



Republic of Ghana

# Ghana



# 100





The Commission shall advise the President on development planning policy and strategy [and] shall, at the request of the President, make proposals for the development of multi-year rolling plans taking into consideration the resource potential and comparative advantage of the different districts of Ghana.

**Article 87 (1) and (2b) of the 1992  
Constitution of the Republic of Ghana**

Ghana@100

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# Presidents of the Fourth Republic of Ghana

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**Nana Addo Dankwa Akufo-Addo**  
2017 -



**John Dramani Mahama**  
2012 – 2017



**John Evans Atta Mills**  
2009 – 2012



**John Agyekum Kufuor**  
2001 – 2009



**Jerry John Rawlings**  
1993 - 2001

## Foreword



**NANA ADDO DANKWA  
AKUFO-ADDO**  
President of the Republic of Ghana

On 7<sup>th</sup> January, 2017, when I swore the oath, Ghana was faced with a myriad of socio-economic challenges, characterised by poor macroeconomic conditions; rising rates of unemployment, especially amongst the youth; declining private sector, industrial and agricultural growth; disaffection for the political class arising out of perceived insensitivity to the plight of ordinary citizens; worsening health care services; pervasive corruption among public office holders; destruction of the environment and water bodies through illegal mining; amongst others. These challenges demanded a new direction and a new approach. This is what informed the Ghana@100 document.

The vision for this new direction is informed by the need to establish a strong economy, that creates opportunities, inspires people to start businesses, stimulates expansion of existing businesses, and, ultimately, leads to the creation of jobs, increased economic growth and higher incomes. Citizens are able to expand their scope of choice in consumption and saving decisions, whilst Government is able to enhance its capacity to provide basic public goods and services that citizens desire; enhance access to social services, such as education, training and skills development and healthcare; and direct investment in infrastructure, such as transportation, power, affordable housing and water.

The vision sets the anchor for a new direction, and offers an avenue for a new Ghana. The Ghana@100 document is, therefore, timely to stimulate the necessary conversations on the effective utilisation of our natural, human and technical resources to deliver a Ghana Beyond Aid.

I thank the National Development Planning Commission (NDPC) for having built on the draft Long-Term National Development Plan to produce a succinct, readable and useful strategic document to guide the people of Ghana on the road to sustained development.

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## • Acknowledgements •

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**PROFESSOR EMERITUS  
STEPHEN ADEI**  
Chairman, NDPC

I stand on the shoulders of my predecessor Chairpersons of the National Development Planning Commission, particularly, Prof. Kwesi Botchwey, Mr. P. V. Obeng and Hon. J. H. Mensah to acknowledge the work of the NDPC in producing frameworks to guide national development agenda. Under extreme resource constraints, NDPC staff have managed to produce this Ghana@100 framework, building on the inherited draft 40-year development plan.

It has been a joy to work with my fellow Commissioners who continue to apply their varied expertise in the interest of NDPC. I thank them.

Soon after I became NDPC Chairperson, my desire to push for a Ghana@100 document was supported by President Nana Addo Dankwa Akufo Addo, when I was accorded audience, which support was reiterated by the leadership of Parliament.

To all who either inspired or contributed to the preparation of this document, I want to thank you on behalf of the NDPC. We have one common objective: to deliver a solidly developed nation by 2057 – a Ghana Beyond Aid!

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# 1

## Introduction

### 1.1 Purpose of Ghana@100

**G**hana@100 provides a nationally owned long-term perspective for the country we aspire to build when Ghana celebrates its centenary in 2057. The document offers strategic information that is expected to inform the preparation of political party manifestoes, the President's Coordinated Programme of Economic and Social Development Policies, and medium-term national development policy frameworks. In this way, policy consistency and coherence between successive governments can be maintained. The document also contains broad development parameters and is devoid of prescriptive solutions. Governments will, therefore, have the flexibility to decide on how to achieve their programmes. Furthermore, the document provides the basis for policy stability, relative predictability and confidence required for businesses and investors to reduce risk and thrive.

Ghana@100 promotes national social and economic transformation with an approach that blends continuity and change on the basis of a common vision of national development in a multi-party democracy. This approach is essential for the country's accelerated development.

The document aims to inspire Ghanaians to rise to their fullest development potential by fostering a collective sense of urgency to work purposefully towards an agreed ideal destination . It is also intended to help mobilise people, irrespective of political or other affiliation, for a common national development agenda; mobilise resources for development on a scale that might otherwise not be possible; and unleash the potential of the private sector by providing a sense of purpose and certainty.



*Cheerful adowa dancers*

## 1.2 Justification for a long-term development framework

Virtually all countries that have achieved and sustained rapid socio-economic development since the industrial revolution, have been guided by long-term development visions or perspective plans. These plans have typically been implemented in medium-term phases, with a focus on achieving the long-term vision, albeit with flexibility to accommodate emerging issues. Box 1.1 provides examples of long-term frameworks of selected countries.

Ghana's experience shows that the periods of significant economic and social progress have typically coincided with pursuit of a consistent policy over eight or more years. The implementation of Guggisberg's 10-year plan (1920-1930) saw massive infrastructure development such as Takoradi harbour, as well as

Korle-Bu Hospital and Achimota School on the social side. The golden age of socio-economic progress in Ghana no doubt was from 1951-1962. This period was guided by the vision and plan of Dr. Kwame Nkrumah to transform the economy of Ghana. The recovery of the economy from a decade of negative growth in 1983 to an annual average growth rate of 5 per cent between 1983 and 2000 is associated with consistent implementation of the Economic Recovery and Structural Adjustment programmes prescribed by the International Monetary Fund and World Bank. The era of the Ghana

### Box 1.1 Examples of countries with Long-Term Frameworks

- Algeria: Establishment of a National Vision 2030
- Bahamas: Vision 2040
- Kenya: Vision 2030
- Malaysia: Vision 2020 – Wawasan 2020
- New Zealand: 30-year Infrastructure Plan
- Norway: Long-term Perspectives on the Norwegian Economy (up to 2060)
- Qatar: Vision 2030
- Saudi Arabia: Saudi Vision 2030
- South Africa: National Development Plan, 2030
- South Korea: Vision 2030
- Uganda: Vision 2040

Poverty Reduction Strategy (2003-2005) and Growth and Poverty Reduction Strategy (2006-2009) achieved significant economic growth and included the introduction of important social protection interventions such as the National Health Insurance Scheme (NHIS), the Livelihood Empowerment against Poverty (LEAP) programme, the Capitation Grant, and the School Feeding Programme.

Ghana has promising current programmes and initiatives – such as One-district-one-factory; Free Senior High School, and Planting for Food and Jobs – which should be included in a long-term plan to ensure that successive governments build on them.

The absence of a long-term framework for national development has contributed to sudden policy changes, inconsistent implementation of programmes and slow economic and social development in Ghana compared to that of the Asian countries which

were at par or less well-off than Ghana at the time of independence in 1957. To ensure a focused and accelerated development trajectory, medium-term development plans of successive governments should be situated within a long-term strategy based on the national development aspirations of Ghana@100.



*Holy Spirit Cathedral, Adabraka-Accra*

### **1.3 Process of developing Ghana@100**

The process followed in producing the Ghana@100 document consisted of a review and synthesis of development strategy documents including the draft Long-Term National Development Plan (2018-2057), Ghana Vision 2020, the First Step (1996); the Coordinated Programme of Economic and Social Development Policies (2017-2024), and the Ghana Beyond Aid Charter and Strategy document. There were also technical consultations among staff and members of NDPC and other stakeholders, and before that, nationwide stakeholders' consultations regarding the draft Long-Term National Development Plan, a principal reference document.

### **1.4 Structure of document**

The Ghana@100 is structured as follows. Chapter one provides an introduction that outlines the purpose, justification, process of developing and structure of the document. Chapter two presents a brief on our heritage and road to nationhood to set the foundation for the development of the vision for Ghana@100. The next chapter provides the vision and a portrait of the Ghana we want by 2057. This is followed by Chapters four and five which outline the strategic pillars that underpins the vision and key drivers of transformation

necessary to spur prosperity of the country. Chapter six translates the strategic pillars and drivers into actionable plans captured under four stages. The seventh chapter outlines the various avenues to finance the agenda of Ghana@100.



*Kintampo Waterfalls*

The final chapter provides a succinct review of the key contents and an agenda to mobilize Ghanaians behind a common pursuit (Executive, Parliament, Judiciary, Private Sector, Students, Youths, etc).

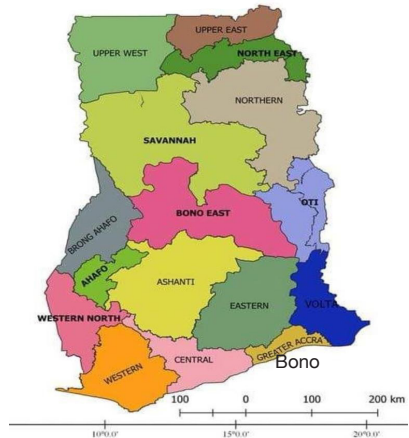
# 2

## Our Heritage and Road to Nationhood

### 2.1 Profile of Ghana

**G**hana is a lower middle-income country located along the Gulf of Guinea in the West African sub-region. It is bordered by Burkina Faso to the north, Côte d'Ivoire to the west, and Togo to the east. To the south is the Gulf of Guinea, with a coastline of about 560 km. The country has a total land area of approximately 238,535 km<sup>2</sup>, about the size of the United Kingdom. The Greenwich Meridian passes through the port city of Tema, while the equator falls just 3° below the country. Ghana therefore the nearest landmass to the centre of the earth, inhabited or uninhabited. It is the

Figure 2.1: Administrative Map of Ghana



centre of the World!

Ghana is a unitary democratic republic headed by an elected President, with separation of power among the Executive, Legislature and the Judiciary. It operates a decentralised local government and administration system. Ghana has 16 administrative regions<sup>1</sup> as illustrated in Figure 2.1. The regions are sub-divided into 260 Metropolitan, Municipal and District Assemblies (MMDAs) which constitute the Local Authorities. The national capital city is Accra, located in the Greater Accra region.

The population of Ghana is estimated at 30 million with nearly 55 per cent living in urban areas<sup>2</sup>. Approximately 57 per cent of the population falls below the age of 25 while 51 per cent is made up of females. Life expectancy is currently 63 years. In 2018, the per capita Gross Domestic Product (GDP) was estimated at

1 Until February 2019, the country had 10 administrative regions. The newly created regions are: Ahafo, Bono East, North East, Oti, Savannah, and Western North.

2 Defined as localities or settlements with 5,000 or more inhabitants.

US\$ 2,214. The largest contributor to GDP is the service sector (53%) followed by agriculture (24%) and manufacturing (10.5%). The remaining 12.5 per cent is made up of mining, petroleum and construction. Approximately 11 per cent of the population lives below the international poverty line of US\$1.90 per day.

The largest contributor to GDP is the service sector (53%) followed by agriculture (24%) and manufacturing (10.5%). The remaining 12.5 percent is made up of mining, petroleum and construction. Approximately 11 percent of the population lives below the international poverty line of US\$1.90 per day.

## **2.2 Era of traditional governance**

A new course for Ghana's long-term development would benefit greatly from an understanding of the country's history. The Pre-Gold Coast era existed with a structured system of governance represented by the various ethnic societies and their leaders with limited contacts from other parts of the world till around the 1600s. There was no centralised governance over the whole of modern Ghana but rather, a system of complex and hierarchical traditional kingdoms and chiefdoms. The economies during this era were largely subsistence agriculture and creative vocations, such as salt winning, carving, alluvial mining, textile manufacturing, weaving and commerce, with limited concentration of wealth in individual hands.



*Larabanga mosque*

## **2.3 Contact with foreigners**

Arabs and Europeans were among the first foreigners to come into contact with the indigenous people. From the 11th century onwards, a brisk trade in gold, salt, horses, spices, dried fruits, silk, and later slaves took place between what is today West Africa and Arabs in

North Africa, who in turn sold their wares, including slaves, to customers in the Mediterranean and Europe. However, Africans south of the Sahara later became targets of slave raids by Arabs and their local agents.

## **2.4 The arrival of European powers and colonization**

As early as 1440s, Spanish and Portuguese were involved in gold and slave trade overland across the Sahara. The trans-Saharan slave trade eventually declined in the 16th century onwards, as Europeans found alternative routes by sea to procure gold and other merchandise without their Arab intermediaries. The decline in the trans-Saharan trade coincided with the age of exploration, led by Portugal and aided by discoveries in navigation, to “discover” new worlds beyond



*The King of Ashanti, Otumfuo Osei Tutu II adorned in gold ornaments*

their shores. In 1471, two Portuguese navigators, Jao de Santarem and Pedro de Escobar, sailed into what has been designated as the Guinea Coast (modern West Africa) by earlier navigators and eventually disembarked at a small settlement called Anomasa, with the eventual establishment of a gold mine in the areas (El Mina).

Anomansa would eventually be known as Elmina (The mine). Indeed, they found gold in such abundance that they named the wider area as the Gold Coast.

The arrival of European traders occurred at the same time that the various states were consolidating their hold on newly acquired lands. The indigenous people, nevertheless, welcomed the strangers and began trading with them, in gold and various household items. To consolidate their hold on what promised to be a lucrative trade, the Portuguese requested a papal decree from the Pope of Rome to give them monopoly and thus to prevent other Europeans from partaking of this discovery. The monopoly was granted on the condition that they convert the local population to Christianity. The lure of huge profit from the gold trade, however, overwhelmed the imperative for Christian evangelization. Matters of religion were relegated to the catholic chaplains who typically accompanied these explorers to provide them with their spiritual needs. The drunkenness and promiscuity of the sailors also soon produced a small community of mulato children, born of African women, who were entrusted to the catholic priest to be educated and Christianised.

In 1482, the Portuguese, with land leased to them by local chiefs, built their first trading post on the Coast as business picked up. As the legend of Gold Coast spread across Europe, however, other nations - notably, the Netherlands, Denmark, France and England - defied the Portuguese monopoly and joined the gold rush- the earliest form of galamsey. Soon, the Guinea Coast was teeming with European cartographers who named various areas according to the abundance of particular commodities. In addition to the Gold Coast, they designated the area to the west, Ivory Coast for its abundance supply of elephant tusks, while Liberia (and part of Sierra Leone) were named the Pepper (or Grain) Coast. Trade between Europeans and the local communities in these and other consumer items soon picked up.





*Cape Coast Castle*

## **2.5 The Shameful Slave Trade Era**

With the discovery of the Americas and the need for people to work on the sugar and cotton plantations in the new world, trans-Atlantic slave trade became the dominant activities of the Europeans. This led to the depletion of critical human resources from the Gold Coast, most of whom lost their lives in the inhumane slave trade till the abolition of slavery in 1833.

## **2.6 Emergence of the Colonial Economy**

The end of slave trade stimulated the shift to trading in commodities, such as palm oil, coconut oil, palm kernel, rubber, cocoa and timber to feed the “industrial revolution” which was then gathering steam in Europe and the United States.

There was strategy of monopolising trade and preventing industrialisation in the Gold Coast, underpinned by deliberate efforts to cultivate new tastes among the locals with imported goods. The foundation for Ghana’s current economy, with its preponderance towards imported consumer goods and the exportation of primary commodities, was laid in this period and has seen little change since then.

## **2.7 The Rise of the Cocoa Economy**

At the beginning of the 20th century, rubber was the leading export commodity in the Gold Coast, raking in as much as £328,000 in 1900, followed by palm oil (£239,000), palm kernels (£97,000), logs (£68,000) and gold (£38,000)<sup>1</sup>. Cocoa came in a distant sixth, with £27,000 in earnings<sup>2</sup>. A fall in world prices for palm oil and rubber and an increasing demand for cocoa products in the growing urban populations of Europe led to a surge in cocoa production in the Gold Coast. In 1907, the value of cocoa exports reached £515,000, overtaking rubber at £333,000 as a leading cash crop.

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1 Palm oil and palm kernel were used for soap, candles, and motor oil in Europe and elsewhere in the industrialising world.

2 NDPC, 2017, Draft 40 Year Development Plan



*Cocoa tree with ripe pods*

In the same year, gold exports crossed the one million-pound mark, at £1,131,000. By 1960, Ghana was the leading producer of cocoa in the world, accounting for one-third of the total world production. That position however made her vulnerable to the vagaries of the world market, including over-supply which invariably led to a fall in prices.

## **2.8 Prelude to Independence Development**

Colonial policies did not go without the leadership of the local population raising resentment to colonial domination and oppression. For example, the Ashanti Kingdom resisted its integration into the colony for a long time. Most legendary was the Aborigines Right Protection Society's work which ensured that the land capture of Whites in Southern Africa did not take place in the Gold Coast, thanks to the efforts of intelligentsias like Jacob Wilson Sey and John Mensah Sarbah

The rising resentment among some Gold Coasters, especially those of the professional classes in August 1947, led to the coming together of a group of Gold Coasters by business magnate George Alfred (Paa) Grant and including lawyers R. S. Blay, Dr. Joseph Boakye Danquah, R. A. Awoonor-Williams and Edward Akufo-Addo. They met in Saltpond and formed the United Gold Coast Convention (UGCC). Among their demands were bringing on board the Legislative Council educated persons and a call for "self-government within the shortest possible time".

On 28th February 1948, disaffected Gold Coast ex-servicemen decided to submit a petition to the Governor over the government's unfulfilled promises. They were shot at leading to the death of three ex-service men: Sgt. Cornelius Francis Adjetey, Cpl. Patrick Attipoe and Pvt. Odartey Lamptey. The death of the three soldiers led to days of rioting throughout the country, culminating in the declaration of a state of emergency by the government on 1st March 1948 followed on 12th March with a "removal order" for the arrest of executives of UGCC – Kwame Nkrumah, Ebenezer Ako-Adjei, Edward Akufo-Addo, Emmanuel Obetsebi Lamptey, William Ofori-Atta, and Joseph Boakye Danquah – amidst their protestations that they were not responsible for the violence. Together, they became known as the Big Six.

Kwame Nkrumah, however, disagreed with the other leadership of the UGCC over the pace of change proposed in June 1949 and parted to form the Convention People's Party (CPP) with a demand for "self-government now". In 1950, he launched a campaign of "Positive Action" based on industrial strikes and civil disobedience. The government's response was repression, including the declaration of another state of emergency, the outlawing of party publications, and the detention of many of the CPP's executives, including Nkrumah, at James Fort, Accra.



*The Big Six: from left to right – Kwame Nkrumah, Emmanuel Obetsebi-Lamptey, Ebenezer Ako-Adjei, William Ofori-Atta, Joseph Boakye Danquah and Edward Akufo-Addo.*

The first legislative elections were held on 8th February 1951. However, though in prison Nkrumah's CPP won 34 of the 38 elected seats, representing 91.3 percent of the total vote cast, while the UGCC won three seats. From prison, Kwame Nkrumah himself won the Accra Central seat with 22,780 out of the 23,122 votes cast. The governor, Charles Arden-Clarke, had no choice but to invite him, on 13th February 1951, to form the next government. With support of 22 indirectly elected members, the CPP came to dominate with 56 of the 84 seats. Kwame Nkrumah became the leader of the government with the title Leader of Government Business.

As the CPP continued to push for independence, the issue of what to do with British Togoland, a United Nation's Trust Territory since the end of the First World War, was resolved with a plebiscite, in which 63.9 percent voted to integrate with the Gold Coast, rather than be merged with French Togoland<sup>1</sup>.

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<sup>1</sup> Togoland, a former German Territory, had been split between Britain and France, under a League of Nations Mandate, after the defeat of Germany in the First World War.

On 6th March 1957, the Gold Coast finally attained its independence from Britain and renamed itself Ghana, after the old Ghana Empire. It remained a member of the Commonwealth, with the British queen as the head of state, represented in Accra by a governor. On 1st July 1960, Ghana became a republic with a president, Kwame Nkrumah, as the head of state. With that, the governor departed, bringing full closure to British political domination in the country, after more than 140 years.



*Kwame Nkrumah declaring Ghana's Independence on the eve of 6<sup>th</sup> March, 1957*

## **2.9 Post Independence**

### **2.9.1 Economic Development**

At independence, Ghana's per capita GDP was comparable to a middle-income country and had large foreign reserves, relatively developed infrastructure and educated labour force compared to many sub-Saharan nations. The colonial government, however, focused primarily on extractives with few indigenous industries. Nkrumah's government was resolved to transform the inherited colonial economy with an import-substitution industrialisation policy. The industrialisation policy was driven mainly by the state. The most ambitious effort in this regard was the 7-Year Plan for National Reconstruction and Development, 1963/64-1969/70 which allocated about 20 per cent of the country's total investment to develop industry and trade.

The post-independence period saw major economic transformation. Notable features were the construction of the Akosombo Dam and the Tema township as the industrial hub of the country. Some organisations established were the Ghana National Trading Corporation (GNTC), the Black Star Shipping Line Ltd., Ghana Commercial Bank (with branches in some of the remotest parts of the country), the Bank of Ghana, and Ghana Industrial Holding Corporation (GIHOC) with 34 manufacturing units by 1966. The country made some inroads in its industrialisation drive. By the mid-1960s "Made in Ghana" goods were to be found in shops across the country and even in neighbouring countries. The Institute for Public Administration in 1961, later renamed Ghana Institute of Management and Public Administration (GIMPA) was set up to train public servants, while the National Productivity Institute, later renamed the Management Development and Productivity Institute (MDPI) was established to train middle-level manpower. Infrastructure, including roads, ports and harbours, was greatly expanded.



*Aerial view of the Akosombo hydro-electric dam*

Another major industrial boost was in the textile industry. In the early 1970s, the country was reputed to have about 77 textile factories/industrial establishments, all operating fairly reasonably and profitably. There were also laudable attempts to produce electronic goods, with the establishment of Ghana Sanyo and Akasanoma. The colonial rubber industry, which had concentrated on the export of raw latex products, gave way to a fully vertically integrated rubber industry at Bonsa in the Western Region to manufacture vehicle tyres, which factory was taken over by Firestone of Akron, USA, but eventually collapsed for various reasons not excluding political instability.

Between 1957 and 1960, the annual average real GDP growth was 7.5 per cent and continued into the 1960s. Real GDP growth however declined to 4.3 per cent in 1966. Agriculture's contribution to GDP growth was the highest, amounting to 41 per cent of GDP in 1965. Within the agricultural sector, the cocoa sub-sector was the driving force and largest source of foreign exchange. The services sector was the next major contributor (40.4 per cent) to real GDP growth at the end of 1965. The share of industry in real GDP growth was 18.9 per cent in 1965. Although there were some weaknesses, there was notable economic progress in the 1960s.

In the area of social development, great strides were made in the immediate post-independence era in the areas of education, health and housing. The tuition-free policy for primary and middle-school education introduced in 1952

continued after independence, culminating in the Education Act of 1961. The Act made primary education compulsory, and subsidised textbooks and meals were introduced. These measures led to increased enrolment in primary and secondary schools. Due to increased demand for healthcare, the University of Ghana Medical School was established in 1962. Moreover, affordable housing was a major part of the government's social policy. The State Housing Corporation played a leading role alongside the State Construction Corporation which also trained people for the required technical and vocational skills.

The Seven-Year Development Plan (1963/64-1969/70) was initiated to accelerate Ghana's development. However, a sharp decline in cocoa prices, underperforming state corporations, foreign exchange crises, high levels of inflation and fiscal deficits meant that the 7-year Plan did not see any significant implementation by the time of Nkrumah's overthrow on 24th February 1966, after which the soldiers set aside the plan.

### **2.9.2 Stabilization to economic reform 1966-1972**

The National Liberation Council regime during the period 1966-1969 attempted to stabilize the economy and also encourage private sector participation in national development. The short lived Progress Party Administration between 1969 and 1972 continued the stabilization of the economy with greater emphasis on rural development as well as liberalization of the economy.

### **2.9.3 The "Lost Decade":1972-1983**

The period 1972 to 1983 recorded the worst deterioration in Ghana's economic history and has been described as the "lost decade". GDP growth, which had averaged 3.2 per cent annually from 1962 to 1971, witnessed a decline to an annual average of -8.3 per cent over the period 1972 to 1983. This period experienced continued dilapidation of infrastructure, especially roads to cocoa-growing areas, and a weakened financial sector. There was an exodus of professionals to other African countries, Europe and North America to seek greener pastures. Overall, the period recorded unprecedented deterioration and corruption which resulted first in a brief military take-over in 1979 then a full coup d'état on 31st December 1981 that toppled the democratically elected government of President Hilla Limann after only two years.



## **2.9.4 Economic Recovery and Growth: 1983-1992**

Under the Provisional National Defence Council led by Chairman Flt.-Lt. Jerry Rawlings, an Economic Recovery Programme (ERP) was implemented in 1983 followed by a Structural Adjustment Programme (SAP) guided by the World Bank and IMF. Accordingly, typical Bretton Woods conditionalities were imposed on Ghana to deal with tax evasion, trimming the ranks of the public sector through a re-deployment programme to contain government expenditure, caps on wage growth, the removal of some subsidies as well as the reduction in some social transfers. Loss-making state-owned enterprises (SOEs) were restructured, divested to private investors, or closed down. Between 1987/88 and 1998/99, the proportion of government employees in the labour force fell from 8.0 per cent to 5.9 per cent, while that of SOEs declined from 1.9 per cent to 0.6 per cent. The reforms resulted in a sharp reduction in inflation by about 90 percentage points between 1983 and 1986. Further, the ERP led to increased exports. To alleviate the increase in poverty and hardship, particularly for those in the informal sector, the government implemented the Programme of Actions to Mitigate the Social Costs of Adjustment (PAMSCAD) in 1988 through a number of policy and project-based interventions around the country.

## **2.9.5 Development in the Fourth Republic: 1993 to present**

Ghana returned to constitutional rule on 7th January 1993 with Flt- Lt. J. J. Rawlings as the elected President of Ghana's Fourth Republic. At the time, the economy had recovered considerably from the near-collapse of the 1980s, but economic growth averaged just 4.5 per cent, well below the minimum 7.0 per cent that was required to put Ghana on a high and sustainable path to broad-based development. A long-term plan called Vision 2020 was drawn up for implementation from 1996, but this was truncated when there was a change in government in 2001. The second civilian government in the Fourth Republic led by President John Agyekum Kufuor signed up for the Heavily Indebted Poor Countries (HIPC) debt relief initiative in 2002 as part of efforts to reduce the high public debt. In fulfilment of some of the requirements of HIPC, the government developed the Ghana Poverty Reduction Strategy (GPRS I, 2003-2005) and the Growth and Poverty Reduction Strategy (GPRS II, 2006-2009) to tackle the incidence of poverty and grow the economy.



With debt servicing decreasing through the cancellation of much of the country's foreign debts, the government was able to plough the money saved into growth-inducing infrastructure development. The central bank in 2002 adopted an inflation targeting regime with the introduction of the prime rate as a major tool in driving inflation down to the targeted rate.

These resulted in substantial reduction in inflation along with greater exchange rate stability. The country reported a rise in economic growth from 5.8 per cent in 2005 to 8.4 per cent in 2008. However, growth fell to 4.7 per cent in 2009 due to the global financial crisis. A number of social interventions were introduced during this period to cushion the poor and vulnerable. These included: the capitation grant, the school feeding programme; free maternal health care, cash transfers in the Livelihood Empowerment against Poverty (LEAP) programme, mass cocoa spraying, and the National Health Insurance Scheme (NHIS).



*University of Ghana Medical Centre, Legon-Accra*

Oil was discovered in 2007 and commercial production began in 2010. This led to the enactment of the Petroleum Commission Act, 2011 (Act 821) primarily for the management of the oil revenue. In 2011, the economy recorded its highest growth rate of 14 per cent, up from 7.9 per cent in 2010. This growth contributed to propelling Ghana to lower middle-income status following the rebasing of national accounts in 2010. Oil played a dominant part in the industrial growth rate rising from 6.9 per cent in 2010 to 41.6 per cent in 2011. The share of industry in GDP increased from 19 per cent in 2009 to 26 per cent in 2011. Nevertheless, in 2012, economic growth declined to

8.0 per cent, partly due to the significant reduction in industry growth by 30.6 percentage points between 2011 and 2012.

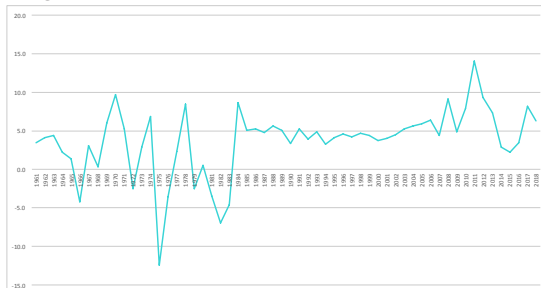
The period between 2013 to 2016 recorded a dip in per capita gross national income (GNI) by 23.7 per cent and macroeconomic instability. The exchange rate to the US dollar depreciated by 9.7 per cent in 2016, interest rates rose sharply with the Treasury Bill rate reaching 25 per cent. The period was associated with rapid accumulation of public debt, high inflation, and high fiscal deficits. With the 2018 rebasing by the Ghana Statistical Service (GSS), economic growth first decreased from 2.9 per cent in 2014 to 2.2 per cent in 2015 but improved to 3.4 per cent in 2016. Growth in non-oil GDP performed relatively better, increasing from 2.2 per cent in 2015 to 4.6 per cent in 2016. Ghana’s annual GDP growth rate from 1961 to 2018 is shown in Figure 2.2

Since January 2017, the country has returned to a high growth trajectory and relative macroeconomic stability with inflation, interest rates and fiscal deficits all improving markedly. However, the value of the cedi continues to decline against major currencies, with the rate of depreciation rising from 4.99 per cent in 2017 to 8.39 per cent in 2018.



*FPSO Kwame Nkrumah operating in Ghana’s offshore oil field*

*Figure 2.2: Annual GDP growth (%), 1961 – 2018*



Source: WDI, 2019

# 3

## The Ghana We Want

### 3.1 Vision

The Vision of Ghana@100 is to achieve a: ***Democratic, Inclusive, Self-Reliant Developed Country by 2057***

The vision envisages a just, free and a prosperous nation that guarantees high income per capita of not less than US\$50,000 equivalent, with opportunities for all Ghanaians to develop to their fullest potential, live healthy and fulfilling lives, and contribute fully to national development. This is the picture shared by the two leading political parties for a “Better Ghana” and “Ghana Beyond Aid”. Ghanaians want a solidly developed country by 2057, a nation with world-class socio-economic indicators.

Ghana is currently a lower middle-income country. However, the transition to a high-income country is not assured unless there is a purposeful and deliberate agenda under leaders of character, competence and care. There is always a threat that the country may stagnate; a situation known as the “middle-income trap,” or even deteriorate, as occurred during the “lost decade” between 1973 and 1983. The surest way to avoid the “middle-income trap” is to plan purposefully, guided by a long-term perspective and implement successive medium-term rolling plans, with vigour and commitment.

### **Box 3.1: Quotations by Presidents of the Fourth Republic of Ghana**

*“To be able to benefit from opportunities made possible by technology, we need to raise our infrastructure to a basic, minimum level. We need to provide reliable electricity and internet services to the people in our towns and villages (so that) they can truly join in the benefits of the technology that brings quality education to all. We can then have a realistic expectation of a prosperous future”.* - **H.E. Nana Addo Dankwa Akufo-Addo; October 2017.**

*“My vision for this country is to create a conducive national environment in which our children grow happily into responsible adults; where workers are proud to work and defend our national values; where improved maternal health reduces the hazards of child-bearing; where teachers use their influence to positively mould the next generation; a Ghana in which we all create and share in the benefits”.* – **H.E. John Dramani Mahama; February 2013**

*“Ghanaians have charged this government to judiciously utilise Ghana’s precious human and material resources... to develop a diversified economy based on increasing agricultural productivity, investments in productive infrastructure, education and skills development to improve the competitiveness of Ghana in the global economy... (as well as) pay increased attention to socio-economic policies, provide increased access to health, and develop social safety nets for the disadvantaged.”* – **H.E. Professor John Evans Atta Mills; July 2009**

*“Thus, as we reach one milestone, we must aim higher. As we achieve one goal – political independence, economic prosperity, a literate population, a longer and healthier lifespan, peace and self-respect on our continent – we must raise our sights even higher”.* - **H. E. John Agyekum Kufuor; March 2007.**

*“It is imperative that governments, particularly those in Africa and the least developed countries, adopt conscious and transparent human-centred development policies and strategies that will effectively achieve social development, accelerate economic growth and make all citizens both creators as well as beneficiaries of the national wealth.”* - **H.E. Flt Lt Jerry John Rawlings; March 1995**

Our resilient past and ongoing transformation agenda give us cause for hope for a Better Ghana Beyond Aid. The participatory democracy and sustained democratic governance in the country present a huge opportunity for a brighter future. Ghana should, in reality, be a developed country by 2057 with a non-partisan long-term vision and development plan. This document assumes a leadership at the national level that will continue to provide clear vision and demonstrate commitment for national development. This aspiration of Ghanaians has indeed been expressed by all the Presidents of the Fourth Republic, as illustrated in Box 3.1.

### **3.2 Portrait of Ghana@100**

By 2057, it is envisioned that Ghana will be a high-income country with the following minimum characteristics:

1. Self-confident citizens with high standards of patriotism anchored on discipline, good work ethic, who put the welfare of country above self-interest.
2. Nominal GDP of approximately US\$3.4 trillion and per capita GDP of not less than US\$50,000 equivalent.
3. Resilient, service-oriented, industrialised and globally competitive economy.
4. A business and financial hub in the West Africa sub-region.
5. Modernised agriculture for sufficient food to ensure food security and raw materials for agro-based industries and exports.
6. Minimal income disparities.
7. Robust pension schemes that provide adequate social security and funding for long-term transformation of the economy.
8. Affordable and diversified energy supply to meet industrial and domestic needs.
9. Effective, efficient, dynamic and inclusive institutions that ensure accountability, integrity, and transparency, with negligible levels of corruption.

10. Efficient, affordable and equitable first-class social services at all levels.
11. Low levels of unemployment, and underemployment, with decent work opportunities for all.
12. Maximum application of science, technology and innovation in every facet of society.
13. Sustainable and well-planned communities with safely managed water and sanitation services.
14. Sustainably managed land, forest, water, air and biological resources.
15. Strong and functional institutions, especially the Executive, Parliament, Judiciary, Electoral Commission, and the security services.
16. Adequately maintained first-class infrastructure that is resilient, sustainable, accessible and inclusive
17. An efficient legal and judicial system to address human rights abuses and impunity, and guarantees the rule of law.
18. An educational system that develops competent, creative, innovative, entrepreneurial, and skilled human resource that is globally competitive.



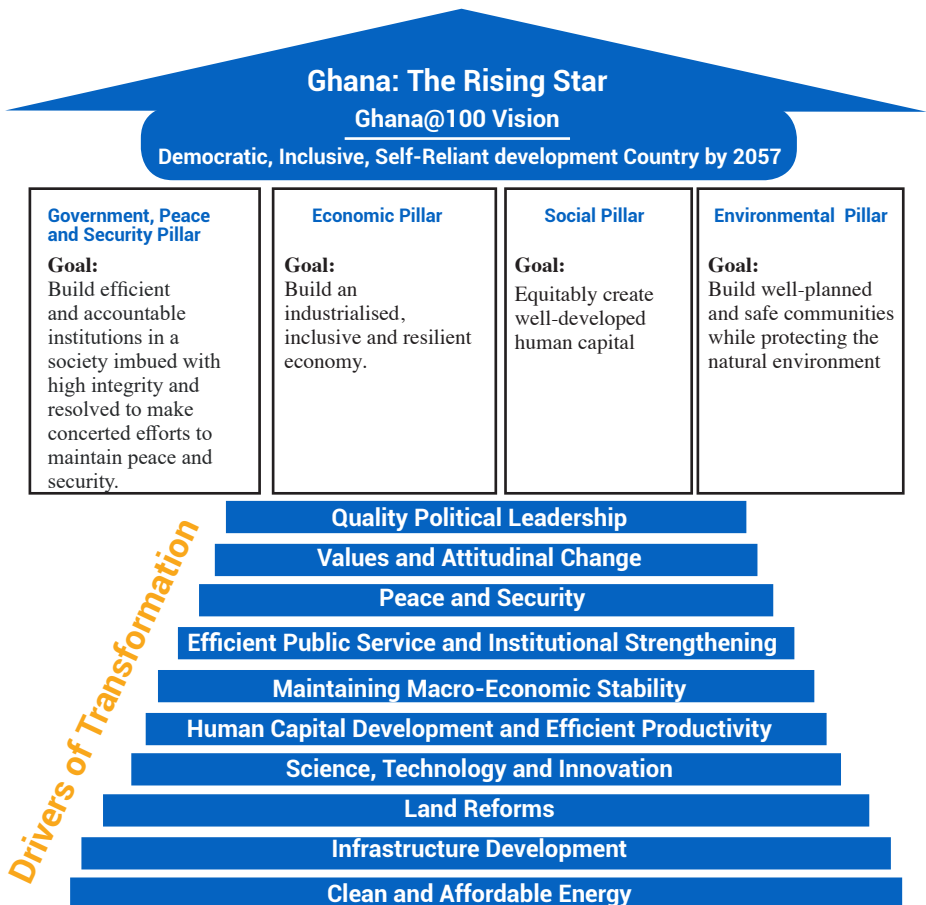
*Artist impression of future infrastructure developments*

# 4

## Strategic Pillars

The vision of Ghana@100 is underpinned by four strategic pillars and 10 drivers of transformation as depicted in Figure 4.1. The vision is also amplified in the slogan “Ghana: The Rising Star”. Each pillar is characterised by a goal that is aligned to international commitments such as the Sustainable Development Goals (SDGs) and the African Union Agenda 2063.

Figure 4.1: Ghana@100: Vision, Pillars and Drivers



## 4.1 Governance, Peace and Security Pillar

Deliberate and concerted engagement between the public, private and civic sectors towards successful and sustainable realisation of development aspirations is critical for the achievement of the vision. Good governance also allows people to make choices, enjoy their civil rights and liberties and realise their aspirations.

Ghana continues to make considerable progress in democratic governance, promoting peace and respect for human rights, the rule of law and the independence of the judiciary. However, the grave damage that corruption and waste have done to Ghana's social and economic development is widely acknowledged. The resulting loss of vast sums of money has slowed development efforts. Over the years, the government and various non-state partners have made strenuous efforts to reduce corruption through legislative reforms, institutional strengthening, prosecution and public education.

The goal of this pillar is to build efficient and accountable institutions in a society imbued with high integrity and resolved to make concerted efforts to maintain peace and security. Specific areas for intervention include strengthening the capacity of the public sector; promoting and deepening corporate governance; strengthening governance in the public sector; promoting "good society" campaigns; promoting transparency and accountability in public, private and civil society organisations and traditional authorities. These interventions are expected to yield the following results among others:

- Negligible levels of corruption and rent-seeking;
- Reduction in wastage of public resources;
- A society well-informed on conflict of interest and corruption; and
- Gains from reduction in corruption.
- Peaceful resolution of conflicts

Table 4.1 highlights key indicators and targets for assessing progress towards the goal of the Governance, Peace and Security Pillar by 2057.



**Table 4.1: Key strategic results and catalytic initiatives for the Governance, Peace and Security Pillar**

INDICATORS	BASELINE		2018	2021	2025	2029	2033	2057
	YEAR	DATA						
<b>GOAL: BUILD EFFICIENT AND ACCOUNTABLE INSTITUTIONS IN A SOCIETY IMBUEW WITH HIGH INTEGRITY AND RESOLVED TO MAKE CONCERTED EFFORTS TO MAINTAIN PEACE AND SECURITY.</b>								
<b>Catalytic initiatives for institutional development and transformation</b>								
Initiate public sector reforms and innovation	2017			✓	✓	✓	✓	✓
Implement a digitised M&E system to monitor quality of service delivery by government	2017			✓	✓	✓	✓	✓
Operationalise the Office of Public Ethics	2017			✓	✓	✓	✓	✓
Establish and operationalise the National Census Fund	2017			✓	✓	✓	✓	✓
Establish and operationalise the National Election Fund	2017			✓	✓	✓	✓	✓
Elect Local Government Officials	2017			✓	✓	✓	✓	✓
Launch and sustain the “Good Society Campaign”	2017			✓	✓	✓	✓	✓
Review and Implement Constitution Review Commission Report	2017			✓	✓	✓	✓	✓
Revise Ghana’s foreign policy to reflect emerging trends	2017			✓	✓	✓	✓	✓
Strengthen Ghana Foreign Service	2017			✓	✓	✓	✓	✓
Establish Ghana Agency for Development Cooperation	2017			✓				
Publish strategy and charter for improving quality of service by Ghana’s missions abroad	2017			✓				
Revitalize “Brand Ghana” office	2017			✓				

## 4.2 Economic Pillar

Ghana’s economy has been generally characterised by large fiscal and trade deficits, high inflation, rising debt stock and depreciation of the cedi. It has predominantly been driven by primary production with little value addition and weak domestic revenue mobilisation. These characteristics illustrate the need for structural transformation of the economy.

The goal of this pillar is to build an industrialised, inclusive and resilient economy. The strategic interventions include optimisation of key sources of economic growth; building a strong economy capable of withstanding internal and external shocks; enhancing competitiveness and promoting an enabling business environment. These interventions are expected to yield the following results by 2057:

- Nominal GDP of US\$3.4 trillion and per capita GDP of US\$58,402;
- Structural transformation – agriculture share of GDP to fall to 11%; industry share of GDP to rise to 39%; and services share of GDP to be 50%;
- Stable macroeconomic environment – low and stable inflation, exchange and interest rates; international reserves equivalent to at least 1 year of import cover;

national savings rate between 25% and 35%; a resilient financial sector with Ghana serving as a financial hub for the West African sub-region;

- Formalised informal economy;
- World-class pension schemes that provide funding for long-term transformation of the economy;
- Heavy industries to add value to mineral resources and gain competitive edge;
- Established textiles and accessories parks;
- An integrated oil and gas industry with high local content; and
- A services-oriented economy with emphasis on tourism, ICT and finance

Table 4.2 highlights key indicators and targets for assessing the achievement of the goal under the Economic Pillar by 2057.

**Table 4.2: Key strategic results and catalytic initiatives for the Economic Pillar**

INDICATORS	BASELINE		2018	2021	2025	2029	2033	2057
	YEAR	DATA						
<b>GOAL: BUILD AN INDUSTRIALISED, INCLUSIVE AND RESILIENT ECONOMY</b>								
<b>Gross Domestic Product</b>								
GDP (nominal, US\$ billion)	2016	42.9	53.5	72.8	120.9	190.9	299.2	3,345.2
GDP per capita (US\$)	2016	1,515.6	1,806.9	2,244.2	3,434.5	5,020.5	7,372.1	58,401.6
GDP (nominal, GH¢ billion)	2016	168.7	267.6	364.1	604.3	950.8	1,496.1	16,726.0
GDP per capita (GH¢)	2016	5,910.9	8,308.12	11,220.9	17,172.7	25,102.3	36,860.4	292,008.0
<b>Sectoral Shares of GDP (%)</b>								
Agriculture	2016	20.13	18.30	18.2	18.1	17.2	17.1	11.0
Industry	2016	25.59	27.60	28.1	28.7	30.0	30.1	39.0
Manufacturing	2016	5.10	5.60	9.50	13.10	15.00	17.50	25.00
Services	2016	54.28	54.10	53.7	53.2	52.8	52.8	50.0
<b>Merchandise Exports (%)</b>								
Manufactures share of merchandise exports (%)	2013	16.84	15.00	17.5	22.0	25.3	27.5	60.0
Hi-tech share of manufactures	2013	4.88	5.0		8.0		12.0	25.0
Commodities (% of merchandise exports)	2015	71.20	75.00	70.0	60.0	55.0	45.0	35.0
<b>Employment Shares (%)</b>								
Agriculture	2013	44.70	39.5	35.1	30.3	27.5	25.5	9.3
Industry	2013	14.40	14.1	14.5	14.9	15.9	17.5	25.7
Manufacturing	2013	9.30	10.10	11.10	11.43	12.30	13.9	23.10
Services	2013	40.90	46.4	50.4	54.8	56.6	57.0	65.0
<b>Structural Enablers of Growth</b>								
Domestic credit to private sector (% of GDP)	2015	20.27	25.00	35.7	47.2	56.7	61.8	95.1
Gross domestic savings (% of GDP)	2015	13.70	18.50	19.6	20.9	22.5	23.8	35.0
Gross fixed capital formation (% of GDP)	2015	23.61	24.00	25.7	27.1	28.4	29.7	30.0
Domestic revenue (as share of GDP, %)	2016	19.3	21.3	21.8	22.0	22.0	22.0	24.0
Electricity consumption (kwh per capita)	2015	348	620	850	1,433	2,113	2,825	6,430
Electricity transmission losses (%)	2015	3.80			2.0			2.0
Electricity distribution losses (%)	2015	24.0		12.0		5.0		2.0
Research and development (% of budget)	2013	0.38			1.0		2.0	4.0
<b>Cyclical Enablers of Growth</b>								
Inflation (% change in CPI, annual)	2016	17.10	Low and stable inflation rates in line with plan targets					
US\$-cedi exchange rate (% change, annual)	2016	-4.36	Annual depreciation of less than 1.0% over plan period					
Lending rates (% , annual)	2016	31.20	Low and internationally competitive lending rates					
<b>Catalytic initiatives for industrialisation and growth</b>								
Ghana Industrialisation Strategy	2016		✓	✓				
Manufacturing Advisory Council	2016		✓	✓				
Agriculture Advisory Council	2016		✓	✓				
Financial Sector Transformation Strategy	2016		✓	✓				
Future of Work Strategy	2016		✓	✓				
Productivity Development Strategy	2016		✓	✓				

### 4.3 Social Pillar

Inadequate access to quality services in education, health, water, sanitation and decent jobs, with low productivity, weak social protection, persistent gender gaps across a range of indicators, poor skills development, low sports and recreational development are features of the social pillar in Ghana. Although some improvements have occurred over the years, numerous challenges exist such as inadequate provision and quality gaps in education, gaps in physical access to quality healthcare, inadequate access to potable water provision, poor waste and sanitation management, unemployment and under-employment and low productivity, high levels of youth unemployment and underemployment, weak child protection, gender inequalities, and weak social protection systems.

The goal of this pillar is to create an equitable, inclusive and a well-developed human capital. Strategic interventions would be implemented to address population dynamics, harness a culture for development, alleviate poverty and inequality, bridge gender inequalities and empower women, enhance social protection, improve education, skills training and health outcomes, and improve water and sanitation services. Other interventions would focus on food and nutrition security, sports and recreation, child and family welfare, youth development, disability, the aged, employment, labour relations and decent work, future of work, and migration. These interventions are expected to yield the following results:

Inclusive and equitable development;

- Highly-skilled and productive labour force;
- Expansion in infrastructure for education and healthcare delivery at all levels;
- Improvement in teaching and learning outcomes;
- Universal health coverage
- Access to safely managed water and sanitation services;
- Elimination of child labour;
- Gender parity in enrolments at secondary and tertiary education levels;
- Greater and equitable participation of women in public life and at all levels of decision-making
- Eradication of disability-related discrimination and creation of sustainable opportunities;
- Sustainable care and support systems for the aged;
- Comprehensive social protection system; and
- Sustained food and nutrition security.

Key indicators and targets to be achieved under the Social Pillar by 2057 are depicted in Table 4.3.

**Table 4.3: Key strategic results for the Social Pillar**

INDICATORS	BASELINE		2018	2021	2025	2029	2033	2057
	YEAR	DATA						
<b>GOAL: EQUITABLY CREATE WELL-DEVELOPED HUMAN CAPITAL</b>								
<b>Demographics</b>								
Population (millions)	2016	28.9	30.38	32.45	35.19	37.88	40.59	57.28
Household size (national)	2010	4.55	4.5		4.3			3.5
Household size (urban)	2010	4.1	3.8		3.5			2.4
Urbanisation rates (%)	2010	50.9	57.2		62.6		66.8	79.1
<b>Human Resource Development</b>								
Human Resource Development Strategy			✓	✓	✓	✓	✓	✓
<b>Education</b>								
Net Enrolment Rate (%)								
– Kindergarten	2015/16	79.5		90	100	100	100	100
– Primary	2015/16	91.5		100	100	100	100	100
– Junior High	2015/16	50.3		75	90	100	100	100
– Senior High	2015/16	25.2		40	85	100	100	100
Completion Rates (%)								
– Primary	2014/15	99.6		100	100	100	100	100
– Junior High	2014/15	73.5		100	100	100	100	100
– Senior High	2014/15	46		60	100	100	100	100
Proficiency in core subjects (%)								
– English P3	2012/13	28.4		40	75	100	100	100
– Maths P3	2012/13	22.1		50	80	100	100	100
– English P6	2012/13	39.0		60	90	100	100	100
– Maths P6	2012/13	10.9		25	55	85	100	100
Tertiary enrolment ratio	2015/16	14.2		25	40	50	55	60
Basic schools needing major repairs (pub./priv.) (%)	2013/14	22.0		10.0	0.00	0.00	0.00	0.00
Basic schools with drinking water (%)	2013/14	61.0		75.0	100.0	100.0	100.0	100.0
– Public schools	2013/14	44.0		75.0	100.0	100.0	100.0	100.0
– Private schools	2013/14	78.0		90.0	100.0	100.0	100.0	100.0
Basic schools with toilets (%)	2013/14	72.0		100.0	100.0	100.0	100.0	100.0
– Public schools	2013/14	60.0		100.0	100.0	100.0	100.0	100.0
– Private schools	2013/14	84.0		100.0	100.0	100.0	100.0	100.0
Trained Teachers (% of total)								
– Kindergarten	2015/16	65.9		80.0	90.0	100.0	100.0	100.0
– Primary	2015/16	78.0		90.0	100.0	100.0	100.0	100.0
– Junior High	2015/16	90.0		95.0	100.0	100.0	100.0	100.0
– Senior High	2015/16	86.0		90.0	95.0	100.0	100.0	100.0

INDICATORS	BASELINE		2018	2021	2025	2029	2033	2057
	YEAR	DATA						
Textbooks-pupil ratio								
– Kindergarten (minimum one core book)	2015/16	0.2		0.5	1	1	1	1
– Primary (minimum three core books)	2015/16	1.7		2	3	3	3	3
– Junior High (minimum three core books)	2015/16	1.7		2	3	3	3	3
– Senior High (minimum three core books)	2015/16	0.5		2	3	3	3	3
– English textbook per student	2015/16	0.5		1	1	1	1	1
– Mathematics textbook per student	2015/16	0.5		1	1	1	1	1
– Science textbook per student	2015/16	0.4		1	1	1	1	1
Teachers with technical qualifications (%)								
– GES institutions	2015/16	60.9		75.0	85.0	100.0	100.0	100.0
– Other public institutions	2015/16	24.0		50.0	75.0	90.0	100.0	100.0
– Total public institutions	2015/16	50.6		60.0	75.0	95.0	100.0	100.0
– Private institutions	2015/16	29.0		50.0	75.0	90.0	100.0	100.0
<b>Health</b>								
Infant mortality rate (per 1,000 live births)	2015	41.0	41.0	35	22.0	18	14	3
Under-5 mortality rate (per 1,000 live births)	2014	60.0	56	40	30	25	20	2
Maternal mortality ratio (per 100,000 live births)	2015	319	310	200	100	70	60	30
Immunisation coverage (Penta 3) (%)	2015	85.0		90.0	100.0	100.0	100.0	100.0
Malaria deaths (% of total malaria cases)	2016	4.7	0.3	0.2	0.1	0.0	0.0	0.0
Under-5 malaria deaths (% of malaria deaths)	2016	32.0	16.0	10.0	5.0	0.0	0.0	0.0
<b>Water and Sanitation</b>								
Access to basic sanitation	2015	14.3	21.0	30	45	50	60	100
Access to improved drinking water sources	2017	44.3	55	65	75	85	90	100

#### 4.4 Environment Pillar

The built and natural environment is characterised by high rates of urbanisation; poor land use and inadequate spatial planning; a range from expensive to low-cost and slum housing; poor transportation networks; extensive urban sprawl; increasing environmental deterioration; poor maintenance of infrastructure; perennial flooding and poor drainage systems; weak land administration; and impact of climate change and variability. The long-term goal is therefore to build well-planned and safe communities while protecting the natural environment.

Strategic interventions for the built environment comprise the provision of well-planned human settlements including adequate zoning for socio-economic activities; resolving emerging issues of urbanisation; infrastructural requirements and financing for energy, transport, water and sanitation, drainage, flood control, climate change mitigation and adaptation; as well as the construction industry. The natural environment requires strategic interventions for the sustainable use and management of land, forests, water bodies, and mineral resources. These interventions are expected to yield the following results:

1. Fully implemented spatial development planning systems at all levels.
2. Fully developed and well-maintained world-class infrastructure that ensures:
  - Energy self-sufficiency and security, with total power generation of 59,000 MW; renewable share rising from 1 per cent to 15 per cent; reduction in technical and commercial losses; nuclear power production; modernisation of distribution network infrastructure;
  - Affordable and accessible transportation systems, with particular attention to the disabled, children and the aged;
  - Affordable and sustainable household and public sanitation facilities;
  - Adequate infrastructure for conveyance, treatment and disposal of liquid waste including reuse (sewage and septage).
3. Adequately maintained, climate-resilient infrastructure at all levels.
4. A maximum of five days turnaround time in land title registration and significant reduction of transaction costs.
5. Speedy adjudication of land disputes.

6. Improved security of land tenure, with production of reliable maps and site plans to support land administration, including spatial planning.

Key indicators and targets to be achieved under the Environment Pillar by 2057 are provided in Table 4.4.

**Table 4.4: Key strategic results and catalytic initiatives for the Environment Pillar**

INDICATORS	BASELINE		2018	2021	2025	2029	2033	2057
	YEAR	DATA						
<b>GOAL: BUILD WELL-PLANNED AND SAFE COMMUNITIES WHILE PROTECTING THE NATURAL ENVIRONMENT</b>								
<b>Catalytic initiatives and long-term results for built and natural environment</b>								
Implement National Spatial Development Framework	2015		✓	✓	✓	✓	✓	✓
Complete and put online National Infrastructure Database	2016		✓	✓	✓	✓	✓	✓
Non-revenue water loss (% of water produced)	2014	50	45	40	35	30	25	10
Length of road network (km)	2014	71,419						253,000
Road network in good condition (% of total)	2014	35	37	45	50	55	60	70
Ratio of paved roads to road network (% of total)	2014	23	25	35	45	50	60	70
Publish <i>Ghana: State of Infrastructure Report</i> every four years	2016		✓	✓	✓	✓	✓	✓
Forest area as a percentage of land area	2016	41.1	41.5	42	43	44	45	45
Proportion of water bodies with good ambient water quality	2016	20	25	30	40	50	60	90

# 5

## Drivers of Transformation

### 5.0 Introduction

There are 10 key drivers underpinning the realisation of the four pillars – governance, peace and security; economic; social; and environment:

- i. Quality Political Leadership
- ii. Values and Attitudinal Change
- iii. Peace and Security
- iv. Efficient Public Service and Institutional Strengthening
- v. Maintaining Macro-Economic Stability
- vi. Human Capital Development and Efficient Productivity
- vii. Science, Technology and Innovation
- viii. Land Reforms
- ix. Infrastructure Development
- x. Clean and Affordable Energy

### 5.1 Quality Political Leadership

Leadership at all levels must demonstrate good character, competence and care in the discharge of their duties. Political leaders especially must be honest and demonstrate a high sense of integrity with strong intellectual capacity that promotes debate and critical thinking. Leadership must exhibit qualities of inclusiveness. Deliberate measures to promote full and effective participation of women, minority groups and the vulnerable at all levels of decision making should be encouraged.

### 5.2 Values and Attitudinal Change

The state, non-state institutions and the citizenry must adopt and operationalise good ethics, values, discipline and patriotism. Values such as those captured in the national anthem and pledge need to be popularised and inculcated in the general populace. As a country, we have to tackle issues of moral indiscipline, corruption, poor work ethics and disregard to the environment especially our water bodies and sanitation. Strategic engagement with social partners is important to promote ownership of the Ghana@100 vision and stimulate attitudinal change.



### **5.3 Peace and Security**

Peace and security is essential for continuous sound development as it provides stability for business, communities and government. Building peace and adequate security involves a wide range of efforts from diverse stakeholders of society. Effective mechanisms will be put in place to prevent, manage and resolve conflicts, and ensure public safety and security. In this regard conscious effort will be made to promote law enforcement, peace making, peace building and counter terrorism. Appropriate measures will be put in place to ensure peaceful co-existence between Ghana, neighbouring countries, and beyond.

### **5.4 Efficient Public Services and Institutional Strengthening**

Policy and legislative reforms in the political governance structures as well as in the public and private sectors will be enforced. This will be achieved by re-engineering the processes, systems, technology, institutional structures and human capacity in public and private sectors. Meritocracy will be a driving force in making the public service efficient. Full decentralisation, including financial devolution, will be pursued. Political maturity and tolerance will be required to deepen the reforms.

### **5.5 Maintaining Macro-Economic Stability**

A stable macroeconomic environment will stimulate the attainment of single digit inflation, stable currency, low interest rates, trade and fiscal surplus. It will also spur the confidence of investors and the general public in the economy. This environment will boost economic growth, ensure affordable and accessible credit, especially for micro, small and medium-scale enterprises (MSMEs), and maintain a stable and resilient financial sector. A strong, socially responsible, vibrant and internationally competitive private sector, operating in a stable macroeconomic environment and sustained by innovation is envisaged.

### **5.6 Human Capital Development and Efficient Productivity**

Well-developed human capital is required to accelerate national development as part of a broader strategy to fight poverty and reduce inequality permanently. This focuses on building a healthy, highly skilled, and ingenious labour force. Further steps include strengthening the formal economy while reducing the informal to the barest minimum; ensuring quality technical and training institutions as well

as enhancing cooperation between industry and educational institutions. All health services, including mental, maternal, child, adolescent and geriatric, and the prevention of non-communicable diseases will be highly improved and equitable. A key step will be a strategic integration of primary, secondary, tertiary and technical/vocational education. A driving force



*Artist impression of an urban development scheme*

behind the Ghana@100 vision will be a productivity revolution that will ensure the efficient use of the country's natural and human resources, and reduce the adverse impact on the environment. This will be done through the promotion of innovation and creativity in all sectors and at all levels, from farms to factory floors to offices and stores to civic institutions and other spheres of civic engagement.

### **5.7 Science, Technology and Innovation**

Science, technology and innovation (STI) will be at the centre of the transformation agenda and mainstreamed in all socio-economic activities to drive the achievement of the vision. With the overarching



*An artist impression of a modern train*

goal to attain a high-income status, the role of Information and Communication Technology (ICT) cannot be overemphasized within and across all sectors. Existing policies and laws would be amended regularly to keep pace with the rapid changes in ICT. Also, relevant skills set and infrastructure will be developed to promote the update and use of ICT. The nation would build on its recent improvements with special emphasis on e-government, e-business, e-commerce, e-health, e-education and e-research. Significant investment will be made in research and development to generate solutions to the nation's problems.

### **5.8 Land Reforms**

Efficient and effective land administration and land use will be critical to achieving the vision. This will require land reforms which must focus on determining boundaries of allodial land owners to ensure title security; passage of the Lands

Bill to harmonise the numerous customary and statutory land-related laws; fully decentralising land administration on an automated platform for timely service delivery; and improving accuracy and ensuring high standards of land data

security. An additional focus will be to deploy simplified and operational procedures of inter-linkage between title registration and land use management at the local level as an integral part of the land administration system.



*An artist impression of a solar farm*

## **5.9 Infrastructure Development**

The pursuit of accelerated socio-economic growth and a diversified economy coupled with rapid urbanisation requires modern infrastructure development to support growth in industrial and commercial activities. This means building world-class infrastructure assets that are efficient, dependable, resilient, sustainable, accessible, inclusive, and with the capacity to support Ghana's export-led growth and higher standards of living.

These efforts should be guided by spatial plans which provide physical and geographical expression to the economic, social, cultural and ecological policies of society. All spatial plans must be in compliance with the national spatial development framework. The full implementation of the Ghana Infrastructure Plan will be critical in this endeavour.

## **5.10 Clean and Affordable Energy**

A well-developed energy sector, with the capacity to deliver reliable, clean and affordable energy to drive the industrialisation agenda and ultimately transform Ghana into a centre of excellence in renewable energy research, production and services will be critical. Energy efficiency measures such as cleaner technologies and mass public transport systems will be vigorously pursued to reduce energy demand and pollution from emissions. Alternative clean energy sources, including solar, wind and biofuel, will be developed and promoted to meet energy requirements.

# 6

## Translating The Perspective Vision Into An Actionable Agenda

### 6.0 Introduction

The Ghana@100 agenda is to be implemented in four stages. At each stage, efforts will be directed at certain critical areas of development. These areas form the core areas for investment and are expected to bring about the required transformation.

### 6.1 Stages of Development

The four implementation stages proposed to achieve the vision of Ghana@100 are: foundation for take-off; structural transformation; accelerated growth; and consolidation.

#### 6.1.1 Stage One: Foundation for Take Off

This stage focuses on establishing the fundamentals required for a new Ghana and runs from 2021 to 2028. It focuses on promoting agricultural productivity and agro-based industries; light industries; and economic infrastructure including roads, rail, power, water and sanitation. The focus will also be on strengthening the quality of basic education and technical and vocational education and training (TVET); expanding the ICT backbone; and improving housing stock with high reliance on local content. This stage will also be characterised by efficient, inclusive and transparent governance.

#### 6.1.2 Stage Two: Structural Transformation

Industrialisation is the driving force for structural transformation in stage two. An aggressive industrialisation drive will be pursued with emphasis on petrochemical, integrated bauxite, iron and steel industries. The tourism and hospitality sector will be strengthened alongside the aviation sector, to make Ghana an aviation hub for West Africa. This stage also focuses on strengthening science, technology, engineering and mathematics (STEM) uptake, especially at tertiary level, as well as creating technology parks. This stage is expected to run from 2029 to 2032 .

### **6.1.3 Stage Three: Accelerated Growth**

The period of accelerated growth is expected between 2033 and 2048. This period would be characterised largely by a sustained export drive and sufficient domestic supply of food and raw materials. World-class research, technology and innovation will be promoted to support the industrialised economy.

### **6.1.4 Stage Four: Consolidation**

All gains made in the process leading to the final stage will be consolidated to make Ghana internationally competitive, with a focus on enhanced technology, first-class infrastructure and social services, and a sustainably managed environment. This stage is to run from 2049 to 2057.

# 7

## Potential Sources of Funding

### 7.0 Introduction

The Ghana@100 vision requires at least US\$100 million above current projected 2020 budget and external inflows. The government is expected to provide an estimated cedi equivalent of US\$50 billion to create an investment portfolio which would generate at least twice that amount from the private sector. The following analysis shows that indeed, the country has the potential to generate resources far beyond that.

### 7.1 Tax revenue

The tax system is bedeviled with corruption and inefficiencies. Moreover, very few people, mostly in the formal sector, contribute to the tax net. The formalisation of the large informal economy is expected to increase tax revenue considerably.

Other areas which should be tackled to rake in more tax revenue include the compulsory filing of annual tax returns by all economic entities. Reconsideration of the existing exemption regime to reduce the number of beneficiaries to the minimum, plugging the holes in the current suspense regime, and tackling corruption will be prioritised. Furthermore, reducing inefficiencies in tax collection at all levels and enforcing efficient property valuation and land taxes are expected to raise tax revenue from 12 per cent of GDP to between 17 per cent and 20 per cent. This should yield net additional resources of US\$1 billion per annum or at least US\$30 billion by 2057 above the normal growth of real expenditure.

### 7.2 Leakages and illicit financial flows

It is estimated that Ghana loses US\$3 billion annually through illicit financial outflows. To better combat this phenomenon, the anti-graft agencies will be resourced in terms of expert personnel and funds. Systemic abuse of the exemptions regime, especially in the extractive sector, will be stopped. International collaboration will be strengthened to curb these flows and encourage the implementation of tax transparency treaties or tax exchange

programmes. Anti-corruption measures should save the country at least US\$1 billion per annum.

### **7.3 Value-for-money**

Value-for-money appraisal of high value contracts will yield significant savings. Strategies to this end include developing a database of unit costs for infrastructure; analysis of the procurement value chain; and promotion of social accountability to create public awareness of infrastructure development in terms of project cost, type, location, duration, and contractors. These measures are expected to minimise procurement breaches and reduce government project costs by not less than 20 per cent across board.

### **7.4 Resource for infrastructure development**

The traditional way governments fund infrastructure is changing as undertaking infrastructure projects becomes highly capital intensive and entails longer maturity with higher risks and prolonged real rate of returns . Ghana, as other resource-rich countries have done, has traded part of its natural resources for development finance, especially to build infrastructure. The Sinohydro buxite deal is a case in point. This and even larger scale projects could generate US\$25 billion.

### **7.5 Enhanced revenue from natural resources**

The Petroleum Revenue Management Act, 2011 (Act 815) provides for the use of the bulk of oil revenues for capital expenditure, with the rest saved for future generations. However, receipts from the sector are minimal due to the current fiscal regime for the sector and low production levels. With the coming on-stream of new oil fields, the government will be able to negotiate a more favourable fiscal regime that will provide more revenue to fund development programmes/projects.

The mining sector is a potential source of significant resources to fund development. More favourable stability agreements with new investors in the sector, and with existing companies after the expiration of current agreements will provide a reliable stream of revenue from the sector to the government for the purpose of development. Over time, Ghana should develop the capacity to significantly increase local participation and manage the sector. It is estimated that the nation could generate an additional US\$30 billion from oil alone.

## **7.6 Public-Private Partnership (PPP)**

The government, through PPP arrangements such as concessions, build operate and transfer (BOT), design-build-operate (DBO), management and operation agreements, and joint ventures with domestic and external investors will be able to mobilise funds to support the implementation of development programmes and projects.

## **7.7 Other Sources of Funding**

- Debt Funds (such as an infrastructure fund) raise from domestic commercial banks, domestic term-lending institutions, domestic bond markets and specialised infrastructure financing institutions.
- Dedicated Government Funds: the Government could create a dedicated fund with resources from annual budget allocations, trust funds, and voluntary contributions from corporate institutions/entities.
- Dedicated Infrastructure fund.
- Pension Funds.
- Land Bonds.



# 8

## Conclusion

**G**hana@100 is a long-term perspective framework that draws on historical lessons as well as emerging development issues and charts a path for the Ghana we want by 2057. It seeks to provide the continuity in strategic direction necessary for Ghana's social and economic transformation to achieve the vision of a democratic, inclusive, self-reliant, developed country by 2057. The Ghana@100 document aims to inspire patriotism and a sense of purpose, as well as provide a platform for creating the future we aspire to, and not leaving it to chance. The preparation of the document was based on the draft 40-year Long-Term National Development Plan prepared by NDPC in 2016 and the Ghana Beyond Aid Charter prepared in 2019.

Ghana@100 envisages a just, free and a prosperous nation that guarantees high income per capita of not less than US\$50,000 equivalent with opportunities for all Ghanaians to develop their fullest potential, live healthy and fulfilling lives, and contribute to national development. This aspiration is founded on a highly industrialised, diversified, export-oriented economy driven by Ghanaian entrepreneurship and producing high-value goods and services. Other features are a dynamic and globally competitive manufacturing sector, an efficient and climate-smart agricultural sector, sustainably managed natural resources, well-planned human settlements, strong institutions and an economy that is resilient to both internal and external shocks.

Underpinning the Ghana@100 vision are four key pillars – Economic, Social, Environment, and Governance, Peace and Security. Each pillar has a goal and a set of expected results. The focus areas under the various pillars are integrated and linked, and not independent of each other. To accelerate the achievement of the goals of the four pillars are 10 catalytic drivers. These are critical cross-cutting driving forces that must be consistently pursued to ensure the successful achievement of the goals.

In developing the Ghana@100 document as a long-term perspective framework, the aim is not to impose on all successive governments. On the contrary, the aim is to provide a long-term perspective within which successive governments

can build their medium-term plans. In this way, the nation can achieve the consistency and continuity needed to accelerate development and defend the supreme national interest. Ghana@100 therefore serves as a strategic framework – along with the flexibility that allows for different political party programmes – strategies for the preparation of medium-term rolling plans and budgets at national, sector and local authority levels that are coherent and work towards a common national vision. Adjustments will be made to the document over time to account for new information or changes in circumstances.

The realisation of the vision of Ghana@100 requires all hands on deck. Political parties, civil society organisations, traditional authorities, religious groups, development partners and all citizens must work together, leveraging their relative strengths to accelerate progress towards the goals. Ghanaians must cherish and safeguard this innovative approach of blending continuity and change around a common vision of national development in a multi-party democracy