

NATIONAL EXPORT DEVELOPMENT PROGRAMME

DECEMBER 2011

1.0 BACKGROUND

1.1 INTRODUCTION.

Ghana's long term vision sets out to achieve consistently higher levels of GDP growth and job creation through increased production for both domestic and international markets. This requires a strategic orientation capable of transforming Ghana into an export driven economy that delivers high levels of productivity as well as decent jobs, on a scale significant to achieve equitable social and economic development.

Over the years Ghana has enhanced its international trade status with both traditional and non traditional exports recording substantial growth. A remarkable feature of Ghana's external trade sector is that the structure of exports continues to be dominated by raw cocoa beans, gold, and

timber since the colonial era. For this trend to change it has become necessary to diversify exports by moving away from traditional exports to non traditional export.

Deriving from the above, the National Export Strategy has been formulated with an overall objective of developing the potential of the non traditional export sector to enable it make maximum contribution to GDP growth, create formal decent job opportunities and ensure higher standards of living.

The NES is situated within the context of the Medium-Term Development Policy Framework: Ghana Shared Growth and Development Agenda 2010-2013, which has identified the private sector as the main agent of change and key actor in developing the non-traditional export sector. The First Medium-Term Private Sector Development Strategy (PSDSI) was implemented to enhance the competitiveness of the private sector. As a follow-up, the Second Medium-Term Private Sector Development Strategy (PSDS II) has been formulated with the principal objective of creating jobs and enhancing livelihoods for all. The purpose of formulating the NES is to provide the strategic direction and thrust for mobilizing financial and material resources and the energies of the private sector to deliver the NES.

Ghana is on the way to joining the group of important global oil exporting nations. Despite the attractions of oil revenue, the government has taken a bold policy decision to stay focused on developing the non-oil/ non-traditional export sector.

The NES is driven by envisioning **Ghana as a world class exporter of competitive products and services** underpinned by three objectives

- **To achieve a 35% increase in the share of NTEs in total exports**
- **To strengthen and resource export development related institutions and networks of business development service providers, policies and programmes.**
- **To ensure that every district develops at least one significant and commercially viable export product**

The National Export strategy has four planned Strategic Outputs:

- Reduced impediments, uncertainties, risks and costs in production and conducting of export business.
- Enhanced export value chain infrastructure and support services delivery.
- Capacity of GEPC, Metropolitan, Municipal and District Assemblies enhanced to promote export so that every District is able to develop at least one significant export product preferably from the Priority Product List.
- Strengthened and expanded institutional capacity for export-oriented human capital and resource development to enable exporters to stay abreast with modern trends, best practices and demands of the contemporary international market.

Products vary considerably in their export performance. Therefore, a priority product selection approach has been adopted for concentrating resources on a limited range of products for export development following a specific set of criteria and priority setting methodology developed for this purpose. The priority list focuses on products which are likely to make a significant contribution to achieving the strategic growth target revenue of US\$5.0 billion by the 5th year of the NES. The final

selection of products has been informed, among other things, by gestation period and the ability to generate the expected rate of revenue growth. The priority products list comprises:

1. Cocoa Products (i.e. Paste, Butter, and Confectionery)
2. Wood products (Veneers, Plywood, Builders' Woodwork and Fibre board)
3. Fresh/chilled and processed fish
4. Articles of Plastic
5. Vegetable oil seeds and oils
6. Natural rubber and rubber products
7. Aluminum products
8. High value horticultural products
9. Cashew nuts and processed cashew.

Textiles and garments, pharmaceuticals and selected products of the creative arts industry have been added, based on special considerations.

In 2010 NTEs totalled US\$1.6 billion. This achievement is likely to be repeated or exceeded in 2011. There are 170 Districts in Ghana. An additional \$1.7 billion is envisaged to be raised as a result of the spatial redistribution of export production across the country. The two sources of NTEs give us US\$3.3 billion. This amount is less than the goal of US\$5.0 billion, and leaves a difference of US\$1.7 billion. The focus of the NES is therefore on:

- i. Generating the difference of US\$1.7 billion by 2016, as a result of governmental strategic interventions
- ii. How to help the MMDAs to deliver at least US\$1.7 billion incremental NTEs in total by 2016.

Market exploration for the products has been informed by:

1. The findings of market investigation that markets that traditionally absorb substantial amounts of Ghanaian products, for example, the EU and ECOWAS markets are likely to absorb more.
2. The newly emerging economies where disposable income is growing rapidly. For example, Brazil, Russia, India and China, the Middle East, Eastern Europe and certain Latin American countries.

Critical issues of export sector-wide impact addressed by the NES include:

- Human capital and export competency development
- Infrastructure
- Transportation
- Technology
- Trade facilitation
- Finance

The development of the selected priority products will be supported with a vigorous programme of investment promotion and an effective "local content policy" where applicable.

The NES contains a major initiative to substantially engage all the Districts in the national export effort with important implications for improved balanced regional/spatial development, geographical distribution of job and income opportunities and poverty reduction.

For these objectives and outputs to be achieved, it is intended to apply selected instruments across a broad spectrum of the national export strategy categorized into the following components:

1. Production and Supply base Expansion
2. Export Market Development
3. Manpower Development and Training
4. Incentives and Regulatory Framework
5. Cross-cutting Issues

Actual implementation of the National Export Strategy will be effected through a National Export Development Programme (NEDP) which comprises detailed implementation plans with corresponding Budget and Logical Framework specifying the activities to be undertaken, the expected chains of results, time frame, estimated costs, and the management and coordination responsibilities of key stakeholders. The NEDP will be implemented over a five-year period from January 2012 – December 2016, recognizing that some interventions in the domestic economy must be time bound.

The NEDP complements the Trade Sector Support Programme, the Industrial Sector Support Programme and the Private Sector Development Strategy II, with programmes and activities to ensure that a comprehensively supportive environment is in place for accelerated export development in Ghana.

Underlining the NEDP is a well articulated Results-based Management (RBM) system, which is a participatory team-based approach that seeks to:

- Focus efforts and resources on delivering expected results; and
- Improve accountability for resources used.

Measurement of performance shall be done through:

- Clearly defined outputs (results) in the NEDP's Monitoring and Evaluation (M&E) Framework and Project work plans;
- Linking resource requirements to clearly defined outputs expected to be achieved through the implementation of planned activities; and
- Use of results information for management decision-making, learning from experience, capacity building and accountability reporting.

This approach ensures a shift away from focusing on inputs and activities as a way of measuring performance. The NEDP will be driven primarily by the Ministry of Trade and Industry but will be coordinated through a National Export Strategic Steering Committee.

1.2 PROGRAMME CONTENTS

The NEDP will be implemented over a five-year period, from January 2012 to December 2016.

Key indicators that will be used to measure the overall performance of the NEDP include:

- Significant annual rate increases in export growth of non-traditional products.
- Substantial increase in jobs created in the NTE sector and by “spillovers”.
- Percentage (%) increase of trade figures to reflect performance of NTEs.
- Increased number of SMEs that benefit from the support services
- Export trade performance of MMDAs
- Periodic monitoring surveys will reveal status of business atmosphere.
- Turn- around time at the port
- Reduction in time and cost of registering business, permits and certification
- Availability of TBT/SPS information to exporters
- Significant improvement in export performance of products slated to benefit from the value chain infrastructure.
- Reduction in power outages.
- Reduction in the cost and availability of utility services (water, tele-communication, energy etc.)
- Technical services provided to SMEs in MMDA areas resulting in significant new exports.
- Increase in the number of skilled personnel at GEPA and MMDAs
- Increase in the number of projects in the NTEs sector at the MMDAs
- Significant number of new SMEs graduating from export schools and similar outfits.
- Number of training programmes.
- Percentage (%) increase in number of people trained.

The NEDP comprises five components with a total of Twenty-three (23) individual but interrelated projects, each covering a set of relevant thematic areas, listed as follows:

Component One: PRODUCTION AND SUPPLY BASE EXPANSION

- **Project 1: Energy and Water**
- **Project 2: Technology and Innovation (IPR)**
- **Project 3: Supply Chain Infrastructure**
- **Project 4: Transporters and Carriers**
- **Project 5 : Access to Land**

Component Two: EXPORT MARKET DEVELOPMENT

- **Project 6: Market Access**
- **Project 7: Quality and Standards**
- **Project 8: Packaging**
- **Project 9: Trade Facilitation**
- **Project 10: Export Trade Centres**
- **Project 11: Export Round Table**

- **Project 12: Trade and Investment Promotion Events**
- **Project 13: Market Entry and Penetration**

Component Three: MANPOWER DEVELOPMENT AND TRAINING

- **Project 14: Managerial and Technical Skills**
- **project 15: Attitudinal and Cultural Change**
- **project 16: Institutional Capacity Building**

Component Four: INCENTIVES AND REGULATORY FRAMEWORK

- **Project 17: Trade Finance and Access to Capital**
- **Project 18: Regulatory Framework**
- **Project 19: Strategic Government Interventions in Export Development**

Component Five: CROSS CUTTING ISSUES

- **Project 20: Gender and Vulnerable Groups in Exports**
- **Project 21: Environment**
- **Project 22: Spatial Distribution of Export Oriented Production**
- **Project 23: Trade Information**

Projects under the NEDP will be regularly and systematically monitored and evaluated including processes, performance, intended and non-intended consequences and their context. To this end, the entire NEDP is summarized into a Results Matrix that illustrates the necessary and causal sequence of programme implementation to achieve objectives- from inputs, through activities and outputs, culminating in outcomes and impacts.

Each NEDP Project has clear outputs and targets which are expected to be delivered within the five-year period. All the projects have time bound action plans with clearly defined institutional responsibilities, performance indicators and budgets.

The NEDP takes into consideration existing capacity within the Ministry of Trade and Industry and other key Ministries, Departments and Agencies (MDAs) to manage and coordinate the implementation of the Programme, and prescribes capacity enhancing measures designed to make implementation effective.

1.3 KEY DESIGN FEATURES

The key Programme Design features adopted throughout the National Export Development Programme (NEDP) are summarized as follows:

- **Facilitation of Ownership and Implementation.** The results-oriented project approach adopted in the design of the NEDP with detailed activities which are fully-costed, with clearly defined deliverables, provides a structured framework which facilitates programme implementation. In addition, the projects have been derived from a gap analysis of existing interventions and

initiatives, recognising and building up on what has already been achieved rather than beginning from scratch. Furthermore, extensive consultations organised at various stages during the design phase have ensured buy-ins from the major stakeholders.

- **Strategic Fit with other National Strategies, Policies and Programmes.** The NEDP complements Government’s Medium-term Development Framework (2010-2013) and the Private Sector Development Strategy II (2010-2015) as well as other ongoing projects and programmes in the Trade, Employment, Agriculture, Finance, Science and Technology, Communications, Local Government, Lands, Environment, Women/Children Affairs and Health Sectors (including those externally funded by Development Partners), in order to avoid duplication.
- **Joint Implementation/Monitoring Responsibility between Government and Private Sector.** The NEDP will be implemented and monitored through a public-private sector oversight arrangement, with Government responsible for Programmed Management and Coordination of policy measures and support interventions, and the private sector being responsible for effective uptake, actual downstream implementation and critical performance feedback.
- **Maximizing Local Ownership.** The National Export Strategy and NEDP design was led throughout by MOTI working in collaboration with other local stakeholders, although there were substantial contributions from local and international consultants. The contents of the NEDP have also been agreed upon with all key MDAs and stakeholders to ensure full local ownership.
- **Built-in Flexibility.** The NEDP has been designed to respond rapidly to changing needs within the internal and external environment, albeit within the projected resource envelope.
- **Mainstreaming Crosscutting Issues.** Provision is made in the design of the NEDP to mainstream crosscutting issues such as the sensitivity to decent work, environment, gender and vulnerable groups throughout the implementation of the Programme

2.0 DESCRIPTION OF PROJECTS

2.1 PRODUCTION AND SUPPLY BASE EXPANSION

PROJECT 1	WATER AND ENERGY
OBJECTIVE	To ensure adequate and reliable supply of energy & Water to Export-oriented Industries at competitive rates
OUTPUTS	<ul style="list-style-type: none"> i. Adequate and reliable supply of energy and water provided to export oriented industries at competitive prices ii. Energy and water efficiency and conservation programmes intensified with particular attention to the export sector iii. Alternative energy sources and small water systems established in endowed areas for agro-based export production
DESCRIPTION	One of the most critical factors constraining the optimal development of a competitive export sector is the lack of adequate, reliable and competitively priced utilities. Inter-Ministerial collaboration is seen as the key to enhancing reforms aimed at significantly improving service delivery.

	A range of capacity, supply and efficiency enhancing measures covering deregulation, improved competition, conservation and special attention to export industry needs will be required to ensure adequate and reliable supply of energy and water to the export sector.
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PROJECT 2	TECHNOLOGY & INNOVATION
OBJECTIVE	To raise the level of application of Science & Technology within Export-oriented Industries to improve quality & increase production
OUTPUTS	<ul style="list-style-type: none"> i. Absorptive capacity of export firms raised with particular emphasis on technological advancement and innovation for indigenous micro, small enterprises ii. Capacity of export enterprises to engage with public and export market based research institutions strengthened iii. Effective collaboration between research institutions and export oriented firms encouraged(N:B)
DESCRIPTION	<p>The export sector in Ghana is characterized by a large population of micro, small and medium sized firms, most of which use obsolete technology and have a low capital and human resource base. This limits their ability to undertake and absorb science and technology for innovation. In order to improve productivity and become more competitive through continuous product development, measures will be implemented to increase the capacity of export oriented industries to identify, source and absorb technology.</p> <p>The NEDP outlines measures to strengthen the overall low level of science, technology, research and development and innovation in export oriented industry. They are intended to increase the absorption and adaptation of modern technologies into the export sector, and thereby increase the sector's technological competitiveness. Measures will be undertaken to reduce constraints such as underfunding, inadequate human capital, inadequate technical training and insufficient equipment and infrastructure faced by institutions that operate in or support the export sector.</p> <p>Appropriate legal and regulatory reforms will be undertaken to protect intellectual property rights and improve its administration and utilization. This will encourage the development of new technologies to increase export oriented production as well as promote domestic and foreign investment and facilitate technology transfer.</p>

PROJECT 3	SUPPLY CHAIN INFRASTRUCTURE
OBJECTIVE	To improve the availability & quality of supply chain logistics (storage, transportation & distribution channels)
OUTPUTS	<ul style="list-style-type: none"> i. Pack-houses storage and cold chain facilities established to maintain quality and consistency of export products ii. Export terminals established at the major air, land and sea and inland water ports iii. Access and feeder roads in major export production areas improved

	iv. Private sector participation in development of supply chain infrastructure facilitated
DESCRIPTION	<p>In order to ensure effective functioning of the export supply chain from production input sources to destination markets, there is the need to ensure that the movement of products is unhindered by the lack of appropriate logistics.</p> <p>The project will facilitate increased private investment in storage and cold chain facilities at production centres and at the ports, as well as investments in refrigerated transportation.</p> <p>There will be inter-ministerial collaboration for the establishment of export cargo terminals at all ports as well as improvement in feeder road networks in major export production areas.</p>

PROJECT 4	TRANSPORT & CARRIERS
OBJECTIVE	To improve the availability and quality of cargo transits (trucks, boats, ships and planes)
OUTPUTS	<ul style="list-style-type: none"> i. Number of specialized haulage trucks, cargo planes and sea vessels increased for export cargo ii. Export cargo handling facilities and equipments improved iii. Private sector participation in the transport sector to ensure the development of all forms of transportation and cargo handling encouraged iv. Trade barriers to overland and cross-border passage of haulage trucks reduced to approved limits
DESCRIPTION	<p>Currently there are limitations on availability of cargo space and carriers for non-traditional exports. The project will improve the incentive regime for attracting additional carriers to use Ghanaian ports, including inland ports and to provide adequate cargo space.</p> <p>The project will facilitate efforts by the private sector to invest in cargo handling facilities for the export sector.</p> <p>The project will also support mediation efforts to reduce the un-approved fees, road blocks and other barriers to overland trade within the ECOWAS sub-region.</p>

PROJECT 5	ACCESS TO LAND
OBJECTIVE	To develop effective Land Administration at National, Regional & Districts levels to facilitate easy acquisition of secured Land for Export Development
OUTPUTS	i. Improved access to secured land for export production nationwide
DESCRIPTION	Access to land is largely determined by traditional practices, resulting in fragmented and inefficient system of land administration. The ongoing Land

	<p>Administration Project (LAP) seeks to support the development of effective land administration at national, regional and district levels to facilitate easy access to and security of land. This will help ease the challenge of land acquisition for production purposes, including production for export.</p> <p>In addition to expediting the implementation of the Land Administration Project (LAP), improved access to land for export development will be achieved through the establishment export villages, enforcement of zoning regulations and development of a Land Banks website to publicize lands available for export development purposes.</p>
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EXPORT MARKET DEVELOPMENT

PROJECT 6	MARKET ACCESS
OBJECTIVE	Promote market access opportunities for exports under preferential, bilateral, regional & multi-lateral agreements
OUTPUTS	<ul style="list-style-type: none"> i. Bilateral trade relations with targeted countries improved to facilitate access of made in Ghana goods ii. Favorable trade regimes under regional and multi-lateral agreements obtained through engagements with trading partners iii. Linkage between market research and advertising institution exporting firms strengthened.
DESCRIPTION	The project will promote initiatives in order to take advantages of the various trade agreements such as AGOA, EU/EPA, ETLs and specific regional and bilateral agreements.

PROJECT 7	QUALITY & STANDARDS
OBJECTIVE	To enhance export product quality and compliance with global market requirement through investment in relevant technologies, trained manpower and effective relationship with quality assurance institutions
OUTPUTS	<ul style="list-style-type: none"> i. Quality of export products and compliance with global market requirements enhanced ii. National traceability systems for export products established and operational iii. Harmonization of standards in ECOWAS achieved
DESCRIPTION	<p>Development and effective use of national standards, based on relevant international standards, for production play a key role in promoting export development. This assures consumers of the safety and suitability of products. Voluntary standards are essential for assuring quality products for export.</p> <p>Measures to ensure awareness creation in the area of quality export production will be implemented to enhance the effective development and use of national standards.</p> <p>Mechanism to ensure traceability from production point to consumers will be strengthened to quickly identify the sources of unwholesome food items on the markets. Enhanced traceability will also support export development as international standards become increasingly stringent.</p>

	The project will aim at harmonizing standards within the ECOWAS region
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PROJECT 8	PACKAGING AND LABELING
OBJECTIVE	To improve the presentation and appeal of Ghanaian products to enhance export competitiveness
OUTPUTS	<ul style="list-style-type: none"> i. Compliance with packaging and labeling requirement of targeted markets enforced ii. Availability and utilization of improved packaging and labeling materials enhanced at competitive prices iii. The development of the packaging industry to support the export sector facilitated
DESCRIPTION	<p>Packaging has an important role in product development and marketing. Apart from protecting the content or the product, it performs the role of presentation of the product to the consumer.</p> <p>The rules in international trade regulate how a product is packaged and labelled to meet the requirements of health, safety and the environment within the framework of Technical Barriers to Trade (TBTs). This is to ensure that the material in which an export product is packaged does not damage or present danger to the health, safety and environmental status of the partner country importing the product.</p> <p>The project will support Ghana Standards Authority and Food and Drugs Board to enforce compliance with packaging and labeling requirements in both internal and international trade.</p> <p>The Institute of Packaging Ghana (IOPG) will be supported to disseminate information on packaging and labeling and related best practices, and also provide technical advice on the need to use the right packaging materials.</p> <p>The private sector will be encouraged to go into the development of packaging materials.</p>

PROJECT 9	TRADE FACILITATION
OBJECTIVE	To address the major issues that impact on the easiness, cost and efficiency of transferring goods & services across the external frontiers
OUTPUTS	<ul style="list-style-type: none"> i. Time and cost of transferring goods across the external frontiers reduced ii. Effective collaboration amongst the key institutions that support export trade promoted
DESCRIPTION	<p>The relevance of trade facilitation to export is established through its impact on the cost of imported inputs for export production and on costs related to shipping export goods out of the country.</p> <p>Trade facilitation encompasses all activities that affect the outflow and inflow of goods and services.</p> <p>The project will address all issues that impact on the easiness, cost and</p>

	efficiency of transferring goods and services across the external frontiers of Ghana, including inward-bound production inputs for exports.
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PROJECT 10	EXPORT TRADE CENTRES
OBJECTIVE	To establish a global network of Trade Centres to facilitate commercial representation, market intelligence gathering and direct merchandising of made in Ghana products abroad
OUTPUTS	i. Ghana Trade Centres established and operational in key targeted markets
DESCRIPTION	The project will integrate commercial representation abroad with direct merchandizing of goods and services from Ghana. The global network of Ghana Trade Centres will assure the Ghanaian exporter of real time market intelligence and facilitation for field market research and business to business contact promotion in the targeted markets. The Centres will become the conduit for direct entry into export markets by continuously sourcing for commercial buyers for Ghana's non-traditional exports and by engaging directly in merchandizing.

PROJECT 11	EXPORT ROUND TABLE
OBJECTIVE	To guarantee a minimum level of service (technical, financial, management) and resource provision to enterprises engaged in the development and export of priority products
OUTPUTS	i. Export round table established and operational ii. Delivery of major export orders in respect of priority products effected
DESCRIPTION	An Export Roundtable is a "one- stop" platform for providing concentrated technical, financial and management services and for mobilizing the skills and resources of service providers for supporting the operations of export firms. The projects will resource GEPA, amongst other things, to undertake the functions of an Export Roundtable. GEPA will support export firms engaged in the development and export of products in the priority list to assess technical services, finance, management and resources from service providers.

PROJECT 12	TRADE & INVESTMENT PROMOTION EVENTS
OBJECTIVE	To increase volume and values of orders for, and investments into made in Ghana products on the international markets To increase volume and value of foreign direct investment into the export sector in Ghana
OUTPUTS	i. Volumes and values of made in Ghana goods increased ii. Export -oriented foreign direct investments increased iii. Organization of Ghana's participation in trade and investment promotion events synchronized amongst relevant institutions for efficiency and effectiveness

DESCRIPTION	<p>The project will identify relevant trade and Investment promotional events and coordinate the efforts of relevant trade and investment promotion organizations to ensure effective participation of Ghanaian export enterprises in such events.</p> <p>The project will utilize the network of commercial representatives overseas including the trade missions to identify buyers and investors to match with the Ghanaian enterprises for the achievement of the project objectives.</p>
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PROJECT 13	MARKET ENTRY AND PENETRATION
OBJECTIVE	<p>To diversify into and develop new markets for long term growth</p> <p>To grow existing markets so as to achieve dominance in selected markets for priority products</p>
OUTPUTS	<ol style="list-style-type: none"> i. New markets for priority products developed ii. Dominance in existing markets achieved in selected markets for priority products
DESCRIPTION	<p>The geographic markets for most products, especially horticultural and other agricultural products are quite diverse, fragmented, and rather unstable. EU will continue to be the dominant market for cocoa products, wood products and major horticultural products. Competition in the EU market is intense and the need to grow Ghana's exports demands that each sector not only maintains but gains market share.</p> <p>The project will grow each of these markets through effective market positioning, benchmarking and brand strategies that would increase market share and generate economies of scale required for competitiveness and market success. Priority product sectors will be assisted to continue to target and grow existing markets so as to achieve dominance. The project will intensify marketing efforts within regional markets, for the priority products.</p> <p>The project will assist in the diversification into and the development of new markets for long term growth. This should be complemented by an assessment of new markets, especially those that have been underserved within the EU as well as selective markets in North America, Africa, the Middle East and Asia.</p>

MAN POWER DEVELOPMENT AND INSTITUTIONAL CAPACITY BUILDING FOR EXPORTS

PROJECT 14	MANAGERIAL AND TECHNICAL SKILLS
OBJECTIVE	To increase the supply and improve the quality of managerial and technical skills in Export- oriented Industries
OUTPUTS	<ol style="list-style-type: none"> i. Restructuring, re-aligning and strengthening of key implementing institutions effected ii. Technical knowledge, relevant skills and expertise of personnel in

	<p>export support institutions upgraded</p> <p>iii. Material resources provided to export support institutions for implementation of national export development programme.</p>
DESCRIPTION	<p>Ghana's export sector is dominated by SMEs which are characterized by low levels of managerial and technical skills. Some export oriented businesses require specialized training programmes and facilities to meet their technical manpower requirements.</p> <p>To enhance managerial and technical skills in the export sector, existing training institutions will be supported to significantly increase the delivery of management and technical training programmes to export oriented firms.</p>

PROJECT 15	ATTITUDINAL & CULTURAL CHANGE
OBJECTIVE	<ul style="list-style-type: none"> i. To promote National orientation (at all levels) towards Export Development ii. To consciously promote Export orientation within the educational system
OUTPUTS	<ul style="list-style-type: none"> i. National orientation towards exports achieved ii. Export orientation programmes mainstreamed from the secondary educational institutions upwards
DESCRIPTION	<p>To achieve the desired growth rate in export, there is the need for national orientation that will lead to a renewal of efforts on all fronts towards exports. The project will contribute towards the achievement of such cultural and attitudinal change through the mainstreaming of the idea of exporting into the Ghanaian psyche using the educational system and the mass media.</p>

PROJECT 16	INSTITUTIONAL CAPACITY BUILDING
OBJECTIVE	<p>To strengthen and resource export development related institutions and networks of business development service providers to support the growth and expansion of export businesses</p>
OUTPUTS	<ul style="list-style-type: none"> I. Restructuring, re-aligning and strengthening of key implementing institutions effected II. Technical knowledge, relevant skills and expertise of personnel in export support institutions upgraded III. Material resources provided to export support institutions for implementation of national export development programme
DESCRIPTION	<p>The project will strengthen the technical capacity of GEPA to manage the implementation of export-related projects effectively and provide effective support to exporters.</p> <p>It will also strengthen the policy making capacity of the Ministry of Trade and Industry, especially its ability to contribute to improving the export and related investment environment.</p> <p>The project will further strengthen the capacity of Ghana Standard Authority and Food and Drug Board to provide enhanced services to exporters, and help private sector organizations via AGI, FAGE, GAWE, etc. to make effective inputs to government export-related policy making processes, and to enhance their capacity to provide effective demand-</p>

	driven services and support to their members and coordinate relevant export service and training support for the benefit of their members.
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INCENTIVES AND REGULATORY FRAMEWORK

PROJECT 17	EXPORT FINANCING & ACCESS TO CAPITAL
OBJECTIVE	<ul style="list-style-type: none"> • To improve the availability of medium & long-term funds for Export Projects • To ensure availability of, and access to competitively priced Export financing
OUTPUTS	<ol style="list-style-type: none"> Medium and long-term funding for export projects made available Competitively priced export financing facilities made available and Accessible
DESCRIPTION	<p>The general lack of medium and long term funds for export financing is the single biggest challenge that faces the export sector. It significantly affects the ability of SMEs to upgrade their technology and grow in scale.</p> <p>Under the NEDP competitively priced financing is identified as vital for investment in export sector, from startup capital to rehabilitation and modernization of machinery and equipment, especially for small and medium enterprises.</p> <p>This project will provide access to competitively-priced financing mainly through the use of the Export Development and Agricultural Investment Fund (EDAIF) and other facilities for medium/long-term Credit, Venture Capital, Leasing and Matching Grants to firms in the export sector.</p>

PROJECT 18	REGULATORY FRAMEWORK FOR EXPORTS
OBJECTIVE	To assist export companies to comply with regulatory requirements
OUTPUTS	<ol style="list-style-type: none"> Export companies assisted to obtain certification and other compliance requirements Business registration process and acquisition of permits for exports simplified Export documentation modified to enable enforcement of the requirement for repatriation of export proceeds
DESCRIPTION	<p>All companies and enterprises in Ghana are required by law to be registered by the Registrar of companies. Thereafter, companies which are involved in export are required to register with GEPA. The process however involves compliance with the inspection and certification requirements of the regulatory bodies with respect to the particular export product in question e.g. Ghana Standards Authority, the Food and Drugs Board for processed foods, the Forestry Commission for wood products etc.</p> <p>This project will assist export companies to obtain certification and other compliance requirements and simplify processes for business registration</p>

	<p>and acquisition of permits for exports.</p> <p>The project will also modify export documentation, particularly the Ghana Export Form to enable enforcement of the requirement for repatriation of export proceeds</p>
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PROJECT 19	STRATEGIC GOVERNMENT INTERVENTION IN EXPORT DEVELOPMENT
OBJECTIVE	To guide and facilitate strategic government interventions aimed at accelerating export development
OUTPUTS	<p>i. Clear guidelines developed for strategic government interventions in export development including guidelines on entry and exit</p> <p>ii. Financing for strategic government interventions incorporated into the annual budget</p> <p>iii. Percentage of export development, agricultural and investment fund (EDAIF) directed to support strategic interventions</p>
DESCRIPTION	There is the need to identify strategic export entities as well as distressed but potentially viable export oriented industries for strategic interventions to enable them overcome market failures. Various interventions directed at such organizations are however, uncoordinated, inadequate and untimely. There is therefore the need to streamline such interventions to ensure that they contribute to the creation of a vibrant, competitive and sustainable export sector. This will be achieved by determining clear guidelines, incorporate the financing of strategic interventions into the annual budget and Export Development and Agriculture Investment Fund, and aligning public procurement practices to support the development of strategic sectors.

CROSS-CUTTING ISSUES

PROJECT 20	GENDER AND VULNERABLE GROUPS IN EXPORTS
OBJECTIVE	To provide opportunities for women and vulnerable groups to enhance their participation in export activities at all levels
OUTPUTS	<p>i.Targeted support programmes for women engaged in exports provided</p> <p>ii.Targeted support programmes for vulnerable groups provided to encourage more active participation in exports</p> <p>iii.Access to finance and financial services from commercial banks to women and vulnerable groups in exports facilitated</p> <p>iv.Access to business advisory services for women exporters and vulnerable groups increased</p>
DESCRIPTION	Gender in export is about deliberately promoting export activities in such a way as to achieve improved gender balance. Given that men have

	<p>dominated the export landscape in Ghana for a long time, in practical terms, this means providing support to majority women-owned export-oriented businesses and activities to increase their participation in export.</p> <p>If women are supported for their export businesses and activities to flourish they will be economically better off, provide more job opportunities for womenfolk and be empowered to play more important and varied roles in our society.</p> <p>The vulnerable groups such as the disabled and low income earners can meaningfully contribute to export development when provided with opportunities.</p> <p>The project will promote special support programmes for women and the vulnerable groups to participate effectively in export.</p>
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PROJECT 21	ENVIRONMENT
OBJECTIVE	To ensure environmentally sustainable export production
OUTPUTS	<ul style="list-style-type: none"> i. Adoption of relevant ISO standards on environmental management within export oriented industries promoted ii. Export oriented industries supported to adopt cleaner production technologies and improved export production processes iii. Export oriented industries supported to implement environmentally sound waste disposal practices iv. Capacity of regulatory bodies strengthened to enforce environmental regulations as well as effectively monitor export production processes v. Cleaner production programme developed to promote the efficient use of raw materials, energy and water in export oriented industries
DESCRIPTION	<p>Environmental sustainability is an important consideration as we seek to achieve export competitiveness and export growth.</p> <p>The project will ensure substantial increase in the share of renewable energy supply in Ghana's energy mix and introduce alternative technologies for cleaner, efficient and sustainable energy for production, including bio-fuels, wind and solar energy. Export-oriented industries will be encouraged to replace their existing production technologies with cleaner production technologies that minimize waste, energy consumption and emissions during production as well as ensure environmentally sound waste disposal practices.</p> <p>The project will support export enterprises to provide environmental management training to their key staff as well as improve their environmental information and internal environmental audit practices.</p> <p>This project will seek to equip and strengthen the capacity of key service providers including regulatory bodies, such as the EPA and the Factories Inspectorate Division of Ministry of Employment and Social Welfare, to</p>

	<p>implement programmes that provide export firms with technical assistance and financial intermediation.</p> <p>Firms will be encouraged to adopt and implement the ISO 14001 environmental management system.</p>
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PROJECT 22	SPATIAL DISTRIBUTION OF EXPORT ORIENTED PRODUCTION
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OBJECTIVE	To ensure that every district develops at least one significant and commercially viable export product
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OUTPUTS	<p>i.Spatial distribution of investments in export development in the districts increased</p> <p>ii.Export development policy objective integrated into national, regional and district economic development planning</p> <p>iii.MMDAs supported to draw up action plans to integrate export development into their medium term sector development programmes and budgets</p> <p>iv.MMDAs supported to develop special economic zones for export production</p> <p>v.Incentive schemes developed and implemented to attract export development within the districts</p>
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DESCRIPTION	<p>Incentives constitute an important policy instrument for promoting export growth. Targeted incentives can help overcome market failures that lead to underinvestment, low export capacity and limited use of local content in the export sector.</p> <p>Ghana has developed series of incentives that have general application. These need to be streamlined to support the objective of increased value-addition and to promote export development at the District level. To this end, export development incentives will be promoted at the District level.</p> <p>The Project will mobilize domestic and international resources for investment in production at the District level, especially for value added export products.</p> <p>MMDAs export promotion capacity will be strengthened using the GEPA Export School programme as well as through linkages with District based programmes such as Local Economic Development (LED) and the Rural Enterprise Programme (REP).</p>
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PROJECT 23	TRADE INFORMATION
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OBJECTIVE	To ensure the effective dissemination, adoption and utilization of trade information by the export community
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OUTPUTS	<p>i.Website providing information support to exporters well developed and regularly updated</p> <p>ii.Dissemination of trade information via social media and mobile tele-</p>
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	<p>phoning promoted</p> <p>iii.Utilization of trade information increased through sensitization and coaching</p>
DESCRIPTION	<p>Due to information asymmetry it is important to ensure that businesses have reliable and credible sources of information.</p> <p>To this end, adequate financial and human resources will be provided to Ghana Export Trade Information Centre (GETIC) to enable it to subscribe to important and up to date data banks and to disseminate information.</p> <p>The project will also support export enterprises to effectively utilize Trade information in their export development and marketing operations.</p>

3.0 MANAGEMENT AND COORDINATION

3.1 MANAGEMENT AND COORDINATION ARRANGEMENTS

The Ministry of Trade and Industry will be responsible for the overall management and coordination of the implementation of the NEDP, working in partnership with key MDAs, private sector and civil society organizations. The Ministry will also coordinate the funding arrangements of this National Export Development Programme. The overall Programme Director will be the Chief Director of MOTI.

In order to maximize coordination and develop synergies between MDAs and the private sector for the implementation of the NEDP, a number of mechanisms will be established to support the overall NEDP implementation structure. These mechanisms will complement existing structures, making them perform more effectively. They include:

3.1.1 Inter-Ministerial/Inter-Agency Coordination

- In view of the cross cutting nature of the NEDP, a National Export Strategy Steering Committee (NESSC), chaired by the Minister of Trade and Industry will be established.
- The National Export Strategy Steering Committee (NESSC) will comprise the relevant Sector Ministers and will provide an effective interface mechanism between key NEDP-implementing Ministries to discuss cross-cutting policy and programme implementation issues and review the speed and effectiveness of sector interventions to support the NEDP. The Committee will meet quarterly and interface bi-annually with the Governing Council of the Private Sector Development Strategy (PSDS II).
- The NESSC will have five Working Groups, namely (i) Production and Supply base expansion (ii) Export Market Development (iii) Manpower Development and Training (iv) Incentives and Regulatory Framework (v) Cross-cutting Issues

The Working Groups will ensure that the current and future needs of the export sector are taken into account in development, rehabilitation and expansion programmes in respect of the various components.

- An **Inter-Agency Implementation Committee**, chaired by the Chief Director of the Ministry of Trade and Industry and comprising representatives of all the key MDAs and other stakeholders involved in NEDP implementation will meet on a monthly basis to review operational progress. The Inter-Agency Coordinating Committee will be charged with responsibility for reviewing and rolling-forward project implementation plans and budgets for the different components of the programme during the 5 year implementation period. The relevant MOTI Divisions and other implementing MDAs responsible for the various projects will submit and present quarterly reports to the Committee.

3.1.2 Lead Implementing Agency

- GEPA, which is the lead institution on export, will be the technical body to host manages and drives the implementation of the NEDP. Its most important role is to implement the various projects under the five Components of the NEDP.

It will provide technical backstopping, coordinate technical inputs and support from competent collaborating institutions as well as those from international organizations such as ITC, UNIDO, COMSEC and relevant development partners. In its position, it interfaces with the NESSC and Working Groups. It will receive feedback from the Working Groups and ensure that the needs of stakeholders, especially at the grassroots are promptly addressed and that the expected results are realized with support of key implementing agencies and institutions.

TO BE FINE-TUNED LATER

It is proposed to have 9 Sector Groups that will constitute Task Forces covering Manufacturing Group, Agri-Products Group, Services Group, Creative Arts Industries Group, Local Government (MMDAs), Trade and Investment Facilitation, Technology and Innovation, Infrastructure, and Finance.

Each Group will have a leader appointed to serve and represent their respective Sector Group. The role of a Group Leader is to maintain contact with the economic operators, provide information on the respective Sector Group’s needs, challenges and achievements. The Sector Group Leaders are to monitor the implementation of the NES within their relevant sectors and provide feedback from the economic operators to GEPA.

The Sector Group Leader will interact with other Steering Committee members on the Sector’s NES-related activities and ensure that the NES implementation in the Sector is on track.

INSTITUTIONAL/ GOVERNANCE ARRANGEMENTS

Deputy Minister (MOTI)

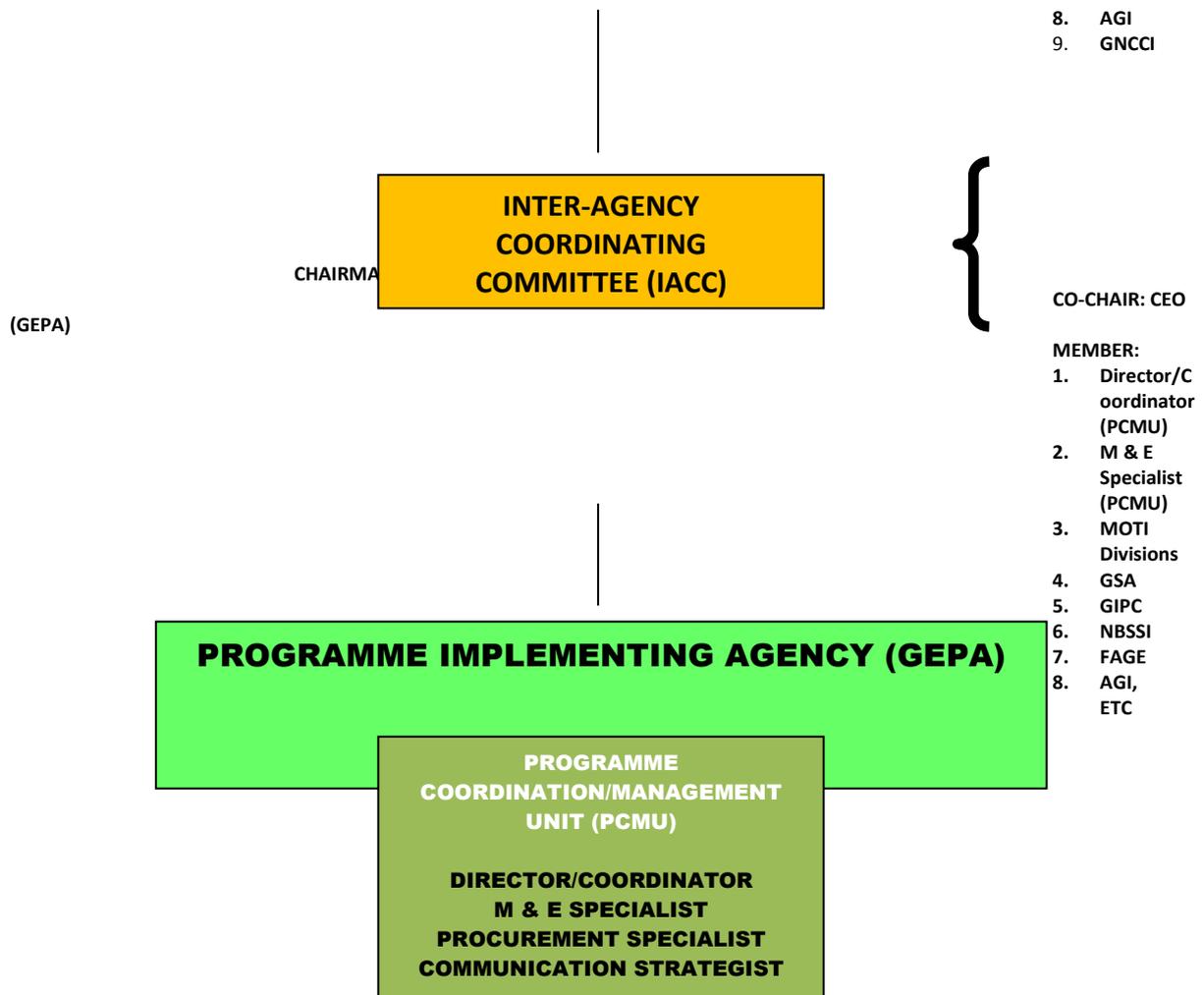


CHAIRMAN:

1. Rep of Ministry of Finance
2. Rep of Ministry of Agriculture

- 3. Rep of Ministry of Local Government
- 4. Chief Director of Ministry of Trade & Industry
- 5. CEO of GEPa
- 6. FAGE
- 7. PSDS II

- 8. AGI
- 9. GNCCI



3.1.3 Public-Private Sector Dialogue

- A Bi-Annual Exporters Forum will be convened to strengthen consultations and provide a dialogue mechanism for Government, the private sector and civil society to deliberate on critical export development issues. They will be convened by the Ministry of Trade and Industry to

solicit the views of a wide range of stakeholders on the NEDP and pertinent export related policy issues:

Manufacturing
Agro products
Services
Creative Arts Industries
Local Government
Trade and Investment Facilitation
Technology and Innovation
Infrastructure
Finance

3.2 INSTITUTIONAL RECOMMENDATIONS

Ministry of Trade and Industry (MOTI)

The Ministry of Trade and Industry will have overall responsibility for the Management and Coordination of the NEDP. The implementation of the 5-year Trade Sector Support Programme (TSSP) has given the Ministry of Trade and Industry significant experience in the management and coordination of Sector Support Programmes.

Ghana Export Promotion Authority, the main implementing agency of the NEDP will have to be significantly upgraded and strengthened. A full complement of qualified staff will be required to give effect to the priority attention expected to be given to the implementation of the National Export Development Programme.

GEPA in collaboration with CBI of Netherlands and TradeCom Facility of the ACP/EU Commission is the process of developing a strategic plan for the implementation of the NEDP.

Other Implementation Partners and Agencies

To build institutional memory and capacity opportunities for internal capacity building and training in the areas of project planning and management, procurement management, data collection and policy analysis, database management, reporting and knowledge management will be afforded all implementing partners and agencies.

The main institutional partners expected to play a role in project consultations and implementation in respect of the various outputs outlined under the five key components of the NEDP include all the institutions and agencies listed in the various action plans outlined in the NES.

3.3 DETAILED IMPLEMENTATION PLANS

Each Project has clear outputs and targets, which are expected to be delivered within the five-year period. All the projects have time-bound action plans (*attached as Annex*) with clearly defined institutional responsibilities, performance indicators and budgets. The projects are designed to complement existing activities and programmes in the trade and industry sector.

4.0 MONITORING AND EVALUATION

Monitoring and Evaluation will be guided by a Programme Logic model that identifies the expected outcomes and impacts arising from programme activities and outputs, and represents a results chain or indication of how the activities and outputs are expected to lead to the achievement of the intended outcomes and impacts. To this end, the entire NEDP is summarized into a Results Matrix (*attached as Annex*) that illustrates the necessary and causal sequence of programme implementation to achieve objectives – from *Inputs*, through *Activities* and *Outputs*, culminating in *Outcomes* and *Impacts*.

A specific management structure, the NES Governance Structure, would be set up within which monitoring and evaluation should be conducted at agreed intervals. However, about 6 months before the end of the NES period, an independent external evaluation of the NES should take place. The same Structure should be responsible for the implementation of the strategy, the role of which includes management, oversight, giving direction and monitoring

4.1 Performance Indicators

For the purpose of NES implementation management, Benchmarks and Success Criteria will be the adopted performance indicators, as management tools.

8.2NES Logical Framework Matrix

Elements	Summary of key Elements	Indicators How do we know if achievements are made?	Verifiers Where do we find the evidence?	External factors (Risks) What could go wrong?
Vision	Ghana as a world class exporter of competitive products and services.			Possibility of global recession.
Goal	To achieve significant increases in non-traditional exports with annual growth targets reaching \$5.0 billion in the 5 th year 2016 of the NES.	Significant annual rate increases in export growth of non-traditional products.	GEPA export trade statistics.	Possibility of crop failure due to inclement weather conditions as majority of NTEs are in the agro-based sector.
Purpose	To create jobs and improve the standard of living and welfare of the people	Substantial increase in jobs created in the NTE sector and by "spillovers".	Labour statistics from Ghana Statistical Service Ghana Living Standards Survey Report	There may be more influx of people into the NTE sector than creation of new jobs, leading to distortions in the labour statistics.
	To achieve a significant increase in the share of NTEs in total non oil exports as a major step towards structural transformation of the export sector for spearheading growth and diversification of the economy.	35% contribution of NTEs to total non oil exports.	Published Trade Statistics Bank of Ghana Reports GEPA Annual NTEs Statistics	Unforeseen adverse weather conditions causing significant crop failure. World recession.
	To strengthen and resource export development related institutions and networks of business development service providers for providing well-focused and enhanced support services to enable export businesses to flourish.	Increased number of SMEs that benefit from the support services	Reports of periodic monitoring surveys on business development services.	Possible delays in providing resources to support service providing institutions. Management challenges

	To ensure that export culture is imbibed nationwide, so that every District is able to have at least one significant and commercially viable export product success story with which it can be identified.	Improved Export trade performance of MMDAs	GEPA Export trade statistics	Some MMDAs may delay in starting their export effort. There may be wide differences in MMDAs' export performance. Political interference.
Strategic Outputs	1. Impediments, uncertainties, risks and costs of production and export of goods reduced.	<ul style="list-style-type: none"> ▪ Reduction in turn around time at the ports ▪ Reduction in time and cost of registering business, permits and certification ▪ Improvement in access availability and utilization of TBT/SPS information by exporters. 	AGI Business Environment Barometer World Bank Doing Business Survey.	Possibility of not implementing policy environment improvement measures. Lack of full implementation of approved policies.
	2. Institutional capacity and resources for export value chain infrastructure development and related support service delivery enhanced.	<ul style="list-style-type: none"> ▪ Increased in numbers and utilization of cold chain facilities, packhouses and port terminals ▪ Reduction in power outages. ▪ Reduction in the cost and availability of utility services (water, Telecommunication, energy etc.) 	<ul style="list-style-type: none"> ▪ GPHA reports and field survey reports. ▪ Public Utilities Regulatory Commission, ▪ National Communication Authority, ECG etc. 	Institutional constraints other than resource and capacity building inputs. Possibility of prolonged low rainfall causing water level in the dam to drop.
	3. Capacity of GEPA, Metropolitan, Municipal and District Assemblies enhanced to promote export so that every District is able to develop at least one significant export product preferably from the Priority Product	Technical services provided to SMEs in MMDA areas resulting in significant new exports. An established unit within GEPA dedicated to interfacing with MMDAs. Export school curriculum modified to	Data generated by periodic monitoring surveys in the MMDA areas. GEPA export Statistics Annual Reports from GEPA and MMDAs.	Weak service delivery to contain MMDAs due to geographical remoteness. Possibility of political interference.

	List.	<p>incorporate MMDAs capacity building.</p> <p>Increase in the number of GEPA offices to cover all ten regions.</p> <p>Dedicated export subcommittee created in every MMDAs.</p> <p>Increase in the number of projects in the NTEs sector at the MMDAs.</p>	Records and reports of MMDAs.	Unfavourable weather conditions.
4.	Institutional capacity for export oriented human capital and resource development expanded and strengthened.	<p>Significant number of key staff of new SMEs graduating from export schools and similar outfits.</p> <p>Increase in the number of training programmes executed.</p> <p>% increase in number of existing exporters trained.</p> <p>Increase in the number of exporters adopting improved practices as a result of training.</p>	<p>Records of participation and graduation of export training institutions such as Ghana Export School, MDPI , GIMPA etc</p> <p>Field survey reports</p>	<p>Possibility of many SMEs considering fees charged for training too expensive and not taking advantages of the facility.</p> <p>Delayed interventions.</p>

SCHEDULE OF REPORTING/REPORTS

During the NEPD implementation, the PMU will produce or coordinate the preparation of a series of structured reports as described below:

- A Programme Inception Report will be produced by MOTI at the end of the programme inception stage . The Programme Inception Report will cover the startup activities of the NEDP.
- Following the programme inception phase, Progress Reports will be prepared by GEPA every quarter in a standard format, supported by bimonthly briefings by the Inter Agency Coordinating Committee and monthly reports of the Implementing MDAs.
- Preparation of the Progress Reports will be coordinated by the PMU but will involve substantial contributions by the project teams to provide information for each of the components of the programme. Preparation of Progress Reports will emphasize physical verification of progress (e.g. through site visits, digital photographs) and collection of monitoring data.
- Upon approval by the Minister of Trade and Industry, the reports will be submitted to the National Development Planning Commission, Policy Oversight and Evaluation Unit of the Presidency and the Office of the Head of Civil Service.
- In addition, a Mid-term Review of the NEDP will be undertaken by the Ministry of Trade and Industry in collaboration with GEPA. The Strategic Implementation Reviews will focus on the prospects for achieving programme objectives and results. It will be necessary to work with the key implementing agencies to consider appropriate remedial actions which have to be taken in order to reorient certain components, outputs and activities. The review will be undertaken by a team of independent consultants with appropriate technical expertise in the thematic areas of the National Export Strategy. The terms of reference and composition of the team of consultants will be determined by MOTI.
- Finally, a Terminal Evaluation will be conducted at the end of the programme implementation, during the third quarter of 2016. Preparation of the Terminal Evaluation Report will be coordinated by the PMU but will involve substantial contributions from the project teams to provide information for each of the components of the programme. The Programme Completion Report will provide an assessment of the extent to which the programme's objectives and outputs have been achieved within the specified time frames and resource frameworks. The report will be reviewed and approved by the National Export Strategy Steering Committee before submission to the National Development Planning Commission, Policy Oversight and Evaluation Unit of the Presidency, and Head of Civil Service.

5.3 KEY MILESTONES IN NEDP IMPLEMENTATION

➤ **January –June 2012**

The **Inception Phase** of the NEDP implementation will cover the first and second quarters of 2012. This phase is intended to establish a solid base in preparation for full-scale implementation and will involve the following activities:

- Cabinet Approval obtained
- PMU setup and staffed at GEPA
- Oversight and management coordination structures constituted
- Project teams established and trained
- Financial management procedures and reporting systems in place
- Overall Procurement Plan prepared
- Gaps in baseline data for monitoring and evaluation filled
- Communications Plan developed
- NEDP integrated into MOTI and GEPA website
- Terms of Reference for 2012 contracts drafted

➤ **July 2012 – December 2016**

Full implementation of the NEDP will commence in the Third Quarter of 2012 and terminate at the end of 2016.

➤ **Annual Workplan/Budget (beginning August 2012)**

During the course of implementation, detailed annual work plans and budgets will be prepared for each project by August each year, in line with Government's budget preparation cycle.

➤ **Mid-Year Performance Assessment(beginning July 2014)**

For the purpose of implementation reviews (performance monitoring), Performance Assessment Reports will be prepared by an independent external consultants contracted by MOTI biannually (every six months). This cycle will be aligned to the reporting arrangements and deadlines for the Medium-term Development Framework and the Private Sector Development Strategy (PSDS II). The Assessment Reports will be subjected to stakeholder validation and submitted to Government.

➤ **November-December 2014 (Mid-term); January-December 2016 (End-term)**

Comprehensive Evaluations will be undertaken by independent experts at two main stages (Mid-term and End-term) during programme implementation to ensure that the programme is on-track for achieving its key targets based on the agreed results framework (logical frame). The Evaluation Reports which will among others, examine strategies for deepening outcomes and impacts of the projects, will be subjected to stakeholder validation and submitted to Government.

➤ **Completion Report (May 2017)**

At the end of the implementation of the NEDP in 2016, a comprehensive Programme Completion Report measuring performance against set targets will be prepared and submitted to Government.

Sources of Funding

The following sources of funding have been identified to enable the NEDP to be implemented:

1. Government of Ghana

▪ **Central Government Budget**

The Central Government Budget will finance non-private business activities and focus on activities and projects which would normally fall within the responsibility of the public sector. These would include services and infrastructure shared by many private sector companies and communities as common facilities.

▪ **Municipal and District Assemblies (MMDAs) local Government Budget**

The MMDAs have a responsibility in the NES to develop at least one agro-based export product. The activities relating to it, namely supply and market studies, training, input supply (e.g. seeds and seedlings), market development, backstopping and coordination, etc, should be financed from an allocation of the MMDA/ Local government budget. Supplementary funding may be obtained from EDIF.

2. Export Development and Investment Fund (EDIF)

- Private sector requirements for export business operations will be financed partly by banks and financial houses under the Credit Window of EDIF.

Private sector business requirements do not *per se* fall within the management ambit of the NEDP implementation, although private business sector's access to credit is critical to the success of the NEDP implementation.

- EDIF will finance common facilities and value chain infrastructure, market research, test marketing, certain inputs (eg seeds and seedlings) of prescribed quality, irrigation facilities, training, etc under EDIF's Grant Window.

3. Development Partners

Development Partners will partner with GoG to finance strategic projects and programmes.

4. Private Sector

It is expected that private business operations relating to export activities will be financed mainly from bank credit, EDIF's credit facility, internally generated funds of companies and private sources. It is the private business companies that will drive the implementation of the NEDP.

5. Public-Private Partnership (PPP)

As an alternative or complement to financing of public projects, PPP may be adopted for certain projects, namely roads, common facilities, etc for which realistic user fees may be charged.

sector	Provide incentives to encourage adoption of efficient use of water and energy	Jan –Dec 2013	GEPA, Energy Foundation, Mass Media
3.Alternative energy sources and small water systems established in endowed areas for agro-based export production	<p>Engage a consultant to undertake feasibility studies on alternative energy and small water systems for specific export production locations at district level.</p> <p>Engage Consultant/s to assist MMDAs to mobilize resources and to establish alternate energy and small water systems for the identified export projects</p>	<p>July 2012-June 2013</p> <p>Jan 2013- Mar 2014</p>	<p>Consulting firms, MMDAs, GEPA, MoE, MOFA, Dev. Partners Water Projects</p> <p>Consulting firms, MMDAs, GEPA, MoE, MoFA, Dev. Partners Water Projects</p>

PROJECT 2: TECHNOLOGY AND INNOVATION			
OBJECTIVE: TO RAISE THE LEVEL OF APPLICATION OF SCIENCE AND TECHNOLOGY WITHIN EXPORT ORIENTED INDUSTRIES TO IMPROVE QUALITY AND INCREASE PRODUCTION			
OUTPUTS	ACTIVITIES	TIMEFRAME	IMPLEMENTING AGENCIES
1. Absorptive capacity of export firms raised with particular emphasis on technological advancement and innovation for indigenous micro, small enterprises	<p>Establish Knowledge Transfer Networks and Fora between indigenous SMEs and S&T experts (researchers or consultants) to:</p> <ul style="list-style-type: none"> • raise awareness of the key S&T issues facing MSMEs in their particular sectors and to facilitate the diffusion of solutions to these issues; • support the provision of increased market intelligence on the sources of foreign technologies, value for money, and potential adaptability to local condition <p>Mobilise funds in collaboration with the private sector to establish technology parks with business incubation centers.</p>	July 2012-Dec 2016	MEST, GRATIS, CSIR, ISEER, FOOD RESEARCH, INSTITUTE OF INDUSTRIAL RESEARCH, TERTIARY INSTITUTION IN SCIENCE AND TECHNOLOGY, AGI, GEPA
Capacity of export enterprises to engage with public and export market based research institutions strengthened	Develop and implement programmes in productivity improvement strategy and innovation and technology management for exports		MEST, GRATIS, CSIR, ISEER, FOOD RESEARCH, INSTITUTE OF INDUSTRIAL RESEARCH, TERTIARY INSTITUTION IN SCIENCE AND TECHNOLOGY, AGI, GEPA

Effective collaboration between research institutions and export oriented firms encouraged(N:B)	Institute Biannual Business forum and exhibition to bring science and technology researchers and export industry players together	Feb 2013	MEST, MoFA, GEPA, FAGE, AGI,CSIR, GNCCI, KNUST, GAEC