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MUTLI DONOR BUDGET SUPPORT (MDBS) POLICY MATRIX 2010 - 2012: GOVERNMENT'S REFORM STRATEGY AND PROGRESS INDICATORS

I. PROMOTING GROWTH, INCOME & EMPLOYMENT

A. Enhancing Competitiveness in Ghana's Private Sector

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Policy Objective	MDBS 2010	MEANS OF VERIFICATION	MDBS 2011	MDBS 2012
A1. Sector strategy in place to provide basis of sector financing and planning.	1. Business registration procedures have been streamlined and as a result more entrepreneurs have registered their businesses.	Registrar-General's Department (Statistics). <i>Responsibility: Minister of Trade and</i>	1. Number of businesses registered increase to a total of 55,000.	1. Number of businesses registered increase to a total of 65,000.
and planning.	Number of businesses registered increase to a total of 50,000 in 2010. Baseline 31.12.2009: 45,030	Industry with Registrar -General	Baseline 31.12.2009: 45,030	Baseline 31.12.2009: 45,030
	2. Government has established a Governance Structure for PSDS II and commenced implementation of the PSDS II action plan.	 (a) Terms of Reference for entire Governance Structure signed by Minister of Trade and Industry or Presidency. (b) Appointment of members. (c) Progress Report prepared by the PSDS II Coordinator on the implementation of the action plan. <i>Responsibility: Minister of Trade, and Industry and PSDS Coordinator</i> 	 2. (a) Oversight Body chaired by the Presidency has held at least one meeting. (b) A sub-presidential implementation oversight body has held at least 2 meetings. MoV: Minutes or summary reports of meetings signed by Chairperson(s) 	2. MoTI and /or Oversight body has assigned responsibility for a review mission to evaluate PSDS II implementation. MoV : <i>External Review Report</i>
A2. Create a more diversified financial sector and improve access to financial services.	3. Financial Sector Strategic Plan II submitted to Cabinet for decision.	Forwarding letter to Cabinet on the Plan. <i>Responsibility: Minister of Finance &</i> <i>Economic Planning</i>	3. The costed project document ready for discussion with development partners.	3. Funding in place for project implementation.
B. Infrastructure, Energy and	d Human Settlements Development - Energy	-	I	1
<i>B1. To improve the financial performance of TOR.</i>	4. Government through MoFEP and MoEN submits to Cabinet for decision an action plan regarding the restoration of Tema Oil Refinery (TOR) financial sustainability.	Letter of Submission to Cabinet. <i>Responsibility: Minister of Finance & Economic Planning and Minister of Energy</i>	4.Begin implementation of the action plan. MoV: <i>Work plan to MoFEP and MoEN.</i>	4. Continue implementation of action plan.
B2.To effectively regulate petroleum upstream sector.	5. Government through MoEN submits to Cabinet for decision a policy proposal establishing a petroleum regulatory authority.	Letter of Submission to Cabinet. <i>Responsibility: Minister of Energy</i>	5. Submission of Regulatory Bill to Cabinet. <u>MoV:</u> <i>Letter of Submission to Cabinet</i>	5. Submission of Bill to Parliament. MoV: <i>Letter of submission to Parliament.</i>
<i>B3. To improve financial performance of power utilities.</i>	6. The Public Utilities Regulatory Commission (PURC) establishes and implements the electricity automatic tariff adjustment mechanism.	Gazette Notice. <i>Responsibility: PURC</i>	6. Continue implementation.	6. Continue implementation.
C. Infrastructure, Energy and	d Human Settlements Development - Transpo	t		
C1. Create and sustain an	7. Submission to Parliament of Road Traffic	Letter of submission to Parliament.	7. Effective implementation of Axle load	7. Effective implementation of Axle

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efficient transport system that	Regulations.	Responsibility: Minister of Roads &	control as per the Ghana Road Traffic	control as per the Ghana Road Traf
meets user needs.		Highways	Regulations.	Regulations.

	Expected Outcomes
ed	Increase in incomes and number of jobs being created by MSMEs to reduce poverty.
ias ew	
	Financial Sector improved.
tion	Improve financial health of TOR.
t.	Efficient regulation of Petroleum Upstream Sector.
	Sustain financial viability of Power Utilities.
le load affic	Preservation of road network assets.

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Policy Objective	MDBS 2010	MEANS OF VERIFICATION	MDBS 2011	MDBS 2012	Expected Outcomes
		 (a) 2009 Annual Report of Road Fund submitted to Parliament. (b) 2009 External Audit Report of Road Fund. <i>Responsibility: Minister of Roads &</i> <i>Highways.</i> 	maintenance (routine and periodic) activities (% to be determined in due	8. XX% of Road Fund resources spent on maintenance (routine and periodic) activities (% to be determined in due course).	
D. Accelerated Agricultural N	Nodernization and Sustainable Natural Resour	ce Management			
D1. Agricultural sector funding.	implementation of the Medium Term Sector Investment Plan (METASIP) for 2009-2010	MoFA's Analytical Assessment Report on DP-GOG funding to the sector. <i>Responsibility: Minister of Food and</i> <i>Agriculture</i>	sector funding to inform 2012 annual	2 · · ·	Greater coordination of agriculture- related spending across Government o Ghana, Private Sector and DPs, enables the agriculture sector to be the major driver of the economy.
<i>D2. Effective institutional capability in the agriculture sector.</i>	10. Terms of Reference and Governance Structure of the Comprehensive African Agricultural Development Plan (CAADP) Country Team for the implementation of METASIP, to be drafted and submitted to the signatories of the CAADP Ghana Compact.	Terms of Reference and a Governance Structure for the CAADP Country Team. <i>Responsibility: Minister of Food and</i> <i>Agriculture.</i>	 10. A functional Governance Structure established and led by MoFA, to oversee the implementation of METASIP. MoV: (a) Minutes of meetings of Governance Structures. (b) Review reports by MoFA on implementation of METASIP programmes. 	10. Outputs and recommendations of the CAADP Country Team incorporated by MoFA into its annual work plan and budget. MoV: <i>MoFA's budget reflecting outputs and</i> <i>recommendations of CAADP Country Team.</i>	MOFA better equipped to deliver on institutional mandate.
environmental management.	 Advisory Council (ENRAC) convenes and provides policy guidance on the following issues: (a) Strategic Environmental Assessment on oil and gas; (b) Strategic Direction for the National Climate 	 (a) Minutes of the meetings of the Environment and Natural Resources Advisory Council. (b) Copies of policy guidance/directives. <i>Responsibility: Minister of Lands & Natural</i> <i>Resources and Minister of Environment</i> <i>Science & Technology.</i> 	 issues on mining (especially mining in Forest Reserves); (c) Review sustainable land management as option for adaptation of climate; (d) Review of 2010 Forest Master Plan; 	 11. ENRAC convenes and provides policy guidance on the following issues: (a) Cost of Environmental degradation; (b) Review of implementation of the NPDP; (c) Review implementation of SDAP; (d) Implementation of NCCPF; and (e) Follow-up of REDD. MoV: Sector Discussion documents ENRAC Calendar of Meetings Minute of Meetings 	Enhanced inter-sectoral coordination, improved sector-wide partnership and accountability in view of enhanced coherence in policies and decision making, integration of environmental issues into policy, plans and budgets.

A. Education

Policy Objective	MDBS 2010	MEANS OF VERIFICATION	MDBS 2011	MDBS 2012	Expected Outcomes
A1 Improve quality of teaching and learning.	increasing the number of trained teachers in deprived districts. <i>Indicators:</i> % of trained teachers in: Deprived Districts - 43% National Average - 62%	Baseline 2009-10 % of trained teachers in: Deprived Districts - 38.5%; National Average - 58.2% Responsibility: Minister of Education	in deprived districts. Indicators: % of trained teachers in: Deprived Districts: -48.5% National Average - 67% (2011/12 EMIS Report)	 12. Improve the quality of learning by increasing the number of trained teachers in deprived districts. <i>Indicators:</i> % of trained teachers in: Deprived Districts - 53% National Average - 72% 	Teacher performance improved alongside pupil learning achievement and outcomes (literacy and numeracy).
<i>A2 – Bridge gender gap in access to education.</i>	gender parity particularly in areas with low enrolment of girls at the JHS and SHS levels. <i>Indicators:</i>	Baseline 2009/10 Gender Parity Index: JHS: 0.93		13. Implement specific measures to achieve gender parity particularly in areas with low enrolment of girls at the JHS and SHS levels. <i>Indicators:</i> <i>Gender Parity Index:</i> <i>JHS: 0.96</i> <i>SHS: 0.90</i>	Achievement of MDG on Gender Parity in Basic and Secondary Education.
A3 – Reform and implement EMIS with increased internal capacity built in.	14. Revise and implement EMIS masterplan with cross Ministry ownership and capacity for software editing and analysis built. <i>Indicators: School census conducted, data analysed and EMIS report ready on time for MDBS assessment in April.</i>	Report on revision and implementation of masterplan, including data analysis and software editing capacity. <i>Responsibility: Minister of Education</i>	14. Conduct EMIS and issue report by end of March.	14. Conduct EMIS and issue report by end of March.	Improved EMIS delivered on time to enhance evidence based policy making processes.
B. Health					
<i>B1. Scale up high impact health, reproduction and nutrition interventions and services targeting the poor, disadvantaged and vulnerable groups.</i>	15. Satisfactory performance of the health sector as defined by and measured through the holistic assessment. (satisfactory - colour code green)	Responsibility: Minister of Health	MoV : Annual Review Report and related Aide Memoir.	health sector as defined by and measured through the holistic assessment. (satisfactory= colour code green)	Increased staff productivity. Improved equity in population staff ratios by regions. Increased production of middle level health personnel. Reduced child mortality. Improved maternal health. Reduced incidence of malaria and other major diseases. Reduced malnutrition in children under 5 year old.
	16. 47% expected deliveries attended by trained health workers. (2009 baseline: 45.6%)		trained health workers.	16. 55% expected deliveries attended by trained health workers. MoV : <i>Annual Review Report and related Aide</i> <i>Memoir.</i>	Improved maternal health. Supervised delivery coverage improved. Reduced child and neonatal mortality.
<i>B2. Improve governance and sustainable financing.</i>	17. 80% preventive funds disbursed to beneficiaries by levels and time.	GAC financial report and or annual programme of work. <i>Responsibility: Ghana Aids Commission and</i> <i>Minister of Health</i>	MoV : GAC financial report and or annual	17. 85% preventive funds disbursed to beneficiaries by levels and time. MoV : <i>GAC financial report and or annual programme of work.</i>	Increased financial access of the poor to health services. Improve financing of health services.

C. Social Protection

Policy Objective	MDBS 2010	MEANS OF VERIFICATION	MDBS 2011	MDBS 2012	Expected Outcomes
Strategy.	tests and validates the Common Targeting mechanism in collaboration with 4 other MDAs (Agriculture, Health, Education and Local Government).		18. The Common Targeting Mechanism is tested and adjusted.	is implemented.	A common targeting mechanism for all GoG social protection interventions is in place.
	19. 55,000 regular LEAP eligible households receiving the cash subsidies.	DSW Periodic Reports. <i>Responsibility: Minster of Employment &</i> <i>Social Welfare.</i>	19. 60,000 regular LEAP eligible households receiving LEAP Social Grants.	households receiving LEAP Social Grants.	NHIS registration and school enrolment increases among beneficiaries as a result of conditionalities of the LEAP scheme. Regular, reliable registration, management and tracking systems in place to run LEAP programme efficiently.

D. Water and Sanitation

<i>D1. Accelerate the provision of adequate sanitation.</i>	20. Strategic Environmental Sanitation Investment Plan (SESIP) finalized and submitted to Cabinet for approval.		20. Implementation of National Environmental Sanitation Strategic and Action Pan (NESSAP/SeSIP). <u>MoV:</u> <i>Implementation Reports from Metropolitan,</i> <i>Municipal, and District Assemblies (MMDAs)</i>	20. Implementation of Nation Environmental Sanitation St Action Pan (NESSAP/SeSIP) <u>MoV:</u> <i>Implementation Reports from</i> <i>Municipal, and District Assemb</i>
	21. Launch and Implement the Ghana Compact on Sanitation and Water for All.		capacity enhancement and training of staff	21. Establish Monitoring an System for Environmental S Services. MoV : <i>Monitoring and Evaluation Re</i> , <i>by M&E system</i>
<i>D2. Accelerate the provision of adequate potable water.</i>	22. Development of Sector Strategic Development Plan (SSDP).	Draft Report. <i>Responsibility: Minister of Water Rresource</i> <i>Works & Housing</i>		22. 68% access to safe wat communities and small tow defined in the CWSA 5-year plan. <u>MoV</u> : <i>CWSA Annual Report.</i>
	23. 63% access to safe water in rural communities and small towns, as defined in the CWSA 5-year investment plan.	Responsibility: Minister of Water Rresource	23. 65.8% access to safe water in rural communities and small towns, as defined in the CWSA 5-year investment plan. MoV : <i>CWSA Annual Report.</i>	23. 68% access to safe wat communities and small tow defined in the CWSA 5-year plan. <u>MoV:</u> <i>CWSA Annual Report</i>

A. Governance - Attorney General's Department

tional Strategic and P).	Strategic investments in view of adequate investments.
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MUTLI DONOR BUDGET SUPPORT (MDBS) POLICY MATRIX 2010 - 2012: GOVERNMENT'S REFORM STRATEGY AND PROGRESS INDICATORS

Policy Objective	MDBS 2010	MEANS OF VERIFICATION	MDBS 2011	MDBS 2012	Expected Outcomes
A1. Improve governance and public accountability.	Accra. Lead Institution: EOCO, (MoJ/AGs Dept) MoFEP Other institutions involved in future years: Other law enforcement agencies including Police, Immigration, NACOB, FIC (Financial Intelligence Centre)	 (a) Staff lists indicating name, position, duty station and date of assumption. (b)Training materials, training report and attendance register. (c) Copy of Operational Manual with Distribution list and acknowledgement by Regional Directors. <i>Responsibility: MoJ /AG and MoFEP</i> 	investigations.	-	Legal and institutional framework and efforts to combat corruption strengthened.

Policy Objective	MDBS 2010	MEANS OF VERIFICATION	MDBS 2011	MDBS 2012
	25. A National Anti-Corruption Action Plan (NACAP) fully developed and submitted to Parliament. <i>Lead Institution: CHRAJ (GoG plan has been</i> <i>assigned by President to CHRAJ leadership)</i> <i>Other institutions involved: A-G, Judiciary,</i> <i>Parliament, DPs, SFO, CSOs (GII, CDD and</i> <i>GACC), private sector (PEF), MoFEP,</i> <i>APRM, NDPC, Anti-Corruption Experts /</i> <i>Practitioners.</i>	(a) Finalized Action Plan (b) HANSARD (official publication from Parliament). <i>Responsibility: CHRAJ</i>	25. Implementation of Action Plan. <i>(Specific target tbd)</i>	25. Implementation of Actio (<i>Specific target tbd</i>)

B. Local Governance and Decentralization

<i>B1. To develop and implement</i> <i>a coherent and comprehensive</i> <i>decentralization strategy which</i> <i>consolidates administrative,</i> <i>fiscal and political policy</i> <i>objectives.</i>	26. Decentralization Policy and Implementation Plan developed and submitted to Cabinet for approval.	Cabinet approval of the Decentralization Policy Framework and Implementation Plan <i>Responsibility: Minister of Local</i> <i>Government and Rural Development</i> <i>and Minister of Finance and Economic</i> <i>Planning</i>	-		Improved alignment of policy and legislation framework enables central and local governments to act within clear parameters and more effectively carry out their roles and responsibilities.
	 27. Transfer of functions, staff, and financial resources of all three MLGRD departments to districts in accordance with L.I. 1961 and consequent ministerial realignment. These departments of MLGRD are: Department of Births and Deaths Registry Department of Parks and Gardens Department of Community Development 	establishes the Department of Births and Deaths Registry to allow its devolution.	resources) of the remaining departments under the first schedule of L.I. 1961 in accordance with the provisions of the said L.I.	27. Devolution (transfer of staff and resources) of the departments under the second schedule of L.I. 1961 in accordance with the provisions of the said L.I. (prior to their devolution their established enactments have to be amended).	

C. Governance - Public Sector Reform

C1. To transform the	28. Action plan on Subvented Agency reform	(a) Joint Memo to Cabinet with	28. Action plan developed and undertaken	28. Closure/withdrawal of subvention	Improved performance and productivity
Subvented Agencies Sector	(i.e. decisions on those for closure,	proposed action plan (sponsored	towards the strengthening of capacity for	completed for identified Subvented	in the Civil Service.
to deliver on mandate	withdrawal of subvention, those on reduced	by Ministers for PSR and MOFEP);	improved service delivery in 5 Subvented	Agencies (as enshrined in the Subvented	
	subvention and timelines for	and/or	Agencies on full government subvention.	Agency ACT 706, which requires that	
	implementation) announced.	(b) Announcements, policy	MoV:	the process of closure/ withdrawal of	
		statements (e.g. White Paper).		Subvented Agencies should be	
		Responsibility: Minister of State for		completed in 24 months).	
		Public Sector Reform , Minister of	and implementing agencies	MoV:	
		Finance and Economic Planning and		2013 Budget statement	
		the Minister of Employment and		Responsibility: PSRS, MOFEP, MESW,	
		Social Welfare.		Organized Labour, Sector Ministries &	
				Implementing Agencies.	

2	Expected Outcomes
ion Plan.	Legal and institutional framework and efforts to combat corruption strengthened.

Policy Objective	MDBS 2010	MEANS OF VERIFICATION	MDBS 2011	MDBS 2012	Expected Outcomes
<i>C2. To support and strengthen the Civil Service to meet its role and mandate in the light of decentralization.</i>	29. Civil Service Bill revised and submitted to Parliament.	Letter of submission to Parliament. <i>Responsibility: OHCS, PSRS, MOJAG-Legal</i> <i>Drafting Department</i>	database for two (2) Public Services i.e. Civil and Local Government Service, developed and validated. <u>MoV</u> :	of Service for the various Classes within the Civil Service in the context of the Single Spine Salary Structure. <u>MoV</u> : <i>Copy of each completed Scheme of Service.</i> <i>Responsibility: OHCS, PSC, FWSC, PSRS</i>	development activities. Improved productivity and accountability of SAs.

D. Governance - Public Financial Management

			r		r
<i>D1. Efficient and reliable public expenditure management.</i>	30. Stabilised Cash management system provides weekly cash statements aligned with the TSA account.	 (a) Weekly cash statements designed for CAGD and BoG position, indicating cash inflow against cash outflow and the requisite financing (Excel Sheet). (b) An extract of automated BoG balance position capturing all MDA accounts as defined under the Treasury Single Account phase 2 agreement. <i>Responsibility: CAGD</i> 	30. An automated weekly Cash Management System of all cash inflows and outflows of GoG operational.	Management System of all cash inflows	Improvement in budget execution including appropriate releases of budgeted funds.
	31. 2011 Budget and monthly statements of the public accounts based on the harmonised Chart of Accounts.	 (a) Copy of 2011 Budget volume using the Chart of Accounts. (b) Monthly financial statement by CAGD of the Public Accounts per MDA based on the Chart of Accounts. <i>Responsibility: CAGD</i> 	31. 2012 Budget and (monthly) financial reports are based on the single harmonised Chart of Accounts including any modification of the Chart of Accounts and the budget classification.	• • • • • • • •	Improved policy relevance of budget and financial reporting.
	32. Commitment controls are reinstated and enforced for all MDAs, within the context of the liquidation plan, such that no new arrears over their budget accrue through uncontrolled spending on Item 3 and 4.	(a) Circular to MDAs (b) CAGD financial statement 2010. <i>Responsibility: Minister of Finance</i> <i>and Economic Planning and CAGD</i>	32. Automated monthly overview of commitments and outstanding payments for all MMDAs enrolled on GIFMIS.	32. Automated monthly overview of commitments and outstanding payments for all MMDAs enrolled on GIFMIS.	Improvement in management of commitments and build-up arrears.
<i>D2. Strengthen Revenue Collection and Transparency.</i>	 33. Commencement of integration of revenue agencies by strengthening the LTU by: (a) Adoption of evaluation report. (b) Development and adoption of selection criteria for segmentation and allocation of taxpayers to LTO, MTO and STO. 	Publication of criteria. <i>Responsibility: Ghana Revenue Authority</i>	33. Completion and testing of TIN Registration module of IT system.	·	Efficient, comprehensive and transparent Revenue Administration.
D3. EITI	34. Reporting template developed by National Steering Committee to collect data for oil and gas EITI reports.	Templates. <i>Responsibility: Minister of Finance & Economic Planning, National Steering Committee</i>	34. Development of a draft EITI legislation.	34. Submit legislation to Cabinet.	Transparency of revenue from mineral and oil resources.

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Policy Objective	MDBS 2010	MEANS OF VERIFICATION	MDBS 2011	MDBS 2012	Expected Outcomes
. Governance- Monitoring 8	& Evaluation				
E1. Strengthen M&E system.	Policy Making (EBPM) across sectors and districts: MDAs and MMDAs have developed costed M&E plans based on the MTDP which explicitly identify the indicators to be disaggregated by sex, and submitted to the	 (a) 20 MDAs submitted draft plans which meet NDPC checklist requirements. (b) At least 20 MMDAs that submit their M&E plans meet NDPC checklist requirements. <i>Responsibility : MDAs , MMDAs and NDPC</i> 	Annual Progress Reports (APRs) in accordance with their respective M&E plans with sex disaggregation according to	Annual Progress Reports (APRs) in accordance with their respective M&E	Widening the use of evidence based policy making.
	GSS to have released preliminary population	Preliminary population results publicly available. <i>Responsibility: Ghana Statistical Service</i> (GSS)	GSS to have released final results and district-level population data of the 2010	GSS to have released analytical reports	A GPRS/Development Plan responsive census and survey programme, which is being implemented according to the plar
	Government funding to MDAs and MMDAs on M&E and statistics.	Baseline study setting out resource flows, resource allocations, disbursements and actual expenditure. <i>Responsibility: NDPC and GSS</i>	and separate budget lines for M&E and	 37. Government of Ghana Budget expenditure for M&E and statistics to be above x% of agreed budget. (<i>this will be more specifically defined</i> <i>once baseline report is available</i>) 	

F. Gender Equality

<i>F1. Bridge gender inequality gaps in policy implementation.</i>	38. GRB Monitoring Unit (GRB-MU) established and functional.	GRB-MU 2010 end of year report. <i>Responsibility: Minister of Women and</i> <i>Children's Affairs</i>	38. GRB-MU to evaluate the implementation of GRB activities in three initial pilot MDAs (Health, Education and Agriculture). <u>MoV</u> : <i>GRB-MU evaluation reports</i>	38. GRB-MU issues GRB Compliance certificates to MDAs. <u>MoV</u> : <i>GRB Compliance Certificate</i>	The target will achieve commitment in promoting gender mainstreaming and GRB in MDAs and MMDAs.
	39. Increase in the annual implementation and spending of DV-NPA activities by the DV Secretariat by 300% in 2010 over 2009 (from GHC 325K to GHC 1m).	(a) Quarterly financial reports on DV NPA activities implemented in 2010 (b) 2009 DV-NPA annual report <i>Responsibility: Minister of Women and</i> <i>Children's Affairs</i>	39. Increase in the annual implementation and spending of the DV-NPA activities by the DV Secretariat by 250% (to at least GHC 250m). <u>MoV</u> : <i>DV-NPA M&E framework</i>	39. M&E of DV NPA activities. MoV : <i>M&E reports of DV NPA activities</i>	The target deals directly with the protection of the rights of women, children and men. The target will ensure effective M & E o DV-NPA activities.