



## Sustainable Development



## The Principles of Sustainable Development GTZ's Concept

At the United Nation Conference on Environment and Development, held in Rio de Janeiro in 1992, the world community agreed that the protection of the environment and social and economic development are fundamental to sustainable development. The Rio Principles were reaffirmed and refined in the Millennium Declaration and the Millennium Development Goals (2000), the Monterrey Consensus (2002), and the Johannesburg Plan of Implementation (2002).

Great efforts have been made and many fine examples set to meet the challenges of an economically viable, socially equitable, and ecologically sound development. Yet, development is not a linear path. It is a complex process, with progress and setbacks.

Sustainable solutions – not only for the present but also for future generations – have gained momentum over the past decade and are now in great demand.

For German Technical Cooperation (GTZ), sustainable development means:

- Economic growth for more prosperity
- Equal opportunities for rich and poor, North and South, men and women
- Natural resource use for the benefit of present and future generations

No matter what services GTZ renders, it always adheres to these concepts. It is an integral part of our vision, mission, and our values.

In reality, the goals of economic development, social equity, and of maintaining a sound environment are complementary, though they frequently stand in competition with each other. In our work, we seek a fair and peaceful balance of interests by finding solutions that benefit the various stakeholders (so-called win-win solutions).

Issues of power and vested interests - locally and globally - affect all strata of the development process. Therefore, to ensure sustainability, GTZ supports the negotiation processes and searches for workable compromises that emphasize social reform and good governance.

Sustainability entails the ongoing search for new solutions to economic, social, and ecological problems in different social, cultural, and historical settings.

Sustainable development is a holistic concept, integrating all policy fields and all areas of society. It affects all sectors of the state, business, and civil society.

It is more than just sustaining the outcomes of a project after its completion. GTZ designed solutions must go further. They must generate lasting, deeply felt results.

How do we work? Our approach is to help raise the capabilities of people and the organizational structures of our partner countries. Capacity development is not purely a technical process, entailing the straightforward transfer of knowledge (historically from Europe and North

America) to the Developing World; rather, it focuses on the need for competent management of complex organisational change.

### | our work is holistic

In all of our programmes, we recognize that the social, economic, and ecological aspects of sustainable development are interrelated. Thus we work with many different actors and try to engage at those crucial points where a desire for change exists.

Where action at different levels – from local to the global – is essential for sustainable development, we combine advice at the national level with activities at the provincial and/or local level. We also work across borders and regions.

### | our work is process-oriented

Since we look for viable solutions, we do not apply ready-made blueprints. Instead, we support the process of social reflection and learning, and try to harness peoples' latent energy and creativity.

We act as facilitators. The aim is to empower partners and provide them with the tools and strategies to help themselves.

By creating transparency, we make interests negotiable. We encourage compromise and peaceful negotiation rather than hardened positions between stakeholders.

Our cooperation contracts often require us to assist underprivileged groups by providing them with access to material resources, education, knowledge, legal rights, and an opportunity to participate in political decision-making. These are essential prerequisites for sustainable development.

We facilitate closer interaction between the government, the private sector, and civil society.

### our work is value-oriented |

We believe that diverse interests can be reconciled most effectively and fairly in democratic societies, under the rule of law, and in a social and ecological market economy. That is why our work is guided, above all, by the principles of good governance (popular participation, transparency, and accountability) and fundamental, internationally accepted values such as human rights.

## GTZ in Ghana

### Working for Sustainable Development

Sustainable development and poverty reduction are Ghana's principal development challenges. Given the enormity of the task, the German Technical Cooperation (GTZ) has focussed its work on helping Ghana to drive forth the complex reforms necessary to attain its goals.

Ghanaian-German bilateral development cooperation has been evolving steadily over the last decades, adjusting course to suit Ghana's development priorities. Presently, new cooperation approaches, such as the Multi-Donor Budget Support, have been implemented, and support concentrated on three priority areas:

- Employment Oriented Private Sector Development
- Agriculture
- Good Governance

Cross-cutting issues such as gender equity, HIV/AIDS, environment, fighting corruption, and conflict prevention are an integral part of these bilateral cooperation efforts.

An indispensable pre-requisite for any progress in development is overcoming capacity constrains in all spheres of society; a point acknowledged by Ghanaians in, among several papers, the Country Review Report and Programme of Action of the Republic of Ghana, 2005 of the African Peer Review Mechanism. GTZ thus utilizes an integrated and cross-sectoral approach to Capacity Development; particularly in regards to change management during complex reform processes.

In Ghana, GTZ bases its support on long-term commitments by both partners. It focuses on a process that allows the Ghanaian partners the time and space to identify their main capacity gaps and weaknesses, both individually and on an organisational basis, and helps make the necessary changes over time by supplementing this with the vast international experience of GTZ and its advisers.

This assistance is systemic and differs from the ad hoc technical assistance. It allows for the testing of concepts, building capacities at all levels, continuous monitoring of performance, detecting gaps, and further developing innovations and approaches with national stakeholders. Like that existing constrains are met and support is tailored to the Ghanaian context.

GTZ also facilitates a mutual exchange between the national and sub-national levels, informing the districts and regions about national policy and inspiring national policy by experiences on the ground.

Such dialogue permits a view of the same process from different angles and allows for feedback into the discussions of policy reforms (support to GPRS II) as well as continuous sector dialogue on Ghana's Private Sector Development, Agriculture, Governance/Fighting Corruption, Public Finance Management, and Decentralisation.

The support provided by GTZ to Ghana is generally demand driven and financed by the Federal Ministry for Economic Cooperation and Development (BMZ). It is a result of negotiations between the Ghanaian and German Governments. However, GTZ is also commissioned by other institutions, such as the World Bank, to provide technical assistance to Ghana.

In its endeavours, GTZ cooperates with other German Development Cooperation implementation agencies such as the KfW Entwicklungsbank, Centrum für Internationale Migration und Entwicklung (CIM), German Development Service (DED), Senior Expert Services (SES), and Capacity Building International, Germany (InWEnt). Further German cooperation partners include the private sector (Public Private Partnership) and German political foundations. Close liaison with the Embassy of the Federal Republic of Germany is always assured.

Active collaboration is also sought with other multilateral and bilateral development organizations. Project Implementation Agreements have been signed with Danish International Development Agency, DANIDA (Micro, Small and Medium Enterprise Development) and with the Dutch Directorate-General of Development Cooperation, DGIS (Energizing Development).

economic growth  
for  
more prosperity

## Adding Value to Agriculture

### | context

Ghana's agricultural sector offers great potential for economic growth and poverty reduction. Although the Ministry of Food and Agriculture (MoFA) has already made great progress in the development of the sector, a number of challenges remain. Past interventions in the sector have mainly focussed on the production aspect of agricultural commodities without adequate consideration of market demand. In addition, key actors in the value chains usually have only limited managerial capacities. There is also the need for better service delivery.

To address these challenges, MoFA has joined hands with GTZ and the German Development Service (DED). The Market Oriented Agriculture Programme (MOAP) started operation in July 2004 and is scheduled to end in June 2013.

### | objective

The primary objective is to improve the competitiveness of Ghana's agricultural producers, processors, traders and other actors in national, regional and international markets.

### | design

The programme combines policy advice on public sector service delivery, institutional development of the private sector, and the value chain promotion of local agribusiness. MOAP utilizes the value chain approach for agribusiness development that goes beyond production aspects

of agriculture. The approach embraces input supply, production, processing, marketing, and consumption.

The three programme components – public sector support, private sector support, and value chain approach – complement each other. MOAP is strategically well positioned within the structures of the partner organisation on national and regional level with outreach to district levels. Technical, organisational, and policy advice are channelled to and through the partner organisation, private sector institutions, and development partner agencies. Coordination and networking activities on national, regional, and district levels with relevant stakeholders is a day to day activity.





The intervention approach is two-fold: The value chain and the public sector component operate from within the Ministry of Agriculture. The private sector component is complementary and operates directly with private sector institutions and international organisations. In the context of change management, participatory workshops serve as forums for the analysis of needs, constraints and potentials within the scope of the programme. On the national level, public-private sector dialogue is triggered through the National Horticultural Task Force.

MOAP's continuing commitment to social and ecological principles in the market place is reflected in the fair trade and organic certification processes initiated.

The programme encourages open discussions during workshops and meetings on marketing issues in order to increase transparency among relevant stakeholders. This reduces potential conflicts between producers and processors over marketing issues.



Sharing of knowledge and information ranks high in the MOAP approach and serves as a pre-requisite for any public or private sector intervention.

## results

After 3 years:

- Partnership agreement signed between MOAP and Coastal Grove Ltd. (CGL) – an orange juice processor in Cape Coast – on certification of CGL's processing plant according to international hygienic standards (HACCP).
- Agreement with West African Fair Fruit Ltd. (WAFF) on the support of organic and fair trade certification of one thousand CGL out-growers is in preparation. – This will enable CGL to sell three thousand tons of organically certified orange juice p.a. on the export market. The expected price amounts to \$ 1,5 Mio US. In addition, one thousand tons of juice will be available for sale on the local market with an estimated value of in between \$ 200,000 and 300,000 US. Moreover, about one hundred fifty to two hundred mostly female workers are expected to find employment during the processing season.
- Ten pilot groups selected for EUREPGAP certification of over one hundred small holders for MD2 pineapple export. This will allow the farmers to sell pineapples on the export market for a three times higher price compared to the traditional export variety.

- Institutionalised value chain committees in operation to coordinate support activities in Northern, Brong Ahafo and Central Region.
- Initiation of the Cotton Company Association in Northern Ghana.
- International conference on promoting the business of grasscutter production in West Africa in December 2005 conducted.
- The number of grasscutter breeding animals rose, in the last seven years, from zero to twenty one thousand animals in the project's pilot regions. Nine hundred farmers, of which 20% are women, are presently involved in the husbandry.
- A promotional Mango Week in Accra organised in cooperation with Trade and Investment Programme for a Competitive Export Economy (TIPCEE) in 2006.
- Capacity building of Ghanaian exporters in preparation for the Fruit Logistica in Berlin and successful participation in the trade fair with a unified Ghana stand. – This was done in cooperation with the TIPCEE, the Ministry of Food and Agriculture, and the Ghana Export Promotion Council. During the fair, two hundred contacts were established and eight licensing agreements signed. This will result in a turn over of \$ 3 to 5 Mio US in the next years.
- The commercialisation and certification project measures will result in a 20-30 % increase of fresh fruit exports from Ghana.

## Small Business is Big Business

### | context

Micro, Small and Medium Enterprises (MSME) form the backbone of Ghana's private sector. They are recognised as the engine through which economic growth, employment generation, and poverty reduction can best be achieved. Two thirds of Ghana's working population outside of agriculture depend on them for their living.

Despite wide-ranging economic reforms, MSME owners still face a number of challenges. Restricted access to finance, limited access to markets, and weak management capacity are some of the major obstacles that small-scale producers such as carpenters, traders, cloth makers, and tailors have to confront.

The Government of Ghana (GoG) – as detailed in the Growth and Poverty Reduction Strategy (GPRS II) – therefore formulated its vision of the 'Golden Age of Business' and explicitly committed itself to promoting the MSME sector.

### | objective

A significant goal is that MSMEs benefit from improved access to demand-oriented financial and business development services (BDS). Making markets work for the poor requires an increased number of BDS providers in rural and urban areas and the tailoring of financial services to meet the requirements of MSMEs in an efficient and sustainable manner.

### design |

The Support Programme for Enterprise Empowerment and Development (SPEED) is a one-stop-shop for relevant and demand-oriented services to the MSME sector.

To achieve its goals, SPEED is committed to:

- Widening the market for BDSs and strengthening their technical and organisational capacity
- Developing the technical and managerial skills of selected financial institutions
- Operating a funding facility for Financial Institutions (FI) to support MSMEs

Interventions under SPEED address market constraints at the supply and demand side. By creating and supporting a financial market previously inaccessible to MSME owners, the project helps to bring these entrepreneurs – many of whom are women – into the economic mainstream, thereby giving them the means to expand their businesses and increase their incomes.

SPEED supports Ghanaian initiatives that have emerged out of local BDS networks and the local market environment. Capacity building is not implemented by the project itself, but through existing, or in some cases newly emerging service provider structures. Service providers trained by the project will be offering their services to MSMEs long after the project has ended. As well, the SPEED fund will be financially sustainable and thus able to continue offering its services after the project's end.

SPEED is committed to promoting the principle of a sustainable market economy by, amongst other measures, strengthening business associations and encouraging a more open dialogue. This helps to build their self-confidence and increase their participation in the political process. It also helps to clarify the relationship between the government and private sector, whereby the private sector can better organise its business activities and the government is able to focus on creating a business friendly environment.

The project is jointly implemented by the Ministry of Finance and Economic Planning (MoFEP), the Danish International Development Agency (DANIDA), and GTZ. Future KfW cooperation is envisaged. As such, SPEED is a platform for harmonisation and donor coordination as well as a partner of the Government in creating an enabling environment for the private and financial sector.

## results

The SPEED fund was successfully established with banks such as ProCredit in Accra, Kakum Rural Bank in Elmina, and Atwinma Kwanwana in Kumasi.

Twelve financial institutions were selected and more than one thousand eight hundred credits disbursed to MSMEs through these banks. More than one hundred fifty credit officers have been trained on how to efficiently and effectively disburse credits to MSMEs.

More than forty project-trained consultants are now offering their services in five different regions in Ghana. They in turn have trained more than three thousand two hundred small entrepreneurs – a high proportion of them women. Over 90 % of their customers have expressed satisfaction with the training received.

The SPEED project has proven that a market-based approach to service delivery is sustainable and effective for development.

## Improving Local Business Climate

### context

Ghana's rural areas offer considerable economic opportunities. Often, however, the potential for sustainable economic growth, employment generation, and poverty reduction goes largely untapped. Local economic development concepts and instruments have yet to be developed and the predominating mistrust between public and private sector has to be overcome.

The ongoing decentralisation process is beginning to mobilise the economic forces and to support a favorable business climate for local entrepreneurs. The District and Municipal Assemblies, charged with implementing local economic initiatives, are now attempting to meet this challenge by opening a dialogue with the private sector.

### objective

The objective is to improve the local and regional business and investment climate as well as the economic competitiveness of regions so that Ghana's Growth and Poverty Reduction Strategy (GPRS II) goals can be met.

To achieve this, the Ministry of Local Government, Rural Development, Environment's capacities for developing and implementing Local and Regional Economic Development (LRED) strategies must be strengthened and public and private stakeholders brought together to jointly promote the local economy.

The Local and Regional Economic Development (LRED) strategies for employment promotion and value adding are to be developed and tested in the pilot regions of Brong Ahafo, Northern Region, and Ashanti Region. Best practise results will be offered for replication nation wide.

### design

To kick-start the LRED process, the project supports the implementation of Participatory Based Planning Methods and Peer Learning Instruments:

It initiates public-private stakeholder forums at district level. In this action oriented process, representatives from local artisans' and traders' associations, decentralised sector ministries, NGOs, farmers' organisations, business development services, Volta River Authority and other local organisations involved in LRED are brought together to jointly analyze local economic conditions and identify viable economic initiatives.

Apart from the district stakeholder forums, the project supports peer learning between district representatives, regional business and investment climate surveys, strategies for cluster promotion, and reduction of red tape.

Lessons learnt and best practices established at the local level are channeled into the national policy dialogue through active donor coordination and feedback to the relevant ministries.

The project therefore significantly contributes both to capacity building of local stakeholders – especially with regards to economic planning and issues related to local and regional development – and to the implementation of the Ghana Private Sector Development Strategy.

The participatory process furthermore promotes increased transparency within the decentralised bodies of the government, strengthens local business associations, and supports public–private dialogue in the districts; thus laying the ground for good governance and sustainable (economic) development at the local level.



## results

The introduction of Participatory Based Planning Methods saw District and Municipal Assemblies increasingly integrate LRED support activities into their district development plans. They furthermore set aside a bigger budget to create a favorable climate for local entrepreneurs.

Rural artisan associations were strengthened in the course of the intensified dialogue with the public sector. They undertook a shift in focus in their agenda: Whereas traditionally concentrating on social issues, members now engage in entrepreneurial activities. For example:

- The Berekum Hairdressers Associations met with the district representative of the Internal Revenue Service to discuss tax rates and more transparencies on rates charged.
- The Garage Owner's and Metal Worker's Association approached the District Assembly to enhance the development of industrialisation zones.
- The Yam Association of Kintampo identified new marketing channels in Accra that allowed them to get higher prices for their products.
- Other associations, like the Krabonso Women Organic Ginger Farming Group, applied for credit to expand their agricultural cultivation.

The re-orientation of the participating associations not only led to the possibility of sustainable, economically viable activities but also to a 30% increase in paying members.

equal opportunities for  
rich and poor  
north and south  
men and women

## Building Better Local Governance

### context

Ghana has introduced far-reaching decentralisation reforms since 1988, creating representative bodies at the district level (the district assemblies), introducing elements of fiscal decentralisation (such as the District Assembly Common Fund), and transferring functions and responsibilities to the sub-national authorities.

The decentralised structures of the government and administration were expected to play a decisive role in the implementation of Ghana's poverty alleviation policy and to increase public participation in planning and budgeting decisions. However, governmental and non-governmental actors at the sub-national level (such as the district assemblies, the district administrations and civil society groups) are in need of better technical and managerial skills to make well-informed decisions. Another major challenge is the inadequate interaction and cooperation between the public sector, civil society, and the private sector that reduces the effectiveness of poverty alleviation measures.

### objective

Sub-national authorities (district assemblies, district administrations, sub-districts) are to assume responsibility for sustainable development in line with the decentralisation law and the national strategy for poverty reduction.

### design

The Local Governance and Poverty Reduction Program (LGPRSP) is designed to build and strengthen the institutional capacities of sub-national authorities in target districts within the Brong-Ahafo and Ashanti regions by focusing on development planning, public participation, and financial management.

The participation of all stakeholders involved, the creation of partnerships amongst regional and district administrations and civil society, transparency of decision-making processes, the inclusion of disadvantaged groups, results-orientation, and the provision of support based on demands of target groups for improving existing systems are important considerations in LGPRSP's activities. By helping to make the district planning process more transparent and inclusive, LGPRSP compliments private sector development-related efforts of the LRED project.

LGPRSP cooperates with the KfW-funded "District Town Project" in facilitating participatory and sustainable operations and maintenance systems for urban infrastructure such as markets and lorry parks, as well as social infrastructure such as schools and hospitals. Experiences gained and innovations tested in the districts are shared with national-level institutions in order to inform national policies and programmes .



LGPRSP applies a multi-level and multi-actor approach. While focusing on the district and regional level, it also supports sub-district structures (e.g. unit committees, town councils), and cooperates with national-level agencies, such as the National Development Planning Commission (NDPC), the Ministry of Health, and the Ministry of Education, Science & Sports.

LGPRSP furthermore supports civil society groups (e.g. gender networks or user groups of urban infrastructures) in order to strengthen their capacity to interact with public agencies and to influence public decisions. Social aspects are covered by efforts to improve the district planning for HIV/AIDS measures funded both by the district budget and by extra funds of the Ghana Aids Commission.



Local authorities, users and national authorities are brought together to develop Operations and Maintenance (O&M) systems. This ensures a sustainable management of the infrastructures, reflecting both the needs of the users (like market women, lorry drivers) and of the local authorities. Through seminars and workshops, innovations and results are being shared with the national level in order to inform national policies and programmes.

## results

With co-funding from the Danish International Development Agency (DANIDA) and the Canadian International Development Agency (CIDA), LGPRSP has facilitated a nationwide exercise in District Profiling, Mapping and Pro-Poor Planning that promoted the interaction between government officials, civil society, and private sector actors in the districts and improved the information basis for designing poverty alleviation measures. The Poverty Profiling methodology has been integrated into the NDPC's national guidelines for the preparation of district-level medium-term development plans.

In all the districts covered by the joint LGPRSP and KfW cooperation, management structures, reporting systems, financial management procedures, and a mechanism of checks and balances have been established. The management structures include representatives from sub-national authorities, the private sector, community-based organisations, traditional authorities, and trade associations. As a result, remarkable increases in revenues from markets and lorry parks have been registered:

In Kintampo North District, for example, revenue from the market and lorry park increased from €189.5 million in 2004 (the year of the intervention) to €436.8 million in 2005. The Sekyedumase market in the Ejura Sekyedumase district, which had been operating with a loss totalling €57 million in the period of 2003–2004, made a surplus of €5 million in 2005. Until June 2006, it recorded a surplus of €14 million. It is also important to note that direct jobs created by the intervention in the district amount to 105.

Consultations among stakeholders led to a revenue sharing agreement between the District Assemblies and their respective sub-structures. And, for the first time, markets and lorry park revenues were transferred from District Assemblies to the sub-structures, thus abiding by the Local Government Act.

District database systems have been developed that provide core social and economic data for local planning and decision-making. As a result, the revenue generated by the districts has increased substantially because the database allows for a better targeting of potential sources of local taxes, levies, and charges.

In Jaman South District a total revenue projection of €108 million was made for the year 2006. As of August 2006, €111 million had been collected, and of this amount, €48 million had been collected between July and August alone when the database system became operational.

In Asunafo South District, total property tax collection for 2005 amounted to €17.5 million. However, as of August 2006, €25 million had been collected. Of this amount € 17.7 million were collected between July and August alone, again after the District Database System became operational.

Gender networks and civil society groups in Brong-Ahafo and Ashanti regions have been facilitated thus improving their ability to play an active role in local planning and decision-making processes (e.g. on the medium-term development plans of the districts).

Local planning for HIV/AIDS measures has been improved and proposals have been made on how best to integrate them into the normal district planning process. Methodologies, tools, and instruments are now being packaged to allow their dissemination to interested sub-national authorities, national agencies, development partners, and others.

In its next phase, the programme's efforts will be re-focussed towards the enhancement of reforms for political, administrative and fiscal decentralisation at the national level, in order to improve the legal and political environment for local governance.

## Land and Legal Certainty

### context

The Ghanaian land tenure and management system is characterised by legal pluralism: Oral customary law and the state's fragmented legal framework exist concurrently. Traditional authorities administer and allocate eighty percent of the land (except forest reserves). The corresponding rights of use and disposition of land are based on oral tradition and partially flexible and interpretable legal norms. At the same time, the Ghanaian state has the power to expropriate land (until now an estimated 20%), and, through various levels of government, the right to levy fees and royalties.

Growing demand for land and the subsequent rise in land value cause ever more problems: Multiple "sales" of land, non-transparent land allocation to investors, eviction of subsistence farmers and concomitant land conflicts, as well as a deluge of court cases, are the manifest phenomena of unclear laws and an un(der)regulated land market.

Traditional authorities and the government know they must negotiate a "new deal" in order to achieve sustainable land management. This deal has to encompass a clear division of roles in determining access to land, a transparent, documented and secure institutional disposal over land, fair distribution of income from land, and a clear definition of the rights of use and disposal for individual citizens.

### objective

Because clear and legal ownership of land will greatly aid the process of sustainable economic development, the objective is to secure individual land use and disposition rights for all Ghanaian citizens

### design

The Good Governance Programme (GGP) Land Management component supports both the national Land Administration Project implemented by the Ministry of Lands, Forestry and Mines (MLFM), and the Legal Pluralism Project at the Office of the Attorney-General and Ministry of Justice (AG-MoJ).

It uses a multi level, multi stakeholder and process oriented approach to assure transparency, sustainable legal certainty and peace as a precondition for economic development.

In specially designed forums, all stakeholders (state, chiefs, and civil society groups) involved in land issues are brought together to negotiate a deal in regards to the disposal over and the use of land as well as other property rights.

In pilot communities – two in each region –, the project is helping to collect and transcribe data on oral customary land laws.

The project supports measures to strengthen the judicial and extrajudicial land dispute settlement mechanisms and provides professional assistance to help clear the backlog of land cases in the courts.

Experts seconded to the Land Administration Project and the Legal Pluralism Project are helping to draft a (national) land code that clarifies the fragmented and partially incoherent state rules and regulations.

## | results

For the first time since the Constitution of Ghana in 1969 mandated the “codification of customary law”, the GoG and traditional authorities gathered, with the support of GGP, in the National House of Chiefs to bring legal certainty to the customary law of the land.

In the short tenure of the GGP:

- The first draft of Part 1 of the national Land Code – Land Administration – has been finalised for cabinet approval.
- GGP has helped to built trust between state and traditional authorities through research, platforms and planning workshops with all stakeholders. These spaces for communication allowed all stakeholders and experts to find a common path toward the eventual codification of land laws; and to build consensus that would ensure rule-of-law standards and the establishment of gender equity.

- The National House of Chiefs and the Law Reform Commission have formed a common steering Committee – with GTZ as a member – to oversee the collection and evaluation of customary law in Ghana's ten Regions, starting with 2 pilot projects in each region.

The project is establishing a process whereby potential land use and disposal disputes between the state and traditional structures, and between families and chiefs in a community, can be peacefully negotiated. Last but not least, it also paves the way for gender equity in access to land.

This process of negotiation over familial land and property rights can take a long time – as is the case with many political processes involving power over resources – because of the need to provide a negotiating space and the difficulties of changing hardened positions. This cooperative, inclusive approach, however, promises a result that will be acceptable to all sides; thus laying a base for a sustainable peace and the ground for further social and economic development.

## Caring for the Most Vulnerable

### context

Ghana can boast of impressive achievements in special education of children with a disability: Since 1968 it has created more than ten schools for the mentally handicapped and special education coordinators assess the educational needs in all districts of the nation. In order to minimise the risk of disability, community health nurses advise pregnant mothers and organise the pre- and postnatal care of children. With the exception of Nigeria, Ghana is the only Western African country to train teacher for special needs children.

Despite these efforts, the educational situation of mentally handicapped children remains bleak: Only about 2 % of an estimated thirty four thousand six hundred mentally retarded children receive special needs services. The majority of the schools are boarding establishments, with most of the government's financial input being used not for teaching and learning materials but for feeding a small number of children and financing additional non teaching personnel. Furthermore, most specialist teachers do not work with handicapped children after they graduate.

Ghana is committed to providing access to Free Compulsory Universal Basic Education (FCUBE), and the Education Strategic Plan 2003–2015 opens the road to enhance the given situation.

### objective

The integration into society of Ghana's mentally handicapped children and youth is to be improved:

- An increasing number of children with a mental handicap shall receive a basic education
- The transition out of school shall lead to gainful occupation in the family setting
- The number of specialist teachers who actually employ their special needs education training shall be augmented

### design

The Support to Special Education (SPED) project is based on the principle that every child has the right to an education and that disability is not inability.

The project is implemented in collaboration with the Special Education Division of the Ministry of Education, Science & Sports; it follows the Government of Ghana initiative on the decentralisation of services and liaises closely with the districts and regional authorities.

At each level, networks use the available resources of the health, educational, and vocational sector. Collaborations with private and non governmental local initiatives are part of the approach.

All stakeholders are involved in the decision making process to guarantee sustainable structures: Accordingly, the project builds on local initiatives of the District Directors of the Ghana Education Service, employs specialist teachers, who wish to serve the mentally handicapped children in their home town, and takes the desire of parents for the education of their mentally handicapped children into consideration.

With the initiative of university graduates and the support from the district's special education coordinators, units for special needs children are established in centrally located regular schools. This allows children to continue living in their familiar environment, to reach school on foot, and to use local resources such as health services.

A specially designed vocational training and work placement strategy helps to find suitable occupational possibilities for the mentally handicapped. The procedure includes the identification of local job opportunities – whenever possible – within the extended family, assessment of interests and abilities, and development of a task analysis of the relevant job skills. The strategy focuses on first identifying appropriate work possibilities and then doing the training on the job, rather than relying on the assumption that an occupation will eventually be found after training.

By supporting university graduates to create units for special need children in their communities and by introducing a number of practical elements in the training of specialist teachers, the project aims to increase the number of specialists working with mentally handicapped children.



## | results

In its second year, the Support to Special Education project has demonstrated that low cost, community based alternatives to special (boarding) schools exists:

- Three units for mentally handicapped children in centrally located regular schools have been established; another eight will open this year.
- Four classes of graduates trained in methods of enabling transition from school to work.
- Preparation of a handbook on possible job activities, and simple diagnostic tools for assessing interests and abilities of mentally handicapped children.
- Incorporation of practical teaching experience into teacher's training curriculum.
- Establishment of a unit for special needs children near the University of Education in Winneba for on site practice of student teachers.
- Improvement of student teacher's training materials and facilities; i.e. design and production of a mental retardation assessment package and establishment of a computer-supported Special Education Information Centre and small library with donations from universities and students abroad.
- Establishment of new units in abandoned classrooms released by districts or churches and rebuild with money contributed by chief district executives.

### **“We are one”**

The “We are one” unit – initiated by SPED – gives, for the first time ever, mentally handicapped children in the town of Winneba the opportunity to receive an education in the vicinity of their homes. Six to sixteen years old mentally handicapped children with epileptic seizures, cerebral palsy, and other disabilities are now taught in two special needs constructed classrooms. At present, twenty four children are attending the classes that are housed on the grounds of a neighbourhood pre-school.

Due to parents' demand an additional unit for children with hearing impairment was created in yet another regular school in town.

## Fair Taxation

### | context

A major challenge faced by many developing countries is raising sufficient tax revenue.

In Ghana today, approximately forty percent of the national budget is financed through loans and contributions from foreign partners. The support in the Public Finance Management sector focuses largely on expenditure rather than revenue generation. In 2003, Ghana became a pilot country for a programme based approach of Multi-Donor Budget Support (MDBS). Some promising results have been achieved. Technical support measures, however, remain essential as a high influx of financial assistance has a tendency to curtail the political will of the government and development partners to fully exploit the country's tax potential.

Until 2004, Ghanaian fiscal policy chiefly aimed at maximising tax revenue. Issues such as an equitable tax burden, tax re-distribution, improvement of the investment climate, and effective revenue administration and mobilisation were not taken into consideration. Taxpayers were neither informed about their rights and duties nor were their voices heard.

### | objective

The overall goal is that taxes be levied equitably and effectively in accordance with modern fiscal law and, that the fiscal authorities operate efficiently based on organisational and legal reforms.

By fully utilising all sources of national revenue and by bringing transparency and fairness in revenue administration, the GoG will be better able to meet its Growth and Poverty Reduction Strategy goals.

Increasing revenue will moreover pave the way for the reduction of Ghana's dependency on foreign aid and consequently improve its legal capacity and freedom of action.

### design |

The Revenue Mobilisation Support Project (RMS) is jointly implemented by the Ministry of Finance and Economic Planning (MoFEP), its revenue agencies, and the German Technical Cooperation (GTZ). Using a holistic and sustainable approach, it provides for a balanced mix of administrative and legal advisory services.

A stringent and systemic approach targeted at different government levels assures that the project's work helps reverse the information and knowledge deficits of all stakeholders. The collection, recording, and dissemination of information, as well as the creation of transparent structures are key factors for revenue increase and thus for the development of an autonomous – not donor induced – fight against poverty.

Improvements of tax officers' performance and effectiveness, as well as design of new training and education packages for revenue agencies, complement the measures.



By liaising closely with other donors and private partners to ensure conformity and sustainability in the approach to strengthening the fiscal sector, RMS actively participates in the strategic planning of the MDBS programme, thereby significantly contributing to donor harmonisation in Public Finance Management (PFM).

## | results

RMS has brought the marginalised theme of revenue generation back to the central stage of the MDBS and GPRS II. Within a two-year period, the project was able to obtain visible results. Revenue from income and corporate taxes rose by about fifty-seven percent in absolute figures, inflation-adjusted by thirty one percent.



Based on a RMS initiated dialogue between academia, administration, politicians, and civil society, the 2006 budget speech included - for the first time - a comprehensive revenue policy. The pro-poor concept includes, amongst other things, a gradual reduction of the corporate tax rate to a

competitive twenty five percent, a clear increase of the basic tax-free allowance, tax relief for post-graduates, and the promotion of venture capital as well as a limited tax amnesty.

With support from RMS, the Government of Ghana installed a Revenue Protection Unit to investigate corruption cases within the tax authorities.

In cooperation with the Ghanaian tax authorities, an extensive reform concept for Ghanaian tax procedural law was introduced into the legislative process; thereby transparency and the possibility of law enforcement are increased, the taxpayer's trust in the rule of law of tax collection strengthened and his resistance against taxes reduced.

In 2006, RMS commenced a Public Private Partnership with the IT-company GCNet. The PPP measure focuses on a comprehensive HIV/AIDS Workplace Policy for the Ministry and its revenue agencies. This initiative is expected to contribute to stemming the spread of HIV/AIDS and to alleviating the adverse social and economic effects on staff and their families. It also provides, inter alia, special support regarding possible anti-retroviral therapy, the adaptation of individual work requirements, and a modified dismissal protection.

## Water is Life

### context

Appropriate water supply and sanitation facilities improve health conditions, prompt higher productivity, and reduce poverty. An estimate 60% of Ghana's approximately 21 million citizen have no access to safe drinking water and an estimated 80% no access to sanitation facilities.

In line with the Millennium Development Goals (MDGs) and the Growth and Poverty Reduction Strategy (GPRS II), the Government of Ghana is committed to improving the give situation, particularly for the poor and vulnerable.

Many steps have been taken by the Government to reach the set targets: A new National Water Policy has been implemented; a National Community Water and Sanitation Program (NCWSP) has been initiated, with the Community Water and Sanitation Agency (CWSA), a semi-autonomous public-sector agency, as facilitator and regulator for rural and small town water supply; District Assemblies (DAs) have received the mandate for planning, implementing, and monitoring water facilities at the local level; and Water and Sanitation Development Boards (WSDBs) have been established at the community level.

However, all the agencies, authorities, and communities involved do not yet have sufficient financial, managerial, or human resources to meet these challenges.

### objective

The project's primary goal is that the population of 29 small towns (app. 250 000 citizens) in the Volta and Eastern Regions of Ghana have permanent access to safe drinking water. To this end, the Community Water and Sanitation Agency (CWSA) as well as District Assemblies (DA) must be better qualified to facilitate sustainable operation and maintenance of water and sanitation services by the local Water and Sanitation Development Boards (WSDBs).

The experiences gained from the introduction of a cost-recovery operation and maintenance system at community, district, and regional levels will be fed back into the national policy dialogue.

### design

The Improvement of Water Supply in the Volta and Eastern Region (EVORAP) project started in 1998 and will end 2007. It is jointly executed by the Ministry for Water Resources, Works and Housing (MWRWH), KfW Entwicklungsbank and the German Technical Cooperation (GTZ). Since 2006, the Department for International Development (DFID) is co-financing eight additional small town water systems and the accompanying capacity building measures.

EVORAP supports policy dialogue and provides capacity building for all stakeholders – be they at the national or local level. This is to ensure the sustainable operation and maintenance of water facilities as well as improvement of the sanitation conditions.

At the local level, Water and Sanitation Development Boards – elected by their communities – receive technical, operational and managerial training to operate the water and sanitation facilities in an efficient, cost effective and sustainable manner. They are also assisted in promoting environmental sanitation, hygiene and HIV/AIDS prevention measures.

District Assemblies are supported by enhancing their monitoring and evaluation (M&E) activities. The Water and Sanitation Agency's role as facilitator and regulator is strengthened through participatory organisational development and change management.

At the regional level, the agency is encouraged and supported to enter into dialogue, promotion, and sharing of best practices.

The Water Directorate, as focal point for sector coordination and monitoring of GPRS/MDG targets, is supported by the implementation of the national policy and the creation of the necessary legal framework for small town water systems (e.g. legal status of WSDBs and the use of revenues from water sale).



## results

Water facilities have been restored and new water pipe systems provided. Daily water consumption for about 250 000 people in the target towns has improved from 2-3 litres per capita to an average of 10 litres. In some places it has moved to around 20 litres per day. Ministry of Health statistics show that water-borne diseases like guinea worms have been reduced in project towns since operation of the new water pipe systems started. In Nkwanta, one of the project towns, guinea worms could be nearly eradicated.

All communities apply a full-cost-recovery tariff, preventive, and curative maintenance. They have opened two bank accounts, one for running costs and one for reinvestments.

At this point, consumers pay for 90% of the water used. Expenditures for salaries, preventive and curative maintenance and repair comprise 30% of the sales revenue. The reinvestment funds for long term reinvestments are increasing by about 10% monthly.

Acceptance of the new water pipe systems among the population is high. Users are ready to pay more for reliably operated systems while remaining cost-conscious in their usage (in the rainy season, for example, rain water is used for washing and pipe water for drinking).

Appropriate operation and maintenance instruments developed by the project and CWSA provide the Water and Sanitation Development Boards with the necessary technical and financial data on a daily/monthly base so they can more efficiently and sustainably manage the water systems. A timely monitoring of the small town water systems contributes to transparency, accountability, and client satisfaction.

The monitoring system is part of the Community Water and Sanitation Agency's national database system. It is currently being disseminated nationwide. It empowers the agency to take control of the collection and management of the statistics and improve the progress monitoring of the Millenium Development Goals for water and sanitation.

The sharing of project experiences concerning the need for cost recovery water tariffs, harmonisation of data collection, approaches and procedures, and clarification of roles and responsibilities of the stakeholders involved has influenced the policy dialogue with other development partners and impacted on the design of the water policy and sector programmes.

A milestone in the joint project is the ratification of the National Water Policy and its implementation. Water policy and sector reform have established the link with good governance, and political and fiscal decentralisation - prerequisites for meeting the MDG targets and reducing poverty.



natural resource use  
for the benefit of  
present and  
future generations

## Making a Living Forest

### | context

Forests have indispensable social, ecological, and economic functions. These functions are jeopardised. Ghana's Volta Region forests, once in abundance, have now been reduced to 6% of their former territory. Timber utilisation, clearing of land for agriculture caused by population growth, and uncontrolled bush fires have degraded most of the remaining forests.

As a result, the livelihood of the poor local population (subsistence farmers with an average income of about \$173 US per year) and the regions environmental integrity are at stake. Only an increased and sustainable use of forest resources can reverse the situation and secure the population's needs for timber, poles, firewood, charcoal, and traditional non-timber forest products.

### | objective

The Forest Protection and Resource Use Management Project (FORUM) is working towards a sustainable use of the available forest resources and an enlargement of the region's forest cover.



### design |

FORUM is a bilateral development project between the Republic of Ghana and the Federal Republic of Germany. It is jointly implemented by the Ghanaian Forestry Commission and its Volta Region Forest Services Division, the German Development Cooperation (GTZ), the KfW Entwicklungsbank, and the German Development Service (DED).

The project is encouraging collaboration between the local population and the forest administration so they can better protect the remaining natural forests, rehabilitate degraded forest sites, and promote extra wood production.

Confidence building measures and the signing of collaboration contracts between these key players, greater legal and environmental awareness, training on technical issues such as watershed management and fire prevention measures, and the promotion of private small-scale wood plantations are the project's central activities.

## | results

The project is helping to rehabilitate five forest reserves. This is done in close cooperation with the land owning fringe communities who organised themselves in 38 Collaborative Forest Management Committees. Eight of these committees already entered into a Collaborative Forest Management Contract with the Forestry Commission. More than 6.500 ha of degraded forest area have been reforested so far. The committees, furthermore, have taken on full responsibility for fire prevention and control of the entire reserve area. The fire statistics look better every year: Yearly fire damage to the reforested areas has been reduced from initially 50% in 2000 to less than 5% in 2005.

The compilation, analysis, and dissemination of the legal framework regarding ownership, management rights, and the sharing of forest resources has led to more transparency and better collaboration between all stakeholders; especially between the local populace and forest administration. As a matter of better transparency, the Office of Administrator of Stool Lands and the Forestry Commission have agreed to publish the disbursement of forest proceeds on a half-yearly basis.

Capacity building measures for the integrated communities and the forest extension service have improved knowledge on various levels.

Finally, with the support of the project, private small-scale firewood plantations have been established on an accumulated area of about 4.500 ha. This amounts to a yearly market supply of about 40.000 m<sup>3</sup> of firewood.

## GTZ Profile

### our organisation

The Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH is an international cooperation enterprise for sustainable development with worldwide operations. It provides viable, forward-looking solutions for political, economic, ecological and social development in a globalised world. GTZ promotes complex reforms and change processes, often working under difficult conditions. Its corporate objective is to improve people's living conditions on a sustainable basis.

### our clients

GTZ is a federal enterprise based in Eschborn near Frankfurt am Main. It was founded in 1975 as a company under private law. The German Federal Ministry for Economic Cooperation and Development (BMZ) is its major client. The company also operates on behalf of other German ministries, partner-country governments and international clients, such as the European Commission, the United Nations or the World Bank as well as on behalf of private enterprises. GTZ works on a public-benefit basis. Any surpluses generated are channelled back into its own international cooperation projects for sustainable development.

### gtz – worldwide operations

In more than 130 countries of Africa, Asia, Latin America, the Eastern European countries in transition, the New Independent States (NIS) and in Germany, GTZ employs some 9,500 staff. Around 1,100 of these are seconded experts, approximately 7,100 national personnel and around 300 experts in projects in Germany. GTZ maintains its own offices in 67 countries. Some 1,000 people are employed at Head Office in Eschborn near Frankfurt am Main.



---

**Published by:**

Deutsche Gesellschaft für  
Technische Zusammenarbeit (GTZ) GmbH  
– Office Accra –

**Responsible:**

Marita Brömmelmeier

**Editor:**

Brigitta Rohdewohld

**Photo Cover Page:**

Susanne Hermen

**Design & Print:**

Legend Design House Ltd

**Date:**

Accra December, 2006



Deutsche Gesellschaft für  
Technische Zusammenarbeit (GTZ) GmbH

German Technical Cooperation

GTZ Office Accra  
P.O. Box KIA 9698  
26 Abafum Crescent  
North Labone  
Accra, Ghana

Tel: +233-21-760 448, 777 375  
Fax +233-21-773 106

Email: [gtz-ghana@gh.gtz.de](mailto:gtz-ghana@gh.gtz.de)  
Internet: [www.gtz.de/ghana](http://www.gtz.de/ghana)

© GTZ Ghana