



## Country Partnership Strategy for Ghana 2011-2015



# **Korea's Country Partnership Strategy For Ghana**

## **Table of Contents**

Introduction

I. Development Situation of Ghana

II. Partnership Strategy for Ghana

III. Implementation Strategy

IV. Performance Management Plan

## V. Prospects and Vision

# Introduction

The Country Partnership Strategy (CPS) for Ghana provides the overall policy direction of the development assistance of the Government of the Republic of Korea to Ghana for the period of 2011-2015.

The strategy aims to contribute to the successful implementation of the Ghana Shared Growth and Development Agenda (GSGDA) in achieving poverty reduction and balanced and sustainable growth of Ghana, as well as strengthening the friendly relations and cooperation between the two countries.

Based on mutual understanding and respect, the strategy paper was produced by connecting the development needs of Ghana and Korea's development experience and its comparative advantage to enhance aid effectiveness.

As a member of the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD DAC), Korea strives to incorporate international norms of development cooperation into the CPS for Ghana. On the domestic front, Korea will strengthen collaboration with various Korean ODA agencies, while internationally, it will expand cooperation with other donor countries to promote aid effectiveness and overcome aid fragmentation.

The strategy defines the role of Korean official development assistance (ODA) for Ghana during the period of 2011-2015, to ensure systematic and coherent implementation of aid and increase predictability, while reducing administrative costs on Ghana's side.

This strategy paper will continuously be revised and updated in order to adequately reflect internal and external changes of Ghana, through mutual consultation between the two countries.

## **I. Development Situation of Ghana**

After its independence from British rule in 1957, Ghana achieved high economic growth as a leading export country in the West African region till mid 1960s. However, under socialist government and military regimes, Ghana experienced political instability and economic downturn until the early 1980s. Since then, Ghana launched the national economy recovery plan that laid the foundation for economic growth. Through democratic presidential elections and change of governments in 2000 and 2008, Ghana successfully achieved democracy and now is evaluated as a safe investment zone by international community. With the conclusion of an aid agreement with the IMF in 2003, the country is maintaining macro-economic stability and restructuring the public sector to rapidly change into market economy. As a result, Ghana is expected to meet most of the Millennium Development Goals (MDGs) by 2015, except for improving maternal health (MDG 5) and ensuring environmental sustainability (MDG 8). Based on the progress, Ghana formulated “Vision 2020” with the aim of becoming a middle income country (MIC) by 2020. After the three rounds of Ghana Poverty Reduction Strategy (GPRS) I, II and the GSGDA since 2003, Ghana is currently exerting efforts to achieve sustainable growth and the MDGs.

Despite the political and economic achievement, however, the income disparity among social classes and regions in Ghana is a cause for concern, and the weak governance can restrict the development efforts. The recent fiscal deficit,

deteriorating balance on goods and on the current account, and other macro-economic instability caused by ineffective Government administrations can become major barriers to the development prospects of Ghana.

The CPS for Ghana will therefore be centered on overcoming development barriers, achieving sustainable economic growth and alleviating poverty. On the basis of the GSGDA, Korea will focus its partnership on priority areas where Korea has a comparative advantage, while improving aid effectiveness by cooperating closely with various aid agencies in and out of the country.

## **II. Partnership Strategy for Ghana**

The partnership strategy for Ghana aims to contribute to the sustainable development and poverty reduction in Ghana through the successful implementation of the GSGDA, and promote the friendship and cooperation between the two countries.

As Ghana is Korea's significant partner country in the African region, this partnership strategy focuses on helping the country become a MIC by 2020 by laying the foundation for sustainable growth.

In particular, considering Ghana's development needs and Korea's comparative advantage, priority areas of partnership for which 70% of Korean ODA budget will be directed are selected as follows.

1. Energy : Building energy infrastructure for the stable supply of electricity.

2. Water supply and Maternity Health : Improving the health and sanitation environment.
3. Basic education : Improving primary education conditions to develop human resources.

In addition, the three values of efficiency, sustainability, and harmonization of aid will be emphasized to enhance aid effectiveness.

This partnership strategy helps raise aid predictability as it presents Korea's detailed goals and plans of assistance to Ghana. By observing the Paris Declaration and DAC recommendations, it is also expected to advance Korean ODA.

## **1. Priority Areas of Partnership**

### **(1) Building energy infrastructure for the stable supply of electricity**

This program aims to develop infrastructure for energy to improve living conditions of local people and contribute to boosting regional economic activities related to power supply.

From the mid- and long-term perspectives, the modernized power facilities will help the country reduce CO<sub>2</sub> emissions and efficiently respond to climate change, while raising the living standards of the poor by distributing reliable and

affordable electricity to households and companies. Furthermore, a comprehensive power supply expansion plan to ensure health and safety of women and children will be carried out.

1. Expansion of energy infrastructure: By expanding power lines and substations (161 kV→330 kV), Korea will help Ghana solve power difficulties within the country, and lay the foundation for the country to become an electricity exporter to neighboring countries.
2. Capacity development program: Korea will help Ghana build their institutional capacities in designing, constructing, operating and managing transmission line and substations. Korea will share related advanced technology and establish mutually cooperative systems.

## **(2) Improving health and sanitation environment**

This program aims to augment infrastructure for health and sanitation to improve the quality of life of the local people and reduce the maternal and infant mortality rates. By providing quality health care and sanitation services, this program is expected to improve the productivity of female workforce and health of the next generation, and thus effectively contribute to the socioeconomic development of the country.

A comprehensive assistance plan on building and repairing drinking water supply facilities and health centers will be prepared. In particular, health infrastructure will be developed in vulnerable areas, while improving institutions, providing consulting services on management, and fostering relevant human resources to strengthen Ghana's capacities.



1. Drinking water supply program: By 2015, Korea will support two water supply facilities to secure 32,500 m<sup>3</sup> per day and supply water for household use to 500,000 of the local population. Supporting for capacity building in water supply sectors will be added to amplify the synergy.
2. Health program: By 2015, Korea will construct and repair regional health centers for people who do not have access to health services. Through assistance aimed at strengthening health infrastructure and building institutional capacities, Korea will help expand basic maternal and childhood medical services to over 200,000 people.

### **(3) Improving primary education conditions to develop human resources**

This program aims to support the balanced social development of Ghana by improving primary education conditions in underdeveloped areas, providing equal education opportunities, and enhancing the quality of basic education.

Korea will continuously participate in working group meetings on education to share related information, and join in policy dialogues and sectoral assistance strategy planning. Korea will also make efforts for aid harmonization and aid coordination with other donors to avoid overlapping of aid by regions and projects.

1. Primary education improvement program : For vulnerable areas in terms of education, Korea will build or renovate 50 education buildings, such as preschools, primary schools, middle schools and dormitories for teachers by 2015.
2. Capacity development program : Korea will support the training program to nurture quality teachers and raise the level of primary education.

## **2. Training and Technical Assistance**

## **(1) Training Program**

Korea will make efforts to invite over 150 trainees from Ghana each year, and link the training programs with priority areas , such as electrical grids, maternal and childhood health, water services, and basic education. In order to improve the quality of training, the multi-year training programs and long-term degree courses in diverse fields of expertise will be adopted, while training cost allocation per participant will be increased.

Furthermore, trainees will be encouraged to set their own goals of training beforehand and take part in building their own training program. Meanwhile, model institutions will be selected and their comprehensive and long-term training plans will be prepared to strengthen institutional capacities.

In addition, the quality of each Korean training institution will be evaluated and a pool of Korean experts by sector will be formed. KOICA will take a leading role in building a network of training institutions and in developing comprehensive training programs, in cooperation with relevant Korean organizations.

## **(2) Dispatch of Experts**

Korea will dispatch its experts to Ghana to improve the quality of life of local people and ensure sustainability of the completed projects. Experts from Korean research institutes will be sent to strengthen partnerships with related organizations and authorities in Ghana, while participating in sectoral meetings to further the expertise of the local office.

Considering Ghana's sectoral demand, we will send mid- and long-term experts with a dispatch period of over six months, in order to enlarge the effectiveness of this program.

### **(3) Dispatch of Korean Overseas Volunteers (World Friends Korea)**

In order to assist projects in priority areas and confirm the sustainability of completed projects, around 50 Korean volunteers will be sent to Ghana during CPS period(2011-2015). Their sectors of service will mainly be in health and education to improve the quality of life of the poor. Their periods of dispatch will be various from at least two weeks to 2~3 years.

### **(4) Development Research and Policy Consultation**

Korea will continue to expand assistance in the form of consultancy services, namely development research and policy consultation, to build the capacities of Ghana. Close cooperation among Korean aid agencies will be made to increase the usefulness of development research and prevent the overlapping of projects. More EDCF projects will be implemented based on the feasibility study provided by grant aid, and joint research with other donor countries will also increase.

In order to implement development research services that are meaningful to Ghana, various potential projects will be explored by participants in training programs and Korean experts will be dispatched to Ghana. Related organizations in Ghana will also be invited to join in the process of the research and bolster their institutional capacities.

Through the Knowledge Sharing Program (KSP), Korea will present its economic development experience in a manner that is applicable to the situation of Ghana, and address their needs. While focusing its policy consultation on the financial sector and human resources development, Korea will help Ghana to enact laws and regulations and come up with action plans in accordance with the results of the policy consultation.

**<Korea's Expected Contributions to Priority areas 2011-2015>**

<b>GSGDA</b>	<b>Major Projects</b>	<b>Expected Contributions</b>
<b>Energy</b>		
<p>Improving power and energy infrastructure to raise living conditions and boost regional economy.</p> <p>-Vision 2020: Power supply facilities will be expanded to provide stable and affordable electricity, even to the poor.</p>	<p><b>&lt;Approved Projects&gt;</b>                      - Prestea-Kumasi Power Enhancement Project</p>	<p><b>&lt;Infrastructure&gt;</b>                      - Increase facility capacities to 330 kV to carry electricity of 1,000 MVA constantly.</p> <p><b>&lt;Capacity Development&gt;</b>                      - Train 20 staff and assist in building an infrastructure management system.</p>
<b>Health</b>		

<p>Improving the quality of medical services and reducing infant and maternal mortality rates, to raise the quality of life and increase productivity.</p> <p>-Vision 2020: Water supply facilities will be expanded nationwide by 2020 to provide safe and accessible drinking water.</p> <p>-By 2013, the mortality rates of infants and children under 5 years, and mothers will be reduced by 44%, 46% and 30%, respectively, from the levels of 2008.</p>	<p><b>&lt;Approved Projects&gt;</b>  - Improvement of a Water Supply System Project in Wa</p> <p><b>&lt;Potential Projects&gt;</b>  - Water Treatment Plant Rehabilitation and Expansion Project in Techiman  - Community-based Integrated Maternal and Child Health Project</p>	<p><b>&lt;Infrastructure&gt;</b>  - Water purification plant with a size of 32,500 m<sup>3</sup>/day</p> <p><b>&lt;Strengthening Health Services&gt;</b>  - Provide health services to some 200,000 infants, children, and mothers. (Support 20 health centers by donating facilities and equipment, and building health management and emergency care systems.)</p> <p><b>&lt;Capacity Development&gt;</b>  - Enhance the capacities of public officers from central and local governments, and local medical staff (approx. 200 people).  - Promote awareness on maternal health and family planning (approx. 200,000).</p>
<b>Education</b>		
<p>Improving primary education conditions to ensure quality education and promote balanced development.</p> <p>-Vision 2020: Achieve 120% of the GER(Gross Enrollment Ratio), and advocate education rights of children in rural and isolated regions. Dispatch 9,000 teachers. Achieve an illiteracy rate of 60% and distribute textbooks so that each student has his/her own book by 2012. Reduce the proportion of untrained teachers by 21.1% by 2020 while achieving a 5% rate of teachers' absenteeism by 2015.</p>	<p><b>&lt;Potential Projects&gt;</b>  - Integrated Quality Basic Education Project</p>	<p><b>&lt;Infrastructure&gt;</b>  - Construct and repair 50 primary education buildings (such as preschools, primary and middle schools and teachers' dormitories) in four districts.</p> <p><b>&lt;Equipment&gt;</b>  - Provide textbooks to some 500 primary schools.</p> <p><b>&lt;Capacity Development&gt;</b>  - Offer a training of trainers program to 1,000 teachers and assistants.</p>

## **III. Implementation Strategy**

### **1. Budget and Organization**

During the period of 2011-2015, at least 70% of the bilateral aid will be directed to priority area of partnership. However, the budget will be executed with flexibility to respond to urgent demand and changes in conditions, and can be re-arranged during the mid-term review in 2013 if necessary.

To promote efficient ODA management for Ghana, the number and capacity of staff in the local office will be increased to implement a field-oriented ODA program. Through a joint ODA consultation body hosted by the Korean embassy in Ghana, Korean loan and grant executing agencies, nongovernmental agencies (NGOs), and private companies will come together to make aid more meaningful. Korea will hire more local experts and continuously pursue aid harmonization and collaboration with other donor countries.

### **2. Measures to Improve Aid Effectiveness through Closer Aid Coordination**

From the stage of policy dialogue with the Government of Ghana and project planning, Korea will review possibilities to link related projects that are administered by various ODA agencies and ministries in Ghana in order to create a synergy effect. With regard to the priority area of cooperation, they will formulate assistance plans under a regular consultation with the Ministry of Finance and Economic Planning of Ghana and other related local institutions.

For the completed projects in priority areas of cooperation, the Korean government will review the current status of operation with Ghana and come up with comprehensive follow-up measures. In addition, Korean expert and volunteer dispatch programs and invitation of trainees programs will be implemented to support post-project management. The ultimate goal, however, will be to ensure the independence and self-reliance of Ghana institutions.

### **3. Cooperation Strategy with Ghana and Development Partners(including other donor countries)**

#### **(1) Aid Alignment**

In order to achieve aid alignment, specific goals such as increasing untied aid ratio and using Ghana's system will be introduced. For priority areas of cooperation, Korea's related organizations will discuss with Ghana to come up with sectoral ODA strategy, which will progressively be enlarged to include cooperation in non-priority areas .

#### **(2) Aid Harmonization**



Korea will officially participate in finalizing the second Ghana Joint Assistant Strategy (G-JAS), a roadmap of development cooperation of advanced donor countries, and help promote aid harmonization among donors. In sectors where Korea has a comparative advantage, such as health, electric power, and education, we will regularly participate in sectoral meetings to share information and co-operate each other.

## **IV. Performance Management Plan**

### **1. Monitoring**

A comprehensive monitoring system to manage ODA activities in Ghana will be introduced. The ODA information system will be adopted by 2012, and all the detailed information of Korea ODA projects will be registered in the system, in order to share information more effectively and respond and revise strategies actively in case of internal and external emergencies.

The local office will take charge of real-time monitoring of projects and participate regularly in bilateral talks and consultation meetings among donor countries to immediately detect possible risks.

### **2. Evaluation**

When assessing the performance of individual projects and conducting post-project and program evaluations, Ghana will be encouraged to participate in the process. The opinions of Ghana will be reflected in the evaluation and the results of the evaluation will be shared.

Through the mid-term review in 2013, the goals and strategy will be reformulated if necessary. In 2015, a final evaluation will be made by a joint body of relevant organizations (six months prior to the expiration of the CPS), and the final results will be made open to the public. If problems are found, measures for correction will be explored and reflected in the next CPS.

## **V. Prospects and Vision**

In order to become a middle income country with a gross national income (GNI) per capita of over USD 966 by 2020, Ghana will presumably need continuous support from the international community after 2015.

As Ghana is expected to achieve the fast industrialization and urbanization, Ghana and donor society need to focus on addressing social problems such as wealth and income disparity between social classes more intensively after 2015.

The cooperation in designing a master plan for solving urban planning and in improving environmental protection facilities (such as water supply, drainage, and waste disposal facilities) in new town areas are predicted to be necessary.

Based on the outcome of the 2010-2013 GSGDA and the first CPS for Ghana, as well the national development policy direction of Ghana, the next CPS will be decided. When Ghana joins the ranks of MICs after 2020, the overall assistance plan for Ghana will be re-studied and the expansion of cooperation at private levels will be considered.

Finally, Korea will exert more efforts to observe international norms for development cooperation and strengthen partnerships with other donor countries and their aid agencies, to achieve development effectiveness beyond aid effectiveness.