USG supports MCH activities, more than 60,000 women used skilled birth attendants and two-thirds of their newborns received essential newborn care. Over 37,000 children were reached by nutrition programs through P.L. 480 partners.

To improve quality of care, almost 1,000 health workers were trained in evidence-based clinical guidelines in infection prevention, treatment of ill children, life saving skills and treatment of obstetric complications including prevention of post-partum hemorrhage. Clinical equipment and supplies to selected rural health facilities in the target districts and exclusive breastfeeding and complementary feeding were promoted through direct communications and mass media. Sub-awards were issued to the thirty District Health Management teams to expand coverage of maternal and child health activities.

Most of the MCH FY 2007 targets were greatly exceeded. While this high level of performance is mainly due to the collaboration between the Ghana Health Services (GHS), USG and its partners, the baseline data may also have been inaccurate. This year Health Information Officers, Public Health Nurses, Technical Officers and community volunteers were trained in data collection to provide accurate information, and district level data were collected using facility-based monitoring tools including community registers. Targets were revised as a result.

Ghana health officials are working hard to meet the Millennium Development Goals of reduced maternal and child mortality. This year, following intensive USG and UNICEF advocacy for results-based models, the GHS adopted a High-Impact Rapid-Delivery (HIRD) approach to dramatically reduce maternal and under-five mortality by 2015. With added funding from the GOG and DANIDA, HIRD focuses attention of regional and district teams on scale up of cost effective interventions proven to have a high impact on maternal and child deaths. USG has worked with the GHS to support intensive HIRD planning in seven of the ten Regions. This ensured that USG activities in the 30 focus districts are fully integrated in the HIRD workplans and makes it more likely that maternal and child health will improve in these districts.

### **Program Element Performance \ 3 Investing in People \ 3.1 Health \ 3.1.7 Family Planning and Reproductive Health**

Ghana has the highest contraceptive prevalence in West Africa. Family planning (FP) has good political support at the highest levels of government and FP is considered a key activity of the Ghana Health Service (GHS).

This year, USG supported training of over 4,000 FP health providers while also helping increase supportive supervision. Community Health Officers were trained as FP providers in rural zones, helping add almost 100 FP service delivery points. A new USG-funded campaign to encourage involvement of men, with the theme, "Are you a Real Man? Real men plan their families," was seen or heard by around 650,000 people. USG also helped the GHS forecast needs, plan and procure contraceptives. In focus districts the number of service delivery points that reported stock-outs fell from 97 in 2006 to 65 this year.

Despite these efforts, overall use of contraceptives (Couple Years of Protection, or CYP) fell somewhat over the past year. Several factors contributed to this disappointing result. In 2006, GHS changed the type of contraceptive implants used in the program, so there were challenges in stock availability, and all trainers

and providers of this method needed re-orientation. Nationwide, high turn-over of FP providers and trainers has reduced availability of longer term FP methods such as voluntary surgical contraception, especially outside of the 30 focus districts where USG supports training of new providers. Also USG had to change partners for its social marketing (SM) efforts in 2006. This affected availability of some products early in the year, but supplies are now stable. A price increase of the SM oral contraceptive helped sustainability but negatively affected short term sales figures.

Initiatives already underway this year are expected to increase FP results next year. Training of FP providers to use the new implant should result in increased use of this popular method. Early survey results show good response among men exposed to the Real Man campaign. Small grants will help newly trained providers in health facilities publicize the expanded method mix. In rural zones, the use of community volunteers to distribute oral contraceptives as well as condoms will be introduced.

To increase results over the near and medium term, USG performed a FP Assessment in September 2007. This will form the basis for modifications of the program to improve the impact of our activities on use of family planning in Ghana.

### **Program Element Performance \ 3 Investing in People \ 3.1 Health \ 3.1.8 Water Supply and Sanitation**

More than 90,000 people in the P.L. 480 program target areas were provided with access to improved drinking water and sanitation services/facilities as a result of USG assistance this fiscal year. USG resources increased health education activities to rural/small town beneficiaries on the consequences of using unsafe water, methods for using hygienic facilities to reduce the spread of diseases, especially guinea worm in endemic areas. Access to safe water led to an expansion of small-scale food processing industry, which enhanced food security among benefiting communities.

Water and Sanitation (WATSAN) committees were established in the communities where water and sanitation facilities have been constructed, with women playing an important role in the committees. The WATSAN committees were trained to efficiently maintain and operate the facilities, and link to district assemblies to ensure efficient operation and maintenance of facilities at the community level is sustained. These linkages are critical given the FY 2008 close-out of USG-supported water and sanitation activities in Ghana.

While no new facilities were constructed using FY 2007 resources, the target set for the number of people reached through the community forums and educational activities on improved access to Water and Sanitation was achieved. The use of audio visual aids in Water and Sanitation education proved to be an effective approach for disseminating information and encouraging behavior change practices.

### **Element Indicator Narrative \ 3 Investing in People \ 3.1 Health \ 3.1.2 Tuberculosis**

Implementation of the program to strengthen directly observed tuberculosis treatment short course (DOTS) and improve the management of HIV/TB and TB care and support will begin in FY 2008. In preparation for this work, a baseline study on community-based DOTS in USG focus districts was completed, as well as a comprehensive review of the Ghana National TB Program. FY 2008 targets are still valid.

### **Element Indicator Narrative \ 3 Investing in People \ 3.1 Health \ 3.1.3 Malaria**

Most FY 2007 targets were achieved or exceeded. The target for “Number of Insecticide Treated Nets (ITNs) distributed that were purchased or subsidized with USG funds” was incorrectly listed as 120,000. This was double counting of two partners contributing to the same target; it should be 60,000. The corrected target was fully met with 60,023 ITNs distributed. The target for, “the number of people trained in malaria prevention or treatment,” was also incorrect. The 4,500 target figure included planned training by FFP partners that were not part of the FY 2007 malaria program. The correct target is 2,260. There was a 7% shortfall in the number of people trained from these partners. The “service delivery point stock-outs” indicator target was not met due to poor adherence to procurement plans for ACT and SP shipments under Global Fund grants. Under the President’s Malaria Initiative (PMI) program USG will work closely with the NMCP to ensure more consistent access to these drugs in the future. Ghana will be a PMI focus country beginning in FY 2008. In FY 2007 a malaria assessment was conducted and the Operational Plan (MOP) was developed. In FY 2008 all malaria activities and indicators will be reported through the PMI Ghana M&E Plan, which is under development.

#### **Element Indicator Narrative \ 3 Investing in People \ 3.1 Health \ 3.1.5 Other Public Health Threats**

Guinea worm is a new activity and implementation will begin in FY 2008. The FY 2007 target for the number of people trained in monitoring and evaluation was clearly an error.

In FY 2008, for this program element and also for MCH and Family Planning, we will delete the “number of people trained in Monitoring and Evaluation” indicator. We will use instead the “number of people trained in strategic information management with USG assistance” since it is a broader category. For TB the majority of strategic information activities will involve training of medical and paramedical personnel including community volunteers in disease surveillance to identify cases and refer patients for treatment, and to reinforce the quality of case treatment.

#### **Element Indicator Narrative \ 3 Investing in People \ 3.1 Health \ 3.1.6 Maternal and Child Health**

Most targets for MCH indicators were exceeded, and targets for FY 2008 were revised upwards to reflect ambitious plans in the coming year. Targets were missed for only two indicators. The number of children reached by nutrition programs did not achieve the FY 2007 target because one of the partners in the Food for Peace Program received less funding than expected, causing a reduction in the number of communities they covered. Also only 43% of the FY 2007 target for number of people trained in strategic information management was achieved. This activity did not extend to community volunteers as planned this year, but their training will take place in the first quarter of FY 2008. In some cases the baseline was underestimated as a result of incomplete data in the reports from the District Health Management teams. This year accuracy has improved because Health Information Officers, Public Health Nurses, technical officers and volunteers were trained in data collection and USG supported a field survey to collect data directly from the District Health Information Teams instead of depending on their quarterly reports. Targets for FY 2008 were adjusted based on actual achievements of this year and expected increases in services due expansion of the community -based health planning services program.

#### **Element Indicator Narrative \ 3 Investing in People \ 3.1 Health \ 3.1.7 Family Planning and Reproductive Health**

The original FY 2007 the Couple Years of Protection (CYP) target of over 1.7 million was a typographical error. The correct target is 1.1 million CYP. The operational plan program element discussion states that the

goal is to reach 1.5 million CYP in 2010, a more realistic target. Even so, CYP output this year is disappointing. This is mainly due to a price increase for the social marketed pill and general reductions in use of long term methods. We expect an increase in CYP in FY 2008, as reflected in the new target. Otherwise the sheer volume of FP/RH activity this year surpassed expectations. FY 2007 targets for outputs including numbers of people trained in FP/RH; USG-assisted delivery points; people who have seen or heard a specific FP/RH message; and reduction in number of service delivery points reporting stock-outs were exceeded and targets for FY 2008 are recalculated as appropriate. However, due to changes in job responsibilities for many cadres, the performance appraisal activity was deferred to FY 2008. The initial target for counseling visits was mistakenly set as a cumulative number but is being reported on an annual basis. The FY 2007 and FY 2008 targets have been recalculated to reflect an annual target. As an annual figure, the number of counseling visits exceeded expectations this year.

### **Element Indicator Narrative \ 3 Investing in People \ 3.1 Health \ 3.1.8 Water Supply and Sanitation**

The targets for FY 2007 were almost completely achieved. There was a shortfall of 2 percent in the “number of people in target areas with access to improved drinking water supply.” The reason is that one of the Food for Peace partners, Opportunities Industrialization Centers International (OICI) was unable to construct new facilities due to a shortfall in funds as compared to planned levels. The number of people trained in monitoring and evaluation exceeded the target for FY 2007 due to the fact that some of partners in the FFP Program are phasing out, requiring substantial training of data collectors for the end of program evaluation. The target for the “number of people trained in monitoring and evaluation” is revised to zero. The partners in the FFP program will not conduct this activity in FY 2008.

### **Program Area Performance \ 3 Investing in People \ 3.2 Education**

Significant progress was made in expanding access to basic education and in keeping children in school. The gross enrollment ratio improved from 87% to 92% and the rate of primary school completion rose from 75% to 85%. The ratio of girls to boys in school also increased from 94 girls per 100 boys to 96 girls. A number of steps, including the waiving of primary school fees and the expansion of school-feeding efforts were significant contributing factors.

A major challenge in achieving “Education for All” access and gender equality goals in Ghana is reaching children living in deprived areas. It is estimated that nearly 80% of out-of-school children live in deprived areas. Another major challenge is improving school quality, as measured by pupil achievement test scores.

The USG funded interventions, especially in deprived areas, which increased school access and improved pupil achievement. More than 220,000 school children in the food insecure regions of northern Ghana benefited from USG school-lunch programs. A complementary education program for out-of-school children enrolled 15,000 children and more than 5,000 of these children were helped to transition to formal schools. In addition, 347 community members were recruited and trained to teach in under-staffed schools. Support for improved instructional practices also benefited more than 80,000 school children. Measurement of program performance in FY 2007 indicated that from a baseline of 20% in 2005 more than 55% of children in USAID-supported schools are achieving grade-appropriate literacy standards.

These efforts will help Ghana achieve its Fast Track Initiative goals. They will also contribute to raising individual earnings and increase economic growth, thus helping to transform Ghana into a middle income country.

Under recently-introduced GoG education reforms, two years of kindergarten education were made part of primary education and instructional time devoted to reading and arithmetic was increased. These steps represent an important opportunity to accelerate the acquisition of literacy and math skills in early primary. However, most of the reforms have focused on post-basic education, and as a result, basic education's share of education expenditures has declined from 65% in 2003 to 52% in 2006. There is concern that efforts to improve the quality of basic education in Ghana could suffer in the future – if not in absolute terms, then in relative terms.

### **Program Element Performance \ 3 Investing in People \ 3.2 Education \ 3.2.1 Basic Education**

USG basic education assistance in Ghana seeks to expand access to, and improve the quality of, primary education. Particular attention is being paid to helping children rapidly learn to read with understanding. GOG officials were actively involved in the selection of schools receiving USG assistance and took lead roles in the training of program participants.

As a result of this collaboration, significant and systemic results were achieved by the USG program. Support for the training and certification of untrained teachers was expanded from 5,000 to 21,000 untrained teachers. In addition, USG support was instrumental in enrolling 15,000 out-of-school children in complementary education programs and in transitioning 5,434 out-of-school children (including 2,869 girls) into formal schooling. The percentage of teachers utilizing effective strategies to teach reading in USG supported schools increased from 47% to 60.2% and the percentage of pupils achieving English language literacy standards improved from 20.1% in 2005 to 55.9% in 2007. Progress in financial transparency practices, however, continues to be a challenge with less than 25% of District Education Offices meeting this target.

The USG program met or exceeded 11 out of its 13 standard indicator performance targets. Assistance reached 19,502 pre-primary children and 412,786 primary school children (90% and 10% above targets respectively). The planned target for the supply of teaching and learning materials in FY 2007 was exceeded by 20% and the planned number of school governance structures supported was exceeded by 13%. The FY 2007 result for the number of school officials trained was, however, 44% less than planned because of a project redesign which reduced the level of training of these individuals in favor of efforts aimed at increasing broader community support for education. The other indicator that did not meet its target, the number of feasibility studies undertaken, did so because the studies were designed to focus on routine low-level data gathering that could not be classified as feasibility studies.

Key challenges include weak institutional capacity in the Ministry of Education and the utilization of financial allowance practices by the GoG and other donors that are more liberal than those permitted by USG rules, which has the effect of reducing Government personnel commitment to, and level of involvement in, USG-supported activities.

### **Element Indicator Narrative \ 3 Investing in People \ 3.2 Education \ 3.2.1 Basic Education**

The USG program met or exceeded targets on 11 out of the 13 standard indicators. The learner related indicators were exceeded due mainly to a change in the school feeding strategy which led to the replacement of the relatively expensive wheat soy blend with less expensive corn soy blend products, enabling increased coverage of more schools. The Culture of Reading intervention was extended for another year and coverage

expanded from Grades 1-3 to reach Grades 4-6. The target for teachers and educators was exceeded as the planned support for untrained teachers was expanded from 5,000 to 21,919 to cover all untrained teachers. The target for school officials trained was not met due to a program redesign which led to increased focus on enhancing community support for education and less on the training of school officials. The target for baseline and feasibility studies was not met as the eventual design focused on routine low-level data collection activities that cannot be classified as 'feasibility' studies. FY 08 targets have been adjusted to reflect the use of Fast Track funds to implement a new national literacy program.

### **Program Area Performance \ 3 Investing in People \ 3.3 Social and Economic Services and Protection for Vulnerable Populations**

Despite this year's challenge of delays in the delivery of food resources caused by competing demands for USG resources to address increasing emergencies worldwide and an accompanying Continuing Resolution, vulnerable populations benefited significantly from supplementary food ration interventions. Seventy-four percent (11,151) of the targeted beneficiaries in FY 2007 (15,000) received the necessary food to augment the daily government requirement. As a result, USG has contributed to sustaining the school calendar of those institutions receiving food assistance.

People living with HIV/AIDS and tuberculosis reaped immense benefit from this intervention. In particular, individuals taking anti-retroviral medications require food. Unfortunately, in some areas where there were long delays in receiving assistance, beneficiary weights declined causing a debilitating effect on a number of people living with HIV/AIDS.

Another challenge for achieving long-term impact is the close-out of the P.L. 480, Social Assistance Program at the end of FY 2008. In anticipation of the close-out, the USG has met with stakeholders and partners to identify methods of continuing assistance. While some institutions are planning the establishment of income generating activities, others are considering fundraising activities. It is worth noting that Ghana is experiencing a proliferation of charitable organizations that might be in a position to fill the gap left by the close-out of the program.

Moreover, the recent floods in the three northern regions of Ghana caused extensive damage to crops, assets, and livelihoods exacerbating the food insecurity situation of a population that is already vulnerable. USG and relief agencies are looking at ways to restore livelihoods of those affected by the floods.

While the current program area achievements are below expectations, having achieved only 74% of its target, the USG's 50 years track record of support for Ghana's vulnerable population has contributed much to Ghana's successful development outcomes to date. Therefore, despite FY 2007 progress being hindered, Ghana is working to address the needs of these vulnerable populations as it builds up its social protection mechanisms with new international partners.

### **Program Element Performance \ 3 Investing in People \ 3.3 Social and Economic Services and Protection for Vulnerable Populations \ 3.3.3 Social Assistance**

The Social Assistance Program aims at improving the well-being and productivity of the most vulnerable populations in Ghana. Populations consist of the chronically poor, including female heads of households; orphans; people living with HIV/AIDS; physically and mentally challenged persons; the elderly; and tuberculosis patients.

To achieve this objective, wet and dry food rations were distributed to 11,151 beneficiaries, representing 74% achievement of the FY 2007 target. This under-achievement was due to delays in the delivery of food commodities and other resources. The delay was caused by the competing demand for USG resources to address emergencies worldwide and the Continuing Resolution. Unfortunately, these delays produced inadequate nutrition as the beneficiaries were severely affected with weight losses during the delayed period. The achieved FY 2007 figure was lower than the FY 2006 figure of 12,208.

USG is actively supporting efforts to ensure a proper and gradual close-out of this intervention. In FY 2007 a series of dialogue meetings were held with Government of Ghana partners and stakeholders on the imminent phase out and closure of P.L. 480 Food for Peace resources at the end of FY2008. These meetings were well attended and strategies were formulated to ensure continuation of assistance to beneficiaries residing in institutions. Fund-raising activities were proposed as well as allocating District Assemblies common funds to support vulnerable populations in the respective districts.

The Government of Ghana is taking steps to ensure that vulnerable populations are cared for and consequently is conducting a pilot program called LEAP (Livelihood Empowerment Against Poverty) with support from the United Nations Children's Fund (UNICEF) and United Kingdom's Department for International Development (DFID). This is a social protection mechanism where cash transfers of between 6 to 10 US dollars are advanced to poor families whose children attend school or families are registered with the National Health Insurance Scheme and attend clinics.

#### **Element Indicator Narrative \ 3 Investing in People \ 3.3 Social and Economic Services and Protection for Vulnerable Populations \ 3.3.3 Social Assistance**

The USG Program did not meet the 15,000 target set for FY2007; instead an actual number of 11,151 persons benefited from this intervention. This was attributed to delays in the delivery of food commodities and other resources in FY 2007. Not all the targeted distribution centers received the food commodities, accounting for the reduction of people benefiting for this intervention. The number of males receiving food assistance is 5,019 and the number of females receiving food assistance is 6,132. The targeted vulnerable population consists of the chronically poor, including female heads of households; orphans; people living with HIV/AIDS; physically and mentally challenged persons; the elderly; and Tuberculosis patients. In FY 2007, the percent of total eligible persons receiving assistance through this intervention reduced to 0.50% compared to the baseline set at 0.60% in FY 2006.

#### **Program Area Performance \ 4 Economic Growth \ 4.1 Macroeconomic Foundation for Growth**

Ghana's economic performance has improved since 2000 as a result of improved macroeconomic policies and a favorable external environment. Real GDP growth has averaged about 5% a year for the last five years. Although inflation remains above 10%, it has been reduced from 40% in 2002. Meanwhile, the sustainability of external debt was much improved when Ghana reached the Heavily Indebted Poor Countries Initiative (HIPC) completion point.

In FY 2007, USG's Technical Advisor to the Ministry of Finance and Economic Planning (MOFEP) was instrumental in the launching of a 10-year bond issue worth \$750 million by working with MOFEP and the Central Bank to establish the amount and handle the procedures for Ghana's entry into the Bond Market. The issuance placed Ghana as the first post-HIPC country to enter the international bond markets and it is

the first sovereign bond issued in Sub-Saharan Africa in thirty years. Additionally, as a result of USG assistance in assessing the regulatory framework identifying and revising major regulatory constraints affecting the business enabling environment, Ghana was cited by the World Bank in the 2007 and 2008 “Doing Business Report” as a Top 10 reformer.

USG’s technical assistance focuses on implementing Ghana’s debt management strategy, cash management systems and transparent expenditure controls. USG funds also promote financial stability by strengthening domestic capital markets and expanding the private sector’s capacity to access credit. Assistance in reducing public pressure on local capital markets has helped reduce interest rates and has freed up capital for the private sector.

USG works in close coordination with advisors provided by various donors to help Ghanaian authorities at the Bank of Ghana and MOFEP implement the programs outlined below. The various donor’s assistance support GOG public financial reform programs including, medium term expenditure framework, budget formulation and implementation program and the financial sector reform .

Ghana must continue to make critical improvements in fiscal and monetary policy in order to become a sustained partner for trade and investment with U.S. Continued reforms in Ghana’s debt management structures will reduce the government’s role in crowding out the private sector. USG assistance in the area of macroeconomic stability is expected to increase to support Ghana’s growth and reach these objectives.

#### **Program Element Performance \ 4 Economic Growth \ 4.1 Macroeconomic Foundation for Growth \ 4.1.1 Fiscal policy**

Improving Ministry of Finance and Economic Planning (MOFEP) capacity for domestic debt management is a critical element in the GOG’s overall management of fiscal policy and the implementation of the annual budget. With direct technical assistance (TA) from USG, MOFEP is developing an integrated debt management strategy, which encompasses both domestic and external debt portfolios.

USG is supporting sound fiscal policy at several levels. Strategy options were developed for MOFEP in FY 2007 and are under consideration through the Government of Ghana (GOG) budget process. Direct USG technical assistance strengthened a number of Ministry roles that are central to future fiscal stability. USG technical assistance also permitted MOFEP to develop expertise necessary to the performance of its Treasury functions through training its technical staff.

In FY 2007, USG assisted MOFEP to better structure and coordinate a number of key intra-ministerial committees working on such issues as capital markets and government securities auction. This has led to a collaborative and coherent domestic and external debt management approach. USG is providing essential training to new technical staff at the Aid and Debt Management Unit. Overall, USG technical assistance to MOFEP’s key staff improves their capacity to develop and implement fiscal policies that address debt management, rationalize management of the economy, and control government spending.

Since September 2005, USG guided the establishment of the Treasury Management Committee (TMC), which reviews cash forecasts, weekly debt issuance plans, and makes weekly borrowing recommendations to GOG policymakers. USG technical assistance also helped implement improved organizational structures within MOFEP that monitor and analyze the GOG’s fiscal position with a special focus on net domestic financing targets. With Ghana’s recently launched sovereign bond issue, the work of the TMC is of

heightened importance in monitoring and managing debt.

Over the next three years, USG funds will continue the development of a sound post-MDRI debt strategy. Assistance will continue to be provided to monitor the recently launched sovereign bond issue including debt service, application of proceeds, and investor relations. The macroeconomic program is also on target for the establishment of a government budget consolidation program and improved payment system.

#### **Program Element Performance \ 4 Economic Growth \ 4.1 Macroeconomic Foundation for Growth \ 4.1.2 Monetary policy**

In FY 2007, Ghana became the first post-HIPC country to enter the international bond markets, with a bond issue of \$750 million. The bond was the first in 30 years to be issued in Sub-Saharan Africa. The issue will help Ghana deepen its capital markets and provides an external 10-year benchmark for pricing Ghanaian credit risk. USG's Technical Advisor to the Ministry of Finance and Economic Planning (MOFEP) played a key role in facilitating the issuance process including writing the Request for Proposal for underwriters, conducting subsequent due diligence work and managing the presentations with international investors in Europe and the U.S. With the success of the bond issuance, USG's \$400,000 budget for this Area leveraged approximately \$750 million in market-based development finance, or \$1,875 of commercial finance for every \$1 of USG funding.

USG funds provided technical expertise to key GOG committees including the Capital Markets Committee (CMC) and the Government Securities Auction Committee. These committees helped develop primary and secondary markets for medium-term government debt securities, formulated debt management strategies as well as manage the first sovereign bond issue. The USG Advisor's role in the CMC was recently praised by the IMF during its Article IV Consultation.

USG is collaborating with World Bank and the IMF to provide harmonized assistance to MOFEP and the Bank of Ghana (BoG); this helps to ensure the BoG monetary policy reforms continue to foster macroeconomic stability. Though Ghana has not been able to meet its mid-year target of single digit inflation, inflation in 2007 has fluctuated around a narrow band of between 11% and 10.1%. USG funds provided technical assistance for the establishment of the Treasury Management Committee (TMC) which is co-chaired by the BoG. The TMC reviews cash forecasts, weekly debt issuance plans, and makes weekly borrowing recommendations to GOG policymakers. This analytical rigor helped keep government borrowing in check, which in turn lowered Treasury Bill rates and increased the availability of loans to the private sector. Commercial bank base lending rates have however remained high. In spite of the downward trend in the treasury auction market rates, the persistently high commercial lending rates have remained an area of concern to the further expansion of the credit market. The Advisor will continue to provide TA in this area through the various committees on which he serves.

#### **Element Indicator Narrative \ 4 Economic Growth \ 4.1 Macroeconomic Foundation for Growth \ 4.1.1 Fiscal policy**

FY 2007 targets were met. USG provides on-site training on debt management to key technical staff at the Ministry of Finance and Economic Planning, the Bank of Ghana, and the Controller and Accountant General's Department. The same individuals will need training over the course of the next three years as the sovereign bond and the single treasury accounts come into affect.

## **Element Indicator Narrative \ 4 Economic Growth \ 4.1 Macroeconomic Foundation for Growth \ 4.1.2 Monetary policy**

Not captured in the Monetary Policy indicators for FY 2007 is USG's technical assistance in preparing the first sovereign bond issue in Sub-Saharan Africa in 30 years. With the success of the bond issuance, USG's \$400,000 budget for this area leveraged approximately \$750 million in market-based development finance, or \$1,875 of commercial finance for every \$1 of the Office of Development Assistance (ODA). This success does not take into account the long term impacts in terms of deeper markets and future access to additional finance. Additionally, the indicator used for this element was indeed met as significant work was completed to deepen the liquidity of secondary markets for government securities. The target for FY 2008 has been changed from 0 to 1 to capture the assistance to the Bank of Ghana to develop the regulatory framework for increasing minimum capital level for private sector commercial banks.

## **Program Area Performance \ 4 Economic Growth \ 4.2 Trade and Investment**

Trade has grown significantly over the past five years, but the rate of growth of trade has slowed. Further advances will require improved local capacity of institutions to increase the fairness, efficiency and transparency of the trading system, and strengthen the private sector to capitalize on the strategic advantages that currently exist in Ghana. Increasing Ghana's competitiveness will also depend upon consistent improvements in the enabling environment that supports trade and attracts local and international investment.

USG addresses the constraints to trade and investment by providing technical assistance and training to Government of Ghana (GOG) counterparts, private sector trade associations, small and medium enterprises, and smallholder farmers. USAID funding for this area in FY 2007 was provided in part through the African Global Competitiveness Initiative (AGCI). The \$500,000 of AGCI support to USAID for the Trade and Investment Program Area helped lead to a \$30 million increase in exports.

The Trade and Investment Program for a Competitive Export Economy (TIPCEE) is the key USG activity supporting this Area. Improvement of Ghana's trade and investment performance is central to achieving accelerated private sector led growth and supporting future high growth rates. The level of collaboration between USG and other donors demonstrates the importance accorded to success in this area. By USAID design, TIPCEE has two areas of emphasis: 1) improving the capacity of agricultural value chains to effectively compete in export markets, and 2) improving the enabling environment for the private sector to reduce trade and investment risk and costs.

As the primary USG agency providing trade capacity building support, USAID coordinates with MCC, USTR, US Customs, and the Departments of Commerce and Agriculture. This coordinated approach supports the GoG in its commitment to improving conditions for expanded trade, and pursuing a reform program that shifts its role from taxation and regulation to facilitating trade and investment. USG's assistance in this area is expected to expand over the coming years as Ghana continues to improve its business enabling environment and investment climate.

## **Program Element Performance \ 4 Economic Growth \ 4.2 Trade and Investment \ 4.2.1 Trade and Investment Enabling Environment**

Historically, the Government of Ghana (GOG) has set tariffs to raise revenue, without regard for the impact

on the economic operators and national economic development. As a result, the tariff system has often operated in an arbitrary and non-transparent fashion that skews the playing field.

However, the GOG has adopted the objective of achieving middle income status by 2015, based on a dynamic agro-industrial sector that is a competitive leader in Africa. To accomplish this feat, Ghana's public sector must shift from an extractive to a supportive function, with the first step of developing the capacity to understand the impact of tariffs on growth. To address this need USG provided assistance to complete an analysis of the economic effects of current practices and drafted a methodology for setting effective rates of protection. USG is also assisting Ghana to create a Tariff Advisory Board (TAB). In FY 2007 the Structures and Functions for the TAB were defined. The composition of the board is under consideration and is being guided by the U.S. model which encompasses both the public and private members.

USG expertise is also helping Ghana meet the requirements of the ECOWAS common external tariff scheme as part of the European Union (EU) Economic Partnership Agreements. These are the trade and development agreements that the EU is currently negotiating with six African economic regions. The exceptions from WTO law of the current preferential trading arrangements with the EU from WTO law will expire in 2008, requiring both parties to have put in place a WTO-compatible alternative. USG supported the export horticulture sector in its advocacy for the agreement by providing needed analysis on the potential impact of the GOG's failure to sign the pending agreement. As a result, the dialogue with the Ministry of Trade was more informed and effective than it would have been otherwise.

Assistance is being provided to developing Ghana's standards for agricultural inputs. The Ghana Environmental Protection Agency benefited from USG technical assistance in drafting regulations for the import and sale of pesticides. When enacted, these regulations will protect human health and help Ghanaian agricultural producers to use products that are safe and acceptable for use on products intended for international trade.

#### **Program Element Performance \ 4 Economic Growth \ 4.2 Trade and Investment \ 4.2.2 Trade and Investment Capacity**

Ghana must match or exceed its current 6% growth rate for the foreseeable future to achieve its long-run objectives. Sustaining and improving this performance requires diversification of exports beyond traditional commodities to higher value products, and improving the performance of firms across the spectrum of the agricultural sector. Increased competitiveness will require improved business management and services, updated technologies, and better production processes, all driven by increased local and foreign investment.

USG is helping Ghana to attract the investment needed to achieve these goals. With USG support, The Federation of Associations of Ghanaian Exporters has engaged in a campaign to target potential agribusiness investors by highlighting Ghana's favorable geography and climate, collaborative business environment and the successes that agro-industries are experiencing from their investments. Examples of the successes that USG has helped develop include, the capacity to use state of the art technologies such as tissue culture, the development of transport and cold storage infrastructure and the availability of a well trained-cadre of technicians and managers are seen as advantages by foreign investors.

Increased competitiveness is demonstrated by the capacity to capitalize on opportunities. For example, EU quota changes have created an opportunity for Ghana to export more bananas. With USG support, a banana sector study was completed and presented at an investors' forum, attracting the interest of one major firm

(Chiquita) in developing a supply base in Ghana.

Further support includes the development and utilization of GIS generated maps and data bases of infrastructure, land and water resources for prospective investors. The GIS system will operate on a sustainable basis - four firms are being trained in the use of this technology, and demand for the services has been demonstrated. EuroGAP requirements for product traceability require a relatively heavy utilization of GIS information so the GIS system composes a key element in increasing access to European markets. It is also indispensable in pinpointing the source of products that fail to meet quality and safety standards and help producers take corrective action.

#### **Element Indicator Narrative \ 4 Economic Growth \ 4.2 Trade and Investment \ 4.2.1 Trade and Investment Enabling Environment**

USG's assistance in strengthening Ghana's Trade and Investment Enabling Environment has been highly praised by both the Government of Ghana (GOG) and the private sector. At the request of the GOG, USG has conducted twice as many diagnostics than was initially intended. These assessments have helped identify and set the ground work for training on international best practices and regulatory frameworks for such issues as customs procedures conformity with WTO requirements, external tariff scheme requirements for the European Union Economic Partnership Agreements, and the creation of a Tariff Advisory Board at the Ministry of Trade and Investment. Additionally, USAID's Resident Technical Advisor at the Ministry of Finance and Economic planning is training new technical staff on the Ministry's Economic Planning Unit.

#### **Element Indicator Narrative \ 4 Economic Growth \ 4.2 Trade and Investment \ 4.2.2 Trade and Investment Capacity**

USG-programs to support Trade and Investment Capacity exceeded anticipated targets for the year. USG has accomplished significant work in strengthening Ghana's Trade and Investment Capacity both within the GOG and the private sector. More firms than initially expected took advantage of the sector strategy development initiatives. Farms and exporters involved in the citrus industry, papaya program, and mid-size pineapple producers stepped forward to implement policies and procedures required to meet various international standards. The trainings and diagnostics conducted over the past year reflect the increase in international demand for Ghanaian commodities as well as the improved capacity of Ghanaian firms to meet that demand. The firms receiving certification through USG-assistance are doing so for the first time; this EurepGAP certification enables a farmers and firms to receive a fair price for premium commodity. It should be noted that the data does not include eight additional firms who are simply waiting for their certificate to be processed. As a direct result of USG's success in helping firms meet certification requirements, more than three times the anticipated number of people participated in investment capacity building training.

#### **Program Element Performance \ 4 Economic Growth \ 4.3 Financial Sector \ 4.3.2 Financial Services**

Financial institutions are often risk averse, and in countries like Ghana, their perceptions of risk often lag as the investment environment improves. USG is addressing this gap in two ways; first, by assisting the Government of Ghana (GOG) to reduce the difficulty of foreclosing on collateral when a Loan is determined to be uncollectible; and, second, by providing technical assistance to start up the Venture Capital Trust Fund.

USG helped develop a Borrowers' and Lenders' Bill to facilitate collateral recovery and promote consumer protection through "truth-in-lending" laws. The Truth in Lending Act will increase the transparency in Borrower/Lender relationships. Greater transparency will facilitate determinations by the court that the borrower understood the terms of the loan and were not deceived by financial institutions. Equally important, this legal framework will clarify the rights of lenders and facilitate the resolution of loans in arrears. USG has provided technical assistance through several drafts of the law which will be submitted to Parliament later in CY 2007.

Technical assistance to prepare guidelines for the Venture Capital Trust Fund (VCTF) permitted the active implementation of the Fund. Prior to the establishment of the VCTF, there was only one venture fund in Ghana which was fully invested. Subsequent to the establishment of the VCTF, four new funds have been established. USG has provided technical assistance on further enhancements of the guidelines, including clarification of tax treatment of venture funds, which should further increase the availability of venture capital in Ghana. To date, the GOG has matched \$4 million in investments into the Fund.

#### **Element Indicator Narrative \ 4 Economic Growth \ 4.3 Financial Sector \ 4.3.2 Financial Services**

USG support to the financial sector is shifting its focus to the enabling environment; therefore FY 2008 targets will be revised to zero. In FY 2007, previous year funds were used to support two Development Credit Authority (DCA) initiatives that foster enterprise development of Small and Medium Sized Enterprises and agribusinesses. To date, USG's DCAs in Ghana have issued nine loans leveraging approximately \$4 million. Additionally, USG technical assistance helped set-up the GOG Venture Capital Trust Fund. To date, the GOG has matched \$4 million of private sector and donor investments into the Fund. Throughout FY 2007, USG has organized forums to educate stakeholders on the impact of the legislative bills that are intended to increase transparency in the financial sector. The bills were drafted and subsequent forums were organized with USG technical assistance; more than 110 people participated in the forums.

#### **Program Area Performance \ 4 Economic Growth \ 4.4 Infrastructure**

A business enterprise in Ghana can do everything right, and still not be competitive. In general, the cost of doing business is very high throughout Africa, and products produced simply cannot be priced low enough to compete with more efficient economies of China or India. A principal component of business cost is inadequate or poorly managed infrastructure.

Business owners have identified telecommunications and energy as two of the key components of product cost, all of which are addressed under the USG program. USG targets policy and regulatory issues which have the greatest impact on creating the environment for investing in infrastructure. For example, it is more relevant to focus on cellular telephone roaming charges rather than on liberalization of the fixed-line (traditional telephone) market; to that end, USG is addressing ICT issues through its Private Sector Competitiveness activities. Likewise, a common market for electricity which will attract larger regional investments in lower-cost and more reliable power will have a greater impact on the daily business environment than increasing generation capacity within existing market structures.

To this end, USG works to increase the availability of key infrastructure through improving the enabling environment for private investment in infrastructure and services and improving the capacity of public and private institutions that manage or provide infrastructure and services. Initial work in FY 2007 focused on identifying key issues and a way forward with stakeholders; public-private dialogues were conducted to

review the guidelines drafted with USG technical assistance. The stakeholders conferences included more than 100 people from various pertinent government agencies. Over the course of FY 2008, FY 2007 funds will be used to provide technical assistance to help revise the regulatory framework so that it incorporates the recommendations made during the public-private dialogue.

#### **Program Element Performance \ 4 Economic Growth \ 4.4 Infrastructure \ 4.4.1 Modern Energy Services**

The reliable and economical supply of energy is a prerequisite for economic development. Erratic supply adds costs through spoilage, interruption of production, and expensive supplementary generation to avoid outages. The World Bank estimates the energy crisis in 2007 cost the Ghanaian economy a decrease in GDP growth of 1.5%. The West Africa Power Pool Master Plan adopted in October 2004 details numerous power investment projects needed over the next 15 years for West Africa to meet its energy needs. A key element of that plan is the construction of the power pool, interconnecting Ghana and the region's key electricity grids, so that electricity can be traded easily throughout the region. It will then be possible to attract major new investments in generating capacity to serve the entire region rather than just a single country. Given the major economies of scale in the energy sector, this will substantially lower generating costs.

Through the provision of international experts, USG led the development of Ghana's legal framework for a pricing and distribution system of the gas pipeline for the retail market. The network is intended to take advantage of gas flows from the offshore pipeline for electricity generation, which is expected to take on increased importance if gas begins to flow in 2008. The availability of natural gas will reduce the total cost of production in Ghana by an estimated \$2 million per month, enhancing the competitiveness of Ghana's productive enterprises. USG experts continued to provide expert consulting services to the West Africa Gas Pipeline Authority, particularly as problems have arisen in pipeline construction (e.g. damage due to ship anchoring), and have assisted the Authority in refining its rules and regulations to establish clear liability for future mishaps. Additionally, USG helped to update the Power Pool Master Plan which has been substantially refined and serves as the principal agenda item at regular meetings of utilities agencies, government officials and donors.

With FY 2007 activities completed, USAID/Ghana will be exiting the energy sector. USAID/West Africa Mission will be continuing energy assistance from a regional perspective in conjunction with the ECOWAS Secretariat.

#### **Element Indicator Narrative \ 4 Economic Growth \ 4.4 Infrastructure \ 4.4.1 Modern Energy Services**

USG seeks to facilitate the development of a secondary terrestrial gas pipeline network in Ghana as a model for similar developments in Togo and Benin, drawing gas from the offshore gas pipeline that runs from Nigeria to Ghana. Initial work in FY 2007 with FY 2006 USG funding focused on identifying key issues and as a way forward with stakeholders, public-private dialogues were conducted to review the guidelines drafted with USG technical assistance. The stakeholders conferences included more than 100 people from various pertinent government agencies. Over the course of FY 2008, FY 2007 funds will be used to provide technical assistance to help revise the regulatory framework so that it incorporates the recommendations made during the public-private dialogue. No FY 2008 funds will be allocated to this element; the USAID/West Africa Mission will assume responsibility for USG assistance in energy matters. Thus, the initial intention of training 20 national regulatory officials in Ghana to perform key oversight functions will be managed by USAID/West Africa. Similarly, the USAID/West Africa Mission will work toward

leveraging investments for the secondary gas infrastructure.

## **Program Area Performance \ 4 Economic Growth \ 4.5 Agriculture**

Although Ghana's agriculture contributes nearly 35 percent to its GDP, its agricultural potential remains largely untapped. While more than 50.6 percent of Ghanaians derive their livelihood from agriculture, it remains dominated by small farms that produce primarily for home consumption with labor-intensive methods. In order to achieve Sustaining Partner status, Ghana must achieve greater productivity, reduce the percentage of its labor force devoted to food production, and foster a business climate where more highly productive agriculture can respond to local, regional and international demand.

USG with financial support from the Initiative to End Hunger in Africa (IEHA) is working throughout the agricultural sector to address the four major constraints that impede growth: inconsistent quality, lack of key food safety certifications, low volumes and poorly integrated supply chains.

As a direct result of USG's assistance, an additional 49 technologies were extended to 51,000 rural households enabling them to produce maize, horticulture, and other crops on more than 6000 hectares. Part of the impetus for these successes is USG's technical assistance that focuses on enabling the producer to understand and meet international market demand. USG is helping exporters, commercial farms and farmer associations meet the requirements for "good practice" certification required for export to Europe. With USG technical assistance, Ghanaian exporters have been able to meet the quantities, timeliness and quality required by local and international buyers. USG assistance in the areas of agriculture and trade has expanded the variety and volume of agricultural exports.

Support to public sector capacity to analyze strategic policy and regulatory choices is a vital complement of our work in private sector support. USG is leading a key policy initiative supported by multiple donors to increase the capacity of the GOG to formulate policies that favor equitable growth in the agricultural sector. It is also providing support to the public sector to improve the environment for improved technologies, reduce constraints to trade and assist private agricultural firms and smallholders to produce for commercial markets. Exporter associations and government agencies are collaborating to establish grades and standards for export produce and working on increasing the efficiency of handling of export shipments.

### **Program Element Performance \ 4 Economic Growth \ 4.5 Agriculture \ 4.5.1 Agricultural Enabling Environment**

Although, or perhaps because, agriculture forms the heart of the Ghanaian economy, the sector suffers from a poor policy environment. Policies do not provide clear direction to the private sector and are subject to frequent change. In addition, the low capacity of the GOG to implement existing regulations exacerbates an already poor legal and policy framework. The thrust of USG support is to increase the transparency of the policy process and enhance the capacity of the GOG to develop and implement well designed policies and accompanying regulatory frameworks.

Mutually agreed upon standards are essential to linking producers to buyers. USG assistance enabled the Ghana Standards Board to collaborate with the private sector to develop standards, inspection manuals, and illustrated norms posters for a number of cash and high-value horticulture crops. The materials increased product conformity among producers and exporters thereby improving the reputation of Ghanaian businesses.

In Ghana, USG is a recognized leader among donors in creating models for commercial agriculture targeting small farms. It is sharing this strength with other development partners and the GOG by providing analytical support to the revision of Ghana's agricultural policy, the World Bank Country Economic Memorandum, and the MCC Compact, among others. USG technical experts also leveraged the USG agricultural program by helping design a major new IFAD program for agricultural development in Northern Ghana.

USG played a key role in assisting the GOG to revise the Food and Agricultural Sector Development Policy (FASDEP), the objective of which is to modernize the agricultural sector. USG's assistance was pivotal in incorporating the results of numerous public-private consultations into a coherent policy that has now been submitted to Cabinet.

Working with various GOG agencies, USG is also playing a central role to improve the analytical capacity and decision-making tools of the GOG. The Ghana Strategy Support Program will enable the GOG to make better informed decisions through developing the internal capacity to do economic modeling and expenditure analyses. For example, modeling is being used to identify the optimal roles that the GOG could play to enhance maize production in rural areas. This program's \$900,000 annual budget, which is funded through IEHA, leveraged more than \$650,000 in additional funding for FY 2007 from various international donors.

#### **Program Element Performance \ 4 Economic Growth \ 4.5 Agriculture \ 4.5.2 Agricultural Sector Productivity**

Ghana is poised to reap the benefits of fast growing markets for high value agricultural crops and regional demand for staples, if it can increase the productivity of export oriented commodities. Four major constraints still hamper growth in this sector: inconsistent quality, lack of key food safety certifications, low volumes, and poorly integrated export supply chains. In FY 2007, 51,266 rural households benefited from USG interventions; of this P.L. 480 activities contributed immensely to achieving the targets in this Program Element.

USG's program places a premium on providing agricultural firms the means to access improved management skills and more productive technologies. Through funding support from the Initiative to End Hunger in Africa, USG technical assistance directly imparted 99 new agricultural practices. Improved production practices resulted in both lower losses and increased farm incomes.

In FY 2007, USG promoted a new maize variety and initiated a marketing scheme that linked 125 producers to the feed milling industry. Yields and net revenues per hectare of this variety were double those of traditional ones. Similar improvements in market linkages resulted in female tomato producer groups selling directly to local tomato paste factories. The quality and productivity of the tomato farms increased through USG's introduction of improved technologies such as drip irrigation and improved seed.

Changes in markets create opportunities if farmers can respond in a timely fashion. Production of a new pineapple variety demanded by European importers is being expanded with USG assistance. In FY 2007, of the reported 3,626 additional hectares planted, this new pineapple variety accounted for 400 hectares translating into an increase in production of 50%. The resultant effect was a rise in revenue by \$5 million.

The majority of mangos produced in Ghana are by smallholder farms. In FY2007 the industry was

threatened by a white fly infestation. In response to this threat, USG helped maintain Ghana's smallholder competitiveness by putting in place a monitoring and control system based on improved scouting, traps, improved pruning and field sanitation. Within one year this burgeoning sub-sector has increased export sales from \$43,000 to \$403,000.

#### **Element Indicator Narrative \ 4 Economic Growth \ 4.5 Agriculture \ 4.5.1 Agricultural Enabling Environment**

USG exceeded all of its projected targets due to our work on a set of highly relevant assessments of roadblocks in the enabling environment for agricultural development. The diagnostics and subsequent stakeholder forums stimulated an active participation from pertinent Government of Ghana agencies as well as farmers and agribusinesses at various stages of growth. A particularly higher number of people benefited from short term training than was originally projected primarily because GIS training included agricultural extension agents. The potential of GIS technology for improving planning and data gathering demonstrated by USG-supported activities has awakened the interest of the Ministry of Food and Agriculture (MOFA), which mandated that its agents participate in the training.

#### **Element Indicator Narrative \ 4 Economic Growth \ 4.5 Agriculture \ 4.5.2 Agricultural Sector Productivity**

Most targets are being significantly exceeded and the Mission plans to meet with partners to review and eventually revise targets for FY 2008 during the first quarter of FY 2008. The projections of PL 480 partners has not always been fully captured in setting targets. Revision of targets will examine this issue and also give further analysis of the PL 480 phaseout in FY 2008 and future year targets. Meeting IEHA objectives of broadened assistance to poor rural households received additional attention in FY 2007. Increased amounts of DA funds were directed toward such crops as maize, mangoes and cashews which offer opportunities to resource poor households to benefit from commercial markets. This expansion implemented in FY 2007 has resulted in a large increase in the number of households that are benefiting from training in an expanded number of more productive technologies.

#### **Program Area Performance \ 4 Economic Growth \ 4.6 Private Sector Competitiveness**

Private sector competitiveness covers a wide range of core issues that will determine the success or failure of Ghana's future private sector development. The Ghana Growth and Poverty Reduction Strategy identifies competitiveness as the engine of economic growth. While there are enabling environment and productivity issues specific to targeted sectors and that are addressed under other program areas, there are also cross-cutting issues that can constrain or drive competitiveness in all sectors. Two of the four FY 2007 targets set for this sector were exceeded.

USG's approach to improving competitiveness is based on working with the private sector to strengthen the entire value chain, address their real life road blocks that every business faces from farmer to consumer, and then fostering public-private dialogue to adequately address and remove those constraints.

USG is focused on two key enabling environment issues that impede private sector competitiveness in Ghana: (1) the ICT and Labor regulatory framework and (2) the fiscal management practices of fledgling farms and firms. These two areas pose a significant challenge and each will yield significant improvements in private sector competitiveness when completed.

Best practices in improving firm level competitiveness is to begin with firms at the leading edge of the economy. Both export oriented and smallholder farmers have demonstrated a willingness to adopt new practices and technologies. Success in the agriculture sector will provide a demonstration effect for other productive sectors of the economy. As an example of the degree to which market orientation drives this sector, one program indicator- the number of new members in private sector associations, exceeded its target by 100% (417 versus target of 200) as USG-supported training helped farmers and exporters reach high value markets. Compliance with international standards such as EuropeGAP has helped Ghanaian farmers increase the value of their horticulture exports by approximately \$8 million in FY 2007.

USG anticipates increasing its support in the area of Private Sector Competitiveness over the next three years. Improvements in firm-level management will remain a crucial factor as Ghanaian businesses attempt to expand trade throughout various international markets.

#### **Program Element Performance \ 4 Economic Growth \ 4.6 Private Sector Competitiveness \ 4.6.1 Business Enabling Environment**

USG will focus on core areas of the general enabling environment that have been identified as constraining Ghana's competitiveness. First, the institutional capacity of the National Labor Commission must be strengthened to increase its efficiency in resolving labor disputes and enforcing the new Labour Act. Second is the ease of doing business as measured by the World Bank annual analysis.

Labor issues can often reduce the productivity of a sector or even a country. While labor rights are clearly important, each country must find a balance which serves the interests of both labor and the private sector. USG played a critical role in drafting the recently adopted Labor Act, and played a key role in strengthening the capacity of the National Labour Commission (NLC) in fulfilling its new role. As a result, the NLC adeptly managed two recent strikes, has reduced the use of strikes as a first resort, and has minimized human and economic disruption which might have otherwise occurred.

In order to streamline the process of doing business in Ghana, the GOG is pioneering a national doing-business index that takes the doing business indicators to a deeper level of analysis. USG is supporting the development of a customized methodology and pilot survey to validate the methodology for determining the ease of starting a business and trading across borders in Ghana. This work is done in coordination with the German Development Agency, GTZ, and at the direct request fo the GOG. Assistance contributed to Ghana\'s ranking as a Top 10 Reformer for the second year in a row.

USG's initial success in improving the legal framework for the ICT sector has been assumed by the World Bank with the launch of its E-Ghana project. USG will now focus its efforts on strengthening private sector actors in the sector. Improving private sector access to high-speed international telecom would dramatically reduce costs. USG is supporting private sector groups in their negotiations with government entities for improved access to SAT-3 cable.

USG's effort to improve local responsiveness to policy needs has resulted in more municipalities with a simplified regulatory and administrative process. USG has been successful in increasing the responsiveness of local government and improving the diversity of representation within District Assemblies. The result is more proactive local governments and greater involvement of the public in decision making.

## **Program Element Performance \ 4 Economic Growth \ 4.6 Private Sector Competitiveness \ 4.6.2 Private Sector Productivity**

USG takes a comprehensive approach to the agricultural sector that includes working through constraints in high value export supply chains, and at the same time addressing constraints in production and inputs that impede small holder farms. Success across the sector, whether in pineapples for export, or tomatoes or maize for local markets, demonstrate a willingness to adopt new technologies, take risks, and explore new markets, all prerequisites for achieving higher competitiveness.

The USG private sector development activities support smallholder farms and entrepreneurs to improve their capacity to respond competitively to market requirements. Interventions work at every level of the supply chain including smallholder farmers, nucleus firms, logistics, industry associations and research entities, with the end goal of further integrating the value chains and increasing the market for Ghanaian horticultural exports. This assistance leads to sustained growth in a series of targeted commodity supply chains.

Key nucleus farmers and traders received training that improved their financial management systems linking financial and cost accounting, cash flow management, and supply base management. The training also built the capacity of industry associations to utilize Market Intelligence Reports. Additionally, both farmers and exporters were supported to attend international trade fairs where they learned first-hand from competitor nations and could observe the requirements and high-standards of international markets. This training positively impacted the number of SMEs who successfully accessed credit from commercial banks.

USG activities organized demonstration sites for educating farmers to 51 new agricultural practices and technologies related to producing cash and high-value horticulture crops such as pineapple, mango, papaya, cashew, vegetables, maize and wild harvesting for two types of medicinal plants. These efforts generated increased income per acre through improved yields, quality, harvesting and packing methods and reduced post harvest losses.

Although agribusinesses have made significant advances in their ability to meet market demand, the agricultural and agri-processing sector is still fledgling and will continue to need assistance in improving management practices. Through continued funding under the African Global Competitiveness Initiative, USG plans to increase its productivity support.

### **Element Indicator Narrative \ 4 Economic Growth \ 4.6 Private Sector Competitiveness \ 4.6.1 Business Enabling Environment**

The standard indicator used for the private sector enabling environment clearly captures the impact of USG's Government Accountability Improves Trust program, which successfully met its target of simplifying the administrative workings of 25 local government entities. USG used customized indicators to capture the legislative work completed through the Trade and Investment Program for a Competitive Export Economy (TIPCEE). TIPCEE exceeded its targets for policy development except in the number of reforms passed. The two additional bills that were expected to be passed are currently in review by the appropriate technical committee of Cabinet. Additional technical assistance will be provided to incorporate recommendations.

### **Element Indicator Narrative \ 4 Economic Growth \ 4.6 Private Sector Competitiveness \ 4.6.2 Private Sector Productivity**

As a direct result of USG's successful technical assistance to private firms and farms, more than double the anticipated number of entrepreneurs became members of private business associations. This increase was due in large part to the technical assistance provided under both the agricultural productivity element and the trade and investments capacity element. Assistance under the private sector productivity element focused on improving the business management and marketing practices of new and growing agribusinesses. Again, USG-training on management practices was a positive response to the needs of growing sector groups such as papaya and mango. With improved practices by these growing 12 firms targeted for management training, an additional 300 farmers will have an outlet for their fresh produce. USG technical assistance around regulatory development utilizes public-private dialogue to ensure local ownership. Actuals for this indicator, however, were lower than anticipated because discussions tended to include a small technical group. Actuals for the number of SMEs successfully accessing loans did not meet the anticipated target firms are still developing management practices to meet commercial bank standards.

#### **Program Area Performance \ 4 Economic Growth \ 4.8 Environment**

Rational natural resource management is critical for sustaining economic growth. Environmental degradation through the destruction of the natural resource base (water, vegetation, soils, biodiversity) is advancing more rapidly in West Africa than most other parts of the world. Safeguarding the diversity of ecosystems and species helped in abiding biological loss that is important to economic growth.

Although no biodiversity funding was earmarked for Ghana in FY 2007, USG has an active and successful conservation program that has been funded with prior year funds. The program is managed by the Ghanaian non-governmental organization, the Nature Conservation Research Centre, which implements the Community-Based Ecotourism Project (CBEP). Ghana ranks 10th in terms of tourist arrivals in Africa; tourism is the fourth largest foreign exchange earner in Ghana, is considered an emerging market with high potential for growth. CBEP's objectives are four-fold: 1) Increase ecotourism opportunities for private sector growth in rural communities, 2) Expand utilization of existing destinations and develop new destinations through engaging private sector participation, 3) Ensure sustainable natural resource management, biodiversity conservation and cultural protection at destinations, 4) Build capacity of institutions to sustainably manage natural resources, biodiversity and ecotourism enterprises.

USG's program focuses the management of natural resources on "ecotourism" experiences – mangrove, forest, traditional crafts, historical attractions, recreational trails and endemic species. This represents a shift from a site-specific to a theme specific approach and will ensure that sustainable natural resource conservation efforts and community-based resource management are applied on an area scale.

Leveraging public-private partnerships, the program creates opportunities for rural communities to earn income, increase private sector growth and create tourism-related jobs through the marketing of natural resources and local cultural attractions. Public-private partnerships developed in FY 2006 and expanded in FY 2007 include Cadbury-Schweppes plc and Canadian Hydro Ltd.

#### **Program Element Performance \ 4 Economic Growth \ 4.8 Environment \ 4.8.1 Natural Resources and Biodiversity**

The goal of USG's biodiversity program is to ensure Ghana develops ecotourism experiences that promote conservation, are self-sustaining and become competitive in the global ecotourism marketplace. Through

securing sustainable natural resource management, on which tourism depends, USG is developing a critical mass of quality community ecotourism destinations and encouraging private sector participation in the ecotourism sub-sector.

The Community-Based Ecotourism Program (CBEP) increased biodiversity conservation through increasing conserved lands in Ghana by 132,000 hectares last year. This has been achieved through the expansion of Community Protected Areas to two new locations of previously unprotected lands. CBEP has also dramatically increased the knowledge of one of the most endangered bird species on the African continent (White-necked Rockfowl) resulting in the second most important known location for this species in its range. Conservation awareness and improved management of this critical species have featured prominently. The program is building sustainable bird watching tourism enterprises that have improved livelihoods and increased incomes of local communities.

In FY 2007, USG concluded the first biodiversity studies of the rich and previously unprotected Nyankamba Escarpment in the Northern Region of Ghana; this area is now recognized as the most important location of Guinea woodland savanna remaining in Ghana. The USG program included conflict mitigation over resource use, protection of natural buffers - wetlands; coastal watershed, reduced pollution and sustainable coastal tourism estuarine. This work was jointly funded by USG and Netherlands Committee of the World Conservation Union through a GDA.

The CBEP is managed by a Ghanaian non-government organization focusing on biodiversity conservation and local community and government capacity building. USG's biodiversity program improves community management of natural resources and increases entrepreneurial productivity to ensure the sustainability of Ghana's rich natural resource base.

### **Key Issue Performance \ Local Organization Capacity Development**

USG assistance in FY 2007 strengthened the ability of key local institutions to efficiently implement programs. For local governance, 39 civil society organizations (CSO) promoted the participation of people with disabilities in politics. Seven out of 54 advocacy campaigns conducted by CSOs, focused on disabilities.

For education, the Ghana Education Service (GES) completed and formalized the use of literacy standards and milestones. GES developed a manual on standards and milestones for its staff. These manuals will reduce the reliance on external assistance. As a result of USG-funded training, 19 of the 20 partner districts received over \$600,000 non-USG funds for capacity building to improve delivery of education services at the district and community levels. Parent-teacher associations strengthened their capacity to carry out their roles and responsibilities.

For health, technical assistance, training and small grants targeted at district health management teams helped improve their capacity to link with local communities to improve access, quality, and use of health services.

For agriculture and private sector productivity, over 1,100 local producer and business groups improved their management, leadership and management information system skills. In particular, training and outreach to farmer groups on standards for European horticulture imports were important in raising the quality of farmers' produce which increased non-traditional exports.

## **Key Issue Performance \ Anti-Corruption**

In FY 2007, USG resources were aimed at disrupting the potential for corrupt practices in local government and decentralization, fiscal policy, business policy and agricultural productivity. Local governments and citizen groups were trained in managing resources and planning resource mobilization. This resulted in local governments becoming more comfortable in sharing resource information, which is evidenced by the holding of consultations that addressed tariff and fee schedules, radio discussions, question and answer sessions and public budget hearings. Ghanaians have now become more active in their demand that government and its institutions be accountable to the people, a vital element in government effectiveness and political stability.

Over 500 parliamentarians, public officers and civil society members received training to help strengthen the Assets Declaration Law, promote awareness and support for the new guidelines on conflict of interest and also increase exchange of information among key accountability institutions in Ghana.

## **Key Issue Performance \ Microenterprise**

Adding value to agriculture products is primarily the business of informally-organized businesses in Ghana. They are often operated by women. In FY 2007, USG assistance trained 25 women organizations to access credit from commercial banks. The women utilized the funds to create and expand market opportunities for value-added agriculture products, such as corn, cassava, shea butter, soap, etc. These micro-entreprises, all run by women with less than 10 staff, increased the incomes of these enterprises, thus allowing for improved livelihoods of their families. Microenterprise activities contributed to targets in agriculture enabling environment and private sector competitiveness.

The micro-entrepreneur program, implemented under the P.L. 480 program, is closing out over the next three years.

## **Key Issue Performance \ Inclusive Development: Participation of People with Disabilities**

During the fiscal year, USG supported activities to reduce barriers and increased the number of people with disabilities participating in development programs.

Through the governance program, USG provided assistance to implement the Disability Act, which was passed in June 2006. During FY 2007, USG strengthened the capacity of disabled people's organizations (DPO) to assess the requirements to implement the law, advocate for its implementation, and raise awareness about the law.

During the fiscal year, the education program reduced barriers to accessing education by developing teacher training materials to enhance education and facilitate the effective participation of children with disabilities in the education system. For health the program consistently works with its partners to identify barriers to accessing health services.

In FY 2007, P.L. 480 activities improved the well-being and productivity of the most vulnerable populations in Ghana by providing wet and dry food rations to 11,151 beneficiaries, including physically and mentally disabled persons.

In June 2007, the Embassy and USAID collaborated to distribute 280 wheelchairs to the ten regions in Ghana. The chairs were donated by the Wheelchair Foundation in California and distributed with USG support to all ten regions of Ghana. The distribution was held in the presence of the U.S. Ambassador to Ghana and U.S. Congresswoman Barbara Lee, who initiated the donation of the chairs.

### **Key Issue Performance \ Community Mobilization/Participation**

In FY 2007, USG funds engaged volunteer health workers, civil society groups at local level, peer educators and others in carrying out the USAID program.

For good governance and anti-corruption, USG activities helped citizen networks in 25 districts to jointly set development priorities, manage resources and account for budgets with local government.

For health, remote communities in 30 districts were mobilized to co-manage and co-fund community health officers (CHOs) to provide health services, and community volunteers are working with the CHOs. In five districts USG funds helped community leaders and health workers jointly organize to fight malaria, improve child nutrition and help men understand the importance of planning their families. Water and sanitation committees were formed and trained by P.L. 480 partners to reduce water contamination, especially by guinea worm, maintain sources of potable water and promote maintenance and use of latrines.

For education, training increased community members' awareness of their roles and confidence to advocate for educational improvements in their districts. Community members have become engaged in implementing school performance plans. Support was also provided to 2,400 local committee members as they managed complementary education classes for out-of-school children in their communities.

For economic growth, over 1,100 local producer and business groups were formed in FY 2007.

### **Key Issue Performance \ Public-Private Partnerships**

In FY 2007, USG contributed \$3.85 million to support public private partnerships. In good governance, USG provided \$1.25 million to support the Ghana Responsible Mining Alliance, a Global Development Alliance (GDA) designed to improve the quality of life and foster social and economic growth of local mining communities.

USG contributed \$100,000 to the West Africa Seed Alliance, a GDA which brings together international leaders in the seed sector such as Monsanto and Pioneer to support the development of local seed companies and research entities. This activity complements the U.S. Initiative to End Hunger in Africa.

In addition, USG is supporting a GDA with a local NGO that promotes eco-tourism by bringing together communities to conserve biodiversity areas for tourism. The NGO has leveraged USG funds with those of Cadbury-Schweppes and other firms that are extending their social responsibility roles in Ghana. USG also has two GDAs with ECOBANK and Harvard University that further economic growth initiatives in Ghana.

Several public-private partnerships, while not GDAs, helped the USG meet health goals in Ghana. USG contributed \$2 million to a partnership with eight commercial firms to increase access to insecticide-treated bed nets in Ghana. Finally, USG contributed \$500,000 to a partnership with a local pharmaceutical wholesaler, through which USG-procured contraceptives were branded, marketed and distributed throughout

Ghana for sale at locally affordable prices.

### **Key Issue Performance \ Civil Society**

In FY 2007, USG support, through a local governance program, strengthened the capacity of 1,100 civic groups to manage projects, conduct fund-raising, advocate for their members' interest and improve their networking skills. This contributed to civil society groups improving their capacity to articulate their interests and influence decisions made by government. The USG Parliamentary program trained 44 representatives from civil society groups to advocate for their interest. This resulted in an increase from 40% in FY 2006 to 65% in FY 2007 of bills passed with civic input.

USG assistance provided citizen networks with skills to collaborate with local governments to jointly set development priorities, manage resources, and account for budgets. Ten citizen networks launched 54 advocacy campaigns during the fiscal year and utilized USG funds to successfully leverage over \$135,000 from other donor funds to support their advocacy efforts. During FY 2007, USG supported 39 civil society organizations to promote the political participation of people with disabilities to actively implement the Disability Act, which was passed by Parliament in 2006. USG continues to lead the civil society sub-group of the Decentralization Donor group in Ghana. This sub-group creates a platform for all civil society organizations implementing Development Partner decentralization programs to share information, expertise and network.

### **Key Issue Performance \ Water**

More than 90,000 people in the P.L. 480 program target areas were provided with access to improved drinking water and sanitation services/facilities as a result of USG assistance this fiscal year. USG resources increased health education activities to rural/small town beneficiaries on the consequences of using unsafe water, methods for using hygienic facilities to reduce the spread of diseases, especially guinea worm in endemic areas. Access to safe water led to an expansion of small-scale food processing industry, which enhanced food security among benefiting communities. Rural water supply and sanitation (WATSAN) committees were linked to district assemblies to ensure efficient operation and maintenance of facilities at the community level is sustained. Women played an essential role in WATSAN committees.

In FY 2007, USAID began an alliance with Coca Cola to improve access to potable water in western Ghana.

### **Key Issue Performance \ Increasing gender equity**

In FY 2007, USG assistance to Ghana contributed to increasing gender equity across good governance, education and agriculture programs. Forty percent of civic networks supported by USG funds had women serving on executive bodies. A total of 1,680 women gained skills in organizational management and advocacy skills, which is an increase over last year. This slow, but steady increase represents changes in men's attitude toward accepting women leaders in non-governmental organizations. USG funds trained female members of Parliament and staff to promote, protect, and enforce the rights of women and girls. The training contributed to the passing of the National Domestic Violence Bill in February 2007.

The ratio of girls to boys in school increased from 94 girls per 100 boys to 96 girls. USG funds supported gender parity through take-home rations for more than 23,000 girls in northern Ghana, which contributed to enhancing school attendance and retention. Assistance was provided to 2,870 out-of-school girls to

transition to formal schools, with 920 of them receiving scholarship packages. Female facilitators were recruited to teach in complementary education centers and serve as role models. A minimum of 30% of executive positions on parent teachers associations and local education committees are reserved for women.

USG assistance trained rural women to improve agricultural practices that resulted in better yields, improved quality and reduced post harvest loss.

### **Key Issue Performance \ Development Research**

In FY 2007, the health and the economic growth programs used development research to help solve difficult problems.

For health, child malnutrition is high in Ghana despite a long history of infant and child feeding programs. The current approach to nutritional recuperation involves prolonged or repeated displacement of mothers and children to feeding centers, which is difficult for them and can result in program drop-outs or unsuccessful recuperation. USG supported an assessment of the feasibility of producing a local ready-to-use therapeutic food to treat severe acute malnutrition within communities and households. The assessment will lead to a decision on whether or not a local firm is capable of producing the therapeutic food using local ingredients or by assembling imported ingredients.

P.L. 480 funds promoted the cultivation of the Moringa tree and sensitized communities to use the leaves to reduce malnutrition and prevent disease, especially among malnourished children under two years.

For economic growth, the program's research and economic modeling initiatives enabled the GOG to devise and affect strategies that reduce poverty and hunger. To this end, significant knowledge gaps have been filled and debates on economic investment options have been fostered. Given Ghana's dependence on agriculture, the program focuses on analyzing public investments and governance. Development research improved approaches to design activities for smallholder agriculture.

### **Key Issue Performance \ Food Security**

During FY 2007, P.L. 480 food assistance activities contributed to the results of health, education and agriculture programs. These programs improved access to sufficient, safe and nutritious food for 700,000 individuals, of which the majority were women, orphans and vulnerable children.

For health, food provided to people living with HIV/AIDS increased their ability to live active and healthy lives. Maternal and child health patients at health centers received rations to meet their dietary needs. USG assistance improved access to rural water and sanitation facilities. For education, school feeding programs and take-home rations contributed to the attendance and retention of girls in school. For agriculture, food security activities increased food production and reduced post harvest losses, resulting in eight to ten months of food availability for households in the three northern, regions where vulnerable populations reside.

At the end of FY 2007, the first P.L. 480 partner terminated its activities. A partner is scheduled to close-out each fiscal year until 2010. As they close, food security activities are being linked to appropriate governmental structures to ensure program gains are sustained in benefiting rural communities. In FY 2007, a visit by the Helping to Enhance Livelihoods of People (HELP) Commission, a team mandated by the President of the United States of America and U.S. Congress witness the negative impact of the close-outs

on rural communities.

### **Key Issue Performance \ Africa Education Initiative (AEI)**

Africa Education Initiative (AEI) funds are used to: 1) support the expansion of educational opportunities to children living in underserved areas, 2) improve pre-service and in-service teacher training and 3) provide teaching and learning materials (TLMs).

In FY 2007, complementary education classes (informal schooling for out-of-school children) in 300 communities enrolled 7,500 children (15,000 enrolled to date). Also, 347 community support teachers were recruited and supported to teach in understaffed schools in deprived areas. Support was provided to the GOG's Untrained Teacher Diploma in Basic Education Program, which enrolled 21,919 untrained teachers. The Window of Hope HIV/AIDS prevention curriculum, previously developed with AEI funds, reached 16,293 new teacher trainees. The curriculum has been made an examinable requirement for teacher certification. AEI funds also financed the preparation of 255,469 TLMs. FY 2007 program results showed that 60% of AEI supported teachers were using effective strategies to teach reading, up from 47% in FY 2006. Student learning achievement also improved from 20% in FY 2005 to 56% in FY 2007.

The expansion of the USAID literacy program from 682 to 1,400 schools was suspended following the establishment of a National Literacy Task Force that was tasked with developing a national literacy program. USAID is supporting the Task Force and intends to use Fast Track funds to help implement the new national literacy program in FY 2008.

### **Key Issue Performance \ African Global Competitiveness Initiative (AGCI)**

In FY 2007, African Global Competitiveness Initiative (AGCI) funds assisted Ghanaian private sector to promote trade and improve the trade and investment environment in the country. With AGCI assistance, private agri-businesses strengthened their knowledge and skills, which led to an \$8 million increase in exports. Additionally, Ghanaian exporters benefited from attendance at trade shows and professionally prepared promotional prospectuses that are attracting buyers and investors. With AGCI funds, Geographic Information System (GIS) generated maps and data bases are being developed to characterize infrastructure, land and water resources, and pinpoint major sources of commodities. GIS has been used to develop a bar coding system to help Ghana meet European importer requirements for product traceability. AGCI support has played the lead role in helping Ghana with WTO tariff issues. A tariff advisory board is being created to incorporate private sector interests and provide the capacity to guide the GOG on the effects of tariff procedures on internal growth and international trade relations.

### **Key Issue Performance \ Initiative to End Hunger in Africa (IEHA)**

IEHA analytical and planning framework has enabled USAID and the GOG to better target their resources toward creating sustainable solutions to poverty, increasing agricultural income, and meeting the United Nations' Millennium Development Goals (MDG). Through IEHA assistance in FY 2007, USG funds invested in agriculture for small-scale farmers and assisted more than 60,000 poor households in isolated and poor areas. This assistance led to increased incomes through improved production of cash and high-value horticulture crops. IEHA interventions provided assistance in rigorous analyses that assisted advocacy groups and decision makers understand the complex set of policy issues that affect hunger. This resulted in the adjustment of public resource allocations. This is serving the needs of other donor agencies and is being

used to set the priorities for Comprehensive African Agriculture Development Program. IEHA assistance is also helping to create the regulatory framework for bio-technology that will promote improved genetically-modified organism varieties of crops for smallholder agriculture.

IEHA's agriculture-growth focus has contributed to Ghana being the first African country to meet the MDG of cutting hunger in half.

# 1 Peace & Security - Ghana

## 1.1 Counter-Terrorism\1.1.1 Deny Terrorist Sponsorship, Support and Sanctuary

### Number of Ports of Entry supported by USG Terrorist Interdiction Programs

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2	-	2	2	2

**302**  
chars

### 1.1.1 Deny Terrorist Sponsorship, Support and Sanctuary narrative (no more than 1500 characters)

The program is updating and maintaining two Personal Identification Secure Comparison and Evaluations System (PISCES) systems at the two existing borders. Plans are underway to expand PISCES to two additional borders in FY 2008. No expansion was projected in FY 2007 and therefore no target was set.

## 1.3 Stabilization Operations and Security Sector Reform\1.3.6 Defense, Military, and Border Restructuring, Reform and

### Number of border security upgrades or systems installed with USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	3	2	5	4

## 1.3 Stabilization Operations and Security Sector Reform\1.3.6 Defense, Military, and Border Restructuring, Reform and

### Number of host country military personnel trained to maintain territorial integrity

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
5,000	5,000	1,200	5,000	1,200

**258**

**1.3.6 Defense, Military, and Border Restructuring, Reform and Operations narrative (no more than 1500 characters)**

**chars**

The target of 1,200 includes up to three battalions trained to maintain territorial integrity. Each year, approximately 30 students benefit from IMET funds. Upgrades for border security include vehicles and potential airframes along with maritime assets.

## 2 Governing Justly & Democratically - Ghana

### 2.2 Good Governance\2.2.3 Local Government and Decentralization

#### Number of Individuals Who Received USG-Assisted Training, including management skills and Fiscal Management, to Strengthen Local Government and/or Decentralization.

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
21,600	24,533	6,980	9,722	1,157	10,349	4,907	2,792	1,944	463	11,251	19,626	4,188	7,778	694

### 2.2 Good Governance\2.2.3 Local Government and Decentralization

#### Number of Local Mechanisms Supported with USG Assistance for Citizens to Engage their Sub-

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1,194	620	904	320	140

### 2.2 Good Governance\2.2.3 Local Government and Decentralization

#### Number of Sub-national Government Entities receiving USG assistance to Improve their

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
16	25	25	20	

### 2.2 Good Governance\2.2.3 Local Government and Decentralization

#### Number of Sub-national Governments Receiving USG Assistance to Increase their Annual Own-

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
16	25	25	20	-

#### 1305 chars 2.2.3 Local Government and Decentralization narrative (no more than 1500 characters)

Due to time constraints, initial targets were set without stakeholder input. FY 2007 training targets have changed from 24,533 to 14,065. This is included in the Standard Indicator Correction spreadsheet. The initial target was 2,352 SMC/PTA participant training. This is an Education activity under the GAIT II program and is therefore taken care of by the Education program. A mid-term evaluation resulted in a redesign of the project. Apart from slowing down program activities, the redesign also brought about changes in program strategies and activities, especially regarding training. First, the redesign required the training for citizen groups and local government officials be delayed until 2008 in nine of the 25 targeted districts. Additionally, the numbers trained in the other 16 districts had to be reduced by 30%. As a result, FY 2007 training targets were not met.

Apart from training, the program exceeded FY 2007 targets. This is mainly due to the fact that all the districts exceeded the target of conducting at least four citizen participation techniques during the year, indicating a growing understanding and gradual usage of the techniques beyond the targeted number for the year. Based on lesson learned so far, USG has reviewed the FY 2008 targets with the implement

## 2.2 Good Governance\2.2.6 Program Support (Governance)

## Number of baseline or feasibility studies

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
4	2	-	-	-

## 2.2 Good Governance\2.2.6 Program Support (Governance)

## Number of evaluations

					results					impact					process					other				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2	3	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

## 2.2 Good Governance\2.2.6 Program Support (Governance)

## Number of monitoring plans

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2	7	-	7	-

## 2.2 Good Governance\2.2.6 Program Support (Governance)

## Number of sector assessments

					other					environmental				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	1	-	-	-	-	1	-	-	-	-	-	-	-	-

## 2.2 Good Governance\2.2.6 Program Support (Governance)

## Number of special studies

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	1	-	-	-

1 chars

2.2.6 Program Support (Governance) narrative (no more than 1500 characters)

### 3 Investing in People - Ghana

#### 3.1 Health\3.1.2 Tuberculosis

##### Case notification rate in new sputum smear positive pulmonary TB cases in USG-supported areas

					number of women (do not use, do not need to disaggregate)				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	34		36						

#### 3.1 Health\3.1.2 Tuberculosis

##### Number of people trained in DOTS with USG funding

					number of women					number of men				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
			200					50					150	

#### 3.1 Health\3.1.2 Tuberculosis

##### Percent of all registered TB patients who are tested for HIV through USG-supported programs

					number of women					number of men				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
			25					10					15	

#### 399 3.1.2 Tuberculosis narrative (no more than 1500 characters)

chars

Implementation of the program to strengthen directly observed tuberculosis treatment short course (DOTS) and improve the management of HIV/TB and TB care and support will begin in FY 2008. In preparation for this work, a baseline study on community-based DOTS in USG focus districts was completed, as well as a comprehensive review of the Ghana National TB Program. FY 2008 targets are still valid.

#### 3.1 Health\3.1.3 Malaria

##### Number of artemisinin-based combination treatments (ACTs) purchased and distributed

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
			100,000	

#### 3.1 Health\3.1.3 Malaria

##### Number of baseline or feasibility studies

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
		1	1	

#### 3.1 Health\3.1.3 Malaria

##### Number of ITNs distributed that were purchased or subsidized with USG support

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	120,000	60,023	300,000	

#### 3.1 Health\3.1.3 Malaria

##### Number of people trained in malaria treatment or prevention with USG funds

					number of women					number of men				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	548	4,500	2,094	6,940		263	2,489	1,013	4,398		285	2,062	1,081	2,542

3.1 Health\3.1.3 Malaria

**Number of people trained in monitoring and evaluation**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
440	145	344	145	

3.1 Health\3.1.3 Malaria

**Number of people trained in other strategic information management**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
51	145	344	120	

3.1 Health\3.1.3 Malaria

**Number of USG-assisted service delivery points experiencing stock-outs of specific tracer drugs**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
50	40	51	30	

1294  
chars

**3.1.3 Malaria narrative (no more than 1500 characters)**

Most FY 2007 targets were achieved or exceeded. The target for "Number of Insecticide Treated Nets (ITNs) distributed that were purchased or subsidized with USG funds" was incorrectly listed as 120,000. This was double counting of two partners contributing to the same target; it should be 60,000. The corrected target was fully met with 60,023 ITNs distributed. The target for, "the number of people trained in malaria prevention or treatment," was also incorrect. The 4,500 target figure included planned training by FFP partners that were not part of the FY 2007 malaria program. The correct target is 2,260. There was a 7% shortfall in the number of people trained from these partners. The "service delivery point stock-outs" indicator target was not met due to poor adherence to procurement plans for ACT and SP shipments under Global Fund grants. Under the President's Malaria Initiative (PMI) program USG will work closely with the NMCP to ensure more consistent access to these drugs in the future. Ghana will be a PMI focus country beginning in FY 2008. In FY 2007 a malaria assessment was conducted and the Operational Plan (MOP) was developed. In FY 2008 all malaria activities and indicators will be reported thro

3.1 Health\3.1.5 Other Public Health Threats

**Number of people trained in monitoring and evaluation**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
480	240		240	

748  
chars

**3.1.5 Other Public Health Threats narrative (no more than 1500 characters)**

Guinea worm is a new activity and implementation will begin in FY 2008. The FY 2007 target for the number of people trained in monitoring and evaluation was clearly an error. In FY 2008, for this program element and also for MCH and Family Planning, we will delete the "number of people trained in Monitoring and Evaluation" indicator. We will use instead the "number of people trained in strategic information management with USG assistance" since it is a broader category. For TB the majority of strategic information activities will involve training of medical and paramedical personnel including community volunteers in disease surveillance to identify cases and refer patients for treatment, and to reinforce the quality of case treatment.

3.1 Health\3.1.6 Maternal and Child Health

**Number of children reached by USG-supported nutrition programs**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
81,716	45,760	37,222	48,060	42,060

3.1 Health\3.1.6 Maternal and Child Health

**Number of deliveries with a skilled birth attendant (SBA) in USG-assisted programs**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
55,000	55,500	60,172	56,500	62,000

3.1 Health\3.1.6 Maternal and Child Health

**Number of medical and para-medical practitioners trained in evidence-based clinical guidelines**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
176	157	924	166	1,200

3.1 Health\3.1.6 Maternal and Child Health

**Number of newborns receiving essential newborn care through USG-supported programs**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
22,300	25,200	57,918	28,600	60,000

3.1 Health\3.1.6 Maternal and Child Health

**Number of people trained in child health and nutrition through USG-supported health area programs**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2,026	1,484	4,126	2,950	6,000	1,536	1,054	2,637	2,260	3,400	490	430	1,489	690	2,600

3.1 Health\3.1.6 Maternal and Child Health

**Number of people trained in maternal/newborn health through USG-supported programs**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
3,242	2,438	2,575	2,515	3,500	1,881	1,426	2,026	1,762	3,000	1,361	1,012	549	753	500

3.1 Health\3.1.6 Maternal and Child Health

**Number of people trained in monitoring and evaluation**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
25	151	350	126	

3.1 Health\3.1.6 Maternal and Child Health

**Number of people trained in other strategic information management**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1,593	1,649	714	1,624	760

3.1 Health\3.1.6 Maternal and Child Health

**Number of women receiving Active Management of the Third Stage of Labor (AMSTL) through USG-**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
20,600	22,400	41,876	28,600	50,000

**1316 3.1.6 Maternal and Child Health narrative (no more than 1500 characters)  
chars**

Most targets for MCH indicators were exceeded, and targets for FY 2008 were revised upwards to reflect ambitious plans in the coming year. Targets were missed for only two indicators. The number of children reached by nutrition programs did not achieve the FY 2007 target because one of the partners in the Food for Peace Program received less funding than expected, causing a reduction in the number of communities they covered. Also only 43% of the FY 2007 target for number of people trained in strategic information management was achieved. This activity did not extend to community volunteers as planned this year, but their training will take place in the first quarter of FY 2008. In some cases the baseline was underestimated as a result of incomplete data in the reports from the District Health Management teams. This year accuracy has improved because Health Information Officers, Public Health Nurses, technical officers and volunteers were trained in data collection and USG supported a field survey to collect data directly from the District Health Information Teams instead of depending on their quarterly reports. Targets for FY 2008 were adjusted based on actual achievements of this year and expected increases in serv

## 3.1 Health3.1.7 Family Planning and Reproductive Health

**Couple years of protection (CYP) in USG-supported programs**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1,006,198	1,762,318	910,810	215,988	1,100,000

## 3.1 Health3.1.7 Family Planning and Reproductive Health

**Number of counseling visits for Family Planning/Reproductive Health as a result of USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men (do not use, no need to disaggregate)				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
560,000	854,000	369,701	857,000	432,000	-	-	-	-	-	-	-	-	-	-

## 3.1 Health3.1.7 Family Planning and Reproductive Health

**Number of people that have seen or heard a specific USG-supported FP/RH message**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
347,649	463,388	653,593	928,748	930,000

## 3.1 Health3.1.7 Family Planning and Reproductive Health

**Number of people trained in FP/RH with USG funds**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
267	715	1,901	1,720	2,500	199	540	1,160	1,190	1,500	68	175	741	530	1,000

## 3.1 Health3.1.7 Family Planning and Reproductive Health

**Number of people trained in monitoring and evaluation**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
13	145	344	120	

## 3.1 Health3.1.7 Family Planning and Reproductive Health

**Number of people trained in other strategic information management**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
64	158	344	170	720

## 3.1 Health3.1.7 Family Planning and Reproductive Health

**Number of service delivery points reporting stock-outs of any contraceptive commodity offered by the**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
97	85	65	68	60

## 3.1 Health3.1.7 Family Planning and Reproductive Health

**Number of USG-assisted service delivery points providing FP counseling or services**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
337	352	450	294	500

**USG-assisted facilities' provider staff with a written performance appraisal**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	25		125	60

1332

**3.1.7 Family Planning and Reproductive Health narrative (no more than 1500 characters)**

chars

The original FY 2007 the Couple Years of Protection (CYP) target of over 1.7 million was a typographical error. The correct target is 1.1 million CYP. The operational plan program element discussion states that the goal is to reach 1.5 million CYP in 2010, a more realistic target. Even so, CYP output this year is disappointing. This is mainly due to a price increase for the social marketed pill and general reductions in use of long term methods. We expect an increase in CYP in FY 2008, as reflected in the new target. Otherwise the sheer volume of FP/RH activity this year surpassed expectations. FY 2007 targets for outputs including numbers of people trained in FP/RH; USG-assisted delivery points; people who have seen or heard a specific FP/RH message; and reduction in number of service delivery points reporting stock-outs were exceeded and targets for FY 2008 are recalculated as appropriate. However, due to changes in job responsibilities for many cadres, the performance appraisal activity was deferred to FY 2008. The initial target for counseling visits was mistakenly set as a cumulative number but is being reported on an annual basis. The FY 2007 and FY 2008 targets have been recalculated to reflect an annual target. As an an

his year.

**3.1 Health\3.1.8 Water Supply and Sanitation**
**Number of institutions that have used USG-Assisted MIS System Information to inform**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
8	4	0	4	

**3.1 Health\3.1.8 Water Supply and Sanitation**
**Number of people in target areas with access to improved drinking water supply as a result of USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
104,301	92,000	90,000	5,000	4,000	53,701	47,065	47,280	2,695	2,195	50,600	44,935	42,720	2,305	1,805

**3.1 Health\3.1.8 Water Supply and Sanitation**
**Number of people in target areas with access to improved sanitation facilities as a result of USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
30,000	30,000	30,100	-	-	15,300	15,300	15,351	-	-	14,700	14,700	14,749	-	-

**3.1 Health\3.1.8 Water Supply and Sanitation**
**Number of people trained in monitoring and evaluation**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1,730	1,490	1,765	240	

815

**3.1.8 Water Supply and Sanitation narrative (no more than 1500 characters)**

chars

The targets for FY 2007 were almost completely achieved. There was a shortfall of 2 percent in the "number of people in target areas with access to improved drinking water supply." The reason is that one of the Food for Peace partners, Opportunities Industrialization Centers International (OIC) was unable to construct new facilities due to a shortfall in funds as compared to planned levels. The number of people trained in monitoring and evaluation exceeded the target for FY 2007 due to the fact that some of partners in the FFP Program are phasing out, requiring substantial training of data collectors for the end of program evaluation. The target for the "number of people trained in monitoring and evaluation" is revised to zero. The partners in the FFP program will not conduct this activity in FY 2008.

**3.2 Education\3.2.1 Basic Education**
**Does your program support education systems/policy reform? If yes, please describe the**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	1	1	1	1



3.2 Education\3.2.1 Basic Education

**Number of Parent-Teacher Association or similar 'school' governance structures supported**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1,484	1,655	1,916	1,421	1,927

3.2 Education\3.2.1 Basic Education

**Number of people trained in monitoring and evaluation**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
547	710	1,460	586	1,245

3.2 Education\3.2.1 Basic Education

**Number of special studies**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
3	4	4	-	4

3.2 Education\3.2.1 Basic Education

**Number of teachers/educators trained with USG support**

					number of women					number of men				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
7,933	8,092	26,455	8,595	58,541	2,931	3,170	11,412	3,284	25,330	5,002	4,922	15,043	5,311	33,121

3.2 Education\3.2.1 Basic Education

**Number of textbooks and other teaching and learning materials provided with USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
388,986	195,343	255,469	200,299	5,231,910

**1142 chars 3.2.1 Basic Education narrative (no more than 1500 characters)**

The USG program met or exceeded targets on 11 out of the 13 standard indicators. The learner related indicators were exceeded due mainly to a change in the school feeding strategy which led to the replacement of the relatively expensive wheat soy blend with less expensive corn soy blend products, enabling increased coverage of more schools. The Culture of Reading intervention was extended for another year and coverage expanded from Grades 1-3 to reach Grades 4-6. The target for teachers and educators was exceeded as the planned support for untrained teachers was expanded from 5,000 to 21,919 to cover all untrained teachers. The target for school officials trained was not met due to a program redesign which led to increased focus on enhancing community support for education and less on the training of school officials. The target for baseline and feasibility studies was not met as the eventual design focused on routine low-level data collection activities that cannot be classified as 'feasibility' studies. 08 targets have been adjusted to reflect the use of Fast Track funds to implement a new national literacy program.

3.3 Social and Economic Services and Protection for Vulnerable Populations\3.3.3 Social Assistance

**Number of people benefiting from USG-supported social assistance programming**

					number of women					number of men					food insecure					female-headed household					HIV-affected					other targeted vulnerable people				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target					
12,208	15,000	11,515	15,000	-	7,325	9,000	6,132	9,000	-	4,883	6,000	5,019	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					

3.3 Social and Economic Services and Protection for Vulnerable Populations\3.3.3 Social Assistance

**Percent of total eligible persons receiving assistance through USG-supported social**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
60	75	50	75	-

**chars**

The USG Program did not meet the 15,000 target set for FY2007; instead an actual number of 11,151 persons benefited from this intervention. This was attributed to delays in the delivery of food commodities and other resources in FY 2007. Not all the targeted distribution centers received the food commodities, accounting for the reduction of people benefiting for this intervention. The number of males receiving food assistance is 5,019 and the number of females receiving food assistance is 6,132. The targeted vulnerable population consists of the chronically poor, including female heads of households; orphans; people living with HIV/AIDS; physically and mentally challenged persons; the elderly; and Tuberculosis patients. In FY 2007, the percent of total eligible persons receiving assistance through this intervention reduced to 0.50% compared to the baseline set at 0.60% in FY 2006.

## 4 Economic Growth - Ghana

### 4.1 Macroeconomic Foundation for Growth4.1.1 Fiscal policy

#### Number of key personnel in fiscal policy and fiscal administration trained with USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
30	30	30	30	-	10	10	9	10	-	20	20	21	20	-

**376**  
chars

#### 4.1.1 Fiscal policy narrative (no more than 1500 characters)

FY 2007 targets were met. USG provides on-site training on debt management to key technical staff at the Ministry of Finance and Economic Planning, the Bank of Ghana, and the Controller and Accountant General's Department. The same individuals will need training over the course of the next three years as the sovereign bond and the single treasury accounts come into affect.

### 4.1 Macroeconomic Foundation for Growth4.1.2 Monetary policy

#### Number of monetary policy legislative/regulatory actions taken with USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	1	1	-	1

**919**  
chars

#### 4.1.2 Monetary policy narrative (no more than 1500 characters)

Not captured in the Monetary Policy indicators for FY 2007 is USG's technical assistance in preparing the first sovereign bond issue in Sub-Saharan Africa in 30 years. With the success of the bond issuance, USG's \$400,000 budget for this area leveraged approximately \$750 million in market-based development finance, or \$1,875 of commercial finance for every \$1 of the Office of Development Assistance (ODA). This success does not take into account the long term impacts in terms of deeper markets and future access to additional finance. Additionally, the indicator used for this element was indeed met as significant work was completed to deepen the liquidity of secondary markets for government securities. The target for FY 2008 has been changed from 0 to 1 to capture the assistance to the Bank of Ghana to develop the regulatory framework for increasing minimum capital level for private sector commercial banks.

## Number of participants in trade and investment environment trainings

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men					
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	
300	50	60	50	-	-	-	9	-	-	-	-	-	31	-	-

## 4.2 Trade and Investment\4.2.1 Trade and Investment Enabling Environment

## Number of Trade and Investment Environment diagnostics conducted

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
5	3	6	2	-

## 4.2 Trade and Investment\4.2.1 Trade and Investment Enabling Environment

## Number of USG supported training events held that related to improving the trade and investment

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
34	6	7	10	-

823

## 4.2.1 Trade and Investment Enabling Environment narrative (no more than 1500 characters)

chars

USG's assistance in strengthening Ghana's Trade and Investment Enabling Environment has been highly praised by both the Government of Ghana (GOG) and the private sector. At the request of the GOG, USG has conducted twice as many diagnostics than was initially intended. These assessments have helped identify and set the ground work for training on international best practices and regulatory frameworks for such issues as customs procedures conformity with WTO requirements, external tariff scheme requirements for the European Union Economic Partnership Agreements, and the creation of a Tariff Advisory Board at the Ministry of Trade and Investment. Additionally, USAID's Resident Technical Advisor at the Ministry of Finance and Economic planning is training new technical staff on the Ministry's Economic Planning Unit.

4.2 Trade and Investment4.2.2 Trade and Investment Capacity

**Number of firms receiving capacity building assistance to export**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
52	16	24	7	-

4.2 Trade and Investment4.2.2 Trade and Investment Capacity

**Number of firms receiving USG assistance that obtain certification with international quality**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
26	14	15	10	-

4.2 Trade and Investment4.2.2 Trade and Investment Capacity

**Number of Trade and Investment capacity building diagnostics conducted**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
7	3	6	5	-

4.2 Trade and Investment4.2.2 Trade and Investment Capacity

**Number of USG supported training events on topics related to investment capacity building and**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
183	67	274	150	-

1261  
chars

**4.2.2 Trade and Investment Capacity narrative (no more than 1500 characters)**

USG-programs to support Trade and Investment Capacity exceeded anticipated targets for the year. USG has accomplished significant work in strengthening Ghana's Trade and Investment Capacity both within the GOG and the private sector. More firms than initially expected took advantage of the sector strategy development initiatives. Farms and exporters involved in the citrus industry, papaya program, and mid-size pineapple producers stepped forward to implement policies and procedures required to meet various international standards. The trainings and diagnostics conducted over the past year reflect the increase in international demand for Ghanaian commodities as well as the improved capacity of Ghanaian firms to meet that demand. The firms receiving certification through USG-assistance are doing so for the first time; this EurepGAP certification enables a farmers and firms to receive a fare price for premium commodity. It should be noted that the data does not include eight additional firms who are simply waiting for their certificate to be processed. As a direct result of USG's success in helping firms meet certification requirements, more than three times the anticipated number of people participated in investment capacity building training.

## Number of financial sector professionals trained on international standards this year with USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	80	113	110	-	-	-	-	-	-	-	-	-	-	-

## 4.3 Financial Sector\4.3.2 Financial Services

## Number of USG supported special funds loans issued this year

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	5	-	5	-

## 4.3 Financial Sector\4.3.2 Financial Services

## Value of the USG supported special funds loans issued this year

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	3,000,000	-	3,000,000	-

924

## 4.3.2 Financial Services narrative (no more than 1500 characters)

chars

USG support to the financial sector is shifting its focus to the enabling environment; therefore FY 2008 targets will be revised to zero. In FY 2007, previous year funds were used to support two Development Credit Authority (DCA) initiatives that foster enterprise development of Small and Medium Sized Enterprises and agribusinesses. To date, USG's DCAs in Ghana have issued nine loans leveraging approximately \$4 million. Additionally, USG technical assistance helped set-up the GOG Venture Capital Trust Fund. To date, the GOG has matched \$4 million of private sector and donor investments into the Fund. Throughout FY 2007, USG has organized forums to educate stakeholders on the impact of the legislative bills that are intended to increase transparency in the financial sector. The bills were drafted and subsequent forums were organized with USG technical assistance; more than 110 people participated in the forums.

4.4 Infrastructure4.4.1 Modern Energy Services

Number of people receiving USG supported training in energy related policy and regulatory practices

					Number of women					Number of men				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	20	-	-	-	-	-	-	-	-	-	-	-

4.4 Infrastructure4.4.1 Modern Energy Services

Total public and private dollars leveraged by USG for energy infrastructure projects

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	10,000,000	-

1190  
chars

4.4.1 Modern Energy Services narrative (no more than 1500 characters)

USG seeks to facilitate the development of a secondary terrestrial gas pipeline network in Ghana as a model for similar developments in Togo and Benin, drawing gas from the offshore gas pipeline that runs from Nigeria to Ghana. Initial work in FY 2007 with FY 2006 USG funding focused on identifying key issues and as a way forward with stakeholders, public-private dialogues were conducted to review the guidelines drafted with USG technical assistance. The stakeholders conferences included more than 100 people from various pertinent government agencies. Over the course of FY 2008, FY 2007 funds will be used to provide technical assistance to help revise the regulatory framework so that it incorporates the recommendations made during the public-private dialogue. No FY 2008 funds will be allocated to this element; the USAID/West Africa Mission will assume responsibility for USG assistance in energy matters. Thus, the initial intention of training 20 national regulatory officials in Ghana to perform key oversight functions will be managed by USAID/West Africa. Similarly, the USAID/West Africa Mission will work toward leveraging investments for the secondary gas infrastructure.

4.5 Agriculture4.5.1 Agricultural Enabling Environment

Number of individuals who have received USG supported short-term agricultural enabling environment training

					Number of women					Number of men				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
526	737	469	727	-	62	140	91	162	-	464	597	378	565	-

4.5 Agriculture\4.5.1 Agricultural Enabling Environment

**Number of institutions/organizations making significant improvements based on**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	2	5	2	-

4.5 Agriculture\4.5.1 Agricultural Enabling Environment

**Number of institutions/organizations undergoing capacity/competency assessments as a result of**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	2	7	2	-

4.5 Agriculture\4.5.1 Agricultural Enabling Environment

**Number of policy reforms analyzed with USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
7	15	20	26	-

4.5 Agriculture\4.5.1 Agricultural Enabling Environment

**Number of policy reforms presented for legislation/decrees as a result of USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2	-	2	2	-

790

chars

**4.5.1 Agricultural Enabling Environment narrative (no more than 1500 characters)**

USG exceeded all of its projected targets due to our work on a set of highly relevant assessments of roadblocks in the enabling environment for agricultural development. The diagnostics and subsequent stakeholder forums stimulated an active participation from pertinent Government of Ghana agencies as well as farmers and agribusinesses at various stages of growth. A particularly higher number of people benefited from short term training than was originally projected primarily because GIS training included agricultural extension agents. The potential of GIS technology for improving planning and data gathering demonstrated by USG-supported activities has awakened the interest of the Ministry of Food and Agriculture (MOFA), which mandated that its agents participate in the training.

4.5 Agriculture4.5.2 Agricultural Sector Productivity

**Number of additional hectares under improved technologies or management practices as a result**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2,086	2,073	3,626	2,340	-

4.5 Agriculture4.5.2 Agricultural Sector Productivity

**Number of additional surveillance and/or control systems in place for agricultural threats (biological)**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
5	3	11	3	-

4.5 Agriculture4.5.2 Agricultural Sector Productivity

**Number of agriculture-related firms benefiting directly from USG supported interventions**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
94	39	164	30	-

4.5 Agriculture4.5.2 Agricultural Sector Productivity

**Number of individuals who have received USG supported short term agricultural sector productivity training**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
22,786	24,320	34,971	44,000	-	8,367	10,050	9,716	20,000	-	14,419	14,270	25,255	24,000	-

4.5 Agriculture\4.5.2 Agricultural Sector Productivity

**Number of new technologies or management practices made available for transfer as a result of**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
45	28	99	20	-

4.5 Agriculture\4.5.2 Agricultural Sector Productivity

**Number of new technologies or management practices under research as a result of USG**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
5	2	12	3	-

4.5 Agriculture\4.5.2 Agricultural Sector Productivity

**Number of producers organizations, water users associations, trade and business associations, and**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1,347	1,158	2,141	1,738	-

4.5 Agriculture\4.5.2 Agricultural Sector Productivity

**Number of public-private partnerships formed as a result of USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
22	30	22	25	-

4.5 Agriculture\4.5.2 Agricultural Sector Productivity

**Number of rural households benefiting directly from USG interventions**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
35,914	48,440	51,266	37,250	-

4.5 Agriculture4.5.2 Agricultural Sector Productivity

**Number of vulnerable households benefiting directly from USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
32,971	37,380	42,189	18,250	-

4.5 Agriculture4.5.2 Agricultural Sector Productivity

**Number of women's organizations/associations assisted as a result of USG supported interventions**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
19	28	31	29	-

4.5 Agriculture4.5.2 Agricultural Sector Productivity

**Percent change in value of purchases from smallholders of targeted commodities**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	12	67	15	-

892  
chars

**4.5.2 Agricultural Sector Productivity narrative (no more than 1500 characters)**

Most targets are being significantly exceeded and the Mission plans to meet with partners to review and eventually revise targets for FY 2008 during the first quarter of FY 2008. The projections of PL 480 partners has not always been fully captured in setting targets. Revision of targets will examine this issue and also give further analysis of the PL 480 phaseout in FY 2008 and future year targets. Meeting IEHA objectives of broadened assistance to poor rural households received additional attention in FY 2007. Increased amounts of DA funds were directed toward such crops as maize, mangoes and cashews which offer opportunities to resource poor households to benefit from commercial markets. This expansion implemented in FY 2007 has resulted in a large increase in the number of households that are benefiting from training in an expanded number of more productive technologies.

4.6 Private Sector Competitiveness\4.6.1 Business Enabling Environment

**Number of municipalities receiving USG assistance with regulatory/ administrative simplification**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
16	25	25	20	-

730  
chars

**4.6.1 Business Enabling Environment narrative (no more than 1500 characters)**

The standard indicator used for the private sector enabling environment clearly captures the impact of USG's Government Accountability Improves Trust program, which successfully met its target of simplifying the administrative workings of 25 local government entities. USG used customized indicators to capture the legislative work completed through the Trade and Investment Program for a Competitive Export Economy (TIPCEE). TIPCEE exceeded its targets for policy development except in the number of reforms passed. The two additional bills that were expected to be passed are currently in review by the appropriate technical committee of Cabinet. Additional technical assistance will be provided to incorporate recommendations.

4.6 Private Sector Competitiveness\4.6.2 Private Sector Productivity

**Number of firms receiving USG assistance to improve their management practices**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	5	12	5	-

4.6 Private Sector Competitiveness\4.6.2 Private Sector Productivity

**Number of new members in private business associations as a result of USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
181	200	417	220	-

4.6 Private Sector Competitiveness\4.6.2 Private Sector Productivity

**Number of public-private dialogue mechanisms utilized as a result of USG assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
15	35	28	55	-

**4.6 Private Sector Competitiveness**  
**4.6.2 Private Sector Productivity**

**Number of SMEs that successfully accessed bank loans or private equity as a result of USG**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	8	6	8	-

**1233**  
**chars**

**4.6.2 Private Sector Productivity narrative (no more than 1500 characters)**

As a direct result of USG's successful technical assistance to private firms and farms, more than double the anticipated number of entrepreneurs became members of private business associations. This increase was due in large part to the technical assistance provided under both the agricultural productivity element and the trade and investments capacity element. Assistance under the private sector productivity element focused on improving the business management and marketing practices of new and growing agribusinesses. Again, USG-training on management practices was a positive response to the needs of growing sector groups such as papaya and mango. With improved practices by these growing 12 firms targeted for management training, an additional 300 farmers will have an outlet for their fresh produce. USG technical assistance around regulatory development utilizes public-private dialogue to ensure local ownership. Actuals for this indicator, however, were lower than anticipated because discussions tended to include a small technical group. Actuals for the number of SMEs successfully accessing loans did not meet the anticipated target firms are still developing management practices to meet commercial bank standards.

