



GHANA

POVERTY REDUCTION AND GROWTH STRATEGY

July 2024

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Washington, D.C.

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Accra, Ghana

June 13, 2024

Dear Madame Georgieva,

I am pleased to share with you our [Medium-Term National Development Policy Framework](#) (MTNDPF) 2022-25. The MTNDPF is informed by the long-term national development policy framework, also known as Agenda 2057 or Ghana@100, which envisions a democratic, inclusive, self-reliant developed country by 2057. The MTNDPF was prepared with broad stakeholder participation and subject to extensive public consultation across the country—including engagement with parliament and the presidency. Following approval by the presidency, it was presented to Parliament and published in December 2021.

We expect this document to fulfill the requirements associated with the completion of the Second Review of our ECF-supported program, namely having in place a solid Poverty Reduction and Growth Strategy. The MTNDPF seeks to operationalize Article 36, Clause 1 of Ghana's 1992 constitution, which enjoins the government to ensure that the national economy is managed efficiently to maximize the welfare of the citizenry.

The MTNDPF incorporates long-term objectives to develop our human and natural resources while fostering a fair society amid Ghana's recovery from the adverse impacts of the 2022 debt crisis. To this end, while adopting policies to maintain macroeconomic stability and debt sustainability, our development initiatives will focus on addressing Ghana's infrastructure gap; alleviating poverty; and improving education and health systems.

The MTNDPF is structured around 6 national goals with impact, effect, and outcome level indicators and annual quantitative targets. Special priority is given to foster sustained and inclusive economic growth; deepen digitization; promote science, technology, and innovation; improve urbanization and infrastructure; reduce youth unemployment; modernize public health systems; enhance emergency preparedness—including to pandemics; and address climate change challenges.

Since we published our MTNDPF in 2021, Ghana was hit by the global spillovers of the war in Ukraine and a deep debt crisis. These shocks had a significant impact on Ghana resulting in a marked slowdown in economic activity and a sharp increase in inflation, with ensuing negative effects on poverty and standard of livings. The World Bank estimates that poverty—measured with the international poverty rate of US\$2.15 a day—increased from 24.8 in 2021 to 30.3 in 2023. These shocks have also significantly constrained our policy space to achieve the MTNDPF objectives as fiscal consolidation and monetary

tightening became an imperative to restore macroeconomic stability and debt sustainability. Consequently, the MTNDPF objectives are no longer within reach in the timeframe originally envisaged given the macroeconomic starting point and the available resources.

We responded promptly to the new economic challenges emanating from these adverse shocks, adjusting our macroeconomic policies, making significant progress on a comprehensive debt restructuring, and launching wide-ranging reforms—including to bolster social safety nets. These efforts have been supported by an IMF program since January 2023. In the short-term, our response has been necessarily focused on stabilizing macroeconomic condition and debt situation, while limiting the impact of the shocks on the vulnerable by channeling more resources through our existing social protection programs (e.g., Livelihoods Empowerment Against Poverty; Ghana School Feeding Program; National Health Insurance Scheme; and Capitation Grant). Over the medium term, our response will increasingly focus on policies to boost inclusive growth and reduce poverty. To this end, we are engaging with our development partners and other key stakeholders to recalibrate our MTNDPF objectives, especially in terms of poverty reduction goals by 2025, by focusing on policies that have the greatest potential to reduce poverty and improve living conditions while prioritizing our interventions based on cost-benefit analysis.

The government looks forward to further collaborating with the IMF and its other development partners to lay the foundations for stronger and more inclusive growth in Ghana. It authorizes the IMF to publish the attached document on its website. Please let me know in case you require further assistance from my side.

With best regards,

/s/

Dr. Mohammed Amin Adam (MP)

Minister for Finance

Cc: Governor, Bank of Ghana, Accra



MEDIUM-TERM NATIONAL DEVELOPMENT POLICY FRAMEWORK



AGENDA FOR JOBS II CREATING PROSPERITY AND EQUAL OPPORTUNITY FOR ALL ————— 2022-2025 —————

GOVERNMENT OF GHANA

NATIONAL DEVELOPMENT PLANNING COMMISSION

OCTOBER 2021



REPUBLIC OF GHANA

MEDIUM-TERM NATIONAL DEVELOPMENT POLICY FRAMEWORK

AGENDA FOR JOBS II CREATING PROSPERITY AND EQUAL OPPORTUNITY FOR ALL 2022-2025

GOVERNMENT OF GHANA
NATIONAL DEVELOPMENT PLANNING COMMISSION

OCTOBER 2021

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LIST OF ACRONYMS

1V1D	One Village One Dam
AAC	Annual Allowable Cut
AADPD	Addis Ababa Declaration on Population and Development
ABFA	Annual Budget Funding Amount
AfCFTA	African Continental Free Trade Agreement
AFJ	Agenda for Jobs
AGI	Association of Ghana Industries
AIB	Aircraft Accident and Incident Investigation and Prevention Bureau
AIR	African Institute for Remittances
APR	Annual Progress Report
AU	African Union
BECE	Basic Education Certificate Exams
BOST	Bulk Oil Storage and Transportation Company Limited
CABI	Centre for Agriculture Biosciences International
CAP-BuSS	Coronavirus Alleviation Programme Business Support Scheme
CARES	COVID-19 Alleviation and Revitalisation of Enterprises
CHPS	Community-based Health Planning and Services
CHRAJ	Commission on Human Rights and Administrative Justice
CLASS	Complimentary Livelihood Asset Support Scheme
CLFZs	Child Labour Free Zones
CPESDP	Coordinated Programme of Economic and Social Development Policies
CRPD	UN Convention on the Rights of Persons with Disabilities
CRR	Cash Reserve Requirement
CSIR	Council for Scientific and Industrial Research
CSPG	Cross Sectoral Planning Group
CSUs	Client Service Units
DACF	District Assemblies Common Fund
DCACT	District Chambers of Agriculture, Commerce Technology
DDF	District Development Facility
DOVVSU	Domestic Violence and Victims Support Unit
DPAT	District Assembly Performance Assessment Tool
EC	Electoral Commission
ECCD	Early Childhood Care and Development
ECOWAS	Economic Community of West African States
EEE	Electrical and Electronic Equipment
EGMA	Early Grade Mathematics Assessment
EGRA	Early Grade Reading Assessment
EMIS	Educational Management Information System
EOCO	Economic and Organised Crime Office
EPA	Environmental Protection Agency
EPCC	Economic Policy Coordinating Committee
FAO	Food and Agriculture Organization
FDA	Food and Drug Authority
FEED	Front-End Engineering Design
FOAT	Functional Organizational Assessment Tool

FSNMS	Food Security and Nutrition Monitoring System
GAMA	Greater Accra Metropolitan Area
GCAP	Ghana Commercial Agricultural Project
GCM	Global Compact for Migration
GCX	Ghana Commodities Exchange
GDHS	Ghana Demographic and Health Survey
GDP	Gross Domestic Product
GEA	Ghana Enterprises Agency
GEPA	Ghana Export Promotion Authority
GFA	Ghana Football Association
GFZB	Ghana Free Zones Board
GGSA	Ghana Geological Survey Authority
GHG	Green House Gas
GHS	Ghana Health Service
GIFMIS	Ghana Integrated Financial Management Information System
GIPC	Ghana Investment Promotion Centre
GIRC	Ghana Innovation and Research Commercialization
GIS	Geographic Information System
GLRRP	Ghana Learning Radio and Reading Programme
GLSS	Ghana Living Standard Survey
GLTV	Ghana Learning Television
GMHS	Ghana Maternal Health Survey
GNFS	Ghana National Fire Service
GNGC	Ghana National Gas Company
GNI	Gross National Income
GOG	Government of Ghana
GSA	Ghana Standard Authority
GSE	Ghana Stock Exchange
GSFP	Ghana School Feeding Programme
GSS	Ghana Statistical Service
GWCL	Ghana Water Company Limited
HRMIS	Human Resource Management Information System
IBES	Integrated Business Establishment Survey
ICAO	International Civil Aviation Organization
ICPD	International Conference on Population and Development
ICT	Information and communications technology
IDF	Industrial Development Fund
IFPRI	International Food Policy Research Institute
IFSC	International Financial Services Centre
IGF	Internally Generated Funds
IGFF	Inter-Governmental Fiscal Framework
ILO	International Labour Organization
IMCIM	Inter-Ministerial Committee on Illegal mining
IMF	International Monetary Fund
IPEP	Infrastructure for Poverty Eradication Programme
IPM	Integrated Pest Management
ISO	International Organization for Standardization
ISS	Integrated Social Services
ISSOP	Inter-Sectoral Standard Operating Procedures

IUU	Illegal Unreported and Unregulated
JS	Judicial Service
LEAP	Livelihood Empowerment against Poverty
LECIAD	Legon Centre for International Affairs and Diplomacy
LED	Local Economic Development
LI	Legislative Instrument
MASLOC	Microfinance and Small Loans Centre
MDA	Ministries, Department and Agencies
MESTI	Ministry of Environment Science, Technology and Innovation
MFARI	Ministry of Foreign Affairs and Regional Integration
MICE	Meetings, Incentives, Conferences and Exhibitions
MICS	Multiple Indicator Cluster Survey
MMDA	Metropolitan, Municipal and District Assemblies
MMDCEs	Metropolitan, Municipal and District Chief Executives
MMTL	Metro Mass Transit Limited
MOF	Ministry of Finance
MOH	Ministry of Health
MoTAC	Ministry of Tourism, Arts and Culture
MPC	Monetary Policy Committee
MSME	Micro, Small and Medium Enterprises
MT	Metric Tonnes
MTEF	Medium-Term Expenditure Framework
MTNDPF	Medium-Term National Development Policy Framework
MTTD	Motor Transport and Traffic Directorate
NABCO	Nation Builders Corps
NACAP	National Anti-Corruption Action Plan
NACP	National AIDS Control Programme
NADMO	National Disaster Management Organisation
NaMEIS	National Monitoring and Evaluation Information System
NAFPTA	National Fish Processors and Traders Association
NAPRM-GC	National African Peer Review Mechanism Governing Council
NAS	National Ambulance Service
NBSSI	National Board for Small Scale Industries
NCCE	National Commission for Civic Education
NCDs	Non-Communicable Diseases
NCPD	National Council for Persons with Disabilities
NDCs	Nationally Determined Contributions
NDPC	National Development Planning Commission
NEA	National Educational Assessment
NEDS	National Export Development Strategy
NEIP	National Entrepreneurship and Innovation Plan
NGO	Non-Governmental Organisations
NHIS	National Health Insurance Scheme
NIB	National Investment Bank
NIB	National Inspectorate Board
NIR	National Identification Register
NITA	National Information Technology Agency
NMC	National Media Commission
NPRA	National Pensions Regulatory Authority

NRA	Nuclear Regulatory Authority
NRSA	National Road Safety Authority
NRW	Non-Revenue Water
NSDS	National Statistical Development Strategy
NYA	National Youth Authority
OCTP	Offshore Cape Three Points
OFSTED	Office for Standards in Education
OHLGS	Office of the Head of Local Government Service
OPD	Out-Patient Department
OVT	Operation Vanguard Taskforce
PAC	Public Accounts Committee
PERD	Planting for Export and Rural Development
PFJ	Planting for Food and Jobs
PFMPRE	Protocol for Free Movement of Persons, Residents and Establishments
PIAC	Public Interest Accountability Committee
PPE	Personal Protective Equipment
PPP	Public Private Partnership
PSC	Public Services Commission
PSRRP	Public Sector Reform for Results Project
PWDs	Persons with Disabilities
RCC	Regional Coordinating Council
RFA	Regional Football Association
RFJ	Rearing for Food and Jobs
RTI	Right to Information
SDG	Sustainable Development Goal
SFMP	Sustainable Fisheries Management Project
SGBV	Sexual Gender Based Violence
SHEP	Self-Help Electrification Project
SIGA	State Interests and Governance Authority
SME	Small and Medium Enterprises
SONA	State of the Nation Address
SOP	Standard Operating Procedures
SPiTC	Social Protection Inter-Sectoral Technical Committee
SSNIT	Social Security and National Insurance Trust
STC	State Transport Corporation
STEM	Science, Technology, Engineering and Mathematics
STI	Science, Technology and Innovation
SWIMS	Social Welfare Information Management System
TOR	Tema Oil Refinery
UN	United Nations
UNICEF	United Nations International Children's Emergency Fund
VRA	Volta River Authority
WAGP	West African Gas Pipeline
WAGRIC	West Africa Growth Ring Master Plan
WAPP	West African Power Pool
WASSCE	West African Senior School Certificate Examination
WHO	World Health Organisation
YDI	Youth Development Index
YEA	Youth Employment Agency

EXECUTIVE SUMMARY

BACKGROUND

This Medium-Term National Development Policy Framework (MTNDPF) 2022-2025 seeks to operationalize Article 36, Clause 1 of Ghana's 1992 constitution, which enjoins Government to ensure that the national economy is managed efficiently to maximize the welfare of the citizenry. It was prepared with broad-based stakeholder participation including the use of cross-sectoral planning groups (CSPGs) as enjoined by article 15 of the National Development Planning Commission Act, 1994 (Act 479). Public consultations were also undertaken across the country, including engagement with parliament and the presidency. It was finally approved by the Commission following approval from the presidency and presented to Parliament.

POLICY CONTEXT

The Agenda For Jobs II (2022-2025): Creating Prosperity And Equal Opportunity For All (2022-2025) is informed by the Long-Term National Development Policy Framework (LTNDPF), 2018-2057, also known as Ghana@100, which envisions a democratic, inclusive, self-reliant developed country by 2057; and other national and international documents and commitments such as the Coordinated Programme of Economic and Social Development Policies (CPESDP), 2017-2024; Ghana Beyond Aid Charter and Strategy; Ghana COVID-19 Alleviation and Revitalisation of Enterprises Support (CARES) Obaatanpa Programme; Agenda for Jobs - "Creating Prosperity And Equal Opportunities For All" (2018-2021); Sustainable Development Goals (SDGs 2030); Paris Climate Agreement; Africa Union Agenda 2063; African Continental Free Trade Area (AfCFTA) Agreement; and ECOWAS Vision 2050.

VISION FOR NATIONAL DEVELOPMENT

The vision of the Agenda For Jobs II (2022-2025) is to: "create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all" (CPESDP, 2017-2024).

BROAD GOALS AND OBJECTIVES

The medium-term goals are to:

1. Build a prosperous country,
2. Create opportunities for all Ghanaians,
3. Safeguard the natural and built environment,
4. Maintain a stable, united, and safe country,
5. Build resilience to withstand threats of different dimensions, including COVID-19, and
6. Improve efficient delivery of development outcomes and value for money.

For these to be achieved, the medium-term priority focus will be on economic growth; digitization; science, technology, and innovation; urbanization and infrastructural deficits; youth unemployment; public health; emergency preparedness and the fight against pandemics; and climate change.

EXISTING SITUATION

Economic Development

Overall real GDP growth stood at 0.4 percent in 2020, a sharp contrast with the pre-COVID-19 pandemic growth of 6.5 percent in 2019. Overall real GDP and non-oil GDP grew at an average of 7.0 percent and 5.6 percent, respectively, between 2017 and 2019. Over the period 2018-2020, Ghana experienced an average real GDP growth rate of 4.4 percent.

The Services sector grew by 1.5 percent in 2020 compared with 7.6 percent in 2019 and 2.8 percent in 2018. The ICT and Real Estate sectors grew at 22.5 percent and 12.5 percent in 2020, compared to 46.5 percent and 19.9 percent respectively in 2019. Industry declined from 10.6 percent in 2018 to 6.4 percent in 2019 and 3.6 percent in 2020. Manufacturing declined from 6.3 percent in 2019 to 1.4 percent in 2020 while the agricultural sector recorded 7.4 percent growth in 2020 from 4.6 and 4.8 percent in 2019 and 2018 respectively.

The Services sector continues to contribute the highest share of GDP despite its decline and varied performance of 47.9 percent in 2020, 48.2 percent in 2019 and 47.0 percent in 2018. Industry's share of GDP decreased from 33.5 percent in 2018 to 33.2 percent in 2019 and 31.6 percent in 2020. Agriculture's contribution to GDP increased to 20.5 percent in 2020 from 19.5 percent in 2018 and 18.5 percent in 2019.

The main challenges confronting economic development are uncompetitive interest rates; revenue under-performance; increasing public debt service cost; a narrow tax base; high public sector wage bill; volatility in primary commodity prices; and inadequate compliance with phytosanitary and other trade-related standards.

Social Development

The medium-term showed continuous expansion in school infrastructure at all levels from kindergarten to SHS with the exception of TVET. Generally, total enrolment increased at all levels of education. However, both gross enrolment ratio (GER)[1] and net enrolment rate (NER) declined at the basic level. Enrolment of children with disabilities in special schools increased by 10.5 percent between the 2016/17 and 2018/19 academic years. The completion rate for SHS increased from 52.5 percent in 2017/2018 to 64.1 percent in 2019/2020.

Neonatal, infant and under-5 mortality were reported at 25 per 1,000 live births in 2017; 56 per 1,000 live births (MICS 2017/18); and 41 per 1,000 live births (MICS 2017/18). Institutional Maternal Mortality Ratio (iMMR) declined to 109.2 in 2020 from 134.7 per 100,000 live births in 2019. Non-communicable diseases (NCDs) have become one of the leading causes of death and are responsible for 43 percent of all deaths and account for about 94,000 preventable deaths in Ghana each year.

Ghana is far from attaining the WHO and Commonwealth's standard for doctor-population ratio of 1:1,320 and 1:5,000 respectively with a ratio of 1:6,355 in 2020. The nurse-to-population ratio stood at 1:701 in 2020, surpassing the WHO standard of 1: 1,000. There are significant regional disparities in both ratios. The number of functional CHPS zones increased from 5,100 in 2017 to 5,547 (79.03% of demarcated CHPS zones) in 2020. In 2018, 35.8 percent of the population had valid NHIS cards, increasing to 40 percent in 2019 and 52.7 percent in 2020. Ghana's per capita expenditure on health reached US\$50.00 per person in 2018 from US\$30.41 per person in 2016.

The number of food insecure people increased from 2.1 million people (7.6%) between 2014 and 2016 to 2.5 million people (8.4%) between 2017 and 2019. The percentage of household expenditure on food has remained high in spite of a slight decline from 45.8 percent in 2012/13 to 45.4 percent in

2016/17. Even though various food and nutrition security indicators have seen improvements over the years, including a reduction in the prevalence of undernourishment from 7.7 percent in 2015 to 6.5 percent in 2018, 1.9 million Ghanaians were estimated to be undernourished between 2017 and 2019. Total fertility rate was 3.9 in 2017 with higher rates in rural, compared to urban areas. Contraceptive prevalence rate was 25.0 percent in 2017, while unmet need for family planning was estimated at 29.9 percent in 2014. Access to at least basic drinking water services (both basic and safely managed drinking water services) increased to 86 percent in 2020 about 80 percent in 2015. The population with access to basic sanitation services improved from 19 percent in 2015 to 24 percent in 2020.

It is estimated that 7 in every 10 children (73.4 percent) are multidimensionally poor. Children under 5 suffer the highest form of deprivation (82.9%). Multidimensional poverty for adults is reported to be considerably higher at 45.6 percent in 2016/17 than monetary poverty which stood at 23.4 percent in 2016/17. A youth development index has been developed to monitor the progress of youth development and inform the agenda to harness Ghana's demographic dividend through investments in the youth.

Issues requiring attention for the medium-term include disparities in access to quality education; slow and un-sustained improvement in quality of education; gaps in access to health infrastructure and services; increasing trend of irregular and precarious migration; high incidence of child and adult multi-dimensional poverty; inadequate access to water services; poor sanitation and waste management; policy gaps in addressing pertinent child protection issues (e.g. streetism, *kayayei* and online security); inadequate care for the aged; limited gender mainstreaming in sectors; weak capacity for sports development and management; inadequate coverage of social protection programmes; inadequate opportunities for persons with disabilities to develop and utilize their potential; and mismatch between training/skills and the needs of the labour market.

Environment, Infrastructure and Human Settlements

There was an increase in the proportion of protected land areas from 15.057 percent in 2019 to 15.7 percent in 2020 with 4,293.6 hectares of degraded forest, mining areas, dry and wetlands within forest reserves restored. About 342 sub-projects and 29,959 jobs were created under the Rural Development and Management Programme and 10 regional and 6 district Lands Commission offices established in the year 2020. Climate change was mainstreamed into both sector and district level planning, with the number of sectors with climate change adaptation strategies increasing to 54 percent in 2020 from 35 percent in 2017. As part of efforts to improve renewable energy, Government enacted the Bui Power Authority (Amendment) Bill and Renewable Energy (Amendment) Bill; installed and commissioned the first ever 45KW mini-hydro power plant at Alavanyo; and completed a 26MWp solar project in 2020.

Key challenges requiring attention include the proliferation of slums due to increased rural-urban migration; poor sanitation and noise pollution; weak enforcement of environmental and mining laws and regulations leading to increased illegal mining, forest degradation and water pollution. Others are increased incidence in tidal waves and surges as a result of climate change; poor quality of road condition and network; increasing cost of data; inadequate ICT infrastructure and weak online data protection; high cost of electricity generation; increasing encroachment of public and vested lands; inadequate spatial plans and outdated zoning regulations; poor maintenance culture and proliferation of sub-standard construction materials and products.

Governance, Corruption and Public Accountability

Key achievements include improvement in budgetary allocations to Independent Governance Institution; creation of six new regions; development of a new National Decentralisation Policy and passage of a Right to Information Law. Ghana remained among the top highest ranked countries in Africa in the Judiciary Independence Index and also ranked 30th in the World Press Freedom Index. The country's Corruption Perception Index score in the last four years improved from 41 to 43. A Human Resource Management Information System (HRMIS) was deployed, and a Public Sector Reform for Results Project (PSRRP) was also developed over the medium-term.

Other achievements include improvements in the turn-around time for processing biometric passports; adjudication of more than 42,000 judicial cases through the E-Justice initiative; improvements in Police/Fire officer-to-citizen ratio and increase in remuneration, logistics support; and deployment of CCTV surveillance equipment in localities to help keep communities and inhabitants safe; ratification of the AfCFTA and winning of the bid to host AfCFTA it in Ghana.

The main challenges are snail-paced devolution; limited demand for accountability; recurring threats of political violence; poor enforcement of PSC rules and regulations; increasing heightened perceived levels of corruption; low transparency and accountability of public institutions; inefficiencies in public service delivery; misappropriation of funds; increasing crime levels; and fragmented policies and strategies for Ghana's engagement with the global community.

Emergency Planning and COVID-19 Response

NADMO continues to implement disaster risk prevention and management plans. A National Hydrology Authority was established to deal with the perennial challenge of flooding. A National Bush Fire Prevention Campaign was undertaken to sensitize citizens to support the fight for the preservation of the environment.

Government launched a COVID-19 response plan, comprising a number of initiatives: the COVID-19 National Trust Fund to provide logistics, medical supplies, test kits and PPEs to COVID-19 Treatment Centres and health institutions; Support to vulnerable households; Emergency Preparedness and Response Plan (EPRP I & II); Coronavirus Alleviation Programme (CAP), the Coronavirus Alleviation Programme Business Support Scheme (CAP-BuSS) and the Ghana (CARES) Obaatanpa Programme to stabilize, revitalize and transform Ghana's economy and create jobs.

The country continues to record disasters such as epidemics, floods, wildfires and fire outbreaks, coastal erosions, landslides, and gas explosions resulting in the loss of lives and properties. There are also emerging threats such as political vigilantism, land-guardism, cyber-crime, and organised crime; coupled with the outbreak of the COVID-19 pandemic, these disasters and emerging threats have dire socio-economic impacts. The ocean claims between 1.5 to 4 meters of 560 kilometres of coastline annually and about 52, 56, and 97 per 100,000 population were affected by domestic and commercial fires in 2017, 2019, and 2020 respectively. It is estimated that over US\$200m was lost through recorded cases of cybercrime between 2016 and 2018.

The COVID-19 pandemic impacted negatively on the economy with GDP growth declining sharply from 6.5 percent in 2019 to 1.9 percent in 2020. Inflation increased from 7.9 percent in 2019 to 10.4 percent in 2020. Micro, small and medium-sized enterprises (MSMEs) were among the hardest-hit with about 41,952 workers being laid-off, while 770,124 experienced reduced wages. About 82.8 percent of households reported a reduction in non-farm incomes; Fifty- five percent of households also recorded a reduction in income from paid employment; and 38.3 percent and 31.8 percent of firms reduced wages and working hours respectively.

Implementation, Coordination and Monitoring and Evaluation (ICME)

Progress recorded in plan preparation, implementation, and M&E include the submission of APRs by all MMDAs as required by L.I. 2232, improvements in all revenue sources and the production of several reports by the statistical system to aid in national development. The reports included: the Ghana Living Standard Survey Round 7; Household and Jobs Tracker; Agribusiness Tracker; Business Tracker; Household Survey on ICT in Ghana; MICS 6; Multidimensional Poverty Ghana Report; Multidimensional Child Poverty Report; and Ghana Malaria Indicator Survey Report. During the medium-term, a national assessment was conducted to review and classify record-keeping systems, records management procedures, and practices. Also, one million sheets of archival documents from various MDAs were digitised as part of national knowledge management and learning practices.

Issues affecting implementation, coordination and M&E include inadequate resources; delays in the release of approved funds; limited internally generated funds; non-functional and ineffective sub-district structures; limited M&E capacities; inadequate database at the departmental level; lack of manuals, standards, principles or classifications to guide the production and management of data and statistics; and high staff attrition.

Others include inadequate alignment of development cooperation with national development priorities; absence of development cooperation policy; lack of formal structures and guidelines, and high transaction costs for mobilizing and managing development finance. In addition, there is the heterogeneity of donor policies, procedures, and guidelines in the development cooperation space, and unsustainable funding sources for development projects.

MEDIUM-TERM POLICY INTERVENTIONS

The medium-term goals, objectives, targets and flagship initiatives of Government contained in the framework, are organised under the six dimensions.

Economic Development

Medium-Term Goal and Objectives

The main goal of the economic development dimension is to build a prosperous country. Some policy objectives to be achieved are to ensure improved fiscal performance and sustainability; promote international trade and investment; enhance production and supply of quality raw materials; ensure improved skills development for industry; enhance business enabling environment; formalise the informal economy; modernise and enhance agricultural production systems; improve post-harvest management; ensure sustainable development and management of fisheries resources; diversify and expand the tourism industry for economic development; and develop a competitive creative industry.

Medium-Term Targets

Given the current macroeconomic conditions, amidst Ghana's recovery strides from the adverse impacts of the COVID-19 pandemic, the overall real GDP growth rate is expected to trend downwards after a peak in 2022. Real GDP growth is projected to be 6.0 percent in 2022 and decline subsequently to 4.7 percent in 2025 with the manufacturing sub-sector growing consistently above 6 percent over the medium-term. The Services sector is projected to continue with its lead of between 54.1 percent in 2022 to 56.4 percent in 2025. Industry and Agriculture sectors are projected to be the second and third largest sectoral contributors respectively to GDP growth.

Flagship Initiatives

Flagship initiatives include enacting legislation and strengthening the local content policy; implementing the Ghana (CARES) Obaatanpa Programme; supporting the use of local raw materials to deepen the automotive assembly industry; establishing multi-purpose industrial parks in all regions; establishing entrepreneurial hubs for small businesses; leveraging on technology to reduce information problems between lenders and borrowers; transforming the country into a major Meetings, Incentives, Conferences, and Exhibitions (MICE) centre; and developing a digital platform for artists to promote their products globally.

Other initiatives include implementation of the Aquaculture for Food and Jobs (AFJ) programme with effective linkages to the Youth in Aquaculture Development Programme; expanding the Agricultural Mechanisation Centres and irrigation facilities; sustaining the implementation of the one village one dam initiative and subsidy programmes on retail prices of seeds, fertilisers, and other agrochemicals.

Social Development

Medium-Term Goal and Objectives

The medium-term goal is to create opportunities for all Ghanaians. The objectives for achieving this goal are to: enhance equitable access to quality education; ensure quality Universal Health Coverage; promote healthy food environment and choices; improve population management; harness the benefits of migration for socioeconomic development; eradicate poverty in all forms and dimensions; improve access to safe, reliable and sustainable water supply and sustainable environmental sanitation services. Others include protecting children from all forms of violence, abuse, neglect and exploitation; enhancing the wellbeing of the aged; attaining gender equality and equity; promoting effective participation of the youth in development; strengthening social protection; promoting equal opportunities for persons with disabilities; improving human capital development and management; and promoting job creation and decent work.

Medium-Term Targets

Broad medium-term targets to be achieved during the medium-term include increasing proficiency rates for English and Mathematics respectively to 75 percent and 80 percent for primary 4, and 90 percent and 55 percent for primary 6; reducing under-five and maternal mortality to 40 per 1,000 live births and 70 per 100,000 live births respectively; reducing total malaria incidence to 155 per 1000 population. Furthermore, the mortality rate attributed to non-communicable diseases will be reduced to 30 percent; the prevalence of anaemia in women of reproductive age (15-49 years) to 11 percent; and the prevalence of childhood wasting to less than five percent by 2025.

The proportion of currently married women with unmet need for modern family planning will be reduced from 29.9 percent in 2016 to 15.0 percent by 2024 and total fertility rate has been projected to reduce from 3.9 percent in 2017 to 3.7 percent by 2025. The incidence of poverty is projected to reduce from 23.4 percent in 2016/17 to 16.6 percent by 2024 and the percentage of children engaged in child labour from 21.8 percent in 2012/13 to 4.3 percent by 2024. Increases in access to basic sanitation services is projected at 61.9 percent; the proportion of solid waste properly disposed of in major towns/cities (Accra, Tema, Kumasi, Takoradi and Tamale) at 95 percent and the population whose liquid waste is safely managed at 45.0 percent.

Flagship Initiatives

Some flagships include strengthening the implementation of the Accountability for Learning Outcomes Project (GALOP); training and employing more teachers for early childhood education, primary, French, STEM, TVET, special needs, and other areas; completing the implementation of the 5-year Strategic Plan on TVET; and establishing a national Skills Development Fund. Other flagships include improving the National Health Insurance Scheme (NHIS); implementing the healthcare infrastructure investment Agenda 111; expanding coverage of the Livelihood Empowerment Against Poverty (LEAP) Programme; and enforcing the Disability Act, including ensuring access to public buildings for the physically challenged.

Environment, Infrastructure and Human Settlements

Medium-Term Goal and Objectives

Government, in the medium-term, aims to safeguard the natural and built environment, through the following objectives: promote sustainable extraction of mineral resources; improve coastal and marine management; combat deforestation, desertification and soil erosion; enhance climate change resilience; improve efficiency and effectiveness of road transport infrastructure and services; modernize and extend railway network; expand the digital landscape; mainstream science, technology and innovation in all socio-economic activities; ensure availability of clean, affordable and accessible energy; promote sustainable spatially integrated development of human settlements; enhance the quality of life in rural areas; promote resilient urban development; and efficient and effective land administration.

Medium-Term Targets

Key medium term targets to be achieved by 2025 include: an increase to about 5,000 hectares, restored or rehabilitated degraded forest, mining areas, dry and wetlands within forest reserves; a 57.6MTCO₂e (million tonnes of carbon dioxide equivalent) reduction in greenhouse gas emissions; an appreciation of road network in good condition to 60 percent and classified road network-maintained to 70 percent; a 100 percent of MMDAs with districts Spatial Development Frameworks and Structural Plans, existence of database on National Infrastructure and the State of Infrastructure Report.

Flagship Initiatives

Flagships are to strengthen the implementation of infrastructure policies of “Water for All”; expand the capacity of State Housing Company Limited (SHC) to build a large pool of affordable homes; sustain the National Digital Addressing System; extend electricity to cover the entire population; develop and expansion of railway infrastructure in some prioritized areas; re-launch the metro mass transport system throughout regional capitals; introduce innovative policies to facilitate urban traffic de-congestion; increase broadband coverage, accessibility and affordability of digital devices; strengthen Development Authorities and the Zongo Development Fund to develop infrastructure in their catchment areas; improve maps and spatial data availability; and digital transformation of Lands Commission.

Governance, Corruption and Public Accountability

Medium-Term Goal and Objectives

The medium-term goal is to maintain a stable, united and safe country built on efficient institutions, rule of law, freedom, public trust and strong international relations. Policy objectives include deepening democratic governance; reforming and transforming public institutions; improving human security and public safety; accelerating and sustaining decentralisation; and fighting corruption and economic

crimes. Others are to improve participation of civil society in national development; promote attitudinal change and values for national development; ensure responsive governance and citizen participation in development; promote development communication; promote culture in the development process; and strengthen Ghana's role in international affairs.

Medium-Term Targets

Targets to be achieved by 2025 include significant improvements in budgetary allocations to Governance Institutions; attaining the second position in Africa on the Good Governance Index; election of MMDCEs; increasing number of Government institutions using Human Resource Management Information System to about 93 percent; improving Police to Citizen ratio to 1:500 and reducing corruption and crime levels.

Flagship Initiatives

Flagship initiatives include the national Identification card scheme; digital reforms in Court administration; provision of a single portal for MMDAs through the Ghana.gov platform, to offer digitized services to citizens; implementation of the Alpha project; introduction of chip-embedded passports; and issuance of Machine-Readable Visa Stickers.

Emergency Planning and COVID-19 Response

Medium-Term Goal and Objectives

The medium-term goal is to build resilience to withstand threats of different dimensions, including COVID-19. Key policy objectives include promoting proactive planning and implementation for disaster prevention and mitigation; enhancing capacity for surveillance and management of epidemics and pandemics; strengthening national preparedness against cybercrime and terrorism; minimising the incidence of organised crime; ensuring safety of life, property and social wellbeing; and enhancing relief operations and humanitarian welfare.

Medium-Term Targets

Government will focus on providing adequate multi-hazard warning systems; reducing economic losses due to disaster as percentage of GDP; and shortening recovery period from major disasters and catastrophic events while protecting critical infrastructure.

Flagship Initiatives

Key flagship initiatives include implementing the Ghana Innovative Resilience Programme and Scheme (GIRPAS) in flood-prone areas; repositioning the National Disaster Management Organisation (NADMO) and other related institutions to perform more effectively; implementing the Non-Toxic Ghana Agenda; and establishing an Inter-Agency Taskforce for Counterterrorism.

Implementation, Coordination, Monitoring and Evaluation

Medium-Term Goals and Objectives

The medium-term goal is to improve efficient delivery of development outcomes and value for money. Policy objectives include improving plan preparation, implementation and coordination; strengthening monitoring and evaluation systems; enhancing the production and utilisation of statistics; improving resource mobilization and effectively manage its utilization; and enhancing knowledge management and learning.

Medium-Term Targets

Some targets for the medium term include promoting efficiency in the implementation of large infrastructure projects; developing a National Monitoring and Evaluation Information System (NaMEIS) to monitor the quality of service delivery; civil registration and vital statistics (National Identification and Integration); enhancing development financing and cooperation; streamlining Ghana's partnership with development partners; establishing the Ghana Development Cooperation Agency; establishing an active platform mechanism for knowledge management and a management information system.

Flagship Initiatives

The flagship initiatives include revamping the Joint Agenda for Strengthening Monitoring and Evaluation and Statistics (JASMES); strengthening the linkage between national development planning and budgeting processes; strengthening the utilization of ICT systems; strengthening planning, implementation and coordination capacities; implementing the Ghana Beyond Aid Strategy; re-establishing an aid effectiveness agenda based on the Accra Plan of Action on Aid Effectiveness and the Ghana Beyond Aid Strategy; implementing special initiatives on capital market development; and strengthening enforcement of the Public Financial Management Act (Act 921).

Implementation Arrangements, Monitoring and Evaluation

The medium-term policy framework will be implemented within the context of the decentralized planning system which promotes broad participation in the development process. MDAs and MMDAs constitute the basic structures for the implementation of plans, programmes, and activities based on their respective institutional mandates. Regional Coordinating Councils (RCCs) provide relevant data and facilitate the preparation, coordination, harmonisation, monitoring and evaluation of district development plans.

As the apex planning body, NDPC is expected to prescribe the format and content; and review, approve, certify and coordinate development plans of MDAs and MMDAs. The approved plans will form the basis for budgeting, monitoring and evaluation of development programmes and projects. Civil society, public sector, academia, development partners and all other development actors are able to take part in the implementation process by working in collaboration with the relevant public sector organisations.

The Ministry of Finance (MoF) will focus on resource mobilisation and allocation, based on the priority policies and programmes; track revenues and expenditures, and collaborate with other institutions to produce annual performance reports.

Monitoring and evaluation (M&E) of implementation of the national development agenda is provided for in the National Development Planning System Act, 1994, (Act 480), and every implementing agency of Government is enjoined by law to undertake monitoring and evaluation of its policies, programmes and projects. The progress of implementation of the Framework will be monitored annually, including participatory monitoring and evaluation and mid-term and end-term evaluations conducted.

CHAPTER ONE:

INTRODUCTION

1.1 BACKGROUND

This Medium-Term National Development Policy Framework (MTNDPF) 2022-2025 seeks to operationalize Article 36, Clause 1 of Ghana's 1992 constitution, which enjoins Government to ensure that the national economy is managed efficiently to maximise the welfare of the citizenry. The framework is supported by the National Development Planning Commission Act, 1994 (Act 479) and other legislations which mandate the Commission to formulate comprehensive national strategies and policies.

The framework serves as the basis for the preparation and implementation of development plans by Ministries, Departments and Agencies; Regional Coordinating Councils and Metropolitan, Municipal and District Assemblies as stipulated in the National Development Planning (System) Regulations, 2016 (L.I. 2232). It also serves as a reference document for Development Partners and other non-state actors.

1.2 POLICY CONTEXT

The Agenda For Jobs II (2022-2025) is informed by the Long-Term National Development Policy Framework, also known as Ghana@100, which envisions a democratic, inclusive, self-reliant developed country by 2057; the Coordinated Programme of Economic and Social Development Policies (CPESDP 2017-2024); the Ghana Beyond Aid Charter and Strategy; Ghana COVID-19 Alleviation and Revitalisation of Enterprises Support (CARES) Obaatanpa Programme; and recommendations of the mid-term evaluation of the Agenda for Jobs I: "Creating Prosperity And Equal Opportunities For All" (2018-2021).

It is also influenced by global, continental and regional commitments such as the Sustainable Development Goals (SDGs 2030); the Paris Climate Agreement; the Africa Union Agenda 2063; the African Continental Free Trade Area (AfCFTA) Agreement, and ECOWAS Vision 2050 among others.

1.3 VISION FOR NATIONAL DEVELOPMENT

The vision of the Agenda For Jobs II (2022-2025) as adopted from the Coordinated Programme for Economic and Social Policies (2017-2024) is to: "create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all".

1.4 STRATEGIC GOALS, DIRECTION AND PRIORITIES FOR THE MEDIUM-TERM

The medium-term goals are to:

1. Build a prosperous country,
2. Create opportunities for all Ghanaians,
3. Safeguard the natural environment and ensure a resilient built environment,
4. Maintain a stable, united and safe country,
5. Build resilient for recovery from the COVID-19 pandemic and other threats, and
6. Improve efficient delivery of development outcomes and value for money.

The drivers of change in the long-term development policy framework and the Coordinated Programme for Economic and Social Policies (2017-2024) provide the broad strategic direction for this framework. These are: quality political leadership; values and attitudinal change; peace and security; efficient public service and institutional strengthening; maintaining macro-economic stability; human capital development and efficient productivity; science, technology and innovation; land reforms; infrastructure development; and clean and affordable energy. For the medium-term, the priority focus is on economic growth; digitization; science, technology and innovation; management of urbanization; reduction of infrastructural deficits and youth unemployment; promotion of public health; enhancement of emergency preparedness; and the fight against pandemics and climate change.

1.5 PROCESS FOR PREPARING THE FRAMEWORK

Section 15 of the National Development Planning Commission Act, 1994 (Act 479), enjoins the National Development Planning Commission (NDPC) to establish Cross Sectoral Planning Groups (CSPGs) for the preparation of development policies, strategies, and plans. In compliance with this regulatory requirement, six CSPGs, namely: Economic Development; Social Development; Environment, Infrastructure and Human Settlement; Governance, Corruption and Public Accountability; Emergency Planning and COVID-19 Response; and Implementation, Coordination, Monitoring and Evaluation were formed, with members drawn from the public and private sectors, civil society, academia, the media, and professional associations among others. The CSPGs reviewed the status of implementation of the Agenda for Jobs I (2018-2021) and made proposals on policy priorities for the medium term (2022-2025).

Outputs from the CSPGs were consolidated into a zero draft of the Agenda For Jobs II (2022-2025) and subjected to technical discussions and public consultations across the country. The document was validated by the CSPGs and approved by the Commission followed by consultations with the Presidency and Parliament. The final policy framework was submitted to Parliament following approval by the Presidency.

1.6 STRUCTURE OF THE DOCUMENT

The Medium-Term Development Policy Framework, 2022-2025 is presented in seven chapters, with appendices. Chapter one provides the background and policy context for the Framework. It also outlines the vision, strategic direction and priorities for the medium-term as well as the process for preparing the Framework.

Chapters two to seven present the results of performance reviews of these six development dimensions: Economic Development; Social Development; Environment, Infrastructure and Human Settlement; Governance, Corruption and Public Accountability; Emergency Planning and COVID-19 Response; and Implementation, Coordination, Monitoring and Evaluation. The chapters also outline the goals, objectives, strategies and targets for the medium-term, 2022-2025.

Appendices I to V contain the policy matrix outlining key development issues, proposed medium-term policy objectives, strategies and implementing agencies; the SDGs; the AU Agenda 2063; ECOWAS protocols; and the results framework with selected indicators and targets.

CHAPTER TWO

ECONOMIC DEVELOPMENT

2.1 INTRODUCTION

The chapter assesses the performance of the economic development dimension over the period 2018-2021 and outlines the policy objectives, strategies and targets for the 2022-2025 medium term. These are: strong and resilient macro economy; industrial transformation; private sector development; agriculture and rural development; fisheries and aquaculture development; and tourism and creative arts development.

2.2 PERFORMANCE REVIEW

This section reviews the performance of the economy during the medium-term (2018-2021). However, a baseline of 2020 is used for this section of the report because 2021 data was not readily available.

2.2.1 Strong and Resilient Macro Economy

Inflation

Annual inflation declined from 9.4 percent in December 2018 to 7.9 percent in December 2019, but increased to 10.4 percent in December 2020. The rise was partially due to increase in general food prices in some urban centres following the outbreak of the COVID-19 pandemic.

Exchange Rate

The Ghana cedi cumulatively depreciated by 12.9 percent against the US dollar in December 2019 compared with 8.2 percent in December 2018. In 2019, the Ghana cedi cumulatively depreciated by 15.7 percent and 11.2 percent against the British pound and Euro, respectively, compared with 3.3 percent and 3.9 percent for the same period in 2018. The exchange rate situation in respect of the US dollar however, improved with a depreciation of 3.9 percent in December 2020. This was largely as a result of issuance of the US\$3 billion sovereign bond, strong macroeconomic fundamentals, and forward auction sales by the Bank of Ghana, among others. However, the deterioration in financial market risk sentiment due to the spread of COVID-19 pandemic as well as seasonal demand pressures from the energy and corporate sectors weighed heavily on the cedi.

Interest Rates

The lending rate declined from 24.0 percent in 2018 to 23.6 percent in 2019, and further to 21.1 percent in 2020. As part of the Bank of Ghana's broader strategy to mitigate the downside risks to the real sector and boost economic activity, the Monetary Policy Committee (MPC) reduced the Monetary Policy Rate by 150 basis points to 14.50 percent as of December 2020. Prior to this, the cumulative effects of inflation, depreciation of the cedi and increase in Government spending led to a steady increase in interest rates to uncompetitive levels, crowding out the private sector and eventually retarding economic growth in general.

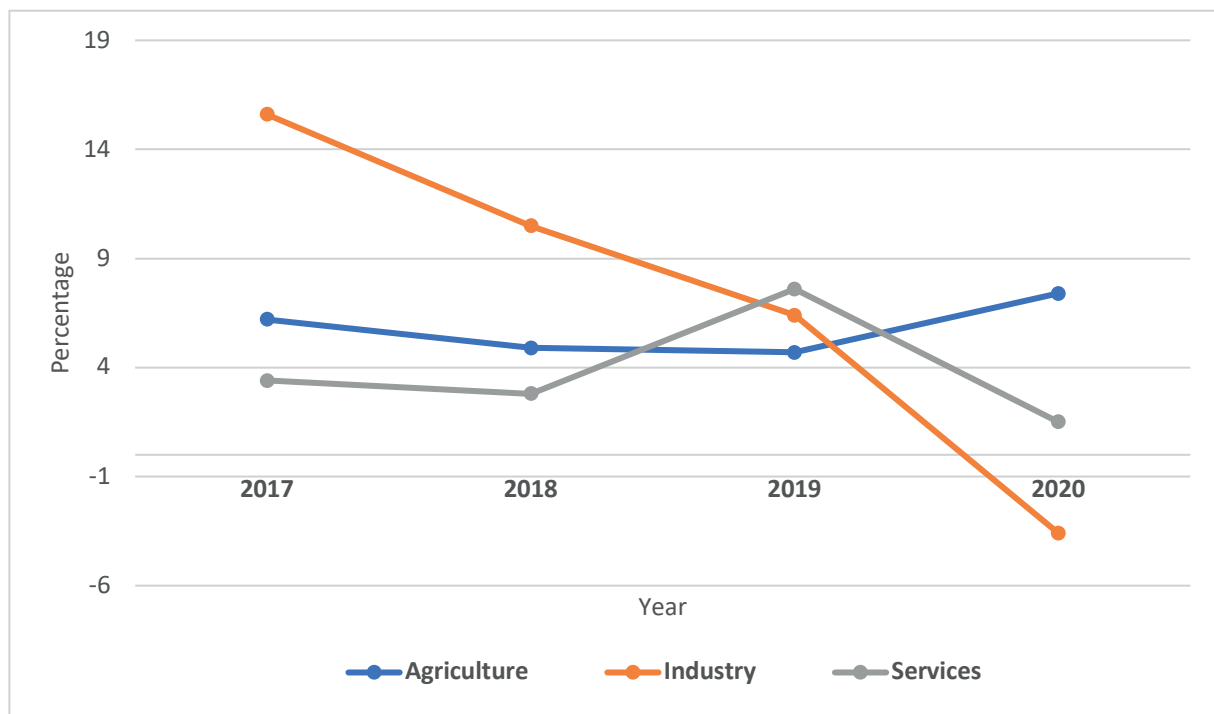
The Bank of Ghana further reduced the Cash Reserve Requirement (CRR) of Deposit Money Banks (DMBs) to bolster liquidity in the banking system and provide incentives for increased lending to critical sectors of the economy.

GDP Growth Rates

Overall real GDP growth stood at 0.4 percent in 2020, against a target of 0.9 percent. This is in sharp contrast with the pre-COVID-19 pandemic growth of 6.5 percent in 2019. The 2019 performance was 0.2 percentage point higher than the 2018 performance of 6.3 percent. Overall real GDP and non-oil GDP grew at an average of 7.0 percent and 5.6 percent, respectively, between 2017 and 2019. Over the period 2018-2020, Ghana experienced an average real GDP growth rate of 4.4 percent.

The Services Sector grew by 1.5 percent in 2020 compared with 7.6 percent in 2019 and 2.8 percent in 2018, as shown in Figure 2.1. Sub-sectors with considerably strong performances were Information and Communication and Real Estate, with growth rates of 22.5 percent and 12.5 percent respectively in 2020, compared to 46.5 percent and 19.9 percent in 2019.

Figure 2. 1: Gross value-added growth rates by sector (%)



Source: Ghana Statistical Service, 2021

The industrial sector recorded a negative growth rate of 3.6 percent in 2020. Growth rates of 6.4 percent and 10.6 percent were recorded for 2019 and 2018 respectively. Manufacturing recorded a decline in performance from 6.3 percent in 2019 to 1.4 percent in 2020.

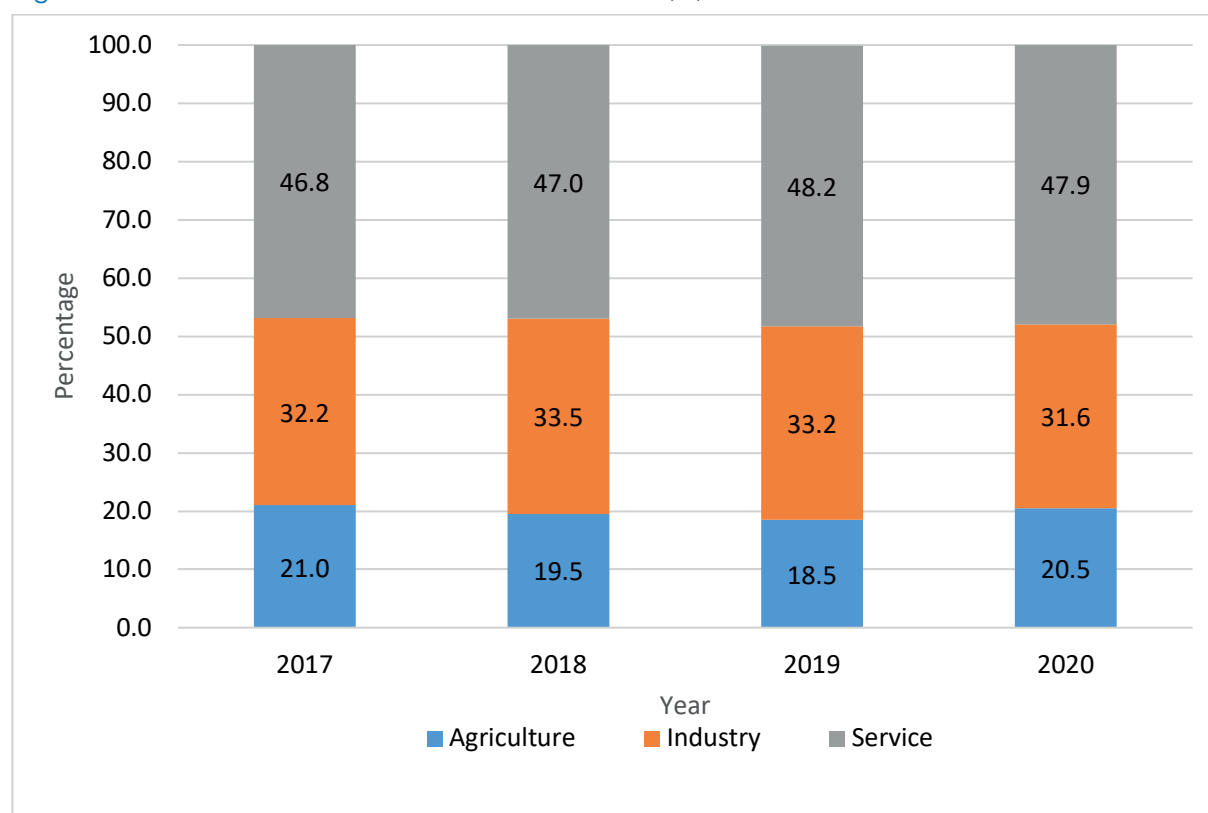
A growth outturn of 7.4 percent was recorded by the Agricultural Sector in 2020; 4.6 percent in 2019 and 4.8 percent in 2018. This trend is largely explained by the contribution of the Crops subsector. Even though the Crops subsector declined from a growth rate of 5.8 percent in 2018 to 5.3 percent in 2019, it significantly increased to 8.4 percent in 2020.

Sectoral contributions to GDP

The Services Sector continues to contribute the highest share of GDP despite its decline in 2020. Its contribution experienced a varied performance of 47.9 percent in 2020, 48.2 percent in 2019, and 47.0

percent in 2018. Industry's share of GDP decreased from 33.5 percent in 2018 to 33.2 percent in 2019 and 31.6 percent in 2020. In 2020, the Agricultural sector's contribution to GDP increased to 20.5 percent from 19.5 percent and 18.5 percent in 2018 and 2019 respectively as shown in Figure 2.2.

Figure 2. 2: Sectoral Share of Gross Domestic Product (%)



Source: Ghana Statistical Service, 2021

Revenue Mobilisation and Expenditure Management

Total Revenue and Grants for 2020 amounted to GHS 55.1 billion (14.4% of GDP), compared to the target of GHS 67.1 billion (16.9% of GDP), representing 2.5 percentage points below performance of GDP as shown in Table 2.1. Total Expenditure including arrears clearance and amortisation for 2020 amounted to GHS 100.0 billion (26.1% of GDP) compared to a revised target of GHS 109.9 billion (28.5% of GDP). This represents a deviation of about GHS 9.9 billion (2.4 percentage points of GDP) below the revised target.

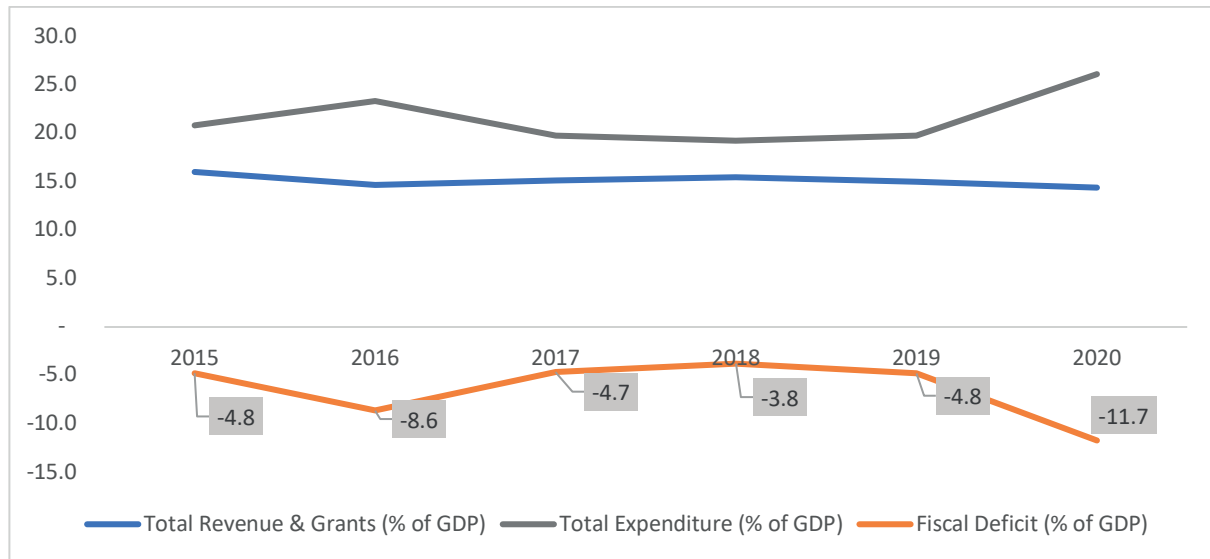
In Figure 2.3, the fiscal deficit for 2020 was 11.7 percent of GDP on cash basis. This performance presents a sharp contrast to the pre-COVID-19 pandemic deficit of 3.8 percent of GDP in 2018 and -4.8 percent of GDP -2019. The 2020 budget deficit was largely due to a shortfall in revenue mobilization as a result of the adverse impacts of COVID-19 and its induced expenditures.

Table 2. 1: Revenue and Expenditure Performance (%) of GDP

23Item	2020 Target		2020 Performance	
	value (billion)	% of GDP	value (billion)	% of GDP
Total Revenue and Grants	67.1	16.9	55.1	14.4
Total Expenditure (including arrears clearance and amortisation)	109.9	28.5	100.0	26.1
Fiscal deficit		-5		-11.7

Source: Ministry of Finance, 2021 APR

Figure 2. 3: Revenue and Expenditure share of Gross Domestic Product (%)



Source: Ministry of Finance, 2020 APR

Debt Management

Government lengthened the average maturity period of the public debt portfolio, and committed to contracting non-concessional external loans in line with the public debt limits. Despite these developments, Ghana's public debt stock was hit by liabilities from the financial and energy sectors in 2019. Although Government set aside resources to resolve the indebtedness of Micro-Finance and the Savings and Deposit Institutions, risks from these sectors impacted debt sustainability.

Consequently, public debt rose to 76.1 percent of GDP (GHS 291,614.5 billion) in 2020 compared with 63.1 percent in 2019 and 57.9 percent in 2018. The increase in debt stock was also due to the issuance of Eurobond in 2020, frontloading of expenditures, the COVID-19 effect, and exchange rate depreciation which increased the cedi equivalent of the outstanding debt stock.

Ghana successfully concluded the International Monetary Fund's Extended Credit Facility Programme in April 2019. The immediate effect was that an amount of US\$185.2 million was accessed, bringing the cumulative disbursement to US\$925.9 million. Notwithstanding the completion of the IMF programme, Ghana's working relationship with the IMF continued with technical policy reviews under the Annual Article 4 Consultations. The Economic Policy Coordinating Committee (EPCC) was also reconstituted and given legal backing in the new PFM regulations (L.I. 2378) to coordinate the implementation of macro-fiscal policies.

International Trade and Investment

The external sector performance reflected a higher trade surplus and improved current account balance, against a deceleration in inflows into the financial account in 2020. However, total exports contracted by 7.8 percent year-on-year to US\$14.5 billion in 2020, driven mainly by a significant decline of 22 percent (of US\$1.6 billion) in crude oil export receipts on the back of low prices.

The trade balance recorded a lower surplus of US\$2.0 billion (3.0% of GDP) in 2020, compared with US\$2.3 billion (3.4% of GDP) in 2019. Similarly, the overall primary balance improved by a 0.9

percentage point of GDP in 2019 and declined to 4.9 percent in 2020. The decline in primary balance was largely due to increased net domestic financing.

The current account balance recorded a deficit of US\$2.0 billion (3.2% of GDP) in 2020 compared with a deficit of US\$1.9 billion (2.8% of GDP) in 2019. This was due to the lower trade surplus and higher services outflows, which was moderated by strong remittance inflows of US\$3.6 billion and lower net investment income outflows, notably, profits and dividends.

2.2.2 Industrial Transformation

All key sub-sectors of Industry, with the exception of electricity and water and sewerage recorded continuous growth between 2017 and 2019 (Table 2.2). In 2020, all sub-sectors recorded growth except the mining and quarrying sub-sector. The improvement in the manufacturing, electricity, and water and sewerage sub-sectors can be partly attributed to Government stabilisation initiatives to curb the adverse impact of COVID-19 on households and businesses.

Over the years, the contribution of the manufacturing sub-sector has increased significantly from a value of over GHS 26 million in 2017 to over GHS 40 million in 2020. Despite these achievements, challenges regarding cost of doing business, energy supply, and macroeconomic environment persist.

Table 2. 2: GDP Contribution by Industry at Current Market Prices by Economic Activity (GHS Million)

SECTOR	2017	2018	2019	2020
Industry	78,714	96,210	110,912	114,046
Mining and Quarrying	26,268	39,296	47,460	43,908
*o.w. Oil	9,023	16,971	21,335	13,793
Manufacturing	26,680	31,229	36,229	40,166
Electricity	4,435	4,221	4,377	4,758
Water and Sewerage	2,324	2,212	2,294	2,464
Construction	19,007	19,252	20,552	22,750

*o.w Oil = of which (market prices for mining and quarrying include price of oil)

Source: Ghana Statistical Service, 2021

Energy Availability and Reliability

With an annual increase of 4.3 percent energy supplied to the economy, the industrial sector consumed 1,066.6 kilogram/tonnes of oil equivalent (Ktoe) (13.0%) of total final energy consumed in 2019, representing an increase of 2.8 percent over energy consumption in 2018. In 2020, the industrial sector share of total final energy consumed increased to 14 percent.

Production and Supply of Quality Raw Materials

The Ghana Commercial Agricultural Project (GCAP) was one of the key interventions for boosting local supply of raw materials, and agricultural productivity of both smallholder and nucleus farmers. For the purposes of facilitating private sector business promotion, Government, in 2019, approved selected tax incentive packages, including a 5-year corporate tax holiday for 1D1F companies; exemption from import duties, taxes and levies on equipment, machinery and parts; and exemptions from payment of duties and levies on raw materials.

These interventions have significantly supported 181 projects in 110 districts across the 16 regions of Ghana as of 2019. Out of the 181 projects, 58 were in operation, 97 were ready to commence implementation, while 26 were under construction. As at the end of September 2019, the 58 projects under the 1D1F programme in operation had created 10,983 direct and 43,900 indirect jobs bringing the total number of jobs created to 54,883. As at the end of 2020, over 1,000 business plans had been received, out of which a total of 232 projects had received support and were at various stages of implementation.

Research and Development, Innovation and Financing for Industrial Development

In furtherance of Government's agenda of improving research and development for industrial development, the Ghana Innovation and Research Commercialization (GIRC) Centre was established to bridge the gap between research outputs and their application for innovation and development.

2.2.3 Private Sector Development

Business Enabling Environment

Confidence in the business climate, as recorded in the Association of Ghana Industries (AGI) business barometer, shows an improvement from a confidence level of 95 to 99.5 points between the second and fourth quarters of 2018. Ghana's overall ranking in the Global Competitiveness Index declined from 106th out of 140 countries in 2018 to 111th out of 141 countries in 2019. Likewise, the ranking on the World Bank's ease of doing business assessment of 190 countries showed a decline from 114th in 2018 to 118th in 2019. The ranking remained the same in 2020.

Business Financing

Domestic credit to the private sector declined from 21 percent of GDP in 2018 to 10.9 percent of GDP in 2020. Government disbursed GHS227.2million to 14 companies and supported 763 MSMEs to access formal credit in 2020. Deposit Money Bank (DMBs) credit to manufacturing increased from 8.6 percent in 2017 to 10 percent in 2018.

On annual basis, net credit to the private sector slowed to 5.8 percent in December 2020 compared with 23.8 percent in the corresponding period in 2019. On a gross basis, credit to the private sector grew by 10.6 percent compared with 18.0 percent over the same comparative period¹.

Entrepreneurial and Micro, Small and Medium Enterprises (MSME) Development

Government in 2019, collaborated with Ghana Enterprise Agency (formerly NBSSI) to support MSMEs with loans. Although 55.9 percent of recipients were females, they received less than half (45.9%) of the total loan amount granted. The Agency also provided various business development services to MSMEs to help increase their operational efficiency and growth. Females constituted about 61.2 percent of beneficiaries of the services provided, which included training, advisory, counselling and extension services, and provision of information.

Government rolled out the Coronavirus Alleviation Programme Business Support Scheme (CAP-BuSS) of GHS600.0 million to specifically support MSMEs in 2020. The Scheme is part of the GHS1.2 billion CAP approved by Parliament to address the disruption to economic activities due to the COVID-19 pandemic. Under the Scheme, GEA, in collaboration with business and trade associations, and selected commercial and rural banks implemented a soft loan scheme with a one-year moratorium and two-year repayment period for MSMEs. The objectives of the Scheme are to provide emergency relief funds for

¹ Monetary Policy Committee Report BoG, February 2021

MSMEs and entrepreneurs in Ghana; establish a comprehensive and financially sustainable emergency relief fund package for MSMEs; and provide them with technical assistance to mitigate the impact of COVID-19.

The Scheme established the Adom Micro Soft Loans for micro enterprises which disbursed loans through Vodafone mobile money. About 95 percent of the loan requests, constituting GHS5.2 billion were successfully processed and an amount of GHS57.1 million disbursed by July 2020 to 64,196 successful applicants. The beneficiaries comprised 17,526 males and 46,670 females.

Domestic Trade

Government implemented projects/programmes that improved the domestic retail trading system, including the promotion of made-in-Ghana goods and services through Fairs in 2019. Over 50 new local MSMEs were uploaded on the Ghana Web-Based Product Gallery Portal designed to improve domestic market access. A list of retail shopping malls was assembled to facilitate monitoring of the display of made-in-Ghana products, among other purposes. The number of agencies involved in joint inspections at the ports of entry was reduced from 16 to three (3) in 2018. This resulted in reduction in the number of days for clearing goods at the ports from 21 to 3 days (72 hours) in 2019.

Informal Economy

About one-tenth (9.5%) of business establishments are formal with the remaining 90.5 percent being informal. In addition, more than three-quarters (79.8%) of the establishments are micro-sized, indicating that medium and large-sized firms are relatively less represented in Ghana².

As part of formalising the informal economy, Government implemented the Digital Addressing System and the National Identification programmes to ensure that each Ghanaian and their dwellings as well as business locations are uniquely identified. Out of the estimated 4.5 million homes in Ghana, over 740,810 household digital addresses had been issued as of February 2018 through GhanaPost.

The National Identification Authority registered a total of 15,553,648 Ghanaians and enrolled them onto the National Identification Register (NIR) in 2020. Out of this number, 13,848,697 Ghanaians aged 15 years and above were issued with Ghana Cards in the same year. Additionally, 128,978 qualified foreign nationals were enrolled onto the NIR and issued with Non-Citizen Identity Cards.

Consumer Protection

The capacity of Food and Drugs Authority (FDA) for testing was improved with the attainment of the ISO/IEC 17025:2005 – Laboratory accreditation to 40 tests, the highest in Africa and ISO 9001:2015 – for technical and administrative functions in 2018. The Ghana Standards Authority (GSA) in 2018 developed 92 new standards in the following areas: Food and Agriculture (58), Chemicals and Cosmetics (17), Herbal medicine (10), and Metrology and Measuring (7). The number of reported cases of food and drug safety infractions increased from 3,545 in 2017 to 7,559 in 2018. The number of sanctions, including product recalls, safe disposals, detention and fines imposed on defaulters increased from 1,434 in 2017 to 3,299 in 2018. Fuel stations sanctioned for under-delivering increased from 23 in 2017 to 92 in 2018. The defective pumps were repaired before they were unlocked for sales to restart.

² Integrated Business Establishment Survey Report 2016.

2.2.4 Agriculture and Rural Development

A demand-driven approach to agricultural development

To enhance access to inputs and markets, government rolled-out interventions in 2020 in the areas of land preparation, warehouses, electricity connection, capacity building, greenhouses and centre pivot systems for smallholder farmers in nucleus out-grower schemes. The Ghana Commodities Exchange (GCX) provided a regulated market that linked buyers and sellers of commodities to trade by rules while assuring market quantity and quality, timely delivery and settlement. Five commodities (maize, soya bean, sorghum, sesame and paddy rice) were traded on the platform as of December 2020.

Public investment

The Planting for Food and Jobs (PFJ) flagship programme received GHS 553,420,605 out of the 2019 budgetary allocation of GHS 608,000,000 for implementation. Through the initiative, over 600,000 farmers were provided with subsidized and improved seeds and fertilizers, which increased the production of major crops including maize (2.57 Mt/Ha), rice (3.17 Mt/Ha), millet (1.80 Mt/Ha) and soya bean (1.66 Mt/Ha). A total of 1,736,510 farmers benefited from subsidised fertilizers and improved seeds under the PFJ programme. Improved seeds distributed to farmers increased by 60 percent from 18,333MT in 2019 to 29,500Mt in 2020. Similarly, subsidised fertilizers (organic and inorganic) distributed to farmers also increased by 28 percent from 331,354Mt in 2019 to 424,000Mt in 2020. The programme also generated a 56.6 percent increase in exports of foodstuff to neighbouring countries between 2016 and 2019.

Production Efficiency and Yield

Increased volumes of food crop production and productivity were recorded for selected commodities, including maize, rice, and soya as shown in Table 2.2 across five modules associated with the planting for food and jobs campaign (i.e., Planting for Food and Jobs (PFJ), Rearing for Food and Jobs (RFJ), Planting for Export and Rural Development (PERD), Greenhouse Villages, and Agricultural Mechanisation Services). Furthermore, coverage for beneficiary farmer support in terms of agricultural inputs and services on the programme has also been enhanced. A number of irrigation development initiatives were also implemented. These include the construction of small earth dams to support delivery of the 1V1D programme, which is aimed at improving access to water for all-year-round production; reduction in unemployment amongst the youth and graduates as well as improving the living conditions of stakeholders along the crops value chain.

In 2020, a total of 227 small earth dams were completed bringing the total to 427, and are being used by the beneficiary communities across the five northern regions for livestock watering, small irrigation farming, and other domestic uses.

Table 2. 3: Domestic Production of Major Staple Crops (000'Mt.)

Crop	2015	2016	2017	2018	2019	% Change (2019/2018)
Maize	1,691.64	1,721.91	2,011.18	2,306.38	2,896.29	25.58
Rice (Paddy)	641.49	687.68	722.08	769.40	919.52	19.51
Millet	157.37	159.02	163.48	181.56	230.42	26.91
Sorghum	228.40	229.60	277.54	316.24	346.34	9.52

Crop	2015	2016	2017	2018	2019	% Change (2019/2018)
Cassava	17,212.76	17,798.22	19,008.72	20,845.96	22,127.02	6.15
Yam	7,296.12	7,440.35	7,856.90	7,788.87	8,752.50	12.37
Cocoyam	1,301.19	1,343.73	1,387.29	1,460.94	1,413.27	-3.26
Plantain	3952.44	4,000.42	4,278.83	4,688.28	4,886.50	4.23
Groundnuts	417.20	425.82	433.77	521.03	557.68	7.03
Cowpea	203.32	206.38	211.47	237.04	247.24	4.30
Soya bean	142.36	143.22	170.49	176.67	193.03	9.26
Total	33,244.29	34,156.35	36,521.75	39,292.37	42,569.81	8.34

Source: Ministry of Food and Agriculture, Statistics Research and Information Directorate, 2019

Post-harvest Management

Government embarked on the construction of 30 warehouses, each with a capacity of 1,000 MT throughout the country as part of measures to ensure food security, reduce post-harvest losses, guarantee farmer incomes and improve marketing. As of June 2020, a total of 17 warehouses had been completed.

Application of Science, Technology and Innovation

In 2019, post registration monitoring, inspection and surveillance exercises were carried out on 250 agro-input dealer shops and 6 fertilizer blending facilities in 30 districts. The capacity of 30 pesticide/fertilizer inspectors, 40 agro-input dealers, 30 Agricultural Extension Agents (AEAs) and 60 farmers were built on safe use, handling and storage of pesticides and fertilizers. The capacity of 30 farmers (smallholder out-growers and commercial producers) was built in Integrated Pest Management (IPM) and safe use of pesticides and fertilizers.

Agriculture as a Viable Business among the Youth

As part of the process of modernising agriculture to make it attractive to the youth, the Ministry of Food and Agriculture embarked on Greenhouse Estate project, known as the National Entrepreneurship and Innovation Programme (NEIP) Greenhouse Estate Project. Under the programme, 75 greenhouse domes were installed at the Dawhenya irrigation site in the Greater Accra Region. The sector is, however, faced with limited financing, especially with respect to the cost and tenure of loans as well as limited access to appropriate innovation.

Livestock and Poultry Development for Food Security and Income Generation;;;;;

Growth in livestock decreased from 5.7 percent in 2017 to 5.4 percent in 2018 and has since remained the same. To improve livestock and poultry development, Government launched the “Rearing for Food and Jobs” (RFJ) programme in June 2019 to develop a competitive and more efficient livestock industry. The programme was intended to increase domestic meat production, reduce importation of livestock products and improve livelihood of actors in the livestock value chain. As part of the programme, 7,500 improved breeding stock of sheep was distributed to 750 farmers in Upper West, Northern and Oti regions.

2.2.5 Fisheries and Aquaculture Development

Sustainable Development and Management of Aquaculture

Total fish supply increased by 10.6 percent (627,864.99Mt) in 2020 from 0.05 percent (567,595.04Mt) in 2019. This was largely due to the increase in aquaculture production by 22.3 percent (64,004.06Mt). Fish import increased by 1.4 percent (193,226.87Mt) in 2020 while export declined significantly by 43.6 percent (37,156.70Mt).

As part of efforts to improve fish production, Government implemented the Aquaculture for Food and Jobs (AFJ) programme, across all regions except the Savanna, Northern and North East regions. Out of these, 48 ponds and 4 cages were provided with a total of 103,400 fingerlings and 599 bags of feed. Under infrastructure development, two additional public hatcheries were completed and yet to be operational to supply quality fingerlings to boost AFJ programme.

2.2.6 Tourism and Creative Arts Development

Tourism Industry

Government implemented a number of programmes, including the celebration of the Year of Return in 2019; Tourism Product Development Programme; and Culture, Creative Arts and Heritage Management Programme. Tourist arrivals significantly declined from 1,130,307 in 2019 to 335,108 in 2020. This compares with 2018 arrivals of 956,375. Similarly, international tourism receipts declined from US\$3,312.93 million in 2019 to US\$387.1 million in 2020, compared with the 2018 receipts of US\$2,589.85 million. The decline in tourist arrivals and receipts in 2020 was as a result of the closure of the air, land and sea ports as part of measures to contain the spread of the COVID-19 pandemic.

Creative Arts Industry

Ghana's culture and creative industry is vast, vibrant and growing rapidly; providing significant job opportunities. Total direct and indirect employment created by the sector reduced sharply to 229,740 in 2020 from 602,425 in 2019 as shown in Table 2.4. A Creative Industry Council has been established to coordinate the activities of the operatives within the industry to contribute to the overall national development. A Creative Industry Act, 2020 (Act 1048) which seeks to establish the creative art agency to provide the institutional framework for the development and management of the creative art industry was passed in 2020. The National Film Authority has also been established to regulate and promote activities of the film industry.

Table 2. 4: Tourism Arrivals, Receipts (US\$ million) and Employment

Indicators	2017 Baseline	2018 Outturn	2019 Outturn	2020 Target	2020 Outturn
Tourist arrivals	980,141	956,375	1,130,307	1,243.34	335,108
Change in tourism receipts (US\$ million)	1,856.5	2,589.85	3,312.93	3,644.22	387.1
Change in tourism receipts (%)	10.10	43.52	27.92	30.00	-88.3
No. of domestic tourists	502,539	527,362	554,719	697,815	210,582
Revenue accrued from entrance fees (GHS million)	1,647.8	1,731.8	2,336.2	1,670.9	315
Number of Tourist related employment	487,000	543,000	602,425	601,700	229,740

Indicators	2017 Baseline	2018 Outturn	2019 Outturn	2020 Target	2020 Outturn
Accommodation establishments (Hotels, Guest Houses, Lodges, etc).	3,347	3,454	4,131	4,544	3,731

Source: Ministry of Tourism, Arts and Culture, 2020 APR

2.3 SUMMARY OF KEY ISSUES

Key issues requiring attention during the medium term per focus area include:

2.3.1 Strong and Resilient Macro Economy

Lower-than-expected economic growth; uncompetitive interest rates; revenue under-performance; increasing public debt service cost; narrow tax base; high public sector wage bill; volatility in primary commodity prices; and inadequate compliance with phytosanitary and other trade related standards.

2.3.2 Industrial Transformation

High cost and unreliable supply of electricity; limited domestic supply of raw materials for local industries; inadequate investments and utilisation of industrial research; limited numbers of skilled industrial personnel; limited contiguous land for large-scale industrial development; distressed but viable industries; and low private sector investment in R&D.

2.3.3 Private Sector Development

Tax burden on businesses; inadequate access to affordable credit; cumbersome procedures and processes, including cost of establishing businesses; limited availability of medium- and long-term financing; predominantly informal economy; prevalence of sub-standard, counterfeit and expired products; inadequate enforcement of laws on weights, measures and standards; limited legislation for consumer protection; and poor corporate governance.

2.3.4 Agriculture and Rural Development

High cost of production inputs; poor marketing systems; low application of technology especially among smallholder farmers; poor storage and transportation systems, continue to confront the agricultural sector; inadequate and poor-quality data; inadequate pest/disease monitoring and surveillance systems; low levels of value addition to livestock and poultry; and inadequate agribusiness along the value chain.

2.3.5 Fisheries and Aquaculture Development

Weak extension services delivery; low private sector investment in aquaculture; high cost of aquaculture inputs; over-exploitation of fisheries resources; weak community involvement in fisheries and aquaculture resource management.

2.3.6 Tourism and Creative Arts Development

Poor tourism infrastructure and services; low skills and professionalism; high hotel rates; informality and its related challenges; absence of an effective regulatory and institutional regime; and weak coordination among MDAs on issues related to the creative arts industry.

2.4 MEDIUM-TERM GOAL

Ghana's medium-term economic goal is to build a prosperous country. Achieving this would require creating a resilient and robust economy; strengthening expenditure and debt management capacity; enhancing revenue mobilization; promoting synergies between industrial transformation and private sector development; building a thriving agriculture, fisheries and aquaculture sector and boosting the creative industries to spur investments in the local economy.

2.5 MEDIUM-TERM POLICY OBJECTIVES AND STRATEGIES

2.5.1 Strong and Resilient Macro-economy

Policy objectives for the medium-term are to enhance monetary discipline and financial stability; ensure improved fiscal performance and sustainability; and promote international trade and investment. Strategies for achieving these policy objectives are to:

Enhance monetary discipline and financial stability

Strategies to be implemented are to enhance the institutional framework for monetary policy management; improve liquidity management, reinforce provisions of the Bank of Ghana Act on foreign exchange cover; sustain measures for addressing the structural causes of high inflation; and enhancing the security of transactions platforms.

Others include sustaining implementation of Basel III; deepening of capital and financial markets; financial inclusion, supervision and regulation of financial institutions; electronic payment systems; reviewing base rates across banks; repositioning the country as an international financial services centre (IFSC) within the region; and strengthening reporting and enforcement of legal provisions against operations of Ponzi Schemes.

Ensure improved fiscal performance and sustainability

Strategies to achieve this objective are to strengthen revenue institutions and administration; leverage technology for tax policy formulation and administration; develop and implement an Internally Generated Funds (IGF) Policy; enhance revenue mobilisation potentials of relevant public agencies; develop and implement a revenue improvement plan in all MMDAs; enforce the Public Financial Management Act, 2016 (Act 921); strengthen institutional collaboration for effective fiscal policy management; and strengthen the implementation of the GIFMIS system across all MDAs and MMDAs.

Additional strategies include strengthening the public sector wage bill management system; ensuring effective and efficient public investment management; enforcing the Public Private Partnership Act, 2020 (Act 1039); creating local economic development units in all MMDAs and strengthening economic planning and forecasting capacities at national and sub-national levels.

Promote international trade and investment

Strategies to achieve this objective are to implement the Made-in-Ghana (MiG) policy, value addition and seeking marketing opportunities within Africa and beyond; ensure effective implementation of the National Export Development Strategy (NEDS, 2020-2029); deepen implementation of the AfCFTA strategy; facilitate the effective implementation of the ECOWAS Common External Tariff (CET); and harness opportunities from multilateral trade agreements such as the African Growth and Opportunity Act (AGOA), and the EU-ECOWAS Economic Partnership Agreement (EPA).

2.5.2 Industrial Transformation

The policy objectives are to ensure energy availability and reliability; enhance production and supply of quality raw materials; improve research and development (R&D), innovation, and sustainable financing for industrial development; ensure improved skills development for industry; and pursue strategic national industrial development initiatives. Strategies for achieving these objectives are to:

Ensure energy availability and reliability

The main strategy here is to re-align the electricity tariff structure in support of industrial development.

Enhance production and supply of quality raw materials

Strategies to be implemented are to provide incentives for the production and supply of quality raw materials to support industries; support recycling and reprocessing of industrial waste to extend the industrial value chain; promote even distribution of factories across the country; and strengthen implementation of the Ghana Local Economic Development Policy and private sector participation.

Improve research and development (R&D), innovation, and sustainable financing for industrial development

Key strategies are to support the development of selected strategic industries through applied research; provide incentives for the establishment of R&D laboratories by the private sector to support value chains in targeted industries; leverage science, technology and innovation for industrial development; and enforce intellectual property rights.

Ensure improved skills development for industry

Strategies to be implemented are to develop a database of trained apprentices and artisans in collaboration with trade unions; and transform the apprenticeship training model from a supply-driven approach to a market-demand model.

Pursue strategic national industrial development initiative

Strategies are to facilitate access to dedicated land in every region for the establishment of multi-purpose industrial parks, industrial enclaves, and enterprise free zones; and support the development of existing and new industrial clusters and manufacturing enclaves; develop vibrant commercial zones and explore the possibility of joint industrial development with neighbouring countries.

2.5.3 Private Sector Development

The policy objectives under this focus area are to enhance a business enabling environment; improve business financing; support entrepreneurship and MSME development; enhance domestic trade; formalise the informal economy; ensure consumer protection; and promote good corporate governance.

Enhance business enabling environment

Strategies include ensuring a continuous update of the electronic register for business legislation, regulations and processes; develop communication strategies to enhance advocacy and public-private dialogue and conduct periodic review of business regulations to ensure reduction in cost and volume of regulatory compliance.

Improve business financing

Strategies are to review the mandate of the National Investment Bank (NIB) to provide financing to the industrial sector; establish an Industrial Development Fund (IDF) to finance critical private sector industrial initiatives; restructure the existing state-sponsored microfinance schemes including MASLOC

to provide credit for MSMEs; and strengthen oversight responsibilities for privately-financed micro finance institutions.

Support entrepreneurship and MSME development

Strategies to be pursued include creating an entrepreneurial culture, especially among the youth; expanding the Ghana Venture Capital Trust Fund to cover start-up businesses and MSMEs; providing opportunities for MSMEs to participate in all public-private partnerships (PPPs) and local content arrangements; and accelerating the implementation of a comprehensive National Entrepreneurship and Innovation Programme (NEIP) to support start-ups and early-stage business.

Enhance domestic trade

Key Strategies are to implement reforms in port clearing systems and benchmark Ghana's ports against best practices; develop modern markets and retail infrastructure in every district to enhance domestic trade; accelerate the implementation of the National Trade Policy; and restructure the Customs Division of the GRA to improve its operational efficiency.

Formalise the informal economy

Strategies to achieve this objective are to sustain the national identification system as a primary identifier of all citizens; improve access to finance for informal economy operators including agribusiness in rural areas; ensure development of industry specific standards to enhance the formalisation process; expedite the development of the formalisation strategy and its implementation; and strengthen consumer financial protection.

Ensure consumer protection

Strategies to be implemented are to facilitate the passage and implementation of a Consumer Protection Law; and strengthen the operations of institutions responsible for enforcing standards.

Promote good corporate governance

Key strategies to be pursued are to strengthen SIGA to ensure strong corporate governance; and pursue a vigorous programme of improvements in corporate governance of SOEs and corporate entities.

2.5.4 Agriculture and Rural Development

Policy objectives to be pursued comprise creating an enabling agribusiness environment; improving public-private investment in the agricultural sector; modernising and enhancing agricultural production systems; improving post-harvest management; promoting agriculture as a viable business among the youth; and promoting livestock and poultry development. Strategies for achieving each policy objective are to:

Create an enabling agribusiness environment

Key strategies include building the capacity of actors along the value chain in negotiations, standards, regulations, trade facilitation skills and procurement of services; developing market support services for selected horticulture, food (including grains), industrial crops and selected products; promoting expansion of organic farming; sustaining the policy on agricultural input supply; promoting risk management including insurance schemes in the Agri-Food system; and developing and strengthen FBOs for better access to services.

Improve public-private investment in the Agricultural sector

Strategies to achieve this objective are to develop medium to long-term agricultural financing instruments; institute tax relief and incentives for agricultural investments; operationalise District

Chambers of Agriculture, Commerce and Technology (DCACT); and strengthen agricultural marketing and trade.

Modernise and enhance agricultural production systems

Key strategies to be pursued are to establish modalities and regulatory frameworks for production of seed/planting materials, and other agro-inputs; increase investment in research and development in soil testing and analysis, climate resilient, and high yielding disease and pest resistant, short duration crop varieties and consumer health and safety. Others are to scale-up the greenhouse village concept; promote the application of science, technology and innovation (STI) in the agricultural value chain; strengthen dissemination of research outcomes of the Council for Scientific and Industrial Research (CSIR) and other institutions; and develop policies, legal regime and appropriate tenure arrangements for irrigation facilities.

Improve post-harvest management

Strategies to be implemented include enhancing post-harvest management protocols in storage, transportation, processing, packaging and distribution of agricultural produce; providing incentives to the private sector and district assemblies to invest in post-harvest activities; providing support for small and medium-scale agro-processing enterprises; facilitating the provision of storage infrastructure with drying systems at district level; and implementing commodities trading centres (modern farmers market) across all MMDAs focusing on grains, vegetables and tubers.

Promote agriculture as a viable business among the youth

Key strategies are to support youth to venture into agribusiness along the value chain; facilitate access to agricultural financing for youth; and design and implement special programmes to build the capacity of the youth in agriculture.

Promote livestock and poultry development for food security and income generation

Strategies include continuing the implementation of the Rearing for Food and Jobs programme; facilitating the establishment of Livestock Development Centres in the three agro-climatic zones in collaboration with the private sector; constructing and rehabilitating existing veterinary laboratories; and promoting cattle ranching and providing incentives to the private sector to develop grazing reserves.

2.5.5 Fisheries and Aquaculture Development

The medium-term policy objectives of this focus area are to ensure sustainable development and management of aquaculture; and ensure sustainable development and management of fisheries resources. Strategies to be implemented include:

Ensure sustainable development and management of aquaculture

Strategies include providing adequate economic incentives to stimulate private sector investment in aquaculture development; implementing the Fisheries Nucleus-Outgrower Scheme; implementing appropriate bio-security measures at all aquaculture establishments; developing aquaculture parks; ensuring efficient system for pre-mix fuel distribution; and enforcing Fisheries Act for marine, inland and fresh water resources.

Ensure sustainable development and management of fisheries resources

Key strategies are to: promote sustainable marine conservation and protection; improve fisheries infrastructure to attract private sector investment; reduce illegal fishing and post-harvest losses; and transform the fisheries sub-sector and industry through science, research, technology and innovation.

2.5.6 Tourism and Creative Arts Development

Policy objectives to be implemented over the medium term are to diversify and expand the tourism industry for economic development and develop a competitive creative industry. Strategies for achieving these include

Diversify and expand the tourism industry for economic development

Key strategies include transforming the country into a major Meetings, Incentives, Conferences and Exhibitions (MICE) centre; developing available and potential sites to meet international standards and promote local tourism; instituting preventive measures to curtail emerging threats to tourism; and developing a comprehensive database on all tourist sites.

Develop a competitive creative industry

Strategies include enforcing regulatory frameworks for the creative arts industry; strengthening the National Creative Arts Council; promoting Public Private Partnership (PPP) in the development of the creative arts industry; promoting partnerships and participation in global arts events and businesses; and strengthening institutional coordination within the creative arts industry.

2.6 MEDIUM-TERM TARGETS

Projected GDP growth rates as well as contributions to GDP at the broad sectoral level for the medium-term under the economic dimension have been included in Table 2.6.

Table 2. 5: Projected Gross Domestic Product Growth Rates (%): 2022-2025

SECTOR	GROWTH RATES (%)			
	2022	2023	2024	2025
Agriculture	4.6	4.5	4.4	4.4
Industry	0.5	-0.3	0.4	0.9
Manufacturing	6.1	6.7	6.4	6.1
Services	6.5	5.9	5.0	4.5
Overall Real GDP	6.0	5.9	5.1	4.7

Source: Ghana Macroeconomic Model forecast, October 2021

Table 2. 6: Projected Shares to Gross Domestic Product (%): 2022-2025

SECTOR	SHARES TO GDP (%)			
	2022	2023	2024	2025
Agriculture	21.3	21.4	21.6	21.8
Industry	29.1	27.9	27.0	26.4
Manufacturing*	7.2	7.4	7.6	7.8
Services	54.1	55.1	55.9	56.4

Note: *, already accounted for in Industry

The prime objective of Ghana's macroeconomic policy is to stabilise the economy while stimulating growth with a focus on reviving and strengthening manufacturing and industrial development. Ghana achieved a per capita GDP of US\$2,213 in 2020 compared to the anticipated US\$2,500 per capita for 2020 in the CPESDP, 2017-2024. To be able to achieve the per capita GDP of US\$3,500 by 2024 as

envisaged in the coordinated programme, the country's GDP growth rate was projected to be above 7 percent annually, over the medium term.

Based on current macroeconomic conditions, amidst Ghana's recovery strides from the adverse impacts of COVID-19 pandemic, the overall real GDP growth rate is expected to trend downwards over the medium term, after a peak in 2022. From the current estimated outturn of 4.4 percent for 2021, real GDP growth is projected to be 6.0 percent in 2022 and decline subsequently to 4.7 percent in 2025 with the Manufacturing sub-sector anticipated to grow consistently above 6 percent over the medium term. With respect to sectoral contributions to GDP, the Services sector is projected to continue with its lead of between 54.1 percent in 2022 to 56.4 percent in 2025. Industry and Agriculture sectors follow in that order as the second and third largest sectoral contributors respectively to GDP growth, as shown in Table 2.6 above.

Detailed medium-term targets on other relevant indicators under the economic development dimension is presented in Appendix 5.1.

2.7 FLAGSHIP INITIATIVES FOR ECONOMIC DEVELOPMENT

2.7.1 Strong and Resilient Macro Economy

1. Complete the implementation of the International Financial Services Centre.
2. Implement the Ghana Capital Market Master Plan.
3. Expedite the implementation of a sound liability management initiative to improve management of public debt.
4. Strengthen the enforcement of the Public Financial Management Act, 2016 (Act 921).
5. Enforce the policy and guidelines on the effective dates of promotion and recruitment in the public service.
6. Strengthen a local content policy and enactment of legislation for a substantial proportion of all Government projects and procurement to be executed by local firms; and
7. Implement the Ghana COVID-19 Alleviation and Revitalisation of Enterprises (Ghana CARES) Obaatanpa Programme.

2.7.2 Industrial Transformation

1. Deepen and expand 1D1F in diversity and national coverage.
2. Expedite implementation of the National Industrial Revitalisation Programme with a stimulus package for industry.
3. Strengthen institutional incentive schemes for the development of specific renewable energy projects for industrial development.
4. Expand the production of sugar to meet Ghana's domestic needs.
5. Complete the establishment of an iron and steel industry through the Ghana Integrated Iron and Steel Development Corporation (GIISDEC).
6. Promote Made-in-Ghana products, including supporting the use of local raw materials to deepen the Automotive Assembly industry.
7. Continue work with the private sector to establish more Special Economic Zones for manufacturing and support them with "last-mile" infrastructure services.
8. Complete the process of establishing a fertiliser producing plant.
9. Promote the processing of more cocoa and shea-butter locally.

10. Strengthen light manufacturing with renewed emphasis on component assembly for automobiles and home appliances.
11. Ensure stable and affordable power for industrial development.
12. Promote the local production of pharmaceuticals.
13. Establish multi-purpose industrial parks in all regions.
14. Establish apprenticeship and skills development centres.
15. Establish a National Apprentice Recruitment Agency.
16. Promote the manufacturing of digital devices locally.
17. Complete the establishment of the bauxite refinery to complete the aluminium value chain; and Continue the process of providing gas infrastructure to bauxite refinery sites.

2.7.3 Private Sector Development

1. Map out clear cluster of core economic sectors to guide private sector investments.
2. Streamline measures for addressing key longstanding binding constraints and enablers to private sector growth.
3. Build a resilient financial services sector for economic transformation.
4. Establish Entrepreneurial Hubs for Small Businesses.
5. Institute measures to reduce risk of lending by leveraging on technology to reduce information problems between lenders and borrowers.
6. Utilise preferential tax regimes and first options on Government of Ghana-funded projects to direct projects to private sector businesses.
7. Leverage Foreign Debt-Financed Projects to support Domestic Capital Formation.
8. Minimise Government activities which crowd out the private sector.
9. Continue to issue long-dated bonds to set benchmarks for, and enable corporate Ghana raise funding through long term corporate bonds.
10. Introduce a risk-based licensing and inspection system and remove the license requirements for all companies that do not pose any health or public safety risk.
11. Continue to modernise the legal framework for investment and business, including contract enforcement, the Borrowers and Lenders Act and Construction Sector LI.
12. Fully implement the Companies Act and Corporate Insolvency Law.
13. Introduce a single business identifier for interactions with all Government agencies to reduce compliance cost and time for the private sector; and
14. Introduce regulatory flexibility for MSMEs to reduce post COVID-19 tax burden.

2.7.4 Agricultural Development and Rural Transformation

1. Modernise agriculture along the entire value chain, including expanding the Agricultural Mechanisation Centres as well as irrigation facilities.
2. Diversification of export-oriented, large scale agricultural enterprises in cocoa, palm oil, legumes, cereals, rice and horticulture, poultry and meat for regional markets.
3. Facilitate large-scale private sector investment in processing, packaging and export of agricultural produce.
4. Promote import substitution with special focus on rice, sugar and poultry.

5. Enhance small ruminant production through supply of improved breeds of sheep and goats.
6. Expedite the implementation of the Greenhouse Village concept, focusing especially on the youth.
7. Continue implementation of the Planting for Export and Rural Development (PERD) with a focus on rapid growth of the Ghana Tree Crop Development Authority (GTCDA).
8. Develop the Pwalugu Multi-Purpose Dam.
9. Promote subscription to Ghana Incentive-Based Risk-Sharing Scheme for Agricultural Lending (GIRSAL) programme.
10. Sustain the implementation of the planting for food and jobs initiative to stimulate food production and generate incomes.
11. Sustain the implementation of the one village one dam initiative to ensure all-year-round farming, especially in northern Ghana; and
12. Sustain the implementation of subsidy programmes on retail prices of seeds, fertilisers and other agrochemicals.

2.7.5 Fisheries and Aquaculture Development

1. Expedite the establishment of aquaculture parks; and
2. Continue the implementation of the Aquaculture for Food and Jobs (AFJ) programme with effective linkages to the Youth in Aquaculture Development Programme.

2.7.6 Tourism and Creative Arts Development

1. Ensure effective implementation of the Marine Drive project.
2. Implement strategies to transform the country into a major Meetings, Incentives, Conferences and Exhibitions (MICE) centre.
3. Expedite implementation of the Creative Industry Act, 2020 (Act 1048)
4. Strengthen the National Creative Arts Council, the National Commission on Culture, and the Copyright Office and its affiliated agencies.
5. Expedite the construction and completion of theatres.
6. Establish large recording studios in partnership with the private sector; and
7. Develop digital platform for artists to promote their products globally.

CHAPTER THREE

SOCIAL DEVELOPMENT

3.1 INTRODUCTION

This chapter looks at the performance of the social development sector over the medium term (Agenda For Jobs I, 2018-2021). It sets out the priority objectives, strategies and targets to be achieved over the period 2022-2025 under the focus areas of: education and training; health and health services; food systems transformation and nutrition security; population management and migration for development; reducing poverty and inequality; water and environmental sanitation; child protection and development; support for the aged; gender equality; sports and recreation; youth development; social protection; disability-inclusive development; and employment and decent work.

3.2 PERFORMANCE REVIEW

The review covers broad achievements, challenges, policy gaps and emerging issues in the social development dimension.

3.2.1 Education and Training

Over the medium-term, Government sought to enhance inclusive and equitable access to, and participation in quality education at all levels; strengthen school management systems; and ensure sustainable sources of financing for education.

The sector recorded continuous expansion in school infrastructure with the number of schools increasing at both basic and Senior high school (SHS) levels. The total number of schools for kindergarten increased from 24,418 in 2017/18 to 26,184 in 2019/2020, representing a 7.2 percent increase over the period. Similar increases were recorded for primary and junior high schools (JHS), where the number of schools expanded by 6.7 percent and 8.8 percent respectively between 2017/18 to 2019/2020. The number of senior high schools also increased from 663 in 2017/2018 to 968 in 2019/2020. A reverse situation was witnessed for TVET schools, where the number decreased from 177 schools in 2017/2018 to 175 in 2019/2020.

To enhance the environment for teaching and learning, the provision of essential facilities (toilets, water and electricity) increased in schools over the period 2017/2018 to 2019/2020 as shown in Table 3.1.

Table 3. 1: Essential Facilities in Schools (Toilets, Water, Urinals and Electricity)

Facility	Year		
	2017/18	2018/2019	2019/20
Toilets	22,643	21,764	26,597
Water	24,329	25,111	26,015
Urinals	22,642	20,549	24,892
Electricity	19,467	20,257	22,193

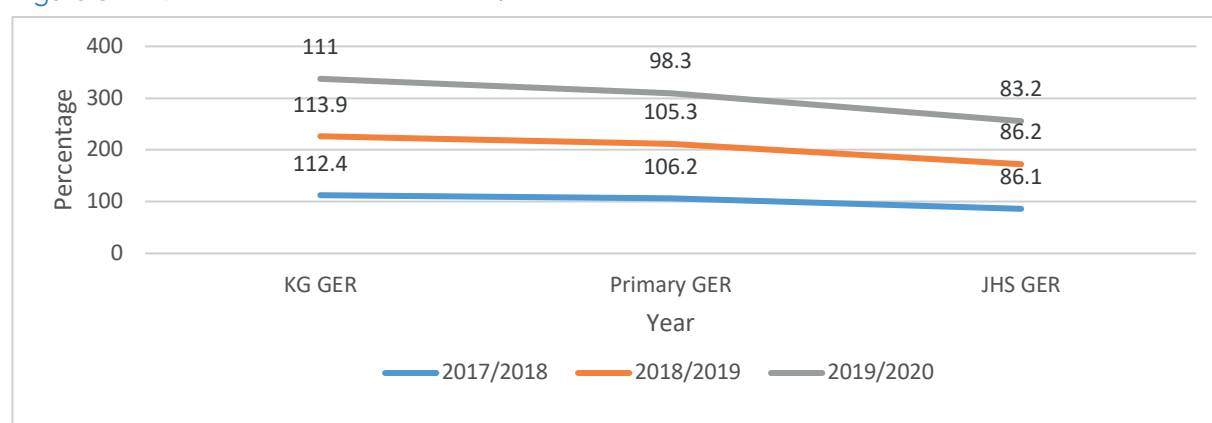
Source: Ministry of Education (EMIS), 2020

The total number of toilet facilities in basic schools increased by 17.5 percent between 2017/2018 to 2019/2020. Similarly, water, urinals and electricity facilities also increased by 6.9 percent, 10 percent and 14 percent respectively over the same period.

Access to, and Participation in Education

Generally, total enrolment increased at all levels of education over the period under review. However, both gross enrolment ratio (GER)³ and net enrolment rate (NER) at the basic level experienced downward trends. GER at kindergarten experienced a marginal increase from 113.4 percent in 2017/2018 to 113.9 in 2018/2019 but declined to 111 percent in 2019/2020. At the primary level, GER declined from 106.2 percent in 2017/2018 to 98.3 percent in 2019/2020. Similarly, GER for JHS also decreased from 86.2 percent in 2017/2018 to 83.2 percent in 2019/2020 as shown in Figure 3.1.

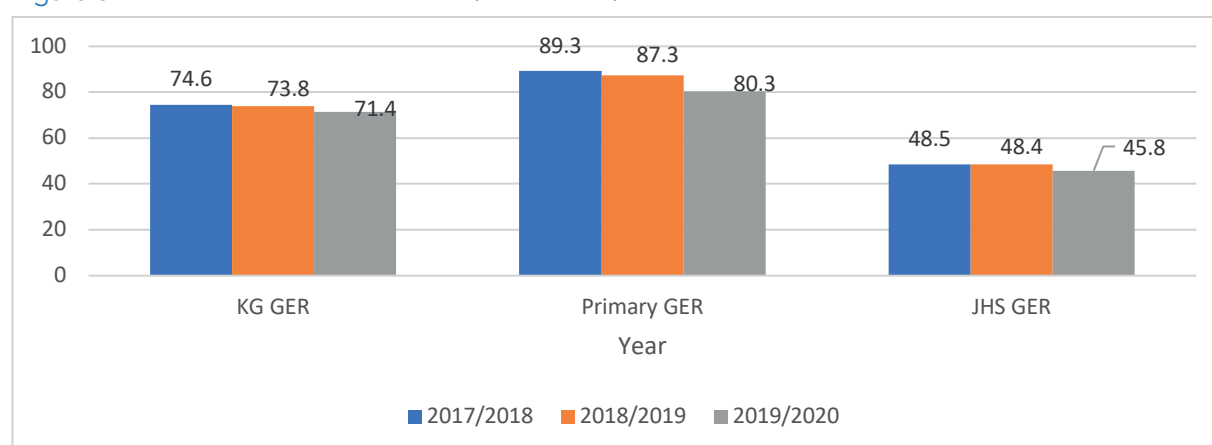
Figure 3. 1: Gross Enrolment Ratio: 2017/2018



Source: Ministry of Education (EMIS), 2020

Furthermore, NER also recorded declines at all levels as shown in Figure 3.2. NER for kindergarten decreased from 74.6 percent in 2017/2018 to 71.4 percent in 2019/2020. Similarly, NER for Primary and JHS also declined from 89.3 percent and 48.5 percent in 2017/2018 to 80.3 percent and 45.8 percent in 2019/2020 respectively. The figures show that there are a number of school going age pupils that are still not in school.

Figure 3. 2: Net Enrolment Ratio: 2017/2018-2019/2020

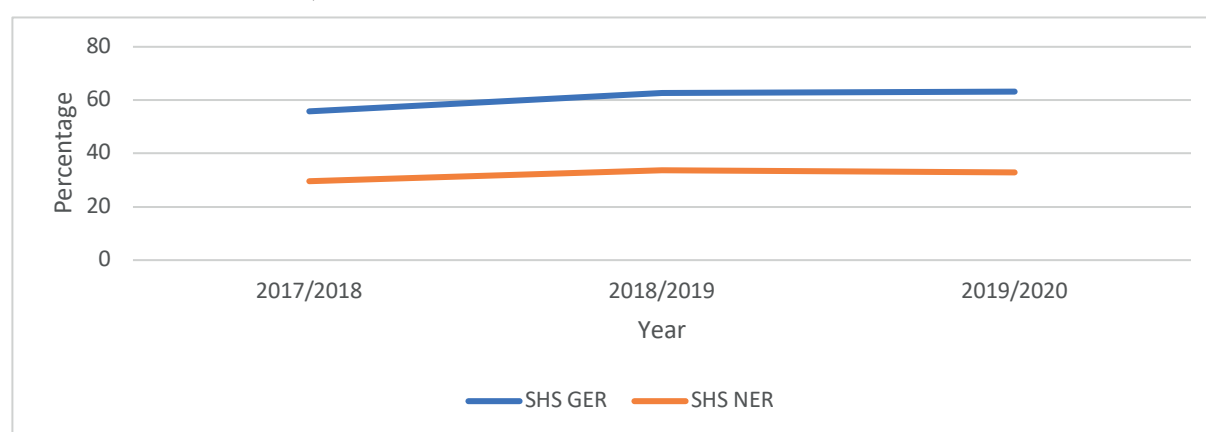


Source: Ministry of Education (EMIS), 2020

³ Gross enrollment ratio (GER) measures total enrolment of pupils at a given level of education, irrespective of the age of the pupils

Both GER and NER for SHS recorded significant improvements over the medium term as indicated in Figure 3.3. In 2017/2018, GER and NER increased from 55.9 percent and 29.6 percent to 63.2 percent and 33.0 percent respectively in 2019/2020. Similarly, total enrolment for TVET Institutions, including GES TVET schools increased from 71,952 in 2017/2018 to 86,479 in 2019/2020, representing an increase of 20.2 percent over the 2017/2018 figure. The increase in enrolments recorded at SHS and TVET were largely due to the Government's free SHS policy intervention. Tertiary enrolment in public and private universities, polytechnics, public colleges of education and nursing training schools increased from 422,122 in 2016/2017 to 491,038 in 2018/2019.

Figure 3. 3: Senior High School Gross Enrolment Ratio and Net Enrolment Ratio for 2017 / 2018 to 2019/2020



Source: Ministry of Education (EMIS), 2020

The transition rate⁴ for JHS improved from 91.6 percent in 2018/2019 to 92.5 percent in 2019/2020⁵. Completion rates⁶ for Kindergarten and Primary increased over the period from 96 percent and 99.6 percent in 2017/2018 to 99.2 percent and 107.5 percent in 2019/2020 respectively. JHS 3 completion rate on the other hand fluctuated over the period as shown in Table 3.2 below, it increased from 78.8 percent in 2017/2018 to 79.1 percent in 2018/2019 but dropped to 77.5 percent in 2019/2020. SHS completion rate recorded an increase from 52.5 percent in 2017/2018 to 64.1 percent in 2019/2020. Female completion rates beyond the primary level however remains a challenge.

Table 3. 2: School Completion Rate (%): 2017/18 - 2019/2020

Level	2017/2018	2018/2019	2019/2020
Kindergarten	96.00	97.10	99.20
Primary	99.60	102.40	107.50
Junior High School	78.80	79.10	77.50
Senior High School	52.50	55.90	64.10

Source: Ministry of Education (EMIS), 2020

⁴ Transition rate is the proportion of JHS students in an academic year who progress to next level of education in the ensuing academic year

⁵ Education sector report, 2019

⁶ Completion rates measures the proportion of pupils/students who stay and complete school after enrolment

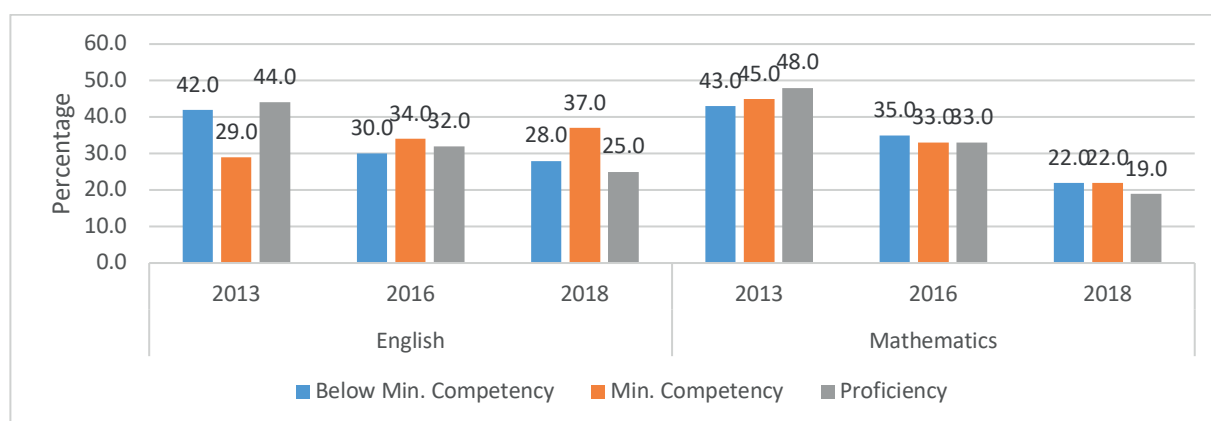
Gender parity has been achieved at basic level (kindergarten, primary and JHS). That notwithstanding, disparities remain at SHS and Tertiary levels. In 2017/18 gender parity index for SHS was 0.92, but improved to 0.96 in 2019/2020.

Learning Outcomes

The quality of education remains a challenge with poor learning outcomes in basic foundational literacy and numeracy skills. Ghana ranked 130 out of 174 countries in the World Bank’s 2020 Human Capital Index (HCI). Ghana’s low score on the HCI ranking is mainly caused by poor learning outcomes. For example, Ghanaian children attain only an average of 5.7 years’ worth of knowledge compared to the expected 11.6 years.

Figure 3.4 presents the National Educational Assessment (NEA) of pupils’ competence in English and Mathematics at Primary 4 level. The figure shows that the majority of pupils lack the foundational skills for understanding concepts in Mathematics, with only few attaining proficiency in English. In 2018 for instance, only 25 percent and 19 percent of primary 4 pupils reached proficiency in English and Mathematics respectively.

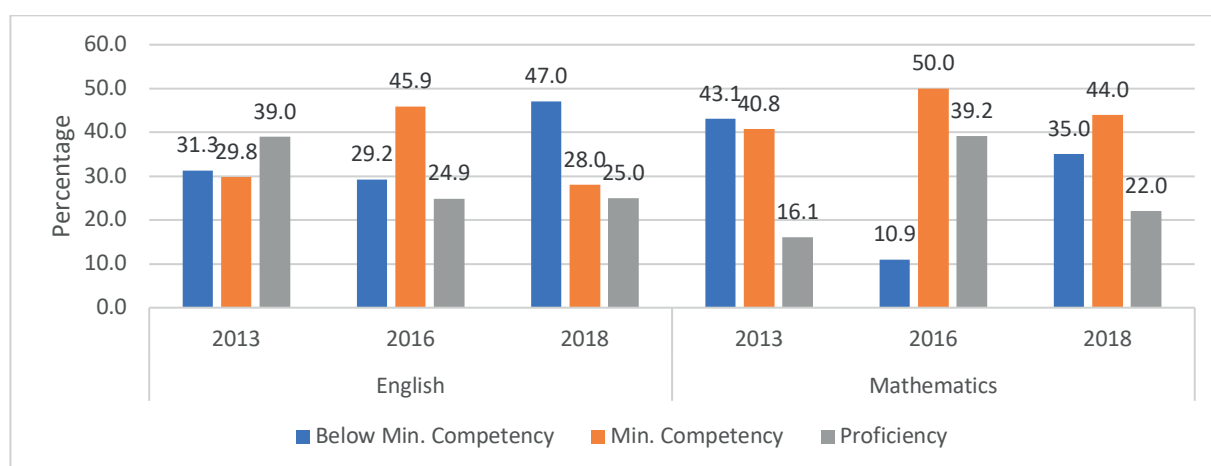
Figure 3. 4: National Educational Assessment Results for Primary 4: 2013, 2016 & 2018



Source: Ministry of Education, 2019 APR

A similar trend is recorded at primary 6 where the majority of pupils lack the minimum knowledge in mathematics and English as shown in Figure 3.5.

Figure 3. 5: National Educational Assessment Results for Primary 6: 2013, 2016 & 2018



Source: Ministry of Education, 2019 APR

The BECE pass score is between 281 and 400. Pupils below this pass score are therefore deemed to have failed the BECE. In 2018, the national average BECE score was 291.95. However, a disaggregation of BECE scores shows that 11 percent of students scored between 100 and 200, far below the pass mark. Additionally, 35 percent also scored between 201 and 280, which is also below the BECE pass score, implying that 46 percent of students did not reach the BECE pass mark as shown in Table 3.3.

Table 3. 3: National Average Frequency Distribution of Basic Education Certificate Examination (%), 2018

100-200	201-280	281-400	401+
11	35	45	9

Source: Ministry of Education, 2019 APR

BECE Pass Rate

The proportion of pupils passing BECE in Mathematics, English and Science remained high in 2017 compared to 2018 and 2019. Since 2017, girls have outperformed boys in English, with boys outperforming girls in both Mathematics and Science as shown in Table 3.4.

Table 3. 4: Basic Education Certificate Examination Pass Rate (%)

Core Subject	2017		2018		2019	
	Boys	Girls	Boys	Girls	Boys	Girls
Mathematics						
English	78.7	74.9	78.0	74.7	77.2	74.9
Science	76.2	77.4	75.2	76.4	75.0	77.5
	77.5	74.1	77.2	74.1	76.6	74.6

Source: Ministry of Education (EMIS), 2017/18-2019/20

The curriculum at kindergarten and primary levels were reformed to focus more on Reading, Writing, Arithmetic and Creative skills. A pilot programme was introduced to promote the teaching and learning of Science, Technology, Engineering and Mathematics (STEM) in basic and secondary schools. Two hundred teachers from 100 basic schools were trained in robotics and engineering science.

History of Ghana and French Language subjects were re-introduced at basic level. Basic school has also been redefined to include the SHS level. The implementation of the language policy was initiated with the conversion of five public basic schools into bilingual (English and French), and 54 public SHS equipped with French Language Resource Centres to promote the teaching of French. Six Colleges of Education were provided with language laboratories and resource centres for the training of French language teachers at the tertiary level

A licensure examination was introduced in 2018 to improve the professionalism of teachers. Government recruited and deployed 19,650 teaching and 8,872 non-teaching staff to basic and Senior High Schools across the country, with the latter aimed at supporting the double track system.

Inclusive and Special Education

Ghana has been implementing policies to ensure that children with disability and special needs are not denied access to education. In 2018/19, there were 41 special schools with a total of 7,620 children enrolled. This is an increase over the 2016/17 enrolment of 6,899, representing a 10.5 percent increase in enrolment over the period. Despite this increase, challenges such as inequities in access, inadequate teaching and learning materials and weak linkage between educational needs, caregiving, and health needs of children with disabilities persist.

School Management Systems

The delivery of quality education is premised on the existence of a strong management and accountability system. To ensure that both public and private schools meet the required standards in education delivery, the National Inspectorate Board (NIB) in partnership with Education Development and Office for Standards in Education (OFSTED) introduced a new school supervision and inspection system in 2018/2019. Consequently, a new inspection framework, inspection tools, and revised inspection protocols have been established. An inspection handbook that lays out the areas, competencies and attitudes of teachers and students has been developed to aid the monitoring process.

Major challenges identified under teacher management include teacher absenteeism, attrition, and time-on-task. There are marked regional disparities in the distribution of teachers. One major area of concern in the delivery of quality education in both public and private schools is keeping up with standards.

Education Financing

Government expenditure in education increased from GHS 7.7 billion in 2017 to GHS 8.9 billion in 2018, representing 70 percent of total education expenditure. Expenditure from Internally Generated Funds (IGF) and development partners increased significantly by 43.5 percent and 103.1 percent respectively.

Despite the impressive investment in education by Government, a significant amount of Government funding goes into payment of compensations. In 2018, 98.1 percent of education expenditure from the Government's consolidated budget went to compensation, while goods and services and capital expenditure received only 1.3 percent and 0.6 percent respectively. Consequently, resources available to cater for other education expenses are inadequate.

3.2.2 Health and Health Services

Some progress has been made in improving health and healthcare system in Ghana⁷. Government pursued the provision of affordable, equitable, easily accessible, and Universal Health Coverage (UHC) for all its citizens to achieve the right to good health care as enshrined in Article 34 (2) of the Constitution of Ghana.

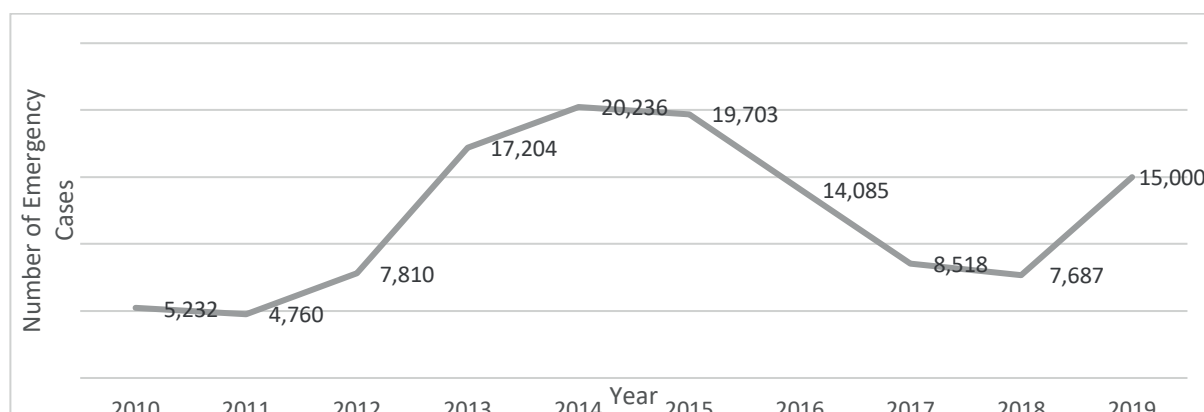
Access to Universal Health Coverage

Community-based Health Planning and Services (CHPS) zones contribute to bridging equity gaps and bringing services closer to deprived communities. The number of functional CHPS zones increased by 8 percent from 5,100 in 2017 to 5,509 (78.5% of demarcated CHPS zones) in 2019 and 5,547 (79.03%) in 2020. In spite of this progress some CHPS compounds still lack structural, technical, and human capacity to provide essential health services including skilled delivery of newborns.

⁷ The Coordinated Programme of Economic and Social Development Policies (2017-2024)

The National Ambulance Service (NAS) provides vital pre-hospital care. It has, however, faced numerous challenges including limited funding and inadequate ambulance fleet. The number of emergency cases responded to consequently reduced from 20,236 in 2014 to 7,687 in 2018 but increased to 15,000⁸ in 2019 as shown in Figure 3.6. Between 2019 and 2020, 625 new ambulances were procured to augment the available fleet (55). The number of functional service centres increased from 130 in 2018 to 278 in 2020. Similarly, a total of 490 Emergency Medical Technicians (EMTs) were recruited, trained, and deployed as basic EMTs in 2019 as compared to 577⁹ in 2018.

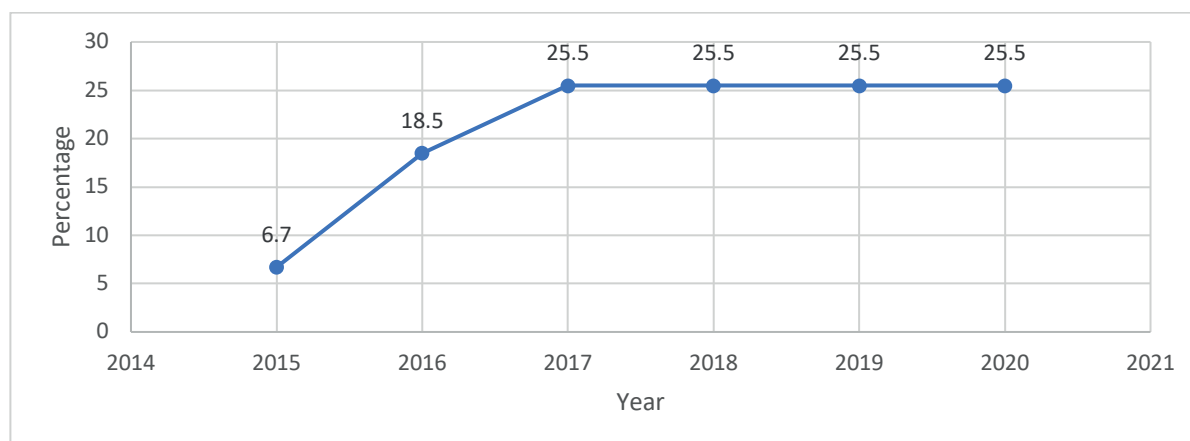
Figure 3. 6: Number of Emergency Cases Attended by National Ambulance Service



Source: Ministry of Health, Holistic Assessment of Health Sector Programme of Work, 2019.

Public hospitals are expected to have emergency departments and functional teams to manage acute illness or injury that may lead to serious complications if not managed on time. In 2015, only 6.7 percent of hospitals had functional emergency teams, increasing to 18.5 percent in 2016, and 25.5 percent in 2017 and 2018, as shown in Figure 3.7.

Figure 3. 7: Proportion of Public Hospitals with Functional Emergency Team, 2016-2018



Source: Ministry of Health, Holistic Assessment of Health Sector Programme of Work, 2019

Mental Health: In Ghana, the most common mental disorder diagnosis is schizophrenia and mood disorders. About 98 percent of mental health patients do not receive treatment for mental health disorders. Mental health issues can be associated with environmental, psychological and social factors; and have significant social and economic impacts on individuals and the country. A Legislative

⁸ Ministry of Health Programme Based Budgeting, 2020

⁹ Ministry of Health Programme Based Budgeting, 2020

Instrument (LI 2385) was enacted to support the Mental Health Act 2012 (Act 846). Though the LI 2385 is enacted, the Mental Health Fund which seeks to mobilize resources is yet to be established.

Traditional Medicine

Traditional medicine¹⁰ has been identified as a viable complement to the health system despite challenges with regulation. Efforts have therefore been made to increase the proportion of regional and district public hospitals that practice traditional medicine from 23.7 percent in 2018 to 25 percent in 2019 and 2020.

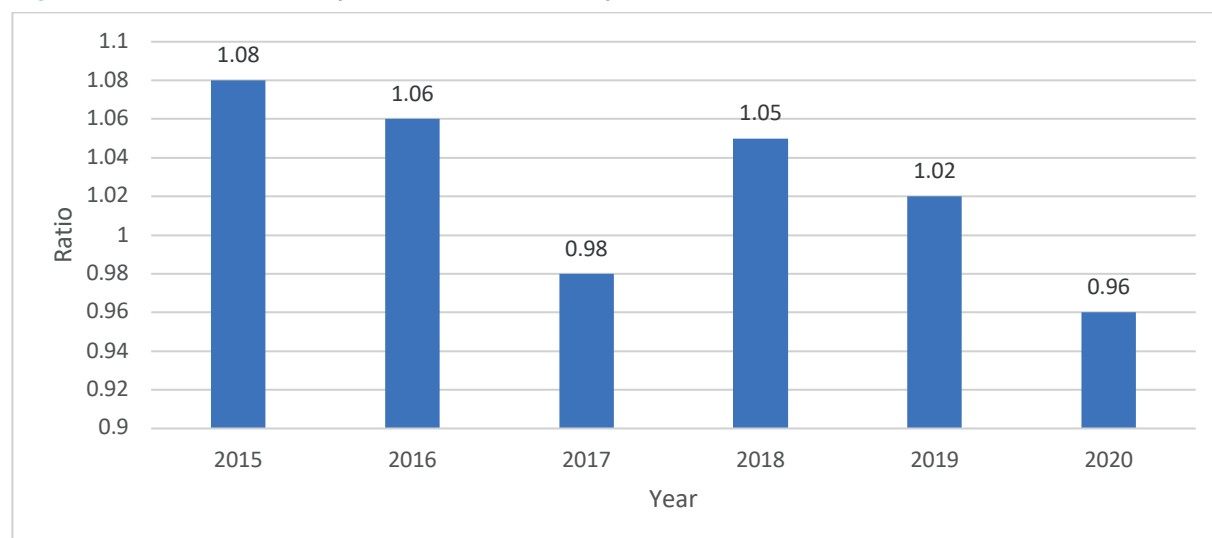
NHIS

In 2018, 35.8 percent of the population had valid NHIS cards, increasing to 40 percent in 2019 and 52.7 percent in 2020. The process of renewing membership has been fully digitized, with all members being able to renew via their mobile phones. In addition, the drug used by breast cancer patients has been included in the essential drugs list of the NHIS. The Scheme however continues to be challenged by shortage of medicines, critical supplies at the hospitals and delays in payments.

Out-Patient Department

OPD visit per capita declined from 1.08 in 2015 to 0.98 in 2017 but improved to 1.05 in 2018, and dropped to 1.02 in 2019 and 0.96 in 2020 (Figure 3.7). This means that there was at least one hospital visit per person in Ghana in 2019, compared to the standard of at least two visits for screening and medical evaluation.

Figure 3. 8: Out-Patient Department Visits Per Capita: 2015 – 2020



Source: Ministry of Health, 2020 APR

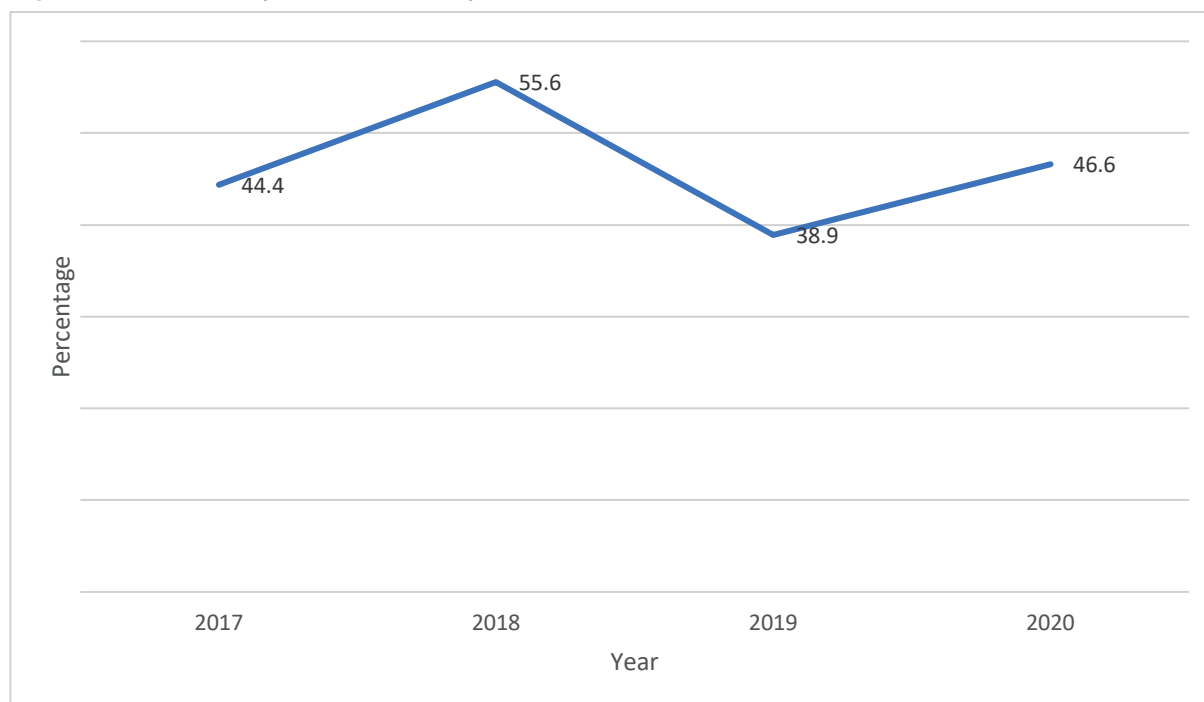
Public health facilities continued to provide majority of healthcare services to the population, gradually increasing its share from 57.8 percent in 2015 to 61.2 percent in 2018. The Christian Health Association of Ghana (CHAG) gradually increased its share in healthcare services by 1.2 percentage points between 2015 and 2018 while that of Quasi-Government facilities declined by 0.1 percentage point within the same period.

¹⁰ Traditional medicine refers to the knowledge, skills and practices based on the theories, beliefs and experiences indigenous to different cultures, used in the maintenance of health and in the prevention, diagnosis, improvement or treatment of physical and mental illness. <https://www.afro.who.int/health-topics/traditional-medicine>

Healthcare Management Systems

Ghana's per capita expenditure on health has since 2017 exceeded the World Health Organisation (WHO) threshold of US\$44 per person per year for access to essential health services apart from 2019 which reported US\$38.9. Despite these gains, there is still limited access to essential health services. The WHO and Commonwealth's standard for doctor-population ratio is 1:1,320 and 1: 5,000 respectively. Ghana is far from attaining these standards but continues to make progress, with the ratio improving from 1: 7,196 in 2018 to 1: 6,897 in 2019 to 1:6,355 in 2020 albeit, with regional disparities as shown in Table 3.5.

Figure 3.9: Health Expenditure Per Capita (US\$): 2017-2020



Source: Holistic Assessment of the Health Sector, 2020

Table 3.5: Doctor-to-Population Ratio by Region, 2017-2020

Year	Ashanti	Brong Ahafo	Central	Eastern	Greater Accra	Northern	Upper East	Upper West	Volta	Western	Ghana
2017	1:8,041	1:9,795	1:9,158	1:12,808	1:3,404	1:12,949	1:27,652	1:16,222	1:10,832	1:22,729	1:8,100
2018	1:6,389	1:11,270	1:7,787	1:11,602	1:3,246	1:9,770	1:20,936	1:13,160	1:11,520	1:17,850	1:7,196
2019	1:6,344	1:10,239	1:7,180	1:11,767	1:2,839	1:10,243	1:23,587	1:14,897	1:10,390	1:18,977	1:6,899
2020	1:6,007	1:10,159	1:6,188	1:10,881	1:2,619	1:8,945	1:19,158	1:14,477	1:9,392	1:17,577	1:6,355

Source: Holistic Assessment of the Health Sector, 2020

The nurse-to-population ratio was 1:701 in 2020, a better performance compared to the WHO standard of 1: 1,000. All regions fall within the WHO standard, however, there are regional disparities with the Western, Northern and Ashanti regions being the worst off. Table 3.6 shows the regional distribution of nurses across the country from 2014 to 2019. To improve patient care management services, a Patient Records Management Systems known as e-Health Solution has been introduced to digitize and link all facilities within the health sector.

Table 3.6: Nurse-to-Population Ratio by Region, 2017-2020

Region	2017	2018	2019	2020
Ashanti	1:880	1:925	1:796	1:764
Brong Ahafo	1:807	1:887	1:750	1:743
Central	1:713	1:768	1:615	1:606
Eastern	1:816	1:855	1:776	1:739
Greater Accra	1:743	1:783	1:675	1:640
Northern	1:945	1:986	1:850	1:825
Upper East	1:500	1:494	1:458	1:472
Upper West	1:597	1:632	1:514	1:493
Volta	1:785	1:839	1:731	1:659
Western	1:1,030	1:1,015	1:935	1:944
National	1:799	1:839	1:727	1:701

Source: Holistic Assessment of the Health Sector, 2020

Disability, Morbidity, and Mortality

Malaria remained the leading cause of death, followed by acute respiratory infections, anaemia and neo-natal disorders. Non-Communicable Diseases (NCDs) contribute significantly to illness, disability, and deaths in Ghana. The major NCDs in Ghana are cardiovascular diseases, cancers, diabetes, chronic respiratory diseases and sickle cell disease¹¹. These are responsible for 43 percent of all deaths and account for about 94,000 preventable deaths in Ghana each year¹². There is expanding prevalence of adult diabetes (particularly Type II diabetes). In 2010, 6.1 percent of females and males were diagnosed with diabetes. This increased to 6.6 percent and 6.4 percent among females and males respectively in 2014¹³. Hypertension, which is largely a result of high sodium and low potassium intake contributes to high blood pressure and increases the risk of cardiovascular heart disease (rates in Ghana). As of 2015, 25 percent of adult males and 23 percent of adult females had high blood pressure¹⁴. Road injuries, neonatal disorders, respiratory infections also contribute to ill-health, disability and death.

Child mortality, which covers Under-Five, infant and neonatal mortalities has declined overtime. Ghana's under-Five mortality rate stood at 52 per 1,000 live births in 2017¹⁵, an improvement from 82 per 1,000 live births in 2007. The rate reported by MICS 2017/18 stood at 56 per 1,000 live births as shown in Figure 3.9. The risk of a child under-Five dying from malaria increased from 0.11 percent in 2019 to 0.12 percent in 2020.

¹¹ National Policy for the Prevention and Control of Chronic Non-Communicable Diseases in Ghana (August 2012)

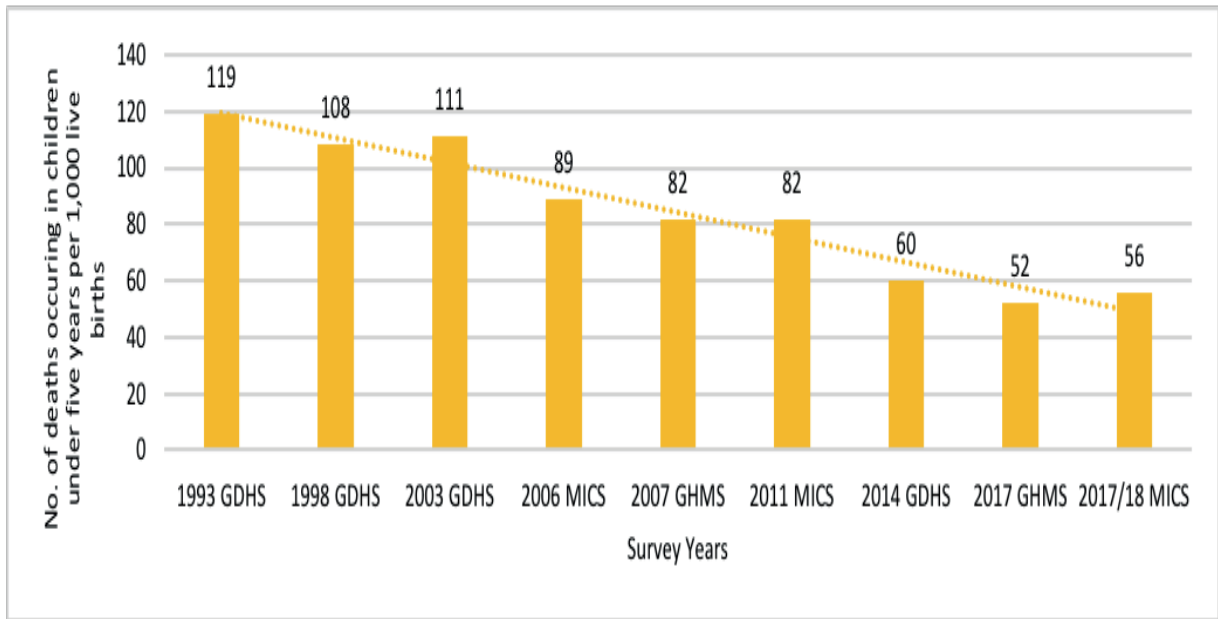
¹² 2019 APR

¹³ <http://ncdrisc.org/country-profile.html>

¹⁴ <https://www.who.int/news-room/fact-sheets/detail/healthy-diet>

¹⁵ GMHS, 2017

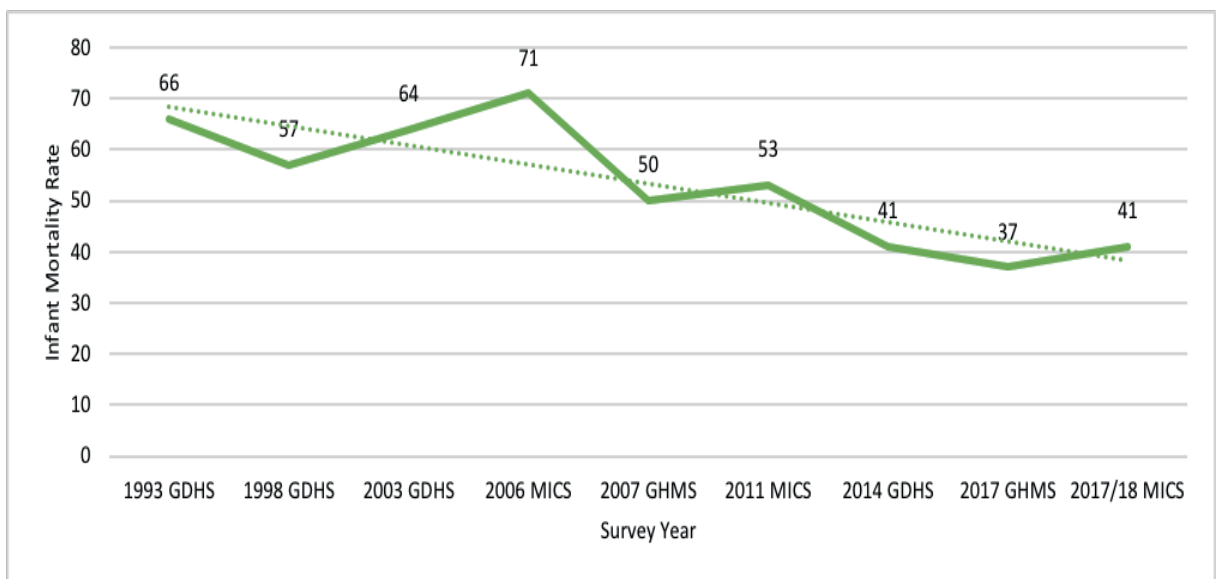
Figure 3.10: Under-Five Mortality Ratio



Source: Ghana Statistical Service, 2019

Infant mortality has also declined but remains high at 37 in 2017 and 41 per 1,000 live births in 2017/18 as shown in Figure 3.10. Neonatal mortality also declined from 29 in 2007 to 25 per 1,000 live births in 2017.

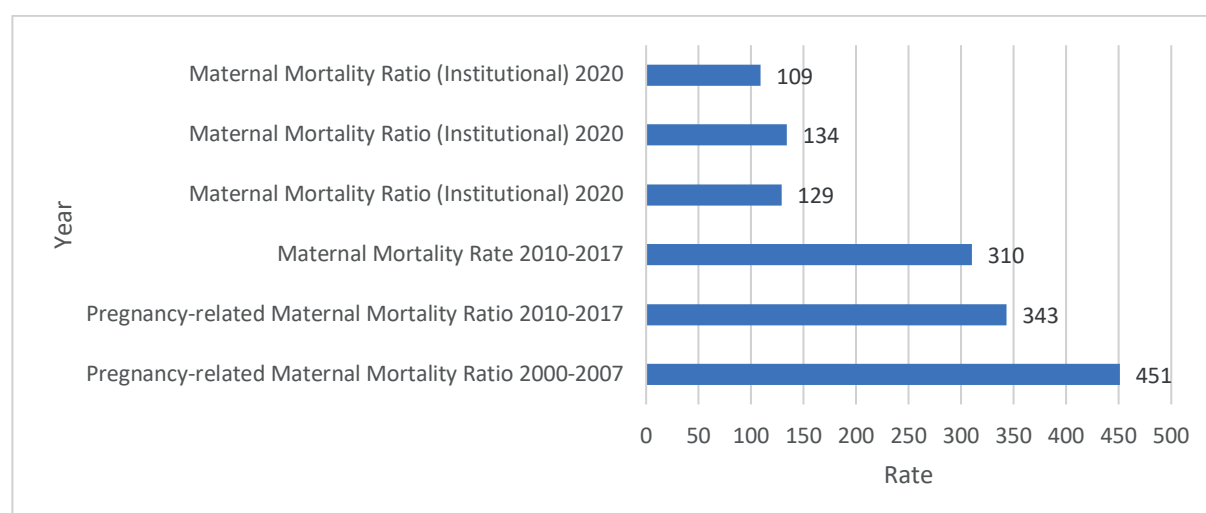
Figure 3.11: Infant Mortality Ratio



Source: Ghana Statistical Service, 2019

The maternal mortality rate from 2010 to 2017 was 310 per 100,000 live births. Pregnancy-related deaths declined from 451 in 2007 to 343 per 100,000 live births in 2017 as shown in Figure 3.11. Maternal mortality rate has decreased steadily from 451 in 2007 to 310 per 100,000 live births in 2017. Even though substantial progress has been made, Ghana may not achieve the SDG maternal mortality rate target of less than 70 per 100,000 live births by 2030. Institutional Maternal Mortality Ratio (iMMR) declined to 109.2 in 2020 from 134.7 per 100,000 live births in 2019.

Figure 3.12: Maternal Mortality Rate (MMR) and Pregnancy-related Maternal Mortality Ratio (PRMR) per 100,000 live births, 2007 and 2017¹⁶



Source: Ghana Maternal Health Survey, 2017

Stillbirths decreased from 15 in 2017 to 12.7 per 1,000 live births in 2019 and remained the same in 2020. The proportion of children immunised with Penta 3, which averts five life-threatening diseases (Diphtheria, Pertussis, Tetanus, Hepatitis B and Hib meningitis), dropped from 97.2 percent in 2019 to 94.2 percent in 2020. 18 cases of the polio virus were recorded in 2019, a decade after Ghana was declared polio-free.

Malaria case fatality rate declined from 0.27 percent in 2018 to 0.1 percent in 2019 but increased to 2.1 percent in 2020. Malaria is responsible for 11 percent of deaths among children under-five in Ghana. Pregnant women also risk anaemia, premature delivery, low birth weight with increased risk of infant deaths and stillbirth if infected with malaria. Up to 56.7 percent of households had at least one Insecticide-Treated Mosquito Net (ITNs), while 28.6 percent had at least two ITNs, and only 27.7 percent of household members made use of ITNs¹⁷. An estimated 2.0 percent of all potential working days are lost to malaria. The incidence of TB per 100,000 population declined from 47.5 in 2017 to 40.2 in 2020.

HIV/AIDS/STIs

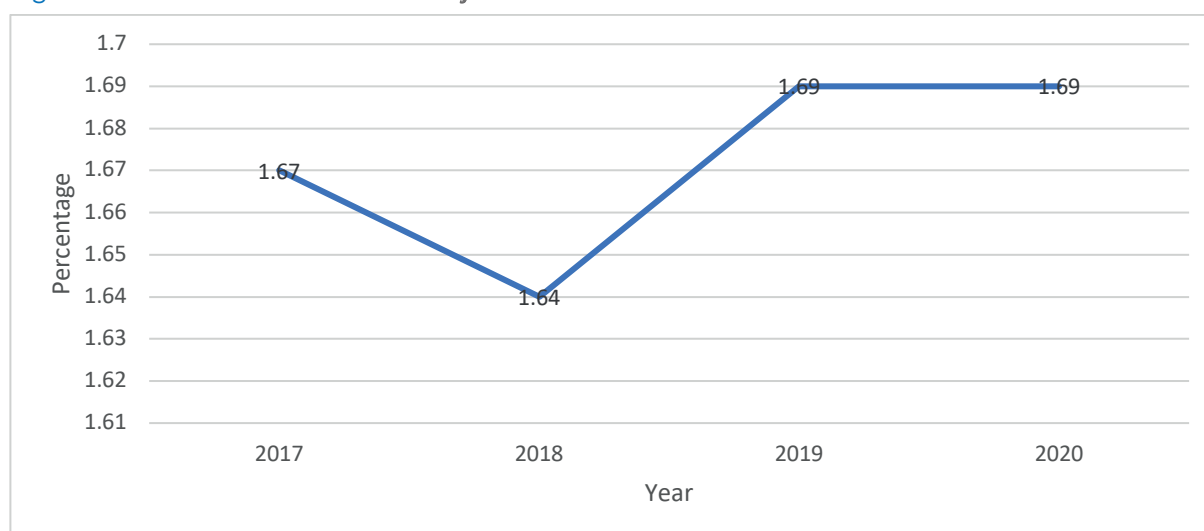
The proportion of Persons Living with Human Immunodeficiency Virus (PLHIV) has remained nearly unchanged at 1.7 since 2017. The estimated number of adults and children who died due to AIDS related causes in 2018 was 14,181. This was more than double (58.1%) the target set for 2018 and a 0.2 percent increase over AIDS related deaths recorded in 2017.

HIV prevalence rate declined to 1.69 percent in 2020 from 1.7 percent in 2019, but missed the 2020 target of 1.5 percent as shown in Figure 3.12.

¹⁶ Note: MMR includes deaths during pregnancy, delivery, and within 42 days of end of a pregnancy; it excludes deaths due to accident and violence; PRMR includes all deaths during pregnancy, delivery, and within 2 months of the end of a pregnancy; it includes deaths due to accident and violence during these time periods

¹⁷ Multiple Indicator Cluster Surveys 2017/18

Figure 3.13: Human Immunodeficiency Virus Prevalence Rate



Source: Ghana Health Service, 2020

The proportion of PLHIV currently receiving ART decreased to 60 percent in 2020 from 61 percent in 2019. The country has made progress with the 90-90-90 programme which was introduced in July 2016. PLHIV who know their status increased from 62 percent in 2017 to 74.4 percent in 2020. HIV positive people receiving ART with viral suppression also increased from 51 percent in 2017 to 72.9 percent in 2020.

3.2.3 Food Systems Transformation and Nutrition Security

Ghana was ranked 59th in the 2019 Global Hunger Index, the best ranked country in sub-Saharan Africa, with a score of 14.0¹⁸, an improvement from the 2010 score of 18.3¹⁹. Currently, the country ranks 64th in the world, a decrease of 47.5 percent since 2000²⁰. Even though various food and nutrition security indicators have seen improvements over the years, including the prevalence of undernourishment from 7.7 percent in 2015 to 6.5 percent in 2018, 1.9 million Ghanaians were estimated to be undernourished²¹ between 2017 and 2019. The number of food insecure people increased from 2.1 million people (7.6%) between 2014 and 2016 to 2.5 million people (8.4%) between 2017 and 2019. Currently, 3.6 million people (11.7%) of the population are food insecure with 1.6 million people (5.2%) severely food insecure, and 2.0 million (6.5%) moderately food insecure²². The percentage of household expenditure on food remained high even though there was a slight decrease from 45.8 percent in 2012/13 to 45.4 percent in 2016/17²³. Households with high levels of expenditure on food are more vulnerable to price shocks, leading to potential reductions in the quality or quantity of food consumed. Trends in food price volatility, cost of production, storage, distribution and losses, and high expenditures on food could lead to an increase in food insecurity despite efforts to improve availability and utilization.

¹⁸ Measurements of hunger are based on data on undernourishment, child wasting, child stunting and child mortality, each reflecting deficiency in calories as well as in micronutrients. A score of 0 indicates no hunger while 100 points to extreme hunger.

¹⁹ K. von Grebmer, J. Bernstein, R. Mukerji, F. Patterson, M. Wiemers, R. Ní Chéilleachair, C. Foley, S. Gitter, K. Ekstrom, and H. Fritschel. 2019. 2019 Global Hunger Index: The Challenge of Hunger and Climate Change. Bonn: Welthungerhilfe; and Dublin: Concern Worldwide

²⁰ 2021 Global Hunger Index

²¹ <http://www.fao.org/faostat/en/#country/81>

²² 2020 Comprehensive Food Security and Vulnerability Analysis (CFSVA)

²³ Ghana Living Standard Survey 6 and 7

Food Production, Storage and Distribution Sub-Systems

Food Production

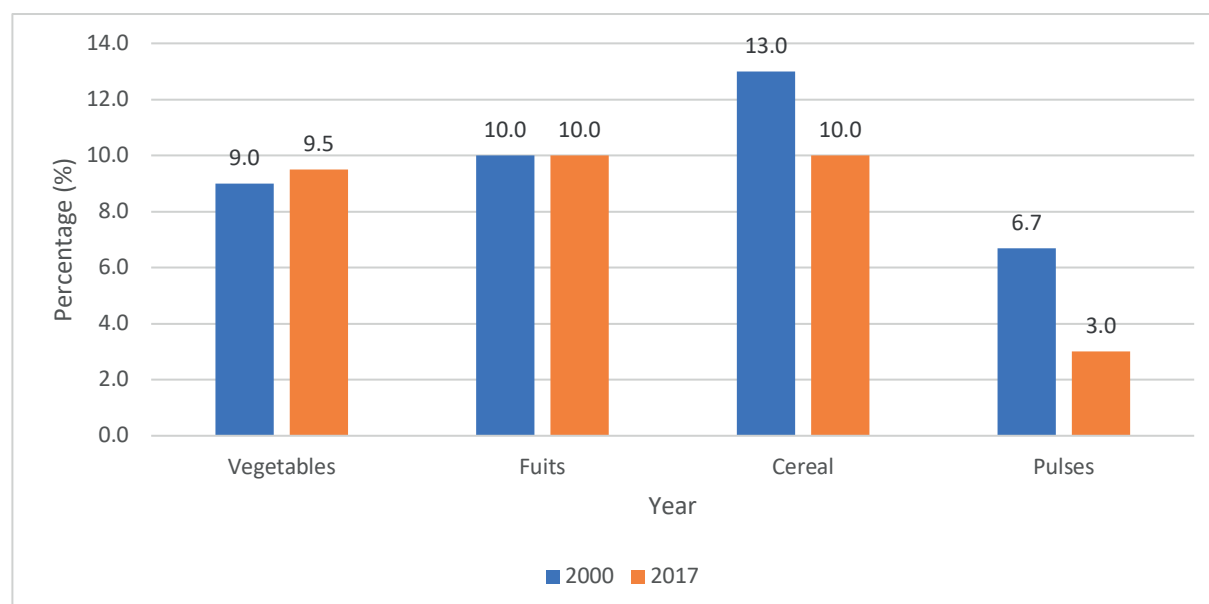
The country is self-sufficient in all the major staple crops (cassava, plantain, maize, yam and palm fruits) except rice, millet, fruits and vegetables. From 2014 to 2017, staple crops such as roots and tubers (cassava, yam, and cocoyam) recorded an average annual growth of approximately five percent in production levels resulting in surpluses. Crops such as millet, sorghum, beans, groundnuts, cassava, yam, cocoyam, sweet potatoes, plantain, banana and others are produced largely for consumption and sale in local markets. There is insufficient production of nutrient-rich crops such as leafy greens and fruits resulting in limited availability and affordability.

Domestic meat production increased to 168,291mt in 2018, an increase of 17 percent since 2014. The 2020 total annual fish requirement was estimated at 1,242,917.60Mt. Total annual fish production increased to 471,794.82mt in 2020 from 367,868mt in 2018. The country's fish self-sufficiency was 50.52 percent in 2020. Ghana imported 193,226.87mt of fish valued at US\$51,981,448.73 to address the fish deficit. There is also a high dependency on the importation of foods such as rice, soya bean and wheat. Overall, Ghana imports about 20 percent of its food and relies on imported seeds, fertilizers, pesticides, and other farm inputs which is the cost of production.

Food Loss and Waste

About 20 percent²⁴ of the country's food output is lost during the post-harvest process, especially during distribution due to poor handling and weak logistics infrastructure. Figure 3.14 shows the percentage loss of vegetables, fruit, cereal and pulses in Ghana in 2000 and 2017. Although the loss of vegetables increased in the period by 0.5 percentage points, there were no changes in the loss of fruits. There were also significant reductions in the loss of cereals and pulses.

Figure 3. 14: Loss of Vegetables, Fruits and other Crops (%)



Source: Food and Agriculture Organisation, Food Balance Sheets²⁵

²⁴ FS-TIP Ghana – Food System Diagnostic & Landscaping analysis (estimation is based on an analysis carried out on 6 districts in Upper East Region)

²⁵ <http://www.fao.org/faostat/en/#data/FBS>

In addition, poor knowledge of post-harvest handling; inadequate storage equipment and techniques; unfavourable weather conditions; poor transport systems and high incidence of pest and diseases all contribute to high food losses. Food loss affect the quantity, quality and availability of food and compromises food security and nutrition outcomes.

Current interventions include dissemination of new technologies of harvesting & processing, mass training programmes. The National Food Buffer Stock Company also works with farmers to mop up excess produce. In 2019; there was a growth in the presence of convenience stores, with a 36 percent share of total retail sales, and supermarkets with a four percent of total retail sales. In rural areas, markets operate one to six times a week while in urban centres markets typically operate every day.

Food Environment, Consumption and Utilization

Food Environment

Food environment is the physical, economic, political, and socio-cultural contexts within which people engage with the food system to make their decisions on acquiring, preparing and consuming food. Food environments are shaped by food availability, food promotion and labelling, nutrient quality, taste and prices of food which influence consumer preferences. Consumer preferences are also determined by time and convenience of food preparation, especially due to the dictates of urbanisation and nutrition transition, knowledge and purchasing power. Rampant advertisement and availability of cheap ultra-processed energy dense foods; poor access to healthy, diverse, quality and nutrient rich food; inadequate food and nutrition education; coupled with weak regulation makes access to unhealthy foods easier than healthy foods which are more expensive by comparison.

Ghana's food environment, thus, predisposes the average Ghanaian to poor food choices and diets resulting in major health risks such as undernutrition (stunting, wasting, underweight), micronutrient deficiencies, overweight and obesity. These risks, particularly overweight and obesity, are major underlying causes of diet related NCDs such as cardiovascular diseases and diabetes.

Consumption and Utilisation

The Ghanaian diet relies largely on roots and tubers (cassava, yams), and cereals (maize, rice) which supply almost 75 percent of dietary energy. There is high fish intake, accounting for more than 50 percent of the population's animal protein intake as compared to the world average of 17 percent. Rice and bread (wheat) are associated with an urban diet, with per capita consumption of rice in urban areas accounting for about 76 percent of total rice consumption. There is limited food fortification with essential nutrients in oil, flour, salt and processed and semi processed foods.

Food Safety

Over the medium-term; cases of poor food safety and hygiene practices, food adulteration and contamination, environmental sanitation and cleanliness of food outlets/home surroundings have become major issues of public health concern.

Diet Diversity and Dietary Energy Supply Adequacy

In 2018, 24 percent children aged 6-23 months had a minimum diet diversity²⁶, 43 percent had an acceptable meal frequency, 13 percent had a minimum acceptable diet and over half (51%) consumed

²⁶ Minimum acceptable diet is a composite indicator of minimum dietary diversity and minimum meal frequency; it is the proportion of children 6–24 months of age who receive a minimum diversified diet and minimum meal frequency (apart from breast milk)

no vegetable or fruit²⁷. In 2020, it was estimated that 80.5 percent, 14.6 percent and 4.9 percent of households had high, medium and low dietary diversity²⁸ respectively.

The country's average dietary energy supply adequacy increased from 113 percent (2000-2002) to 132 percent (2017-2019). Ghanaians derive up to 66 percent of their energy requirement from cereals, roots and tubers with average protein supply declining from a peak of 66 grams per capita per day during the 2010-2012 period to 60.7 grams per capita per day during the 2015-2017 period; showing a steep reduction in Ghana's meal diversity and protein availability.

Malnutrition

Malnutrition which manifests in stunting, wasting and underweight in children contributes to about one-third of deaths in children under-five years. According to MICS 2017/18, stunting was prevalent in 17.5 percent of children under-five and 6.8 percent of children were found to be too thin for their heights (wasted). Again, an estimated 12.6 percent of children under-five were identified as being underweight. There are significant regional variations with the Northern (29%), Volta (21%) Central (18%) and Upper East (18%) being the worst affected regions. Males are generally more likely to be stunted, and rural areas have a higher stunting prevalence.

Wasting and Underweight

The levels of wasting²⁹ showed a consistent decline from 8.5 percent from 2008³⁰ to 4.7 percent in 2014³¹ but increased to 6.8 percent in 2017/18³². In the 2017/18 MICS, an estimated 12.6 percent of children under-five were identified as being underweight; there has however been a 47.8 percent decline in the prevalence of underweight from 1998. Recent estimates indicate more females are underweight than males, while those in rural areas are more likely to be underweight.

The improvement in the prevalence of wasting among under-five has been mixed and minimal over the last 20 years. The Northern region has seen a reduction in the rates of underweight from 38.1 percent in 1998 to 20 percent in 2017/18; however, the region remains the most affected. Brong-Ahafo recorded the greatest improvement of 76 percent over the 20-year period. Within the same period, Eastern and Upper East regions also recorded improvements of 65 percent and 62 percent respectively.

Low Birth Weight

About 80 percent of neonatal deaths occur in low-birth-weight new-borns. Children born with low birth weight are also more likely to be malnourished and develop a host of other negative health outcomes. The 2011 MICS revealed that 10.7 percent of all children had low birthweights; this however decreased to 9.5 percent in 2014 (DHS).

²⁷ UNICEF State of the World's Children (SOWC) 2019

²⁸ Dietary diversity is a qualitative measure of food consumption that reflects household access to a variety of foods. It is also a proxy for nutrient adequacy of the diet of individuals.

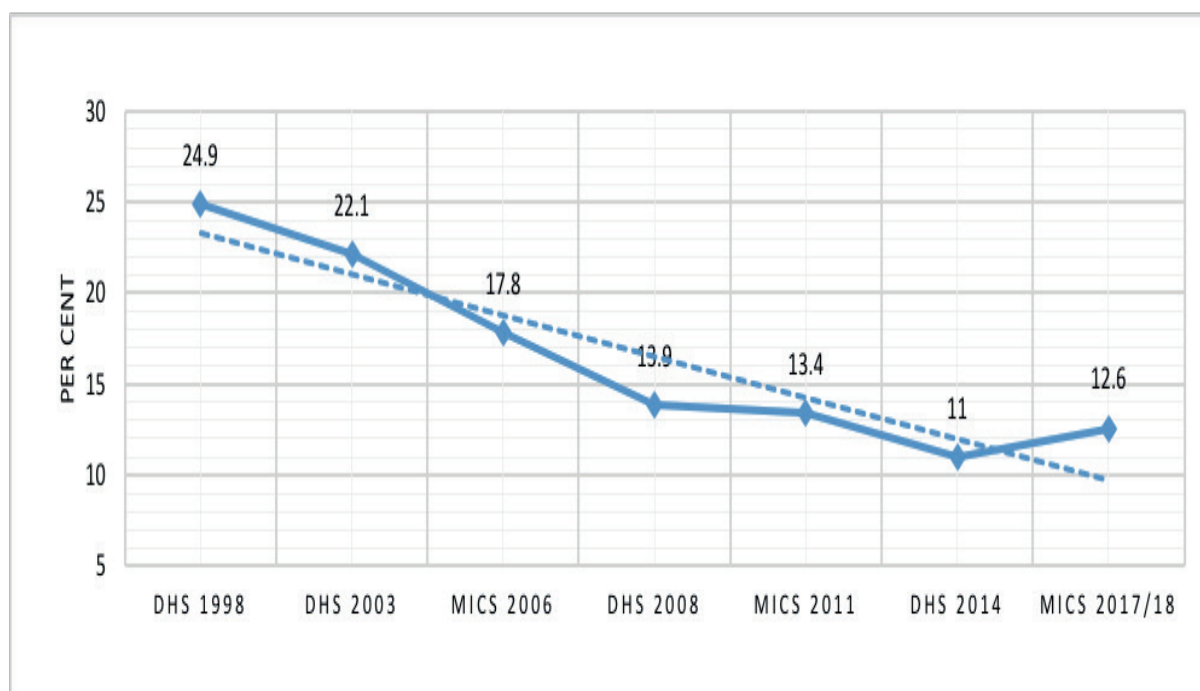
²⁹ Wasting is defined as low weight-for-height. It often indicates recent and severe weight loss, although it can also persist for a long time. It usually occurs when a person has not had food of adequate quality and quantity and/or they have had frequent or prolonged illnesses.

³⁰ Ghana 2014 Demographic and Health Survey

³¹ Ghana 2014 Demographic and Health Survey

³² 2017/18 Multiple Indicator Cluster Survey

Figure 3. 15: Combined Underweight Trends in Ghana (1998-2017/18)



Source: Based on Ghana Statistical Service, District Health Service (1998, 2003, 2008, 2014) and MICS (2006, 2011, 2017/18)

Exclusive Breastfeeding

Evidence shows that exclusive breastfeeding for six months, is the best way of providing ideal food for the healthy growth and development of infants as it reduces infant mortality and hastens quicker recovery during illness. There has been a steady decline in the number of infants exclusively breastfed since 2003, with 2008 having the most favourable rate of 62.8 percent. In 2014³³, this dropped to 52.3 percent, deteriorating further to 42.9 percent in 2017³⁴. Similarly, only 41.5 percent of children were breastfed until the age of two.

Micronutrient Deficiencies (Anaemia, Vitamin A Deficiency)

Anaemia among children aged 6-59 months declined from 65.7 percent in 2014 to 35 percent in 2017³⁵, with severe and moderate cases accounting for 0.7 percent and 17 percent respectively. The most affected are the 12-23 months' age group (46.1%), males (38.4%), rural dwellers (42.1%), and those in the northern belt (53.2%). The prevalence of Anaemia in non-pregnant women was 21.7 percent compared to 42 percent of pregnant women, the latter meeting WHO's classification of a severe public health problem. Pregnant women within the 20-39-year group who live in rural areas (42.5%), the Southern Belt (50.8%) had the highest prevalence of anaemia. Anaemia in non-pregnant women was, however, most prevalent among the 15-19 age group (26.4%), rural dwellers (21.8%), Northern Belt (27.6%) and women who never attended school (24.3%).

In 2019 only 1.5 percent of non-pregnant women were Vitamin A deficient³⁶. The most affected age group was the 25-29-year-olds (4.7%), followed by rural dwellers (1.9%) and those in the northern belt. A large proportion of pregnant women (63.9%) did not take Vitamin A capsules after their last delivery,

³³ Ghana Demographic and Health Survey

³⁴ Multiple Indicator Cluster Survey

³⁵ Ghana Micronutrient Survey, 2017, UG, Accra

³⁶ Anemia, micronutrient deficiencies, malaria, hemoglobinopathies and malnutrition in young children and non-pregnant women in Ghana: Findings from a national survey

while only 50 percent of children under-five received Vitamin A supplementation³⁷. Salt iodisation is the main intervention for addressing iodine deficiency, however, only 68.9 percent of households adequately made use of iodised salt.

Overweight

Overweight and obesity have rapidly emerged as major health issues, increasing the risk of non-communicable diseases in Ghana. In 2017, the MICS revealed that 1.4 percent of children (6-59 months) were overweight. This is an improvement over the 2010 performance of 2 percent.

Food and Nutrition Security Governance

Food systems and nutrition security governance remains inadequate despite improved efforts at strengthening the institutional framework for intersectoral coordination and monitoring and evaluation. There is inadequate capacity for food systems transformation and nutrition-specific and sensitive planning and programming at all levels.

An analysis of nutrition budget allocations, disbursements and expenditures showed marked increases in nutrition-sensitive funding over the medium term depicting a slight increase in Government commitment. Funding is, nevertheless, still inadequate and there is inadequate mainstreaming of nutrition into universal health coverage. Efforts made over the medium-term to integrate food systems transformation and nutrition security into development planning processes led to an increase in sector responses to food systems and nutrition policy objectives in education, social protection and agriculture.

Although the medium-term saw the development, enactment and revision of laws on food safety, fortification of products and regulations on the marketing of breast milk substitutes, there are still significant challenges in the enforcement of these legislations/regulations. Food safety is still a major concern as the prevalence of "bush canteens"³⁸ and poor sanitary conditions in numerous culinary outlets pose significant risks to public health. In response to some of these issues, the National Food Safety Policy was finalised in 2020 to ensure adherence to the highest standards of food safety. Guidelines are also in place for advertisement of foods that were either locally manufactured/prepared or imported with specific requirements for Alcoholic Beverages and Energy Drinks. The Ghana National NCDs Policy seeks to restrict commercial promotion/marketing of unhealthy foods in children's settings. Despite all these efforts, a lot needs to be done to improve on the weak nutrition-sensitive planning and programming; the inadequate funding of the food systems; gaps in coordination among sectors and the weak enforcement of regulations.

3.2.4 Population Management and Migration for Development

Population Management

Ghana's population increased from 24,658,823 in 2010 to 30,832,019 in 2021 with an annual intercensal growth rate of 2.1 percent. The urban population in 2010 was 50.9 percent which increased to 57.3 percent in 2021. Rapid unplanned urbanisation presents some challenges to national development, especially with urban sprawl, worsening urban air quality, rapid growth of slums, and service provision. The female population accounted for 51.2 percent and 50.7 percent in 2010 and 2021 respectively.

³⁷ Local traditional restaurants or table-top food joints that serve local and foreign delicacies

The age structure of Ghana's population is youthful, with the proportion of children (persons under 15 years) declining from 38.3 percent in 2010 to 35.3 percent in 2021. Persons aged 15 to 24 years increased from 20.0 percent in 2010 to 20.2 percent in 2021. Those aged 15 to 35 years represented 38.2 percent 2021, which is an increase from 34.2 percent in 2010. The working force (i.e., persons aged 15 to 64 years) increased from 57.0 percent in 2010 to 60.4 percent in 2021. Persons aged 65 plus decreased from 4.7 percent to 4.3 percent in the same period.

Total Fertility Rate (TFR) reduced from 3.9 children in 2017 to 3.1 in 2021. TFR for rural Ghana reduced from 5.7 children to 3.8 and from 3.3 children to 2.7 in urban areas. Total maternal mortality was 14.4 percent, with rural and urban recording 5.4 percent and 13.1 respectively in 2021. As fertility drops, the number of young dependents decreases relative to the working population. The age-dependency ratio at the national level reduced from 76 per 100 in 2010 to 66 per 100 in 2021. This decline implies that the number of persons in the active age group (15-64) is increasing and those in the dependent bracket is decreasing.

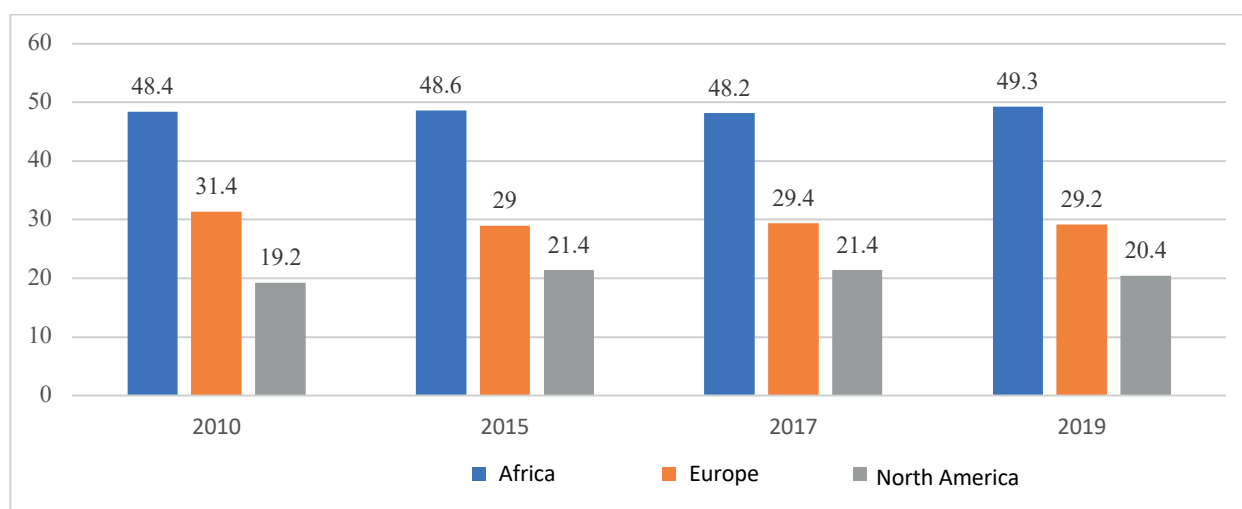
Ghana's age structure has changed over time due to reduction in both birth and death rates leading to an increasing working age population and lowering dependency ratio. This structure indicates that Ghana is in a demographic transition and has a potential for accelerated economic growth termed the demographic dividend. This does not however happen automatically but through conscious long-term investments in economic development, creation of decent work, education, health, youth empowerment and good governance.

Migration for Development

Emigration

According to the Migration Profile of Ghana (2019), Africa hosted 49.3 percent, Europe 29.2 percent and North America 20.4 percent of the total number of Ghanaian emigrants in the year 2019 as shown in Figure 3.17. This compares to 48.4 percent, 31.4 percent and 19.2 percent in 2010. From the trends depicted in the figure below, Ghanaian emigration is largely to other African countries with Nigeria being the top country of destination. There has also been a downtrend in the number of Ghanaian refugees abroad from 24,298 in 2012 to 18,036 in 2018.

Figure 3.16: Percent distribution of emigrants in three top destinations for the years: 2010, 2015, 2017 and 2019



Source: Ghana Statistical Service, 2013; and United Nations DESA, 2019

Immigration

According to UN DESA, there were 466,780 international migrants in Ghana in 2019 – an increase of over a third from the figure (337,017) recorded in 2010. Males dominated the immigrant population compared to females representing up to 54 percent with a youthful migrant population of about 45 percent aged 15-29 years. About 93 percent of the immigrant population was within the economically active age group of 15-64 years. Migrants from ECOWAS member states form about 63 percent of Ghana’s migrant population. By the end of 2017, a total of 23,934 (33%) Chinese and 15,810 (22%) Nigerian nationals were registered in Foreigners’ Identity Management System (FIMS), making them the two largest groups by nationality. These were followed by nationals of India, the United States, Lebanon, the United Kingdom, Germany, South Africa, Gabon and France.

In 2018, GIS issued a total of 166,078 permits to foreigners, a 16.5 per cent increase from the 137,873 issued in 2017. In 2019, over four fifths (83.6%) of international migrants in Ghana were ECOWAS nationals, an increase of 8.3 percentage points from 75.3 percent in 2017. Togo (101,677), Nigeria (79,023) and Côte d’Ivoire (72,728) were the top three countries of origins shown in figure 3.22. This is expected given the ECOWAS Protocol on the Free Movement of Persons and goods.

Internal Migration

According to GLSS7, about 40 percent of the Ghanaians were internal migrants in 2017. By region, Greater Accra received the highest (51.3%), followed by Western (39.1%), Central (35.5%) with Upper West (17.15) and Upper East (13.6%) receiving the least. Internal migration is reported to be highest among females (42.9%) than males (36.9%). The push factors for rural-urban migration include poverty, unemployment, education, marital/family reasons, food insecurities, environmental conditions, dehumanising traditions and cultural practices, and ethnic/communal violence. This has resulted in rapid urbanization, pressure on infrastructure and the proliferation of informal settlements in urban centres.

Irregular Migration and Human Trafficking

Irregular migration is high among the youth who usually embark on perilous journeys both on land and sea to Europe and the Gulf States. Some drowned at sea, ambushed on the desert, detained, and exploited in transit and destination countries. Children are trafficked and subjected to forced labour, while some adults recruited to other West African countries and the Middle East are exploited sexually and financially³⁹. From 2017 to 2020, a total of 1,917 rescued trafficked victims (of which 1,427 were Ghanaians) were recorded with 48.9 percent males and 51.1 percent females. About 52 percent of the total cases were children with the remaining being adults. For the type of exploitation, 7.9 percent were sexual in nature and 92.1 percent were labour related. Over the same period, a total of 419 cases were investigated and 78 were prosecuted⁴⁰.

Migration Governance

Ghana has committed to the implementation of population and migration-related protocols. These include the International Conference on Population and Development and the Addis Ababa Declaration on Population and Development (ICPD+25/(AADPD+5), and the Global Compact for Migration (GCM). Over the medium-term, the Government formulated the Labour Migration and Diaspora Engagement Policies to leverage migration for sustainable development. The process of establishing a National

³⁹ IOM Ghana Mission Review, 2020

⁴⁰ Human Trafficking Unit, MOGCSP (2017-2020)

Migration Commission, an apex body for coordinating migration management in Ghana also commenced. The National migration data management strategy is being implemented to ensure migration data availability and reliability for evidence-based decision-making. Mainstreaming of Migration into District Development Plans was initiated with the development and launch of a Migration Mainstreaming Toolkit.

Return, Re-admission, and Re-integration

Standard Operating Procedures (SOP) for Re-integration of Returnees in Ghana and Combatting Human Trafficking in Ghana. Trafficking in Persons Information System (TIPIS) was also developed and launched in 2018. The International Organisation for Migration (IOM) and Government of Ghana, through the Assisted Voluntary Return and Re-integration (AVRR) Programme assisted the return and reintegration of a total of 535 Ghanaians (92.9% men and 7.1% women). Out of this 71 percent were assisted to return to Ghana from Libya; and 29% from Niger and other European countries. Three victims of trafficking (women) were assisted to return to the Philippines (1) and Thailand (2)⁴¹. Fifty survivors of child trafficking were assisted with reintegration support, that is, educational, vocational training, microbusiness loans (for parents) and food and medical packages. A shelter for child victims of trafficking was also renovated.

A project for the prevention of sex trafficking and protection of adult victims was rolled out in 2018 in line with the National Plan of Action for the Elimination of Human Trafficking in Ghana (2017-2021), in addition to the ongoing counter-trafficking project focused on the prevention of child trafficking.

Remittances

The share of remittances to GDP increased from 3.9 percent in 2018 to 5.1 percent and 5.4 percent in 2019 and 2020 respectively⁴². Private inward remittances (net) increased from US\$3.39 billion in 2019 to US\$3.56 billion in 2020.

The high cost of remittance transfers has been identified as a challenge to remittance flows in Ghana. The African Institute for Remittances (AIR) under the African Union has initiated work in the bid to reduce the cost of remittance transfers within Africa. Bank of Ghana benefitted from the Technical Assistance Programme by AIR to improve remittance data compilation methods as well as the legal and regulatory frameworks on remittances⁴³.

3.2.5 Reducing Poverty and Inequality

High inequality and poverty impede the country's socio-economic development. Over the medium term, Government continued its agenda to reduce poverty in all its forms and dimensions; and minimise inequality across socio-economic groups and geographical areas

Monetary and Multidimensional Poverty

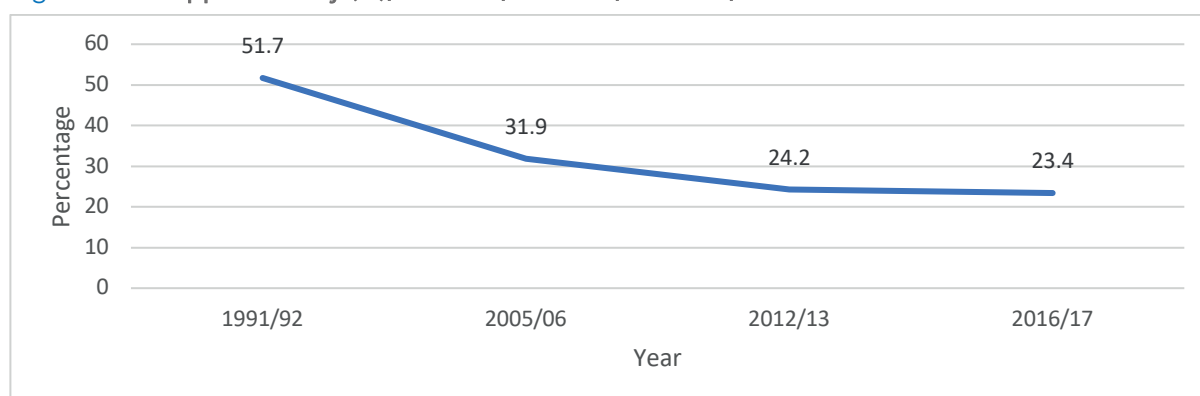
Extreme poverty declined from 37 percent in 1991/92 to 16.5 percent in 2005/06, and further reduced to 8.4 percent in 2012/13 and 8.2 percent in 2016/17. Poverty also declined from 51.7 percent in 1991/92 to 24.2 percent in 2012/13 and 23.4 percent in 2016/17 as shown in Figure 3.15. The rate of poverty reduction has however slowed since 2012/13. The level of poverty based on the upper poverty line declined at a rate of 2.74 percent per annum between 1991/92 and 2005/06 compared to a rate of 0.83 percent between 2012/13 and 2016/17.

⁴¹ International Organization for Migration Ghana Annual Report, 2018

⁴² 2021 Budget Statement of Ghana

⁴³ Progress Report on the African Institute for Remittances, 2018

Figure 3. 17: Upper Poverty (%), 1991/92, 2005/06, 2012/13, 2016/17



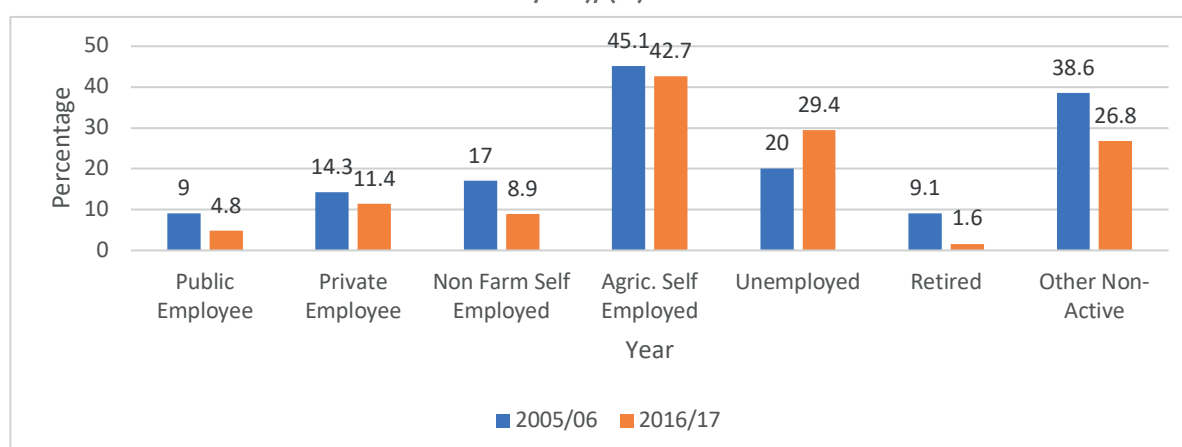
Source: Ghana Statistical Service, Poverty Trends in Ghana, 2018

Despite the general reduction in monetary poverty, evidence shows that multidimensional poverty⁴⁴ is considerably higher. Data from GSS indicate that 45.6 percent of Ghanaians were multi-dimensionally poor in 2016/17. The intensity of poverty is reported to be 51.7 percent, signalling a significantly higher deprivation among the poor population. Much of the deprivation is due to lack of health insurance coverage, undernutrition, school lag⁴⁵ and lack of educational qualification.

About 82.3 percent of the monetary poor are also multidimensionally poor. Poverty is consistently higher in rural than urban areas, as well as the northern belt than the middle and southern belts of the country. Multidimensional poverty rate for rural populations was found to be 64.6 percent compared to 27.0 percent for the urban in 2016/17. Across regions, the incidence of multidimensional poverty is reported to be highest in Northern region (80.8%), Upper East (68.0%) and Upper West (65.5%) in 2016/17 while Greater Accra, Ashanti and Eastern regions registered the least incidences of 22.5 percent, 31.1 percent and 44.0 percent respectively in the same period.

The incidence of poverty differs across different groups of employment status. It is lowest among households headed by retirees and public employees but highest for those headed by agricultural self-employed persons and the unemployed as shown in Figure 3.16.

Figure 3.18: Poverty Incidence, by Employment Status of Household Heads, (Upper Poverty Line of GHS 1,314), (%):2005-2017



Sources: Ghana Statistical Service, GLSS 7: Poverty Trends in Ghana, 2018

⁴⁴ Multidimensional Poverty Report, 2020.

⁴⁵ The school lag variable captures pupils who are two or more years behind the grade they should be in, based on their age.

Inequality

Income inequality as measured by Gini coefficient shows a widening and uneven income distribution from 37 percent in 1991/92 to 43 percent in 2016/2017. However, the rate of increase has slowed between 2005 and 2017. Income inequality is more prevalent in the rural areas reaching 41.8 percent in 2016/2017 than urban (37.9%). Rural inequality has been increasing steadily since the 1990's compared to the urban. The northern belt experiences higher inequality than the middle and southern belts, with Greater Accra and Eastern regions reporting the least incidence.

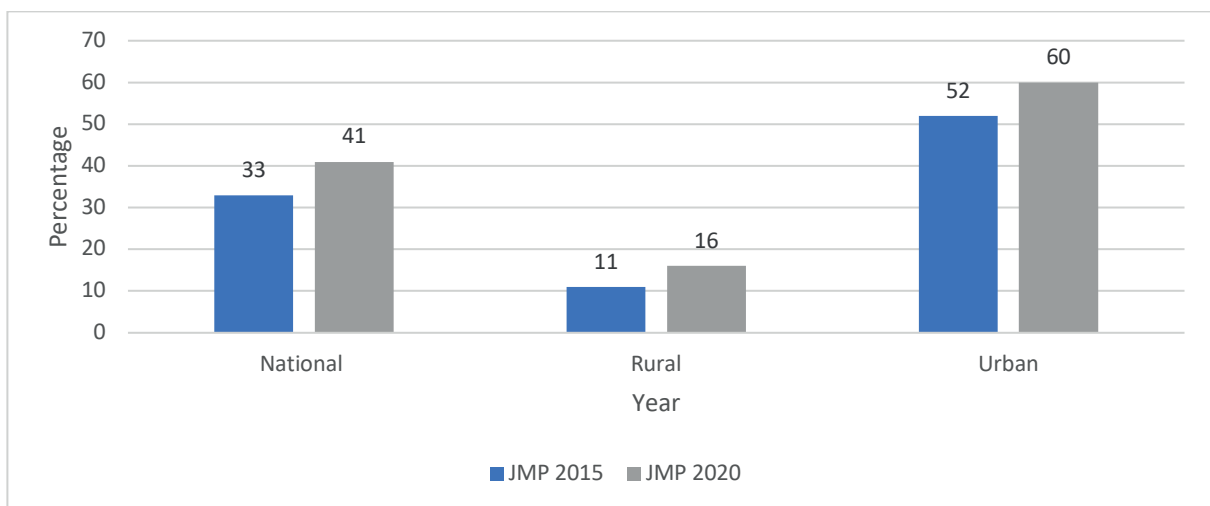
In terms of socio-economic groups, inequality is highest among households headed by males than females. Inequality has been declining relatively faster for female headed households than male headed households since 2012/13. A similar situation of higher inequality is observed among households headed by agricultural self-employed, unemployed, and the economically in-active but least for households headed by public employees and non-farm self-employed. Income disparity is much pronounced among the uneducated groups but least for those with secondary and tertiary educational qualifications.

3.2.6 Water and Environmental Sanitation

Basic and safely managed drinking water services

According to 2021 Joint Monitoring Programme (JMP), there has been a general progress in access to at least basic drinking water services (both basic and safely managed drinking water services) from 80 percent in 2015 to 86 percent in 2020. On the average there has been a 5-percentage point increase at the national, rural and urban levels. Basic drinking water services which include access to improved drinking water sources with a collection time of 30 minutes for a round trip declined from 47 percent in 2015 to 45 percent in 2020. Also, the percentage of population with access to safely managed drinking water services improved from 33 percent in 2015 to 41 percent in 2020. Similar increase in percentage points were recorded at the rural and urban level as shown in Figure 3.20.

Figure 3.19: Safely Managed Drinking Water



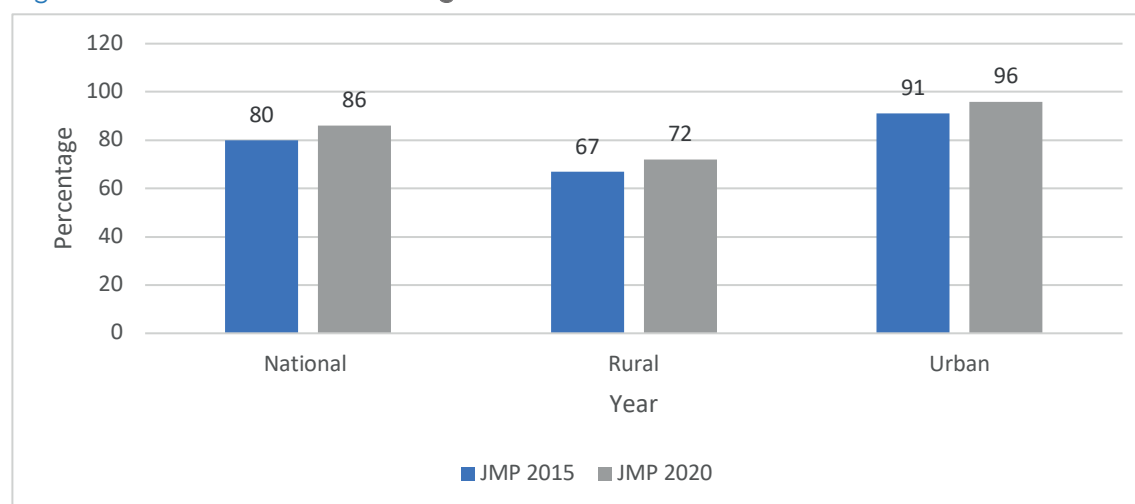
Source: Ministry of Sanitation and Water Resources, 2020 APR

Non-Revenue Water ⁴⁶(NRW) in urban areas declined to 50.52 percent in 2019 from 53.41 percent, remained the same in 2020 (50.52%) and missed the target of 48% for 2020. Interventions implemented

⁴⁶ Non-revenue water is the difference between the amount of water put in the distribution system and the amount of water billed to the consumers.

within the medium-term included a dedicated Pro-Poor Unit established in Ghana Water Company Limited (GWCL) to promote water services to low-income areas nationwide. In view of that, new service connections were provided to about 10,000 low-income households. Additionally, pipeline improvement works were completed, resulting in improved water supply service delivery to about 368,000 populations (equivalent to 74,000 households) in GAMA. Similar projects were implemented across the regions.

Figure 3.20: Access to Basic Drinking Water Services



Source: Ministry of Sanitation and Water Resources, 2020 APR

Sanitation Services

The population with access to basic sanitation services⁴⁷, according to 2021 Joint Monitoring Programme, improved from 19 percent in 2015 to 24 percent in 2020. Population practicing open defecation in 2020 marginally declined from 19 percent in 2015 to 18 percent. In addition, number of communities achieving open defecation-free status significantly increased from 21 percent to 81 percent.

Safely managed sanitation services⁴⁸ improved from 11 percent in 2015 to 13 percent in 2020 nationally, and (15%) in rural areas compared to (12%) in urban areas. The proportion of solid waste collected and properly disposed of in sanitary landfills in the five major cities (Accra, Tema, Kumasi, Takoradi, and Tamale) remained unchanged at 80 percent since 2018.

Hygiene

The proportion of the population that practice basic hygiene including the use of hand washing facilities with soap and water slightly improved from 41 percent in 2015 (2021 JMP) to 42 percent in 2020. The proportion was higher in urban areas (47%) than in rural (35%). Despite the progress recorded in the sector, quality drinking water and safely managed sanitation services continue to lag national and international targets. The analysis shows that urban sanitation infrastructure has not kept pace with high population growth rate and expansion of cities. As a result, a considerable number of the population still lack access to safely managed, reliable and quality drinking water and sanitation services. Additionally, there is inadequate maintenance of water distribution facilities that has, among others, resulted in large distribution losses.

⁴⁷ Refers to access to improved toilet facilities that are not shared with other households

⁴⁸ Meets requirements of basic services and where excreta are safely disposed of in situ or removed and treated offsite

3.2.7 Child Protection and Development

The medium-term objective was to ensure an effective child protection and family welfare system and the rights and entitlements of children.

The Child Protection and Family Welfare Policy Environment

A National Child Protection Toolkit was developed in 2018 and deployed to 1,300 communities across 100 districts and an Inter-Sectoral Standard Operating Procedures (ISSOP) to guide the delivery and referral of social welfare services for children across sectors. Other initiatives included the passage of the Adoption Regulation, 2018 (L.I. 2360) and Foster Care Regulations, 2018 (L.I. 2361); the development and operationalization of the Foster Care Operational Manual in 2018; the development of the National Standards for Foster Care in Ghana in 2020; and the passage of the Cyber Security Act, 2020 (Act 1038) and the Registration of Births and Deaths Act, 2020 (Act 1027).

The weaknesses in implementation and policy gaps in areas such as child poverty, child abuse, child labour, exploitation and trafficking, streetism (including migrant street children), as well as outdated child related laws and policies continue to undermine the welfare of children.

Coordination of the Child and Family Welfare System

The Department of Children recorded an increase in staff from 68 in 2018 to 98 in 2020. Targeted training of social, health and community development workers to improve service delivery for children had been carried out in 60 districts as at 2020. Coordinating mechanisms are currently being implemented to harmonise programming on child rights at all levels. Challenges impeding coordination of the child and family welfare system include inadequate resources, overlaps and duplication of institutional oversight and poor inter-sectoral coordination.

Awareness creation and enforcement of laws and rights of children

Key achievements include sensitisation programmes on child rights, violence against children, responsible parenting, the Child and Family Welfare and the Justice for Children Policies were carried out during the medium-term: increased campaigns on child labour in cocoa growing areas, children with learning disabilities and inclusive education, and fosterage in Ghana; community engagements through the Ghanaians Against Child Abuse (GACA); establishment of a national child parliament; and child rights promotion and awareness creation through radio and television programmes which reached about five million people.

There is inadequate awareness and enforcement of regulations on child related policies and laws, persistent discrimination against children with disabilities and special needs and under-reporting and use of traditional grievance handling systems for child rights violations.

Child Poverty

In 2020, it was estimated that 7 in every 10 children (73.4 percent) were multi-dimensionally poor. Children under 5 years suffer the highest form of deprivation (82.9%). Children are the most deprived in areas of sanitation, housing, learning and protection.

Over the medium-term, the Integrated Social Services (ISS) Delivery System was rolled out in 2020 to address key issues such as poverty and vulnerabilities among children in 60 MMDAs. These MMDAs were reported as using the Inter-Sectoral Standard Operating Procedures (ISSOP) for Child Protection and Family Welfare.

There is however, inadequate coverage of integrated social services and social protection programmes for children. Currently, access for children 0-8 years and vulnerable children, including those with

disabilities, to the ISS system is limited. The lack of a comprehensive information management system presents difficulties in targeting children with the needed interventions.

Child Welfare

In the medium-term, a database with 1,500 street children and head-porters (*kayaye*) was created. One hundred and sixty-eight of these were enrolled in schools (including vocational schools) and others re-integrated with their families. The number of children benefiting from the Livelihood Empowerment Against Poverty Programme increased from 449,440 in 2018 to 771,407 in 2020; and 3,632 children were placed in Residential Homes for Children (RCHs).

Fostering, which has traditionally been a useful safety net and training avenue for children from underprivileged families, has been often abused and turned into an avenue for child labour and trafficking. Residential homes that were found to be in violation of set standards of operation were closed down or earmarked for closure. Regional Foster Care Placement Committees were set up and a number of parents were recruited, trained and licensed to foster children. A register was developed to place children in foster care. Despite these achievements, alternative family-based care services for underprivileged children remain inadequate.

Early Childhood Care and Development

An Early Childhood Care and Development (ECCD) standards for children 0-3 years was developed in 2018. The Early Childhood Education (ECE) policy was launched in 2021. There is currently limited knowledge, data and research on ECCD issues, weak planning and enforcement systems and inter-sectoral coordination.

Justice for Children

In 2019, various cases of child-related offences, including child non-maintenance (3,731), defilement and attempted defilement (1,297), child trafficking (200), exposure of child to danger (72), child stealing (43) and forced and early child marriage (4) were recorded⁴⁹. Interventions undertaken include institution of a comprehensive support mechanism for victims of domestic violence by the Domestic Violence and Victim Support Unit (DOWVSU); establishment of child friendly gender-based violence courts in all regional capitals; and the development of the probation desk manual which reflects new laws on children and juveniles for probation officers. Despite efforts made over the years to strengthen correctional institutions for child offenders, inadequate funding and other resources, including professionals to facilitate the reformation and reintegration of these children into society continues to impede progress.

Child Labour

The 2017 MICS survey indicates that 27.9 percent of children aged 5-17 years were involved in child labour. It is more prevalent among boys (28.3%) than girls (27.5%) and in rural (37.1%) than urban areas (15.8%). Greater Accra Region has the least incidence (7.6%) of child labour, with Northern (49.6%), Upper West (44%) and Upper East (36%) regions recording the highest. Interventions to address child labour issues included the establishment of Child Labour Free Zones (CLFZs); a strategy on Anti-Child Labour and Trafficking in Fisheries; and a template for reporting on child labour activities by implementing partners of the National Plan of Action for the Elimination of Worst Forms of Child Labour (NPA 2).

⁴⁹ 2019 National Annual Progress Report

Child Online Protection

The National Cyber Security Centre, which was established in 2018, embarked on public child online protection education and launched an Internet Watch Foundation Portal (IWFP) to censor and “take-down” child sexual abuse materials. A Child Protection and Digital Forensic Laboratory was established to investigate cases on child online abuses. An Incident Reporting Point of Contact (POC) was also launched to report cyber security issues.

3.2.8 Support for the Aged

The total number of persons aged 60 years and above in Ghana was estimated at over 2 million in 2020.⁵⁰ The Ghanaian traditional family system provides a platform for mutual support and safety net. Most aged are dependent on their families and communities for financial and psychosocial support. However, in recent years, Ghana’s traditional family support system seems to be weakening, leaving the aged vulnerable and requiring external support.

A National Ageing Policy was launched in 2010 with the aim of ensuring that the aged enjoy security and dignity. However, little progress has been made as a result of the absence of the National Council on Ageing as proposed in the policy to coordinate implementation. The NHIS premium exemption policy for the aged (70 years and above) has also been introduced to ensure access to healthcare. These ageing-related interventions however do not have adequate investments.

The challenges of the aged include inadequate coverage of pensions; inadequate knowledge and understanding of ageing-related health issues leading to stigmatization, making them susceptible to social isolation and abuse. Other challenges are inadequate institutional care; high incidence of poverty; and limited access to health services for the aged in spite of being exempted from paying NHIS premiums. These have necessitated aged care and assistance to reduce their neglect and rejection⁵¹.

3.2.9 Gender Equality

The objectives of the medium term were to attain gender equality and equity in political, social and economic development systems and outcomes and promote economic empowerment of women.

Gender equality and equity in political, social and economic development systems

The persistent negative discriminatory socio-cultural, traditional belief systems and customary practices continue to breed early child marriage, female genital mutilation, operation of witch camps, sexual and gender-based violence.

Ghana recorded 16,586⁵² domestic violence cases in 2020 which included 305, 13 and 24 cases of rape, sexual abuse and sexual harassment cases respectively. During the medium-term, a Sexual Gender Based Violence (SGBV) Case Protocol and Codified Handbook was developed to guide DOWSU and the Police Service in handling SGBV cases.

Participation of women in public life continues to be low at national and sub-national levels, with a further decline from 30 percent in 2017 to 20.3 percent in 2020. The Ghana National Action Plan on Women, Peace and Security (GHANAP II, 2020 - 2025) and Mentorship Programme for Girls’ Empowerment and Affirmative Action (Gender Equality) Bill were developed to enhance women’s participation in decision making.

⁵⁰ Ghana Statistical Service, “2010 Population and Census, National Analytical Report”, 2013

⁵¹ Kpessa-Whyte, M., Tsekpo, K. Lived Experiences of the Elderly in Ghana: Analysis of Ageing Policies and Options for Reform. *J Cross Cult Gerontol* 35, 341–352 (2020). <https://doi.org/10.1007/s10823-020-09401-z>

⁵² Ghana Police Service Annual Crime Statistics, 2020

Economic Empowerment of Women

The female labour force participation rate (69.7%) is lower than male (72.3%). A larger proportion of females (9.2%) are unemployed compared to men (7.5%). More women (77.8%) than men (53.7%) are involved in vulnerable employment, that is, own-account workers and contributing family workers. On average, females receive lower earnings than males in all occupations⁵³. During the COVID-19 pandemic, the large number of women in temporary employment were estimated to be among the most vulnerable as the risk of losing their jobs.

3.2.10 Sports and Recreation

Globally, the sports industry is considered a major economic sector, creating jobs and incomes for a significant section of the population. It also creates a spirit of competitiveness and teamwork. Sports and recreation are intrinsically linked, and the promotion of recreation leads to a healthy society. Ghana continued to organise and participate in various local and global sporting events, both at competitive level and for cooperation purposes. In addition, sports infrastructure continued to be enhanced through the rehabilitation of the Robert Mensah Sports Stadium, the El-Wak Stadium, Aliu Mahama Sports Stadium and the Accra Sports Stadium, and the construction of Astro Turfs and Green Parks.

To enhance football administration and financing, a new GFA President, Executive Council Members and Regional Football Association (RFA) Executives were elected. The National Sports Authority continued efforts towards the establishment of a Sports Fund, enactment of a Legislative Instrument (L.I) of the National Sports Act and the passage of the National Sports College Bill.

Challenges in the sector include the neglect of lesser-known sports and limited attention to school sports which promotes health and career pathways; inadequate and poor facilities, encroachment on sporting and recreational land; low participation of vulnerable groups including PWDs, children and the aged; declining public interest in locally organised sports; inadequate gender equity and low investments in sports development.

3.2.11 Youth Development

The youth constituted 9.7 million (34.2%) of Ghana's total population in 2016/2017, comprising 51.5 percent females and 49.5 percent males. Currently, an estimated 16.9 percent of the youth are unemployed, with a labour underutilisation rate of 42.0 percent⁵⁴. The GLSS 7 report shows that unemployment is predominant among the youth with WASSCE, O' level and A' Level qualifications (19.7%), followed by those with tertiary qualifications (13.0%). Youth with no education recorded the lowest unemployment rate of 9.4 percent.

In order to address the youth unemployment situation, Government provided over 55,000 youths with employable skills and trained 1,597 out of school youth in soft skills including leadership. The number of jobs created under the Youth Enterprise Scheme, Nation Builders Corps and National Entrepreneurship and Innovation Programmes exceeded the target of 246,700 to 265,463 in 2020 as compared to 107,576 in 2019.

The National Youth Policy (2010) was revised to prioritise investments in education, health and reproductive health, employment, and youth empowerment. Ten youth resource centres were constructed to provide the youth with spaces for engagement, and the Youth Development Index was

⁵³ Refer to the Employment and Decent Work focus area for details on gender earnings gap.

⁵⁴ Ghana Living Standard Survey, 2017.

developed to track the progress of youth empowerment in Government's quest to harness the demographic dividend.

In spite of these successes, the youth continue to face the challenges of underemployment; limited access to start-up capital; mismatch between skills and industry demand for labour; limited participation in political governance and decision making; and low interest in agribusiness.

3.2.12 Social Protection

Ghana has been implementing various social protection interventions to address poverty and vulnerability among identified population groups. These include the National Health Insurance Scheme⁵⁵, Ghana School Feeding Programme (GSFP) and Livelihood Empowerment against Poverty Programme (LEAP).

The total number of households that received bi-monthly cash grants through the LEAP programme increased from 332,200 in 2019 to 344,023 in 2020. Among the direct beneficiaries of the programme included orphans and vulnerable children (44.87%), the elderly (27.32%), persons with severe disability (16.97%) and infants and pregnant women with children under one year (10.8%). Females constituted 54.8 percent of the beneficiaries and males, 45.2 percent. Female-headed households constituted 60.7 percent of beneficiary households and male-headed households, 39.3 percent.

In order to reduce the travel time of beneficiaries, 3,111 pay points were established in new LEAP communities in all 260 districts across the country in 2019. The LEAP Management Secretariat reviewed the LEAP operations manual and conducted field visits to eighty selected districts to monitor and evaluate beneficiaries' adherence to co-responsibilities, linkages to complementary services and the impact of the programme on their lives. The Complementary Livelihood Asset Support Scheme (CLASS), a component of the Ghana Productive Safety Net Project, was developed with productive and financial inclusion measures to provide sustainable income earning opportunities for beneficiaries.

In addition, under the 'Integrated Decentralised Social Services in Collaboration' project, a total of 136,748 LEAP beneficiaries were registered onto the NHIS in 2019, increasing the enrolment of indigents, including *kayayei*, inmates of psychiatric homes and prisons, GSFP beneficiaries and PWDs onto the NHIS.

Over the medium term, Government continued with the development of the Ghana National Household Registry (GNHR)⁵⁶ to improve targeting of social interventions. As at 2021, the register for five regions, namely, Upper East, Upper West, Savannah, Northern and North East were completed and are available for use.

In spite of the achievements, structures for coordinating social protection programmes at the sub-national levels (regional, district and community) are inadequate. Funding for the implementation of social protection interventions and coverage of vulnerable populations, including those outside of households, for many social protection initiatives is inadequate. The limited national targeting mechanism (including the delay in completing the Ghana National Household Registration exercise) poses a challenge to expanding coverage of interventions. There is also weak monitoring and evaluation of social protection for formal sector workers.

⁵⁵ Refer to the Health and Health Services focus area for details on the NHIS

⁵⁶ The objective of the GNHR is to create a Single National Household Register from which all social protection programmes in Ghana will select their beneficiaries.

Pensions

Pension plans for the aged are inadequate as more attention was given to formal sector workers as against the large population of workers in the informal sector. In 2019, a total of 214,800 persons received pension payments under the Social Security and National Insurance Trust (SSNIT). As of 2019, 31 informal sector pension schemes had been established. Informal sector workers are now able to contribute to Tier 3 of Ghana's Pension scheme through the Provident Fund and other private pension schemes. The number of informal workers contributing towards their pensions increased from 148,000 in 2017 to 315,890 in 2020. Some of the challenges affecting pensions include low pensions paid to some beneficiaries as a result of low declared salaries which exclude allowances on which contributions are paid and inadequate awareness and low coverage of informal sector pension schemes.

3.2.13 Disability-Inclusive Development

Over the medium term, Government embarked on various activities geared towards promoting full participation of persons with disabilities (PWDs) in social and economic development, politics, electoral democracy and governance, and enjoyment of all the benefits of Ghanaian citizenship.

Economic Empowerment

In 2019, Government provided financial support totalling GH¢4 million to a number of entrepreneurs with disabilities to expand their businesses. In 2020, MMDAs complied with the directive of disbursing 3 percent of their District Assembly Common Fund (DACF) to PWDs.

Access to Assistive Devices

There is limited supply of assistive devices and facilities for different categories of PWDs. Key among them are hearing aids, braille displays, universally designed vehicles, parking places, driving license, port terminals, accessible ICT services and illustrators. Over the medium-term, some students with disabilities in selected tertiary institutions were provided assistive technology-enabled devices and training under the Ghana Investment Fund for Electronic Communications.

Participation in Decision-making and Electoral Democracy

Participation of PWDs in decision making, measured by their representation in public life is low. As of 2020, only 32 PWDs were Assembly Members of MMDAs and 4 occupied the positions of Minister of State, Chief Executive of a Public Institution, Chief Executive of an MMDA and Leader of a major political party. In the medium term, Government embarked on an affirmative action to include PWDs in local Government through a directive for the appointment of at least one PWD in all MMDAs.

Persons with Disabilities face various limitations in accessing their right to effectively and fully participate in electoral democracy. This is partly due to inadequate disability-friendly voting procedures, facilities and materials.

Policy Environment and Coordination of Disability Issues

The process of amending the Disability Act 2006, (Act 715) to include important provisions of the UN Convention on the Rights of Persons with Disabilities (CRPD) continued over the medium term. Provision has also been made in the Disability Amendment Bill to establish a Disability Fund.

There is limited disaggregated data on PWDs for the formulation, profiling, targeting, implementation, monitoring and evaluation of policies and plans. The National Council for Persons with Disabilities (NCPD) is resource constrained, including finance and human resource, to carry out its mandate. There are also inadequate budgetary allocations to sectors to ensure the provision of inclusive services and special provisions for PWDs. As part of efforts to promote coordination of PWDs, an Inter-Ministerial

Coordinating Committee on decentralisation and the Office of the Head of Local Government Service have been charged to ensure that disability issues are mainstreamed into MMDAs' budgets.

Discrimination

PWDs continue to suffer stigmatisation, abuse and discrimination as a result of limited understanding of disability issues and inadequate knowledge of the rights of PWDs. This discrimination is reflected in various aspects of their lives, in the form of non-recognition and support of their specific cultural and linguistic identity, including sign languages and deaf culture; interference in their privacy; inadequate standard of living and differential living conditions; inhuman or degrading treatment; abuse; exploitation; violence and discriminatory beliefs and systems⁵⁷, which have contributed to low self-esteem and confidence among PWDs.

Health and Reproductive Health

Persons with disabilities have the right to the enjoyment of the highest attainable standard of health without discrimination on the basis of disability. There is limited physical access to health infrastructure for PWDs, and the peculiar needs of women with disabilities are not adequately catered for. Specific health services, including those for early identification and intervention and minimising and preventing further disabilities, especially among children and older persons is weak. Furthermore, emergency medical preparedness and response services are not adequately responsive to PWDs.

Although rehabilitation centres have been provided across, the services they provide are inadequate, especially for health-related rehabilitation of persons who acquire disability in the course of life. There is high unmet need of women and girls with disabilities for sexual and reproductive health services as well as limited access to age-appropriate information and commodities on reproductive health and family planning.

Education

Persons with Disabilities are entitled to free inclusive education and special schools, education of children with multiple disabilities, non-discrimination in educational services, appropriate facilities and equipment in educational institutions and appropriate training for basic school graduates. However, there is currently inadequate and inequitable access to and support for inclusive education, special education and special teaching and learning aids for PWDs and people with special needs at all levels.

Infrastructure

Persons with Disabilities continue to have limited access to public and private buildings due to weak implementation of the Ghana Accessibility Standards on the Built Environment. They are unable to participate on an equal basis with others in recreational, leisure and sporting activities partly due to inadequate provision of appropriate instruction, training and resources and inaccessibility of sporting, recreational and tourism venues.

Employment

The unemployment rate among PWDs remains high due in part to negative perceptions, inadequate skills and employability. There are only a few rehabilitation centres, services and programmes available to facilitate effective social integration into community life, work and education for PWDs. Over the

⁵⁷ For instance, the section of the marriage registration requirements that a couple should be of 'sound mind' discriminates against persons with psychosocial or intellectual disabilities. Furthermore, there are cultural and societal beliefs that men with disabilities should marry women with disabilities and there is a degree of suppression of the rights of PWDs to decide freely and responsibly on the number and spacing of their children.

medium term, the manning of 50 percent of all toll booths in the country was allocated to PWDs and an Employment Equity Policy for PWDs is being drafted to harness productivity from PWDs.

3.2.14 Employment and Decent Work

Job Creation by Government

The number of jobs created by MDAs⁵⁸ initially decreased from 242,461 in 2017 to 174,282 in 2018 but later increased to 361,963 in 2019. The total number of jobs created through Government interventions decreased from 1,273,681 in 2017 to 1,098,790 in 2018 but increased to 1,252,518 in 2019⁵⁹.

Different forms of work engaged by the Ghanaian population

About three-quarters (70.7%) of the population aged 15 years and older were engaged in some form of work in 2016/17⁶⁰. The majority (65.0%) of the population work for pay or profit, 3.3 percent work for their own final usage, and 1.8 percent work without pay to acquire experience or skills. Voluntary work which provides a platform for people to contribute to community and national development, social inclusion and integration accounted for just 0.6 percent of the working age population.

There are work disparities among gender, locations, and regions. A higher proportion of males than females, and rural than urban workers work for pay or profit. Volta Region (73.4%) is characterized by a greater proportion of persons working for pay or profit, with Upper West Region reporting the least (50.8%). A large fraction of people in Greater Accra (36.1%) followed by Ashanti region (33.5%) are not engaged in any form of economic activity.

Informality and employment status

Ghana's labour market is dominated by informality⁶¹. About 71.3 percent of total employment was in the informal sector (GLSS 2016/17). Informality is higher among males and in rural areas. The Ashanti (26.3%) and Greater Accra (23.8%) regions alone account for about 50.1 percent of total informal workers. Informality is more associated with the young population, with those in the age cohort 20 to 39 years accounting for almost two-thirds (66.7%) of total informal workers.

65 percent of the population aged 15 years and older are employed. However, a greater proportion (66.2%) of workers are engaged in vulnerable employment, of which own-account and contributing family workers contribute 49.2 percent and 17.0 percent respectively. Females and rural workers dominate vulnerable employment and are underrepresented in paid and skilled employment. The northern regions of Ghana are characterised by low paid employment. A higher proportion of workers in Greater Accra (46.5%) and Ashanti (36.1%) regions are engaged in paid employment with the Northern Region (12.3%) reporting the least.

Labour Underutilization: Unemployment and Underemployment

Overall, the unemployment rate has more than doubled since the early 1990s, increasing from 3.6 percent in 1991/92 to 8.4 percent in 2016/17 as shown in Figure 3.19. Similar to unemployment, time-related underemployment increased from 10 percent in 1991/92 to 21.4 percent in 2016/17.

⁵⁸ This excludes employment figures from the Ministry of Tourism and Creative Arts Development.

⁵⁹ MELR 2019 Annual Progress Report

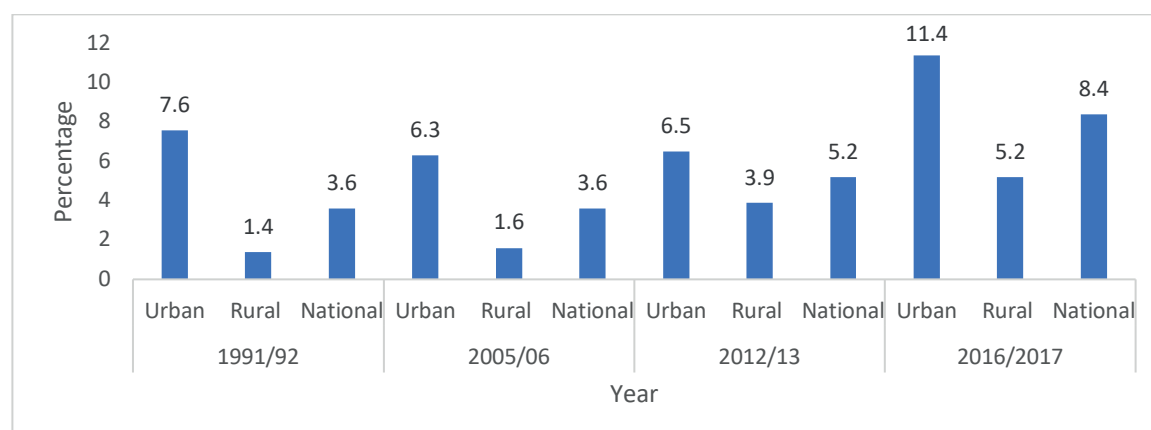
⁶⁰ GLSS 7

⁶¹ Engagement in informality refers to persons who, in the reference period, were either employed in informal sector enterprises (Informal sector employment) or employed in informal jobs (Informal employment). From GLSS 7 Main Report, 2019

Inadequate decent employment and earning opportunities compel some persons to seek for “survival jobs” which are mostly characterized by insecurity, insufficient working hours and compensation, and low skills.

Labour underutilization varies across gender, age, location and region. Unemployment is substantially worse among the youth, female and urban populations. By region, unemployment is found to be highest in Greater Accra followed by Ashanti but least in Upper East. On the other hand, underemployment is largest among females, rural areas, Northern and Central regions.

Figure 3.21: Unemployment Rate, by Location (%): 1991/92, 2005/06, 2012/13, 2016/17



Source: GLSS 3, 5, 6 and 7 Main Reports, 1995, 2008, 2014, 2019

Gender Earnings Gap

Gender earning disparities persist in Ghana’s labour market, with females reporting relatively low average cash earnings in both skilled and unskilled occupations. The average monthly cash earning of females (GHS 654) was estimated to be about two-thirds of what their male counterparts received in 2016/17 as shown Table 3.7.

Table 3.7: Average monthly cash earnings of paid employees 15 years and older, by main occupation and sex, 2016/17 (GHS)

Occupation	Male	Female	Both sexes
Legislators/managers	1,891	1,649	1,822
Professionals	1,171	912	1,063
Technicians and associate professionals	1,290	961	1,191
Clerical support workers	902	709	823
Service/sales workers	779	432	618
Agricultural/fishery workers	1,052	805	1,000
Craft and related trades workers	1,071	340	938
Plant machine operators and assemblers	1,039	546	1,017
Elementary occupations	736	332	577
Other occupations	2,375	-	2,375
Total (Average)	1,053	654	928

Source: Ghana Statistical Service, 2019

Employment of Migrants

The GLSS 7 report shows that over 20 percent of the migrant population in Ghana migrated for employment purposes including job transfers and searches among others. The proportion of the population who migrated for employment purposes is higher in rural (33.0 percent) than urban localities (29.1 percent).

More than half (51.0 percent) of migrants aged 15 years and older in Ghana are self-employed, and about one third (34.6 percent) are employed by the private sector. The Government sector employs 8.4 percent of migrants. By occupation, a larger proportion of migrant workers is engaged in services and sales (37.4 percent), and agricultural, forestry and fisheries (32.7 percent).

Migrants incur varied recruitment expenses prior to securing jobs. Ghana Statistical Service in 2020 highlights a high recruitment cost among Ghanaian workers abroad. There are also concerns about migrants involved in anti-social activities and conflicts between Ghanaian and non-Ghanaian business owners in some trading activities.

3.3 SUMMARY OF KEY ISSUES

Key issues requiring attention during the medium term per focus area include:

3.3.1 Education and Training

Geographical disparities in access to quality education at all levels; poor learning outcomes at all levels of education; gender disparities at senior high school and tertiary levels; high teacher attrition and absenteeism rates; inadequate school infrastructure; low participation of females in learning of science, technology, engineering and mathematics; inadequate and inequitable access to education for PWDs and people with special needs at all levels; high dropout rate for both adolescent boys and girls; unsupportive school environment to facilitate re-entry into school; inadequate funding for education; and inadequate information on lifelong learning opportunities for non-literate youth and adults.

3.3.2 Health and Health Services

Gaps in access to health infrastructure and services; inadequate emergency services; poor quality of healthcare services; unmet need for mental health services; increased cost of healthcare delivery; limited financing of the health sector; inaccessible health facilities to PWDs; limited supply of personal protective equipment; limited supply of assistive devices for PWDs; inadequate mental health facilities at regional and district level; inadequate financial and human resources for mental health delivery; increasing burden of NCDs on national expenditure; increased NCDs related deaths and high incidence of HIV and AIDS among young persons.

3.3.3 Food Systems Transformation and Nutrition Security

Poor knowledge of agroecology and unsustainable production practices; dwindling fish stock; weak enforcement of fishery laws; low biosecurity; high mortality of fish breeds; high cost of inputs; high post-harvest losses; poor food storage techniques; inadequate efforts to manage food maintenance systems; limited food fortification, limited value-addition; high costs of transporting food; increase in the consumption of ultra-processed and convenience foods; inadequate mainstreaming of nutrition into the health sector; triple burden of malnutrition, rise in obesity and diet related NCDs; weak nutrition-sensitive planning and programming; weak food systems and nutrition institutional framework and coordination; and weak M&E of food systems.

3.3.4 Population Management and Migration for Development

Weak management of population issues; inadequate funding for population programmes and projects; untapped benefits of the youth bulge; weak coordination of implementation, and inadequate funding for the civil registration and vital statistics system; unmet needs for sexual and reproductive health services; inadequate financial support for family planning programmes; increased barriers to regular migration; poor coordination of remittances landscape in Ghana; low capacity of relevant migration management stakeholders and inadequate funding for implementation of the National Migration Policy.

3.3.5 Reducing Poverty and Inequality

Slow rate of decline in poverty across geographical areas and among different population groups; high incidence of multi-dimensional poverty and persistent income disparity across socio-economic groups and geographical areas (regions and ecological zones).

3.3.6 Water and Environmental Sanitation

High default rate in payment of water bills; inadequate maintenance of facilities; high distribution losses; inadequate access to water services; poor attitude of citizenry towards environmental sanitation; high prevalence of open defecation; high user fee for sanitation services; poor sanitation and waste management; low level of investment in sanitation sector; limited sewerage coverage; and poor collection, treatment, and discharge of municipal and industrial waste water.

3.3.7 Child Protection and Development

Policy gaps in addressing pertinent child protection issues (e.g. streetism, *kayayei* and child online safety); limited access to justice for children in conflict with the law; limited number of child protection committees in local communities; prevalence of child abuse; increasing child rights violations; limited awareness on child rights and development issues; inadequate alternative care services for children; inadequate coverage and targeting of social protection programmes for children; institutional and structural deficiencies; weak information management of children's issues and uncoordinated methods in adequately targeting children for social protection interventions.

3.3.8 Support for the Aged

Unexplored opportunities to harness the experiences of the aged to contribute to national development; inadequate care for the aged; low gender sensitivity in addressing the needs of the aged; abuse of the aged particularly women; chronic age-related health conditions; poor geriatric care and lack of coverage of population aged 60 - 69 in the exempt category of the NHIS.

3.3.9 Gender Equality

Negative discriminatory socio-cultural, traditional beliefs and customary practices; Sexual and Gender-Based Violence (SGBV); poor coordination of support services for SGBV victims; low participation of women in public and political office; high Unpaid Care Work (UCW) burden on women and girls; low labour earnings by females; limited access to land, credit and other productive resources by women; inadequate generation and use of gender statistics; inadequate coordination, monitoring and evaluation of gender mainstreaming and inadequate training and resources for Gender Desk Officers.

3.3.10 Sports and Recreation

Inadequate and poor recreational and sports infrastructure; insufficient maintenance of sporting and recreational facilities; encroachment on designated sports and recreational lands; inadequate disability,

child- and aged-friendly sports facilities; weak capacity for sports development and management; low participation of persons with disability (Persons with disabilities) in sports; neglect of lesser-known sports and limited attention to school sports; weak institutions for marketing; inadequate and unbalanced investment in sports development; under-utilisation of economic potential of sports; weak public-private sector collaboration in sports development; limited mentorship in the sports sector and limited targeting of participation in international events by sports association.

3.3.11 Youth Development

Untapped benefits of the youth bulge; inadequate investments in young people; high unemployment, underemployment and vulnerable employment among the youth; limited opportunities for youth involvement in national development; limited access to start-up capital and other productive resources; limited participation of the youth in public life; high incidence of violence and crime among the youth; limited respect for the rights of the youth; low patriotism and volunteerism among the youth and weak coordination of youth-related institutions and programmes.

3.3.12 Social Protection

Inadequate and limited coverage of social protection programmes; limited national targeting mechanism for social protection; inadequate coordination of implementation of social protection interventions; low pension payments; inadequate awareness and low coverage of informal sector pension schemes and weak monitoring and evaluation of social protection especially for the formal sector.

3.3.13 Disability-Inclusive Development

Inadequate opportunities for persons with disabilities to develop and utilise their potential; limited access to quality inclusive education for PWDs; inadequate awareness of and implementation of the Ghana Accessibility Standards on the Built Environment; Inadequate access to, and protection of the rights and entitlements of PWDs; inadequate representation of PWDs in public and political leadership; inadequate coordination and enforcement of legislations on PWDs; and limited disaggregated data on PWDs for the formulation, profiling, targeting, implementation, monitoring and evaluation of policies and plans.

3.3.14 Employment and Decent Work

Low levels of technical and vocational skills; inadequate entrepreneurial skills and business development services; inadequate opportunities for retraining, skills upgrade and innovation; mismatch between training/skills and the needs of the labour market; lack of objective national productivity measurement; inadequate data on job creation; weak cooperative regulatory systems and labour administration; increasing irregular labour migration, high recruitment cost and low skilled jobs among migrants; substantial gender gaps in skilled jobs and earnings; inadequate policies to promote access and employment equity for PWDs.

3.4 MEDIUM-TERM GOAL

The medium-term goal of the Government for social development is to create opportunities for all Ghanaians.

3.5 MEDIUM-TERM POLICY OBJECTIVES AND STRATEGIES

3.5.1 Education and Training

The policy objectives of the medium-term are to enhance equitable access to, and participation in quality education; strengthen competency-based skill development in technical and vocational education; promote inclusive education; ensure a safe and supportive environment for re-entry of dropouts into school; promote equitable access to e-learning; strengthen school management systems; ensure sustainable financing of education; and promote literacy and life-long learning.

Enhance inclusive and equitable access to, and participation in quality education at all levels

The strategies to be pursued include continuing implementation of free SHS to include TVET; enhancing quality of teaching and learning environment at all levels; promoting the 'right age enrolment' in basic education and continuing the establishment of well-resourced and functional model senior high institutions in all districts. Others are: expediting the implementation of the Ghana Accountability for Learning Outcomes Project (GALOP); developing standards and national assessment test for foundational literacy and numeracy competencies at primary level; and accelerating the implementation of early childhood development policy on education.

Strengthen competency-based skill development in technical and vocational education

Strategies to be implemented include promoting the importance of TVET education; strengthening standardisation and coordination of existing public technical and vocational institutions; promoting students' industrial attachment, coaching and mentoring programmes; and instituting a national tracer survey to evaluate the relevance of education and skills set in the labour market.

Promote inclusive education

The strategies to achieve this policy objective include: ensuring inclusive education for PWDs and people with special educational needs; providing facilities in all learning centres to improve access for PWDs and people with special needs; ensuring the provision of support measures to learners with disabilities in environments that maximize academic and social development; recruiting more teachers and professional staff (including sign language interpreters and braille transcribers) at all levels of education; and enhancing scholarships for PWDs.

Ensure a safe and supportive environment for the re-entry of dropouts into school

The strategies to pursue this policy objective include: facilitating the re-entry of dropout boys and girls including adolescent mothers back into school; strengthening partnerships and financing among NGOs and Government in the re-entry of school dropouts; promoting and investing in a safe and supportive school/community environments for pregnant schoolgirls and young mothers; strengthening the delivery of counselling services in schools; and promoting social education and acceptance of re-entry policy among stakeholders in schools and communities.

Promote equitable access to e-learning

Some strategies to be pursued are to ensure adequate and accessible infrastructure, tools and skills to facilitate e-learning and teaching; improve research and innovation on e-learning; promote dialogues and public engagement on e-learning; and ensure adequate provision of e-learning tools for persons with disabilities.

Strengthen school management systems

Strategies to be pursued are to review and improve school management systems and protocols; continue implementation of the programme for teacher development, actualization and professionalization; ensure full implementation of decentralised management of education service delivery; implement reforms and strengthen education regulatory agencies; ensure adequate supply of teaching and learning materials; and promote quality EMIS data collection and use at community and district levels.

Ensure sustainable financing for education

Measures to achieve this objective include exploring resource mobilisation for non-formal education at all levels; enhancing accountability for utilisation of earmarked education resources in tandem with regulations in the Public Financial Management Act, 2016 (Act 926); and ensuring the allocation of funds to implement the inclusive education policy.

Promote literacy and lifelong learning

The strategies include: strengthening inter-sectoral links to ensure lifelong learning opportunities for non-formal graduates; improving opportunities for non-literate youth and adults to have free access to meaningful quality education and training; promoting the application of acquired functional skills of learners to create wealth and reduce poverty; sustaining learning interest and literacy skills of neo-literates through the creation of a literate environment in the local language and in English; and increasing access to school and public library facilities.

3.5.2 Health and Health Services

The objectives of the medium-term are to ensure accessible and quality Universal Health Coverage for all; improve mental health administration and service delivery; strengthen healthcare delivery management system; reduce disability, morbidity and mortality; reduce non-communicable diseases; and reduce the incidence of new STIs, HIV and AIDS and other infections, especially among vulnerable groups.

Ensure accessible and quality Universal Health Coverage (UHC) for all

The strategies to be implemented include: accelerating equity-focused implementation of Community-based Health Planning and Services (CHPS) policy; building planning and monitoring capacity among health sector workers; expanding, upgrading and equipping health facilities with private sector involvement; revamping emergency medical preparedness and response services across the country; strengthening capacity and developing partnerships for local production of pharmaceutical diagnostics, reagents and PPEs among others; strengthening health referral system; and strengthening the district and sub-district health systems as the bedrock of the national primary healthcare strategy (Agenda 111).

Improve Mental Health Administration and Service Delivery

Measures to be implemented are accelerating implementation of the Mental Health Strategy; ensuring enactment and implementation of legislative Instrument for the Mental Health Act; and increasing public education and campaigns on mental health.

Strengthen healthcare delivery management system

Strategies to achieve this objective include: enhancing efficiency in governance and management of the health system; strengthening and improving coverage and quality of healthcare data capturing system and research in both public and private sectors; formulating and implementing health sector

capital investment policy and plan; improving production, training and equitable distribution of various categories of critical health staff; strengthening the capacity of health regulatory bodies to enforce medico-legal issues; finalising and implementing health sector decentralisation policy and strategy; and strengthening partnership with the private sector and community in provision of health services.

Reduce disability, morbidity, and mortality

Strategies to be implemented include strengthening maternal, new-born care, child and adolescent services; strengthening prevention and management of malaria cases; improving diagnosis, patient education, and counselling services for TB; scaling up community-based hypertension management project; intensifying and sustaining immunisation for all children under two; accelerating implementation of the national strategy for elimination of neglected tropical diseases and other diseases earmarked for elimination and formulating National Disability Health Strategy to ensure highest standard of health services to persons with disabilities.

Reduce non-communicable diseases

Strategies to achieve the objective include implementing the non-communicable diseases (NCDs) control; reviewing and scaling up the Regenerative Health and Nutrition Programme (RHNP); increasing taxes on tobacco, alcohol, and other unhealthy food products; increasing health promotion to reduce poor health choices and exposure especially among vulnerable groups; strengthening implementation of the WHO Framework Convention on Tobacco Control (WHO FCTC) and its protocols; implementing the WHO recommendations on the marketing of foods and non-alcoholic beverages to children; and accelerating the implementation of the global strategy on diet, physical activity, and health.

Ensure reduction of new HIV, AIDS/STIs and other infections, especially among vulnerable groups

Strategies to be implemented include expanding and intensifying HIV Counselling and Testing (HTC) programmes; intensifying comprehensive education on HIV/AIDS and STIs, including reduction of stigmatization; intensifying behavioural change strategies, especially for high-risk groups for HIV/AIDS and TB; Strengthening collaboration among HIV/AIDS, TB and sexual and reproductive health programmes; intensifying efforts to eliminate Mother-To-Child Transmission of HIV (MTCTHIV); improving access to antiretroviral therapy (ART); and supporting local production of ART commodities.

3.5.3 Food Systems Transformation and Nutrition Security

The medium-term objectives are to strengthen the food production sub-system including the agroecological and industrial food production systems; improve the food storage, preservation, and safety sub-system; promote food transformation; ensure food availability and accessibility; promote healthy and sustainable food environment and choices; promote nutrition specific and sensitive programmes and interventions; integrate nutrition into UHC; and improve food systems and nutrition governance.

Strengthen the agriculture production sub-system including the agroecological and industrial food production systems

Strategies to achieve this objective are to apply science and technology to existing farming systems; formulate and pass bye-laws to promote secure access to agricultural land by women, youth and migrant farmers; expand the proportion of land area under irrigated agriculture; promote seed and breed security; promote women's leadership and empowerment in food systems and agriculture; establish a well-structured subsidy scheme on fisheries inputs and develop appropriate fisheries infrastructure across the country.

Improve the food storage, preservation and safety sub-system

Strategies to be implemented are to develop and promote appropriate and innovative post-harvest technologies and methods; support small-scale farmers to reduce post-harvest losses; and identify and promote cost effective food storage and preservation technologies. Others are to institute measures to reduce food losses, waste and avoidance practices; establish effective food safety and security monitoring systems; and build resilience across the food system.

Promote food transformation (processing and value-addition)

Strategies to be implemented are to provide incentives to local processors who source their raw materials from smallholder farmers in rural areas; establish cottage industries for the processing and packaging of locally produced fruits and vegetables and other nutritious foods; expand and enforce food fortification laws and regulations; and stimulate local manufacturing and social marketing.

Ensure food availability and accessibility

Strategies to be implemented include improving the food distribution system; promoting farmers' markets along major trunk roads and designated places; promoting public-private partnership in cold chain systems; ensuring the development of sustainable food maintenance systems; and ensuring livelihood diversification in fishing communities.

Promote healthy and sustainable food environment and choices

Strategies to achieve this objective include enhancing or reforming food composition, marketing, retail, labelling and fiscal policies and laws; regulating unhealthy food and beverage promotion, sponsorship, and advertisement; updating and consolidating local food composition databases; and establishing regular surveillance and monitoring of the food environment. Others include ensuring the formulation of a well-planned awareness creation and advocacy strategy; and developing and disseminating dietary guidelines.

Promote nutrition specific and sensitive programmes and interventions

Strategies to achieve this objective include promoting the consumption of indigenous varieties of plant and animal source foods; sensitizing and educating the public on health benefits of farmed fish consumption; reducing infant and adult malnutrition; ensuring a strong and sustained environment and resources for breastfeeding promotion and protection; promoting healthy diets and lifestyles for all and strengthening early-warning and emergency preparedness systems and processes for food systems and nutrition security.

Integrate nutrition into UHC

Strategies to be implemented are to scale up and strengthen integration and implementation of Essential Nutrition Actions (ENAs); strengthen and expand the Micronutrient Powder Initiative; and implement actions to strengthen routine vitamin A supplementation of children.

Improve Food Systems and Nutrition Governance

Strategies to achieve this objective are to strengthen high-level political will and commitment; develop and implement a strategy and legal framework for food systems and nutrition governance; strengthen the Food Systems Transformation and Nutrition Security multi-sectoral platform; and institute sustainable mechanisms for funding food systems transformation and nutrition at all levels. Others are to integrate sector information management systems; strengthen M&E and accountability systems; and strengthen partnerships for nutrition action.

3.5.4 Population Management and Migration for Development

Policy objectives to be implemented in the medium-term are to improve population, civil registration and vital statistics management, maternal and adolescent reproductive health; harness the benefits of labour migration; harness the demographic dividend, and benefits of migration for socio-economic development; and promote good migration governance.

Improve population, civil registration and vital statistics management

Strategies to be pursued include: strengthening coordination, planning, implementation, monitoring and evaluation of population policies and programmes; facilitating the establishment of strong and effective implementation, coordination and funding mechanisms for registration, integration and authentication of civil events and vital statistics; promoting the production, dissemination, and use of vital statistics from civil registration processes; strengthening reliable system for collection, compilation, analysis, disaggregation, and dissemination of relevant and timely demographic data; and providing adequate funding to deliver equitable, accessible, and timely registration services.

Improve maternal and adolescent reproductive health

Strategies earmarked for implementation include: strengthening the integration of family planning education in adolescent reproductive healthcare services; providing adolescent corners at CHPS zones; eliminating child marriage; reducing teenage pregnancy; integrating culturally appropriate reproductive health education in curricula at all levels of education; increasing investment in family planning programmes at all levels; and improving quality of adolescent and youth friendly services.

Harness the demographic dividend

Strategies to be pursued include deploying the Youth Development Index to promote advocacy for increased investment in youth development; strengthening research and modelling on harnessing the demographic dividend; creating linkages between the education system and the labour market; increasing investment in quality, skill-specific human resources; placing entrepreneurship skills development at the core of job creation; directing growth strategies towards employment intensive sectors such as agriculture and manufacturing; increasing technological skills of the youth to expand their economic resourcefulness; increasing entrepreneurial skills development for unemployed youth to reduce dependence on public sector for jobs; supporting the youth to create and sustain modern and climate-smart agribusiness and creating an investment culture among the youth to spur economic growth.

Harness the benefits of migration for socioeconomic development

Strategies include: increasing sensitization on the dangers of irregular migration; promoting more avenues for regular migration, including its management; promoting initiatives to optimize brain gain (locally and internationally) and skill circulation through bilateral, multilateral, and regional programmes; promoting appropriate measures for preventing and managing internal displacement; reviewing the status of policy, legal and institutional framework for management of refugee and asylum situations; and ratifying and domesticating ILO Convention 189 on migrant domestic workers.

Promote good migration governance

Measures to be pursued include: providing adequate funding to strengthen implementation of the National Migration Policy; establishing and operationalizing the National Migration Commission; strengthening migration institutional structures or framework at all levels; ensuring the effective management of regular migration; promoting reciprocal relationships with the diaspora for socio-economic development; creating enabling environment for return and reintegration of Ghanaian

migrants; developing and enforcing legal and regulatory framework for migration; regulating and monitoring the entry, residence, employment and exit of immigrants; and strengthening migration data and information management systems.

Harness the benefits of labour migration

Strategies include expediting the implementation of the National Labour Migration Policy; improving labour market and migration information systems; facilitating negotiations and signing of social security portability agreements with major destination countries; and promoting international cooperation through bilateral and multilateral agreements on labour migration.

Harness remittances for national development

Strategies to be implemented include reducing remittance transfer costs; reviewing and strengthening the regulatory framework for international remittance markets in Ghana; improving coordination across Government and non-Government stakeholders; promoting transparency and ensure adequate consumer protection in remittances transfer processes; expediting digitalisation of Ghana's remittances market; and promoting collaboration between International Money Transfer Operators and Fintechs to leverage inbound remittances as a tool for financial inclusion

3.5.5 Reducing Poverty and Inequality

Policy objectives for the medium-term are to eradicate poverty and address vulnerability to poverty in all its forms and dimensions; and reduce income disparities within and across socio-economic groups and geographical areas.

Eradicate poverty and address vulnerability to poverty in all its forms and dimensions

Some strategies to achieve this objective are to promote fair and balanced allocation of national resources to ensure balanced development across geographical areas and socio-economic groups; strengthen the institutional capacity to reduce poverty and mitigate vulnerability to shocks; enforce the complementarity of existing social protection interventions through effective referral systems; implement active labour market policies to mitigate job and income losses; strengthen income support schemes to workers affected by health and non-health shocks (natural and man-made); and establish an emergency fund to support vulnerable groups.

Reduce income disparities within and across socio-economic groups and geographical areas

The key strategies are to expand economic opportunities and infrastructural development in rural areas, deprived zones and regions; accelerate the implementation of the Local Economic Development (LED) policy and private sector participation across the country; strengthen development authorities to promote equitable distribution of growth and encouraging inclusive tax policies to protect the poor.

3.5.6 Water and Environmental Sanitation

The medium-term policy objectives are to improve access to safe, reliable and sustainable water supply services for all; enhance access to improve and sustainable environmental sanitation services; and promote efficient and sustainable wastewater management.

Improve access to safe, reliable, and sustainable water supply services for all

The strategies to achieve this objective are to: implement measures to prevent and eliminate system and commercial losses; develop and implement District Water and Sanitation Plans (DWSPs) within MMDAs; ensure the provision of disability friendly water supply system; provide mechanised boreholes and small-town water systems to unserved areas; expand safe water production and distribution

systems; strengthen the implementation of cluster support programme for water and sanitation point management; harmonise the implementation of legislation regulating decentralised systems; accelerate the implementation of the Ghana Drinking Water Quality Management Framework; promote Household Water Treatment and Safe Storage (HWTS); accelerate the implementation of the Water for All Programme; and set up mechanisms and measures to support, encourage and promote water harvesting.

Enhance access to improved and sustainable environmental sanitation services

Strategies to be adopted are to scale-up sensitization campaigns to promote proper handwashing and hygiene practices particularly among children; use health, education, nutrition platforms to promote optimal WASH practices; enforce building regulation (including accessibility standards for PWDs) on the provision of toilet facilities in all homes; develop innovative financing mechanisms and scale up private sector participation and investments in the sanitation sector

Promote National Total Sanitation Campaign. Others are to accelerate the implementation of the “Toilet for All” programme; monitor and evaluate implementation of sanitation plan; and operationalize the sector information system (SIS) across all MMDAs.

Promote efficient and sustainable wastewater management

Strategies to achieve this objective are to develop and implement sewerage masterplans, including faecal sludge management and waste treatment facilities; promote recycling and safe re-use of wastewater; promote the use of efficient waste-to-energy technologies; attract private sector investment in wastewater management; and improve liquid waste management.

3.5.7 Child Protection and Development

The objectives for the medium-term are to prevent and protect children from all forms of violence, abuse, neglect and exploitation; promote the rights and welfare of children; and improve and strengthen the policy and legal environment, institutions and systems for child and family welfare.

Prevent and protect children from all forms of violence, abuse, neglect and exploitation

Strategies to be implemented are to develop and implement multi-sectoral plans of action to address issues of “streetism”, kayayei and other neglected conditions; implement and enforce comprehensive support mechanisms, including counselling, for victims of domestic violence including child victims; improve online protection for children; increase awareness on the effects of child labour. Others are to review and implement the National Plan of Action for the Elimination of Worst forms of Child Labour; operationalize the Ghana Child Labour Monitoring System (GCLMS); institute child protection committees in all communities; establish, refurbish and resource juvenile and family courts; develop standard operating procedures for correctional centres and existing remand homes and enforce compliance and improve and strengthen the policy and legal environment, institutions and systems for child and family welfare.

Promote the rights and welfare of children

Strategies to be carried out to achieve this objective are to promote positive cultural systems, traditions and gender-sensitive practices; promote positive parenting and gender socialization; promote public-private partnerships in the provision of alternative care services such as foster and kinship care; build capacity of the Adoption Authority and other key stakeholders to coordinate in-country and inter-country adoption of children in Ghana. Others are to update and accelerate the implementation of the

Early Childhood Care and Development Policy; and develop and implement policies and legislation for child survival, development and protection.

Improve and strengthen the policy and legal environment, institutions and systems for child and family welfare

Interventions to be implemented are to strengthen regulatory, multi-sectoral coordination and M&E systems; strengthen the Department of Social Welfare and Community Development to implement child related policies and regulations; strengthen mainstreaming of child development and protection issues into development plans and budgets of MDAs and MMDAs; facilitate children's participation in development planning processes. Others are to expand coverage of the Social Welfare Information Management System (SWIMS) to all districts; and strengthen growth monitoring, promotion, support and referral of children with developmental needs.

3.5.8 Support for the Aged

Policy objectives to be implemented will focus on enhancing the wellbeing and inclusion of the aged in national development, and the quality of geriatric healthcare system.

Enhance the wellbeing and inclusion of the aged

Strategies to be pursued to achieve the objective include facilitating the passage and implementation of the National Ageing Bill; creating a database on the aged to support policy making, planning, monitoring and evaluation; implementing measures to ensure economic well-being of the aged; promoting socially supportive community care systems for the aged. Others include promoting the establishment of safe spaces, day care centres and homes for the elderly and effectively regulating their operations; paying adequate attention to gender variations in ageing; promoting quality geriatric healthcare for the aged; reviewing NHIS policy on the exempt category to include population aged 60-69.

3.5.9 Gender Equality

The objectives for the medium-term are to attain gender equality and equity in political, social and economic development; strengthen gender mainstreaming, coordination and implementation of gender related interventions in all sectors; and promote economic empowerment of particularly women.

Attain gender equality and equity in political and social development

Strategies to achieve this objective include expediting the passage and implementation of the Affirmative Action (Gender Equality) Bill; reviewing and updating the National Gender Policy and implementation plan; enforcing gender related laws; implementing measures to promote reforms in socio-cultural norms and values inhibiting gender equality. Others include increasing education and advocacy on SGBV and other harmful cultural practices; developing and enforcing an Anti-Sexual Harassment law; instituting measures to sensitise, empower and build capacities of women to participate in leadership and decision making at all levels; promoting gender balance on all Government- appointed committees, statutory boards and other bodies; expanding programmes to mentor girls and create a pool of potential female leaders; and enforcing the Labour (Domestic Workers) Regulations 2020 (L.I. 2408).

Promote economic empowerment of especially women

The key strategies include: instituting measures to protect women's access, participation and benefits in all labour-related issues; enforcing legislation to ensure fair pay, conditions of service, and

promotions in both formal and informal economy among men and women; supporting the skilling of young women's pathways into conventional trades; promoting services that contribute to increasing income, women's empowerment, and the transformation of gender relations in the extractive industry; increasing technical and financial support to women-owned businesses and start-ups; introducing interventions to ensure women have equal access to land and other assets; and encouraging women in all forms of trades/profession to participate in associations to facilitate their access to information and other support services.

Strengthen gender mainstreaming, coordination and implementation of gender related interventions in all sectors

Strategies to be implemented include: intensifying an effective system for gender research, generation and use of gender statistics for planning, budgeting, monitoring and evaluation; developing capacities of relevant stakeholders for effective gender mainstreaming; establishing effective coordination and monitoring mechanisms for gender mainstreaming; and strengthening social accountability for gender equality. Others include decentralising the functions of the Ministry of Gender, Children and Social Protection (MoGCSP); instituting a framework for establishing and resourcing Gender Desk Officers at all levels; and strengthening gender-responsive budgeting.

3.5.10 Sports and Recreation

The objectives are to enhance sports and recreational infrastructure for all; build capacity for sports and recreational development; and ensure sustainable funding sources for growth and development of sports.

Enhance sports and recreational infrastructure for all

Measures to achieve this objective include promoting local manufacturing and affordability of sports and recreational equipment; developing and maintaining para-sports and disability friendly recreational infrastructure; promoting partnerships with private sector in development of sports and recreational infrastructure; ensuring compliance with Disability Act in the provision of sports and recreational facilities. Others include adopting a national framework for the development and maintenance of sports and recreational facilities; enforcing development of designated sports and recreational land use in all communities; instituting measures to reclaim lands earmarked for sporting and recreational activities; and integrating sports and recreational needs of the aged and children in the provision of facilities.

Build capacity for sports and recreational development

Strategies to be implemented are to: build capacity of sports managers, trainers, and trainees; expanding educational and training centres for sports administration and management; providing adequate logistics and equipment for sports competition; strengthening organisation of domestic competitive sporting events at all levels. Others include promoting formation of sports clubs and academies in all communities and educational institutions; strengthening agencies and sporting federations to develop and promote various sporting disciplines including less-recognised sports; investing in para-sports and universal recreation; engaging persons with disabilities in organisation, development and participation in disability-specific sporting and recreational activities; promoting gender equity in sports; and promoting sports in school curricula.

Ensure sustainable funding sources for growth and development of sports

Strategies to be implemented include developing a resource mobilisation strategy; establishing a Sports Development Fund; ensuring fair distribution of financial resources to all sporting disciplines; and developing accounting framework estimating the contribution of sports to the economy.

3.5.11 Youth Development

Policy objectives for the medium-term are to improve coordination of youth development; promote effective participation of the youth in socioeconomic development; promote youth participation in politics, electoral democracy, and governance.

Improve coordination of youth development

Strategies to be implemented to achieve this objective include strengthening coordination of youth-related institutions and programmes; and strengthening capacities of public institutions to engender youth development.

Promote effective participation of the youth in socioeconomic development

Measures to be pursued include: strengthening and harmonising the implementation of evidence-based youth employment programmes; strengthening career guidance and counselling for the youth; facilitating financial inclusion for the youth; facilitating access to quality post-basic education skills training to enhance employability of the youth. Others include developing and implementing apprenticeship and employable skill training for out-of-school youth and graduates; implementing specific climate responsive interventions and support the youth to harness opportunities in the green economy; and promoting and harnessing youth creativity and innovation.

Promote youth participation in politics, electoral democracy, and governance

Strategies to be pursued include: strengthening inclusion of civic education, governance and democracy in secondary and tertiary institution curricula; developing effective framework for youth involvement in politics and civic activities (including youth with disabilities); inculcating the values of patriotism, volunteerism, and community services in young people as part of their civic responsibility, including those aged 6-14; and promoting peacebuilding and conflict resolution among the youth.

3.5.12 Social Protection

The objectives for the medium-term are to strengthen social protection for the vulnerable and promote decent pensions.

Strengthen social protection for the vulnerable

Strategies earmarked to achieve this objective include: expediting the enactment and implementation of the national social protection law; strengthening coordination among implementers of social protection programmes; expanding the Ghana National Household Registry (GNHR) database to cover all 16 regions; strengthening targeting of social protection interventions using the GNHR; implementing viable and sustainable economic livelihood schemes for vulnerable people, including coverage of disability related expenses. Others include strengthening monitoring, evaluation and targeting of social protection for all vulnerable persons, including formal sector workers; establishing dedicated and sustainable funding arrangements for the national social protection scheme; and implementing the CLASS scheme alongside the LEAP cash grant for sustainable income earning opportunities.

Promote decent pensions

Measures to achieve this objective include: creating awareness on the Pensions Act, 2008 (Act 766) and pension schemes; decentralising validation of pension payments at MMDA level and fully automate the payment system; strengthening NPRA's supervisory role to ensure that Tier 2 Trustees prudently and effectively invest funds in their possession; establishing a system that ensures compulsory social security enrolment for the informal economy; and establishing dedicated and sustainable funding arrangements for the aged outside the pension scheme.

3.5.13 Disability-Inclusive Development

Policy objectives of the medium term are to promote equal opportunities for persons with disabilities in social and economic development; eliminate discrimination in all forms and protect the rights and entitlements of persons with disabilities; promote participation of persons with disabilities in politics, electoral democracy, governance and leadership; and strengthen institutions and systems that ensure the protection, inclusion and capacity building of Persons with Disabilities.

Promote equal opportunities for persons with disabilities in social and economic development

Strategies to achieve this objective include: developing and implementing a National Disability Inclusion Strategy; providing PWDs with improved range, quality and standard of free or affordable health care and programmes; providing access of PWDs to financial services, including loans, capital, savings, insurance and remittances. Others are to promote effective implementation; institute affirmative action in the employment of PWDs in all sectors; and promote the use of sign language and other modes and forms of communication in public institutions.

Eliminate discrimination in all forms and protect the rights and entitlements of Persons with Disabilities

Strategies to be implemented are to: facilitate the enactment and effective implementation of disability-based non-discriminatory laws; build the capacity of law enforcement agencies on the protection of rights and entitlement of PWDs; amend the Legal Aid Act and facilitate access to justice by PWDs; and sensitize the general public on the rights and entitlements of PWDs and build the capacity of parents and caregivers of children with disabilities (CRPD Article 23).

Promote participation of Persons with Disabilities in politics, electoral democracy, governance and leadership

Strategies are to: provide an enabling environment for PWDs to effectively and fully participate in national development; institute measures to strengthen political inclusion of persons with disabilities in national governance systems; enforce the affirmative action directive to appoint at least one PWD to all Metropolitan, Municipal and District Assemblies (MMDAs); build the capacity of PWDs to participate effectively in governance and democracy including politics and electoral processes; and enable all categories of PWDs to vote by secret ballot in elections and public referendums, using assistive and new technologies where appropriate.

Strengthen institutions and systems that ensure the protection, inclusion and capacity building of Persons with Disabilities

The key strategies include: expediting action on the amendment and implementation of the Persons with Disability Act 2006 (Act 715); updating and migrating data on PWDs into a disaggregated database to facilitate planning, implementation and M&E of all policies, programmes and projects; assessing and resourcing the National Council on Persons with Disability (NCPD) with adequate and skilled staff and other requirements to perform its functions effectively; decentralising the National Council on Persons with Disability to coordinate issues of disability; and facilitating the provision of inclusive services by all sectors.

3.5.14 Employment and Decent Work

Policy objectives identified to boost employment generation and quality jobs are to improve human capital development and management; and promote job creation and decent work.

Improve human capital development and management

Strategies to be pursued under this policy objective include: strengthening and promoting schemes that support skills training, internship and modern apprenticeship; developing a National Productivity Index; developing a national human capital development strategy that is responsive to skills requirement for sustained socio-economic growth and development; strengthening enforcement of existing labour laws and regulations as well as the labour administration systems. Others are to: promote harmonious industrial relations; accelerate the implementation of the National Labour Migration Policy; promote and enforce deeper and wider application of local content and participation laws.

Promote job creation and decent work

Strategies to be pursued under this policy objective include: facilitating the creation of decent jobs along value chains; strengthening the capacity of the Ghana Enterprise Agency (GEA) to promote decent job creation by micro, small and medium enterprises; expediting the completion and implementation of the policy on the formalisation of the informal sector; implementing labour-intensive interventions in line with local economic development agenda and national development objectives. Others are to: strengthen the linkages among social protection and employment services; institute measures and mechanisms to strengthen employment coordination, in all sectors of the economy; enhance implementation of affirmative action or positive discrimination with respect to vulnerable groups for participation in public interventions; promote entrepreneurship and financial support for persons with disabilities; facilitate equal opportunities for men, women and persons with disability; adopt and implement an employment equity policy for PWDs; and strengthen capacity of informal labour unions to engage in social dialogue.

3.6 MEDIUM TERM TARGETS

The broad medium-term targets to be achieved by the end of 2025 for education and training, health and health services, water and environmental sanitation, and population management are presented below (refer to Appendix 5.2 for details of medium-term targets for other focus areas of the Social Development Dimension).

Education and Training

Net enrolment ratio for kindergarten is expected to be 98 percent and 93.5, 60 and 45 percent for primary, JHS, and SHS respectively. Enrolment at the tertiary level is expected to reach 40 percent. Completion rates in primary 6, JHS and SHS are expected to be 100 percent. Proficiency rates for English and Mathematics are projected at 75 percent and 80 percent for primary 4, and 90 percent and 55 percent for primary 6 respectively.

Health and Health Services

Under-five and maternal mortality are expected to reach 40 per 1,000 live births and 70 per 100,000 live births respectively. The total malaria incidence per 1000 population is expected to reduce to 155 while the proportion of under-five malaria deaths to total under-five malaria cases is projected at 0.05 percent. HIV prevalence is expected to reduce to 1.45 percent and mortality rate attributed to non-communicable diseases (cardiovascular diseases or cancer, diabetes and chronic respiratory diseases) is expected to drop to 30 percent.

Food Systems Transformation and Nutrition Security

Domestic production of poultry doubled to about 57,871 MT by 2023; production of climate-resilient varieties of diverse vegetables and legumes, fruits, and biofortified staple crops increased by 40 percent

over 2020 levels by 2027; food losses reduced from 20.0 percent to 10.0 percent by 2018; women's empowerment in agriculture index (currently 0.71) increased by 20.0 percent by 2026; dietary diversity scores (currently 5 or less for women of childbearing age and adolescent girls) increased by at least 30.0 percent by 2024; rate of exclusive breastfeeding in the first six months increased from 42.9 percent in 2018 to 60.0 percent; reduce the prevalence of stunting in children under age five from 21.4 percent in 2017 to 12.8 percent; prevalence of childhood wasting reduced to less than 5.0 percent (7.1% wasting in 2017) in all areas of the country; prevalence of anaemia in women of reproductive age (15-49 years) reduced to 11.0 percent in non-pregnant women and 21.0 percent in pregnant women; percentage of infant and young children receiving minimum acceptable diet increased from 13.0 percent in 2018 to at least 30.0 percent; investments in nutrition-sensitive social safety nets for the most vulnerable households increased by 20.0 percent over 2020 level.

Water and environmental sanitation

Access to safely managed drinking water services and basic sanitation services are projected at 70 percent and 61.85 percent respectively. Percentage of distribution losses for urban is estimated at 45 percent while rural stands at 20 percent. The proportion of solid waste properly disposed off (major towns/cities) is expected to be 95 percent while the proportion of population whose liquid waste is safely managed is 45 percent.

Population management

The total population of Ghana is expected to be 34.4 million⁶². Total fertility rate is projected at 3.7. The National and urban household sizes are projected to be 4.3 and 3.5 respectively while the urban population is expected to increase to 62.6 percent of total population. The proportion of currently married women with unmet need for modern family planning will be reduced from 29.9 percent (2016) to 15.0 percent by 2024; reported cases of domestic violence reduced from 8,133 (2019) to less than or equal to 2,400 by 2024; The Affirmative Action (Gender Equality) is expected to be enacted and implementation commenced; the incidence of poverty reduced from 23.4 (2016/17) to 16.6 percent by 2024; and the percentage of children engaged in child labour reduced from 21.8 (2012/13) to 4.3 percent by 2024.

3.7 FLAGSHIPS FOR SOCIAL DEVELOPMENT

Education

1. Strengthen the implementation of free SHS to include TVET programmes.
2. Strengthen to increase the manpower resource and teaching facilities in the area of ICT to aid teaching in the public tertiary institution.
3. Develop and implement no guarantor policy for accessing loan by tertiary students.
4. Strengthen the implementation of Accountability for Learning Outcomes Project (GALOP) in low performing Basic education.
5. Develop a comprehensive teacher policy and implement Digital Literacy Project for teachers.
6. Train and employ more teachers for Early Childhood Education, Primary, French, STEM, TVET, Special Needs and other areas as needed
7. Deepen the implementation and use of the iCampus portal which provides free access to educational content for the core subject areas to all SHS students

⁶² Based on 2010 Census, Medium Projections

8. Continue to provide a 24-Hour dedicated television channel for the delivery of lessons on the GBC Digital Terrestrial TV (DTT) platform and the National DTT platform as a Free-to-Air Broadcast
9. Complete the expansion of Free Wi-Fi infrastructure in all senior secondary schools and public tertiary institutions and training colleges
10. Complete the implementation of the 5-year Strategic Plan on TVET and establish a national Skills Development Fund
11. Build 16 model Senior High Schools in Zongo communities across the 16 regions of the country
12. Implement the existing Inclusive Education Policy, by establishing, revamping or equipping regional special education assessment centres to facilitate early and accessible assessment for children who may have special

Health and Health Services

1. Improve healthcare promotion and prevention as part of primary health care through the National Health Insurance Scheme (NHIS) to achieve Universal Health Coverage (UHC)
2. Review and overhaul healthcare financing
3. Implement healthcare infrastructure investment Agenda 111 (Previously Agenda 88)
4. Construct infectious disease centres for each of the three ecological zones: coastal, northern and middle belt zones in the country
5. Restructure the National Health Insurance Scheme (NHIS);
6. Build additional facilities, and augment its human resource base to increase access to medical schools.
7. Support the development of traditional medicine
8. Recruit additional trained health personnel and distribute them equitably across the nation
9. Develop and improve Telemedicine to enhance health delivery.

Gender Equality

- Introduce a quota system of 30 percent participation of women in public appointments.

Reducing Poverty and Inequality

- Expand the coverage of the Livelihood Empowerment Against Poverty (LEAP) Programme

Disability-Inclusive Development

- Enforce the Disability Act, including ensuring access to public buildings for the physically challenged.

Sports Development

1. Build a fully-functional multi-purpose Youth and Sports Centres of Excellence in each of the six newly-created Regions.

2. Host and organise the 13th African Games in 2023.
3. Upgrade the National Sports College into a National High-Performance Training Centre (NHPTC), equipped with the facilities and human resource, capable of conducting research into sports performance and management related issues and disseminating findings to relevant stakeholders.
4. Implement Zongo Youth Football Talent Hunt (ZYFTAH) programme to develop and promote football talents in Zongo communities.

CHAPTER FOUR

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

4.1 INTRODUCTION

The chapter reviews the status of the natural and built environment over the period 2018 -2021 and outlines the medium-term policy objectives, strategies, and targets for 2022 - 2025 for 15 focus areas. They include protected areas; mineral extraction; coastal and marine management; environmental pollution; deforestation, desertification and soil erosion; land administration; water resources; and climate variability and change. The others are human settlements development and housing; drainage and flood control; transportation (road, rail, air and water); energy and petroleum; construction and development; infrastructure maintenance; science, technology and innovation; and information communication technology.

4.2 PERFORMANCE REVIEW

4.2.1 Protected Area

The medium-term objectives were to expand forest conservation areas and protect forest reserves. A number of key interventions were implemented during the period under the Forest Plantation Strategy (2016-2040). These included supply and planting of 19 million seedlings, establishment of 21,356ha of forest plantation, and maintenance of 50,000ha of existing forest plantations. These interventions resulted in the reduction of degraded areas in forest reserves from 37.4 percent in 2018 to 32.5 percent in 2020⁶³. Despite the reduction in degraded areas, the coverage of protected areas (legally designated forest reserves, wildlife reserves and Ramsar sites) remained at 15.1 percent from 2017 to 2020.

Forest reserves continued to be cleaned, inspected and protected during the period. In 2020, 25,070km of forest reserves were cleaned while 20,868km and 89,713km of forest boundaries were inspected and patrolled respectively. Between 2018 and 2020, over 150,000 jobs were created under the forest plantation programme. The sector however continued to be challenged by inadequate budgetary allocation, untimely release of funds and non-compliance with the ban on illegal logging.

4.2.2 Minerals Extraction

Ghana has 14 large-scale operating mines, comprising 12 gold, one bauxite and one manganese mine. Mining and quarrying increased in nominal values from GHS26.2 billion in 2017 to GHS43.9 billion in 2020, representing an average growth of 12.7 percent. Gold and manganese production increased by 10.2 percent and 78.7 percent respectively while diamond and bauxite declined by 63.9 percent and 24.4 percent respectively between 2017-2019. In 2020, there was a decline in all mineral production. Mineral royalties accruing to Government increased by 102.2 percent; corporate taxes increased by 21.9 percent and merchandise exports increased by 21.2 percent between 2018 and 2020. Corporate social responsibility also increased from GH¢19.80 million in 2017 to GH¢27.84 million in 2020. Foreign

⁶³ National Annual Progress Report, 2020

direct investments increased from US\$1,035.96 million in 2017 to US\$1,050.87 million in 2020. The number of persons employed in large- and small-scale mining increased by 10.5 percent between 2017 and 2020.

As part of efforts to manage the menace of illegal mining, the Minerals and Mining (Mining Operations – Tracking of Earth & Mining Equipment) Regulations, 2020 (L.I 2404) was passed in 2020. In addition, there was the ratification of 68 mining leases by Parliament. Government policies to manage illegal mining and to ensure environmentally sustainable mining were also developed to diversify and promote the sustainable extraction of industrial minerals. Despite these achievements, challenges such as environmental degradation, illegal mining, over dependence on traditional mineral resources, inadequate mineral revenue, and unaccounted flows of minerals revenues persist.

4.2.3 Coastal and Marine Pollution

The coastal zone covers 6 percent of the total land area of Ghana and accommodates 30 percent of the national population. It also hosts a number of critical infrastructure such as harbours, hotels, factories, railways and roads, telecommunication lines and pipelines. However, the relatively high population density and concentration of industries in the coastal zone, coupled with poor sanitation, have increased environmental pressures and pollution in both the coastal and marine zones. Medium-term strategic interventions were geared towards reducing coastal erosion and conserving marine areas.

Effluent discharge by industries, as a proxy for the level of pollution of the country's coastal waters and lagoons, shows that the concentrations of Biological Oxygen Demand (BOD), turbidity and the conductivity of industrial effluent sampled continued to be higher than the EPA recommended thresholds of 50mg/l, 75NTU and 1500µS/cm respectively. A number of towns along the coastline of Ghana namely, Axim and Dixcove in the western region; Komenda and Elmina in the central region; and Keta and Aflao in the volta region have remained vulnerable to coastal erosion. As at 2020, 3.1km out of the 377km vulnerable coastline was protected.

Government embarked on coastal settlement protection such as the construction of sea defence walls, and drainage management and reviewed the National Building Regulations, 1996 (L.I. 1630). The absence of a marine policy and limited funding for planned programmes and projects were some of the challenges encountered by the sector.

4.2.4 Environmental Pollution

The medium-term objective is to reduce environmental pollution including reducing the discharge of contaminants into the atmosphere and water bodies. Assessment of air quality at monitoring stations along Bus Rapid Transit (BRT) routes and some residential, commercial and industrial areas in Accra in 2019 revealed that, levels of suspended particulate matter (PM10) exceeded the minimum threshold of 70µg/m³ set in the Ghana Standard GS 1236 of 2019. The result of this assessment indicates poor ambient air quality with its associated health hazards. Analyses of samples from one hundred and fifty-eight (158) industries exceeded the threshold specified in the Ghana Environmental Protection requirements for effluent discharges (GS 1212:2019). Ghana's ranking on the Global Green Economy Index stood at 78th in 2018 and 2020 out of 130 countries with a score of 46.

Over the medium term, the sector implemented the Hazardous and Electronic Waste Control and Management Act, 2016 (Act 917) to manage hazardous and e-waste sustainably. In 2018 The E-waste Fund was also created, and a Fund Administrator appointed in 2018. In addition, EPA implemented the Effluent Discharge (GS 1212, 2019); Ghana Standards for Environment and Health Protection – Requirements for Ambient Air Quality and Point Source/Stack Emissions (GS 1236, 2019); Ghana

Standards for Health Protection – Requirements for Ambient Noise Control (GS 1222, 2018); Ghana Standards Acoustics - Guide for Measurement of Outdoor A-Weighted Sound Levels (GS 1253, 2018) ; and Ghana Standards for Environment and Health protection – Requirements for motor vehicle emissions (GS 1219, 2018).

4.2.5 Deforestation, Desertification and Soil Erosion

The rate of deforestation in Ghana stood at 21 percent as of 2020. Annual Allowable Cut (AAC) improved from 593,063m³ (552,283m³ of on-reserve AAC (59%); 40,780m³ of off-reserve AAC) in 2018 to 1,226,678m³ (944,446 m³ of on-reserve AAC; 282,232m³ off-reserve in 2020) in 2020. Timber and wood product exports recorded 226,156m³ and GHS 811.19 million in volume and value in 2021. A total volume of 105,882m³ was produced from both on-and off-reserve areas in 2020.

Major challenges over the period were weak collaboration between stakeholder institutions; high incidence of wildfires; indiscriminate use of weedicides; over-exploitation and inefficient use of forest resources; and illicit trade in forest and wildlife resources.

4.2.6 Land Administration

Initiatives aimed at improving land administration in the country have yielded some results. These include: the scanning and digitisation of about 10 percent of land records and data; the reduction of turnaround time for deeds registration to 15 working days; issuance of over 10,000 land title certificates between 2018-2020; and production of over 6,000 parcel and cadastral plans.

Despite these successes, the sector is still challenged with encroachment of public lands, limited digitisation and automation of land records, delays in land dispute adjudication; unreliable and incomplete database on land ownership; delays in land title and deeds registration; poor demarcation of customary land boundaries; and ineffective control of human settlement development and outdated land policy.

4.2.7 Water Resources

The overall aim of the medium-term was to promote sustainable development and management of water resources. The total renewable freshwater resources are provided by the Volta, South-Western and Coastal River systems. As at 2021, Ghana's renewable water resources were estimated at 30.3 billion cubic meters per year.

Water availability per capita has continued to decline but remains above the threshold for water stress (1,700m³ per capita)⁶⁴. As of 2020, it stood at 1,916 m³/person. The total freshwater withdrawal which includes withdrawal for agriculture, municipal and industrial use, increased from 0.559 km³ in 2017 to 0.627 km³ in 2019. While Ghana is not water stressed, parts of the country, particularly the Savannah and Sahel buffer zones, are experiencing water scarcity. As part of the interventions to effectively manage, protect and conserve water resources, 1.2km buffer zone restoration scheme in the Black Volta River basin at Ketuo community in the Nandom District of the Upper West Region was maintained.

Under the Clean Rivers Programme, the Government established an Inter-Ministerial Committee on Illegal Mining (IMCIM) and Operation Vanguard Taskforce (OVT), a joint military and police task force, to combat illegal mining (popularly known as galamsey) which targeted improvements in the quality of major water bodies. The proportion of water bodies with good ambient water quality increased from 55.9 percent in 2018 to 57.8 percent in 2020. Despite this progress, the sector is confronted with

⁶⁴ United Nations Water

challenges such as pollution of water bodies and increased encroachment of wetlands, especially the Ramsar sites.

4.2.8 Climate Variability and Change

On average, the cost of Ghana's carbon emissions to the global community is US\$2.3 billion each year, equivalent to 3.9 percent of Ghana's GDP⁶⁵. Ghana's total Greenhouse Gases (GHG) emissions have seen a decrease from 50.5MTCO₂e in 2017 to 42.2MTCO₂e in 2019 but however increased to 49 MTCO₂e in 2020. The impacts of Climate Change and Variability (CCV) have manifested in Ghana by unreliable rainfall patterns, flooding, prolonged periods of droughts, increased temperature and rise in sea levels. These have led to receding coastlines; reduced cocoa and food crop production; dwindling fish stocks; poor health, and loss of community livelihoods within key sectors of the economy (agriculture, forestry and energy), especially those of women; infrastructure instability and energy insecurity, among others.

To realize the commitments put forward by Ghana under the Paris Agreement, Government through the Nationally Determined Contributions (NDCs) Support Programme has undertaken several interventions to strengthen the enabling environment for climate change resilience and reducing greenhouse gases. These enabling actions include development of Green House Gas (GHG) emission registry, development of an NDC implementation plan, development of frameworks for incorporating climate change issues into environmental assessments, incorporation of climate change issues into the national system for annual progress reporting, studies and assessments of gender issues in the NDCs, development of a climate change and gender action plan, among others.

Efforts to mainstream climate change into Government development agenda have not been as successful as expected due to limited political commitment, and inadequate public financial mechanisms to address climate change as a development challenge; limited awareness and weak capacity among MDAs and MMDAs.

4.2.10 Human Settlements Development and Housing

Spatial Planning

In 2019, the Land Use and Spatial Planning Regulations, 2019 (LI 2384) was promulgated to operationalise the Land Use and Spatial Planning Act, 2016 (Act 925). As part of enhancing capacity for spatial planning at the district level, selected officers from 260 MMDAs were trained in the use of GIS for basic plan preparation in 2018. In addition, 132 Physical Planners and 54 Technical Officers were recruited in 2020. Further, 150 MMDAs conducted inspections to evaluate their spatial planning functions over the past five years.

In spite of these achievements, the sector continues to be challenged by limited prioritization of land use and spatial planning; inadequate number of Physical Planning Officers and offices in MMDAs, inadequate funding for the preparation of Spatial Plans, and requisite systems to ensure development management and control. Efforts to revise zoning regulations and planning standards, and formulation of Human Settlement Policy also remain a challenge.

Housing and Shelter

Government's Affordable Housing Project through direct intervention and in partnership with the private sector delivered approximately 4,296 urban housing units between 2018 to 2020. Other key interventions undertaken to reduce the housing deficit include commencement of Phase III of the

⁶⁵ Ghana's Country Environmental Analysis (World Bank, 2020)

Security Services Housing Programme for the Ghana Police Service and completion and allocation of 43-unit townhouses and 24 units of flats at Roman Ridge for public and civil servants, under the Re-development Programme. This is woefully inadequate in relation to the current estimated housing deficit of 2 million units. Government also completed the review of the National Building Regulations, 1996 (L.I. 1630).

The inability of the housing delivery system in Ghana to meet effective demand over the years continue to deepen the housing deficit. Key challenges hindering the sector include abandoned and uncompleted affordable housing projects, issuance of financial arrangements prerequisite for investors funding for housing construction.

Slum Prevention and Regeneration

To improve the quality of life in Zongos and Inner Cities, the Zongo Development Fund was established in 2018. Government in 2019 trained and extended credit to 500 women under Zongo Cuisine Promotion Programme, to improve businesses and increase household incomes within the Zongo communities. In addition, 250 young men and women were trained in various ICT and software development programmes to empower the youth.

In partnership with the Ga Mashie Development Agency⁶⁶, work commenced on phase II of the Inner-Cities-In-House Toilets project in 30 inner-city communities of Accra. Government also commenced the construction of Astro Turfs and Green Parks in communities such as Fadama (Greater Accra Region), Aboabo Kumasi (Ashanti Region) and Oda Zongo (Eastern Region).

Regardless of these interventions, proliferation of slums; deteriorating conditions in slums; inadequate baseline information on the current state of slums; and inadequate investments in social programmes in Zongo and inner-city communities remain a challenge.

Rural and Urban Development and Management

Government's key interventions to close the rural-urban gap within the medium-term were connection of 305 communities to the national grid under the Rural Electrification Programme; and implementation of Government rural sub-projects initiatives which increased from 247 in 2017 to 942 in 2018. Access to electricity for rural and urban households increased from 66.9 percent and 92.0 percent in 2017 to 71.5 percent and 93.0 percent in 2020 respectively. Coverage of safely managed drinking water services in urban areas increased from 57 percent in 2017 to 60 percent in 2020 while rural areas increased from 11 percent in 2017 to 16 percent in 2020.

In spite of these gains, the rate of urbanisation continued to increase as a result of the persistent spatial disparities, poverty, inadequate rural infrastructure and services; wide rural-urban digital divide; poor infrastructure to catalyse agriculture modernisation and rural development; among others. These have resulted in congestion and overcrowding in urban areas; urban sprawl; urban concentration in coastal zones; worsening urban air quality; and rapid growth of slums in cities and towns.

4.2.11 Transportation: Road, Rail, Air and Water

The objective is to develop modern, integrated, and well-maintained transportation infrastructure as a means to accelerate growth and development, while also seeking to make Ghana a transportation hub within the West African sub-region.

⁶⁶ Set up in 2006 as a quasi-Local Government Agency responsible for the day-to-day implementation of the Ga Mashie 2015 Development Strategy approved by Government as a blue print for the development of Ga Mashie

Road Transport

Over the medium-term, Government sought to improve efficiency and effectiveness of road transport infrastructure and ensure safety and security of all categories of transport users. Accordingly, total road network increased from 71,401km in 2016 to approximately 78,401km in 2019. Government rehabilitated and maintained 35 percent of the total road network as compared to 55 percent in 2018. It is estimated that 41 percent of the current road network is in good condition, 33 percent in fair condition and 26 percent in poor condition⁶⁷.

The Metro Mass Transit Limited (MMTL) received 100 new intercity buses to augment its fleet between 2018 and 2019. Similarly, the Intercity STC Coaches Limited also procured a total of 100 buses to revamp its operations in 2020. An automated platform has been established at the Drivers and Vehicles Licensing Authority to ensure an effective and efficient system to reduce fraudulent practices, revenue leakage, and guarantee efficient and speedy delivery of services. However, there remains challenges including poor road quality; traffic congestion; inadequate road capacity such as Accra-Kumasi and Accra-Takoradi; and rapid deterioration of roads.

Road Safety

The National Road Safety Authority indicates that Ghana loses over US\$230 million annually due to road accidents. Within the last 28 years, over 46,000 Ghanaians have been killed in road accidents nationwide⁶⁸. In 2020, provisional data indicates that there was 14,886⁶⁹ road crashes representing 3.5 percent increase over that of 2019. Fatalities increased by 28.2 percent while serious injuries declined by 1.1 percent between 2018-2020.

In 2019, the National Road Safety Authority (NRSA) Act, 2019 (Act 993) was passed to ensure compliance to road safety measures, policies and guidelines and sanction road sector operators and agencies for non-compliance. The Authority commenced the development of the necessary regulations to operationalize the Act. The Authority also continued to implement the axle load programme in line with the Road Traffic Regulation, 2012 (LI 2180), resulting in a decrease in the incidence of overloading from 6 percent in 2017 to 3 percent in 2021.

Furthermore, to enhance capacity for road crash response, the NRSA established eight Accident Response Centres along major highways and handed them over to the National Ambulance Service for effective management. In addition, NRSA carried out maintenance works on 310 traffic signals in 2019. The Driver and Vehicle Licensing Authority (DVLA) also in 2020, operationalized four Private Vehicle Test Stations bringing the total number of Private Vehicle Test Stations in operation to 27.

Efforts to reduce the rate of road crashes and its resulting fatalities and injuries have faced challenges including weak enforcement of road traffic regulations; unmotorable roads; inadequate illumination of roads; over-speeding; pedestrians' refusal to use designated routes in crossing roads; broken down vehicles; inadequate road signs; and inadequate logistics for training of drivers and education of pedestrians.

Rail Transport

During the period under review, the Ghana Railway Company Limited operated about 139km out of the existing 947km rail network. Government adopted the dual strategy of rehabilitating sections of the

⁶⁷ 2019 National Annual Progress Report

⁶⁸ <https://www.myjoyonline.com/2310-lives-lost-to-road-carnages-so-far-in-2020-mtttd/#:~:text=The%20National%20Road%20Safety%20Commission,killed%20in%20road%20accidents%20nationwide.>

⁶⁹ Provisional

old narrow-gauge network, as well as, constructing new modern standard gauge railway lines. The operational sections of the network are as follows:

- Takoradi to Sekondi via Kojokrom (15km): Passenger services
- Takoradi to Nsuta (54km): Freight services (Manganese)
- Accra to Tema (31km): Passenger services
- Accra to Nsawam (41km): Passenger services (under rehabilitation)

The Ghana Railway Master Plan was revised in 2020. The Ghana Railway Development Authority completed rehabilitation of the 31km narrow-gauge lines from Accra to Tema in 2018, enabling the restoration of passenger rail services on the corridor since January 2019. The Accra to Nsawam (41km) and Kojokrom to Tarkwa (56km) railway lines were rehabilitated and test runs undertaken in anticipation to relaunch the sub-urban commuter rail services. The development of a new standard gauge network from the Tema Port to Mpakadan is on-going with 65km of the 115km completed as at 2020.

Notwithstanding the various interventions, railway development is challenged by ineffective regulatory regime; low integration of rail network with other modes of transport; limited and poor rail network; poor and unreliable services; and limited implementation of railway master plan.

Water Transport

The overall medium-term objective was to enhance the contribution of inland waterways to safe and efficient transportation of goods and people. The two major seaports (Tema and Takoradi) are undergoing an infrastructure facelift to improve capacity and efficiency in port operations. These include development and operations of an on-dock multi-purpose terminal, construction of dedicated container terminal, a dry bulk jetty Takoradi port and an oil service terminal.

To improve navigational safety on the Volta Lake, tree stumps were removed along the navigable fairway while seven patrol vessels were acquired to improve safety and navigation. The inland water transport system is generally underdeveloped. There is under-utilisation of Lake Volta's transportation potential; limited safety facilities; poor services on inland waterways; and insufficient institutional and logistics capacity to effectively regulate waterways.

Air Transport

The medium-term objective was to position Ghana as an aviation hub within the West African sub-region. A modern Air Navigation Services (ANS) Building and Northern Apron were constructed at Kotoka International Airport (KIA) and the Kumasi and Tamale airports are being upgraded into international status. Wa airstrip in the Upper West Region was also upgraded. Total passenger numbers increased from 2.39 million in 2018 to 2.8 million in 2019. However, the numbers dropped to 1.13 million in 2020 due to the imposition of restrictions as a result of the COVID-19 pandemic.

The sector has also instituted measures to enhance safety and security in line with International Civil Aviation Organization (ICAO) Standards and Recommended Practices (SARPs). Some of the measures initiated are: the establishment of an independent Aircraft Accident and Incident Investigation and Prevention Bureau (AIB); decoupling of Air Navigation Services (ANS) provision from regulation; and installation of Air Navigational Aids at various airports. However, the absence of a national carrier and an aviation master plan, inadequate infrastructure and safety equipment, high user fees and taxes, high cost of aviation fuel as well as land encroachment continue to hamper progress in the sector.

4.2.12 Energy and Petroleum

The broad objectives of Government in the medium-term were to promote petroleum exploration using indigenous capabilities; ensure access to reliable and affordable energy; ensure efficient management and utilisation of oil and gas revenue; improve financial capacity and sustainability of the power utility companies; and minimise the potentially adverse environmental impact of the oil and gas industry.

Energy

Power Generation

Total electricity generation in 2020 was 20,170 GWh, representing 24.2 percent increase from 2018. Out of this, hydroelectricity generation represents 29.9 percent, 69 percent for thermal and 1.1 percent for renewable. In addition, 58 GWh of electricity was imported from La Cote d'Ivoire in 2020, representing 0.3 percent of total electricity supplied.

National population access rate stood at 85.3 percent in 2020 compared to 85.0 percent 2019. The improvements can be attributed to the continuous expansion of transmission and distribution lines as well as the connection of communities to the national grid under the Rural Electrification Programme, among others. Key challenges facing electricity supply include fuel supply constraints for hydro and thermal, inadequate transmission capacity, inadequate infrastructure for energy delivery and low injection of private capital and weak regulatory enforcement.

Energy Conservation and Efficiency

Conservation, inadequate and obsolete grid network, and poor energy utilization are major challenges in the energy sector. Transmission and distribution losses continued to be incurred over the period. An average of 4.5 percent and 25.2 percent of electricity was lost during transmission and distribution between 2018 and 2020 respectively.

Finances of State-Owned Power Companies

The energy sector is challenged with a debt of over US\$2 million as at mid-2019. Much of the debt is due to short-term loans contracted by power producers culminating in 'take or pay'⁷⁰ and the inability of distribution companies to collect adequate revenue to cover their operations. Other contributing factors include persistent untimely and insufficient payments for gas delivered; inability of Volta River Authority (VRA) to pay for lean gas from the Ghana National Gas Company (GNGC) and crude oil suppliers.

Government in 2017 and 2018 issued two series of bonds totalling GHS 5.66 billion, which were securitized by a portion of the ESLA tax revenue. In late 2017 and early 2018, Government used the proceeds to retire the debts of the energy sector SOEs, primarily debts held by the banking sector. Government also developed the energy sector recovery programme in 2019 to restore and sustain financial viability and health of the energy sector. In addition, two policies were formulated: Least-cost fuel procurement and Competitive Procurement of Energy Supply and Services Contracts. Government continues to enforce the moratorium on the signing of new PPAs, GSAs, Put-Call Option Agreements ("PCOAs") and any long-term take-or-pay contracts until further notice or unless properly exempted by Government on a case-by-case basis.

⁷⁰ "Take or pay" is a type of provision in a purchase contract that guarantees the seller a minimum portion of the agreed-on payment if the buyer does not follow through with actually buying the full agreed amount of goods.

Petroleum

Upstream production

Oil production increased significantly following the commercial production commencement from the Jubilee Field in 2010, Tweneboa, Enyenra and Ntomme (TEN) Field in 2016 and Offshore Cape Three Points (OCTP) Field in 2017. In 2020, total crude oil production from the three producing fields (Jubilee, TEN and Sankofa-Gye-Nyame) was 71.44 million barrels, translating to an average daily oil production of 230,504.01 barrels.

Natural gas

Total associated gas produced from the three main commercial fields in 2020 was 167,639.83 mmscf. This represents an increase of about 30.5 percent over the previous year. The Jubilee Field accounted for 64,462.41mmscf (38.5%) while TEN and Sankofa Gye Nyame (SGN) Fields produced 58,674.67mmscf (35.0%) and 44,502.75mmscf (26.5%) respectively. A total of 70,351.24mmscf Non-Associated Gas (NAG) was produced from the Sankofa Gye Nyame (SGN) Field in 2020

Gas remains the most sustainable and relatively cost-competitive fuel supply for the production of affordable power in the country. The key challenges hampering reliability of gas supply are inadequate supply and finance (domestic and international payment deficits).

Implementation of the Local Content and Local Participation Regulation

The implementation of the Petroleum (Local Content and Local Participation) Regulation, 2013 (L.I. 2204) has promoted indigenous participation in the oil and gas value chain through employment and execution of contracts. The overall proportion of Ghanaians employed in oil and gas was 91 percent, 87 percent and 99 percent for management, technical and other positions respectively in 2019. The share of contracts awarded to indigenous companies declined from 36.5 percent in 2018 to 28 percent in 2019. However, the value of the contracts offered to indigenous companies increased in nominal terms from US\$59.6 million in 2018 to US\$72.6 million in 2019.

Midstream and downstream activities

Tema Oil Refinery (TOR) was virtually shut down in 2019 due to a decrease in its operating capacity to just about 20 percent. This was largely due to management and financial challenges. The supply of all petroleum products was slightly higher in 2019 with the exception of Kerosene and Aviation Turbine Kerosene (ATK). However, consumption was equivalent to operating 75,000 to 80,000 barrels per stream day refinery. The shortfall in kerosene consumption has largely been due to the shift from its usage as fuel for lighting and cooking to better options such as solar lanterns for lighting and Liquefied Petroleum Gas (LPG) for cooking. The LPG share of the final petroleum product consumed has decreased from 9.5 percent in 2017 to 8.5 percent in 2019.

With regard to strategic stocks, not much has been done due to the inability to raise domestic funds to purchase such products. The BOST Margin, a component of the petroleum build-up, remained at 3 pesewas from 2011 to 2019 before increasing to 6 pesewas in 2020.

As part of improving the transportation and distribution of petroleum products, two out of the four tag boats have been fixed and back in operation on the Volta Lake for fuel transport from Akosombo to Buipe. Two major pipelines, one from Akosombo to Tema and the other from Buipe to Bolgatanga, are also being rehabilitated for product transportation. All planned meetings, inspections, hazard identifications and risk management have been carried out across the head office and depots.

Petroleum revenue management

An amount of GHS987.94 million, representing 50.1 percent of the total Annual Budget Funding Amount (ABFA) receipts, was distributed among the five broad areas namely: Agriculture (7.1%); Physical Infrastructure and Service Delivery in Education (57.8%); Physical Infrastructure and Service Delivery in Health (4.4%); Road, Rail and Other Critical Infrastructure Development (30.4%); and the Public Interest and Accountability Committee (PIAC) (0.3%). Reports from PIAC highlights challenges such as the thin spread of oil revenues, and depletion of the Stabilisation Fund.

4.2.13 Construction and Development

Growth in the construction industry declined from 5.1 percent in 2017 to a contracted growth of 4.4 percent in 2019. It increased by 166 percent to 2.9 percent in 2020. This improvement is in spite of the dampening effect of COVID-19. In 2020, the Real Estate Agency Bill was enacted to regulate real estate agency practice, commercial transactions in real estate including the sale, purchase, rental and leasing of real estate and related fixed assets.

Key issues in the sector include the absence of a central agency responsible for development of the industry; weak classification and certification systems for registration of contractors; shortage of skilled construction workers; poor enforcement of regulations and statutes; poor safety, health and environmental management practices on construction sites; and high and increasing cost of building materials.

4.2.14 Infrastructure Maintenance

Public and private infrastructure is often neglected for scheduled maintenance and is in some cases left to deteriorate. There has usually been disproportionate emphasis on new construction to the neglect maintenance plans and their implementation within the infrastructure development industry. Government's target to institute and operationalise one national public works maintenance framework in 2020 did not materialize.

4.2.15 Science, Technology, Research and Development

Over the medium-term, Government sought to mainstream Science, Technology and Innovation (STI) into all policies, programmes and plans; increase investment in research and development; and improve partnership with research institutions, academia and industry. In line with this, Government invested in the development of physical infrastructure (buildings, equipment and facilities), and built the capacity of researchers, engineers and technicians.

Research and development expenditure as a percentage of GDP improved from 0.05 percent in 2017 to 0.15 percent in 2020. The number of research findings adopted by industry increased from 32 in 2017 to 154 in 2019 and declined to 104 in 2020⁷¹. The Ghana between Government, Public Research Institutions, Academia, and the Private Sector drive, grow and support research transformation and innovation into Industry.

Key challenges that confront the sector include inadequate funding for research and development, limited utilization of relevant research outputs and limited collaboration between public research institutions and businesses on product, service, and process innovation.

Innovation and Research Commercialization Center (GIRC-Center) was launched as a new partnership

⁷¹ Ministry of Environment, Science, Technology and Innovation 2020 Annual Progress Report

4.2.16 Information Communication Technology Development

Government in the medium-term sought to optimise the use of Information Communication Technology (ICT) in service delivery in all the productive sectors of the economy. Some policy interventions pursued were improving ICT infrastructure in rural areas; promoting electronic transactions for public and private businesses; and providing access to electronic public information and services.

Internet penetration rate increased from 100.5 percent in 2019 to 115.4 percent in 2020., pointing to an increase in access and usage of internet in Ghana, one of the key inputs for the digitalisation agenda of Government. Similarly, broadband capacity in use for ICT development grew by 81.7 percent to 759.29GB in 2020. The growth was occasioned by the increase in the number of submarine cables that provide internet to the country. As at 2020, there were five submarine cables licensed to operate in the country. The increase in internet subscription and usage was due to a surge in online activities as a result of the introduction of flexible working arrangements and online educational platforms for children during the COVID-19 pandemic.

Despite these achievements, the sector is still challenged with poor Quality of Services (QoS) and Quality of Experience (QoE) in ICT; high cost of service to the consumer; inadequate and high cost of ICT infrastructure; difficulty in securing adequate resources for implementing Girls-in-ICT Initiative; inadequate infrastructure to support localized services; and limited capacity in ICT.

4.3 SUMMARY OF KEY ISSUES

4.3.1 Protected Areas

Increasing forest degradation of conservation areas; inadequate capacity of relevant institutions; increasing loss of endangered species; inadequate and untimely release of funds; and conflict between traditional (chieftaincy) and Government institutions; poor collaboration and coordination among relevant institutions; encroachment on conservation areas, forest reserves, and protected areas; weak enforcement of regulations; insufficient logistics to maintain boundaries of protected areas; mining in protected areas; Illegal logging of trees; non-compliance with the ban on economic trees (e.g., rosewood) and release of protected areas for investors.

4.3.2 Minerals

Illegal mining; weak enforcement of environmental and mining laws and regulations; over dependence on traditional mineral resources (Gold, Diamonds, Manganese & Bauxite); environmental degradation; children engaged in hazardous forms of labour; use of manual mining cadastre for mineral title administration; inadequate capacity of local suppliers to meet industry; limited value addition to primary products; inadequate mineral revenue; unaccounted flows of minerals revenues; and limited participation of women in the mining value chain.

4.3.3 Water Resources

Pollution of water bodies from illegal mining; uncoordinated development of water resources shared with neighbouring countries; weak management of freshwater resources; poor agricultural practices which affect water quality; negative impact of climate variability and change; limited reliable and comprehensive data; inadequate protection and development of water resources; and increased encroachment of Ramsar sites.

4.3.4 Coastal and Marine Areas

Limited funds to implement planned programmes and projects in the coastal areas; pollution of marine resources and degradation of the ocean and seabed; overexploitation of fisheries and other blue resources; weak regulation in the marine sector; weak coordination among stakeholders in the fisheries sector; increased incidence in tidal waves and surges as a result of climate change; increasing rate of coastal erosion; unauthorized development along the coast; defecation along the coastal line; dumping of raw sewerage in the ocean; and weak implementation of regulations against sand mining and stone quarrying in coastal areas.

4.3.5 Environmental Pollution

Weak enforcement of environmental laws and regulations; weak natural resource management systems; improper management of solid and liquid waste including e-waste; indiscriminate dumping of plastic waste in terrestrial, aquatic and marine ecosystems; air and noise pollution in urban areas; emissions from vehicles; pollution of water bodies and the environment with discharges of radioactive materials.

4.3.6 Deforestation, Desertification and Soil Erosion

Weak collaboration between stakeholder institutions; high incidence of wildfires; illegal sand mining; forest degradation; indiscriminate and illegal use of weedicides; overexploitation and inefficient use of forest resources; illicit trade in forest and wildlife resources; and poor enforcement of laws on exploitation of forest resources.

4.3.7 Climate Variability and Change

Inadequate inclusion of gender and vulnerability issues in climate change actions; inadequate institutional capacity to access global funds; poor ownership of climate change interventions at the local level; loss of trees and vegetative cover; degraded landscapes; increasing GHG emissions; inadequate domestic climate finance mechanism; limited sectoral (national) and district adaptation plans; weak institutional coordination mechanism for climate action; low institutional capacity to address climate change and variability issues; and inadequate and fragmented data on climate change related issues.

4.3.8 Transportation (Road, Rail, Air, Water)

Poor road condition and networks; inadequate human and logistical capacity in transport management; poor road maintenance/rehabilitation culture; traffic congestion in major cities; poor public transport services; inadequate operational standards for transport services; poor transportation planning and budgeting; existence of isolated databases; and low participation of women in the transport sector. Others are inadequate road infrastructure; rising road fatalities and injuries; weak enforcement of road traffic regulations; high incidence of road accidents; inadequate road furniture; unauthorized construction of speed ramps and rumble strips; leakages in revenue collection systems; under-utilisation of Lake Volta's potential transportation services; limited safety facilities; unsafe inland water transport services; ineffective regulatory regime; inadequate infrastructure at regional airports; inadequate inter-modal facilities and aviation services; limited and poor rail network; ineffective regulatory regime; and limited integration of rail network with other modes of transport.

4.3.9 Information, Communication and Technology Development

Poor access to broadband services; poor Quality of Services (QoS) and Quality of Experience (QoE) in ICT; limited use of ICT in businesses and provision of public services; weak online data protection; low promotional drive on ICT policies; difficulty with maintenance of imported technologies; inadequate

local content online and in the deployment of ICT solutions; inadequate ICT infrastructure across the country; inability to catch up with technological changes in the ICT domain; low number and competence in ICT skills across the public sector; and high cost of ICT infrastructure development and service.

4.3.10 Science, Technology, Research and Development

Limited utilisation of relevant research outputs; limited collaboration between public research institutions and businesses on product, service and process innovation; inadequate funding for research and development; inadequate large-scale modern foundry-based manufacturing; and inadequate knowledge and skills in precision engineering.

4.3.11 Energy and Petroleum

Limited financial viability of the energy sector; high cost of electricity generation; weak regulatory enforcement; unreliable power supply; low involvement of private capital in the power sector; low contribution of renewable energy in power generation mix; low utilisation of biofuels for energy; high generation cost of renewable energy; high dependence on wood fuel; and inadequate infrastructure for energy delivery.

4.3.12 Human Settlements Development and Housing

Inadequate spatial plans; poor prioritisation of spatial planning (Structure and Local Plans); inadequate human and institutional capacities for land use planning and management; haphazard building and non-compliance to available planning schemes; weak database for spatial planning and management; non-compliance with zoning regulations and planning standards; weak enforcement of building regulations at the MMDA level; uncompleted affordable housing projects; inadequate financial instruments in the housing supply value chain; lack of adoption and application of innovative financing models for affordable housing; inadequate housing units; and high cost of mortgage.

4.3.13 Rural and Urban Development Management

Congestion and overcrowding in urban areas; high urban concentration in coastal zone; poor urban air quality; and rapid growth of urban slums.

4.3.14 Construction Industry Development

Weak regulatory regime of the construction industry; weak classification and certification systems for the registration of contractors; shortage of skilled construction workers; poor enforcement of regulations and statutes; proliferation of sub-standard construction materials and products; and poor health, safety and environmental management practices at construction sites.

4.3.15 Infrastructure Maintenance

Poor maintenance culture.

4.3.16 Land Administration

Limited digitization and automation of land records and services delivery; insecurity of land tenure; increasing encroachments on public and vested land; delays in adjudication of land disputes and complex land tenure systems; speculative acquisition of land on large scale (land grabbing); outdated land policy; indiscipline in the purchase and sale of land (including the use of land guards); unregulated land use regime; and poor demarcation of land boundaries.

4.3.17 Zongo and Inner-cities Development

Proliferation of slums; and inadequate basic social infrastructure and services.

4.4 MEDIUM-TERM GOAL

The medium-term goal is to safeguard the natural and built environment.

4.5 MEDIUM-TERM POLICY OBJECTIVES AND STRATEGIES

4.5.1 Mineral Extraction

The objectives over the medium-term are to promote sustainable extraction of mineral resources; and ensure effective linkage of the extractive industry to the rest of the economy.

Promote sustainable extraction of mineral resources

For the attainment of this objective, the interventions include: ensuring mining activities are undertaken in an environmentally sustainable manner; ensuring land reclamation after mining operations; streamlining and regularize the activities of illegal miners; implementing the Artisanal and Small-Scale Mining (ASM) framework and the Multilateral Mining Integrated Project (MMIP) to address the illegal mining menace; improving technical capacity of small-scale miners to enhance efficiency and sustainability in their operations. Others are implementing institutional reforms including fully decentralising the Minerals Commission; collaborating with relevant institutions (e.g. EPA, MMDAs, Traditional Authorities) for the effective enforcement of the legal framework governing mining and prevention of smuggling; intensifying enforcement of regulations on health and safety in mining operations; protect sensitive areas from pollution and contamination; intensifying enforcement of regulations on chemical pollution and control; and promote alternative livelihood in mining communities.

Ensure effective linkage of the extractive industry to the rest of the economy

The strategies to be implemented are to: promote mining value-addition by processing of minerals; mainstream critical strategic mineral feedstock into the domestic economy; and attract private investors into the sustainable exploration of other mineral resources.

4.5.2 Water Resources Management

The objective to be pursued over the medium-term is to promote the sustainable development and management of water resources. Priority interventions to be implemented include: harmonizing and enforcing legal and regulatory instruments for strategic development and use of water resources; implementing protocols for developing and sharing transboundary water resources; promoting efficient water use; integrating water resources planning in national and sub-national development planning; strengthening regulatory regime for small-scale miners to protect water bodies. Others include implementing the Clean Rivers Programme (CRP) nation-wide in collaboration with voluntary organisations and traditional leaders; intensifying the protection of all major water bodies, tributaries and major treatment plants; exploring and developing hydrogeological and groundwater base maps; enforcing appropriate legislation to protect wetlands; and regulating harvesting of wetland resources.

4.5.3 Coastal and Marine Management

Improve coastal and marine management

Strategies to achieve this objective are to: promote investment in hard control structures including gabions and boulders; promote an integrated approach to reducing coastal floods, erosion and degradation involving all relevant stakeholders; facilitate effective inter-agency coordination of coastal management programmes; and formulate a comprehensive policy for the development of the blue economy. Others are to strengthen coordination and management of the marine sector; support the development of comprehensive coastal development, planning and regulatory frameworks; encourage Public- Private Partnerships to ensure efficient management of the coastal and marine sectors; and ensure robust Monitoring and Control System (MCS) in the implementation, management and conservation of marine resources.

4.5.4 Environmental Pollution

The objective is to reduce environmental pollution. Strategies to be pursued are: intensifying enforcement of regulations and standards on water, noise and air pollution including open burning; enforcing environmentally sound management of chemicals and related waste throughout their life cycle; protecting sensitive areas from pollution and contamination, especially groundwater sources and intake of public water supplies; ensuring conformity to sustainable practices by companies. Others include enforcing Hazardous and Electronic Waste Control and Management Act 2016 (Act 917); ensuring compliance with applicable laws and international standards for environment, health and safety in the oil and gas sector including the policy on zero gas flaring; implementing National Plastics Management Policy and Implementation Plan; developing Circular Economy Framework for Ghana; developing Extended Producer Responsibility (EPR); and promulgating regulations for effective implementation of the Nuclear Regulatory Authority Act 2015 (Act 895).

4.5.5 Deforestation, Desertification and Soil Erosion

In the medium term, the policy objectives are to combat deforestation, desertification and soil erosion; and promote sustainable use of forest and wildlife resources.

Combat deforestation, desertification and soil erosion

Strategies to be pursued include: implementing green infrastructure recommendation in the National Spatial Development Framework; developing and promote financing mechanism for forest value chain management; ensuring enforcement of National Wildfire Management Policy and local bye-laws on wildfires; enacting and enforcing legislative instrument on tree tenure and benefit sharing framework. Others are to: strengthen collaboration among Government, CSOs, NGOs, traditional authorities and other relevant stakeholders in combating deforestation and desertification; set up a taskforce to combat illegal sand mining; enforce the Minerals and Mining Act 2006 (Act 703); and strengthen the implementation of the Minerals and Mining Policy, especially the Minerals Licensing System to combat illegal sand mining.

Promote the sustainable use of forest and wildlife resources

Strategies to be implemented are to: promote alternative livelihoods, including eco-tourism, in forest fringe communities; reviewing and enforcing strict punitive legislation for wildlife crimes, including poaching and trafficking; enforcing legislation on exploitation of forest resource; promoting and developing mechanisms for transparent governance, equity sharing and stakeholder participation in the forest, wildlife and wood fuel resource management (e.g., CREMAs). Others include improving incentives and other measures to encourage users of environmental resources to adopt less exploitative

and non-degrading practices in agriculture particularly the indiscriminate use of agro-chemicals; promoting the use of Lesser Used Species (LUS); and promoting the development of viable forest and wildlife-based industries and livelihoods.

4.5.6 Climate Variability and Change

The medium-term objectives are to enhance institutional capacity and coordination for effective climate action; enhance climate change resilience; and reduce greenhouse gases.

Enhance institutional capacity and coordination for effective climate action

Strategic interventions to be pursued include: intensifying capacity development in climate change; establishing and operationalising comprehensive data systems on climate change; accelerating the implementation of Ghana's Nationally Determined Contributions (NDCs); strengthening M&E systems for climate change related interventions; advocating for the establishment and institutionalization of public climate finance; strengthening coordination and partnerships among research institutions, industry and Government; and accelerating the implementation of the National Adaptation Plan (NAP) Programme.

Enhance climate change resilience

Specific strategies to be implemented include: developing capacity to access Global Climate Funds; promoting climate-smart indigenous agricultural knowledge; promoting climate-resilience interventions for vulnerable groups especially women; developing climate-responsive infrastructure; mainstreaming climate change in national development planning and budgeting processes; intensifying awareness creation on climate change; and promoting co-financing arrangements for climate change interventions at the local level.

Reduce greenhouse gases

Strategies to be pursued are to: accelerate implementation of Ghana REDD+ Strategy (2016-2036); accelerate programmes to reduce environmental risks and ecological scarcity, focusing on energy, agriculture, forestry and waste sectors; and initiate Green Ghana campaign with traditional authorities, civil society, religious bodies and other recognized groups.

4.5.7 Transportation: road, rail, air and water

The objectives over the medium-term are to improve efficiency and effectiveness of road transport infrastructure and services; enhance safety and security for all categories of road users; improve capacity and efficiency of port operations; develop and promote inland water transport system; position Ghana as the aviation hub for West African sub-region; and modernise and extend railway network.

Improve efficiency and effectiveness of road transport infrastructure and services

The strategies to be pursued are to: expand and maintain the national road network; strengthen health and safety standards in planning, design, construction, operations and maintenance for road transport; strengthen road-based mass transportation system, including extending Bus Rapid Transit (BRT) corridors; develop standards for public transport vehicles in line with international best practices; review and strengthen institutional arrangements governing the mass transit system. Others are to ensure implementation of the provisions on transportation under the PWDs Act, 2006 (Act 715); enhance maintenance and management practices for all transport sector; promote Public-Private Partnership in the road sector; ensure effective planning and budgeting for transport infrastructure; promote and institutionalize knowledge, skills and attitudinal change programmes for transport sector personnel and build capacity for the transport sector.

Enhance safety and security for all categories of road users

Strategies include: incorporating pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure; ensuring an effective and efficient system to reduce fraudulent practices, revenue leakage, and guarantee efficient and speedy service delivery; developing adequate technical know-how to efficiently and effectively manage road transport service delivery; promoting dedicated safe, reliable and appropriate facilities for Non-Motorised Transport (NMT) users; maintaining and freeing-up all existing NMT facilities from encroachment; enhancing capacity for prompt removal of accident and broken-down vehicles; improving road furniture (street lighting, road markings and road signage etc.); and enhancing institutional capacity and coordination for effective emergency response.

Improve capacity and efficiency of port operations

Strategies to be pursued over the medium term are to: ensure full compliance with Safety of Life at Sea (SOLAS) Code; accelerate implementation of existing ports and harbours master plans; ensure efficiency and competitiveness in seaport operations; promote private sector participation in the development and management of seaport facilities; strengthen institutional capacity to regulate the maritime industry. Others are to expand berthing facilities at seaports to support sub-regional coastal marine transport; develop integrated truck staging and management systems; promote containerization, especially for supporting intermodal logistics; expedite the development of Boankra Inland Port; and provide modern port reception facilities to promote cruise tourism.

Develop and promote inland water transport system

Strategies to achieve this objective include: developing the Volta Lake into a major transportation artery; developing and ensuring strict enforcement of regulations and standards for operation on inland waterways; establishing an efficient multimodal logistics system; and implementing Government policy to transport bulk cargo via the Volta Lake. Others include developing safe and navigable routes along the Volta Lake and all identified inland water transport systems; improving landing, terminal and warehousing facilities along the lake; and promoting the use of modern, safe, sustainable materials and technology in the construction of local boats and vessels.

Position Ghana as the aviation hub for West African sub-region

Strategies include: re-establishing a Home-Based Carrier; enhancing compliance, safety and security of air transport services; accelerating the development of an integrated transport system; updating the Aviation Policy and developing an Aviation Master Plan. Others include collaborating with the private sector to develop and upgrade airport infrastructure in the regions; creating an enabling environment for foreign and domestic private airlines to make full use of the nation's route rights; promoting programmes to restore passenger confidence and reliefs for airlines and commercial stakeholders in the aviation industry; and building an aviation maintenance hub in Kumasi.

Modernise and expand the railway network

The strategies to be pursued are to: revamp and expand rail network to northern Ghana; accelerate implementation of the railway master plan; integrate railways in the Tema-Mpakadan-Buipe multi-modal transport system to the north; reconstruct the western, eastern and central lines to facilitate passenger and freight movement; and develop integrated light rail transit system in major urban areas to improve public transportation. Others are to integrate rail transport with other modes to ensure a sustainable transport system; develop associated infrastructure for improved railway services; create a well-functioning and self-financed regulatory body for the railway sector; improve passenger and freight transport and logistics chain on the Ghana-Burkina Railway corridor; and develop Ghana's section of

the Trans-ECOWAS Railway line from Aflao to Elubo to boost trade and facilitate economic growth in West Africa.

4.5.8 Protected Areas

The policy objective to be pursued over the medium-term is to improve forest and protected areas. Strategic interventions to be implemented include: accelerating the implementation of the Ghana Forest Plantation Strategy (2016-2040) and Ghana REDD+ Strategy (2016-2036); maintaining the integrity of forest conservation areas through protection and law enforcement; mapping and assigning conservation status through bye-laws to mangrove forests, wetlands and sensitive marine areas in district spatial plans; promoting alternative sources of livelihood, including provision of bee-hives to forest fringe communities; strengthening Forestry Commission and related institutions to effectively implement the National Environmental Protection Programme (NEPP) and the Environmental Action Plan (EAP). Others include establishing gene banks for indigenous species and refuge areas for threatened, endemic and rare species; ensuring the provision and timely release of resources to manage conservation areas; streamlining demarcation of forest reserves; supporting the protection of the remaining network of natural forest and biodiversity hotspots in the country; and enhancing capacity of MDAs and MMDAs to mainstream biodiversity into development planning and budgeting processes.

4.5.9 Information Communications and Technology Development

The broad objectives to be achieved in the medium term are to enhance application of ICT in national development; and expand the digital landscape.

Enhance application of ICT in national development

To realize this objective, the strategies to be implemented include: positioning the country as a regional ICT hub; mainstreaming ICT in public sector operations; improving telecommunications affordability and accessibility; creating opportunities for entrepreneurship in ICT; increasing citizens' access to data platforms; collaborating with the private sector to increase the broadband, bandwidth and speed of connections nationwide. Others are: accelerating investment in development of ICT infrastructure; improving the quality of ICT services, especially internet and telephony; accelerating implementation of identification coding schemes for landed properties and online tracking services for registered properties; improving security of access and use of ICT infrastructure and services; and enhancing technology transfer, in-service training and capacity building for local ICT personnel.

Expand the digital landscape

Strategies to be pursued include: building an integrated national ICT digital infrastructure; providing regulatory framework to use national ICT infrastructure as a platform for e-Government services; creating a favourable environment to promote e-commerce and offline cashless payments; deepening internet availability and accessibility nationwide. Others are: promoting business process outsourcing and IT enabled services including innovation hubs and software applications development; ensuring adequate digital capability to support production and use of ICTs for development; and promoting the establishment of ICT parks across the country.

4.5.10 Science, Technology and Innovation

The objective in the medium-term is to mainstream science, technology and innovation in all socio-economic activities. The strategies to be implemented to realise this objective include: applying science, technology and innovation in the implementation of policies, programmes and projects; scaling up investments in research and development to find local solution to challenges; and promoting an

enabling environment for strong partnership with research institutions, academia and industry. Others are to: promote the establishment of foundry-based manufacturing and precision machine tooling, using Computer-Aided Design (CAD) and Computer Numerical Control (CNC) systems; ensure transfer of knowledge and technology between foreign and local companies; and adopt and master technologies such as Nanotechnology and Fibre optics.

4.5.11 Energy and Petroleum

The broad objectives to be pursued over the medium term are to: ensure availability of clean, affordable and accessible energy; promote an efficient transmission and distribution system; improve financial capacity and sustainability of utility companies; and ensure efficient utilization of energy. Others are to: promote petroleum exploration; promote development and use of indigenous capabilities for exploitation of petroleum resources and refinery; leverage the oil and gas industry as a catalyst for national economic development; and minimise potential environmental impact of oil and gas industry.

Ensure availability of clean, affordable and accessible energy

Strategies to be pursued include: restructuring and strengthening the management of hydro plants; developing a thermal insulation market; strengthening independent power producers (IPPs) and other private sector institutions involvement in the generation and distribution of power; promoting the production and use of renewable energy; promoting the use of solar energy for all public and private buildings. Others are to: accelerate replacement of kerosene lanterns with solar lanterns; develop, implement and maintain a safe, secure and sustainable nuclear power programme; review the Self-Help Electrification Project (SHEP) and use means testing approaches to enable the poor to connect to the national grid.

Promote efficient transmission and distribution system

Strategies to be implemented include: modernising transmission and distribution networks to reduce operational inefficiencies in energy supply and distribution; expanding the distribution and transmission networks; supporting and intensifying sub-regional power interconnectivity under West African Power Pool (WAPP); and expanding the provision of mini-grids to lakeside and island communities.

Improve financial capacity and sustainability of utility companies

Strategic interventions include: implementing an energy sector financial restructuring and recovery plan; and instituting mechanism to ensure that all added capacities are acquired through open and competitive tender processes.

Ensure efficient utilisation of energy

The specific strategies to be implemented are to: promote demand-side management in energy utilization; and promote the use and design of energy efficient technologies in public and private buildings.

Promote Petroleum exploration

Strategies to be pursued include: improving infrastructure, governance, legislative and investment conditions in the petroleum sector; accelerating the development of a legislative instrument for Petroleum Exploration and Production Act, 2016 (Act 919); strengthening the bidding process in the award of petroleum blocks for exploration and production to make it more competitive; accelerating the reconnaissance exploration programme in the Voltaian basin; enhancing collaboration and coordination among petroleum sector institutions; ensuring adherence to the Petroleum Revenue

Management Act, 2011 (Act 815); and promoting Ghana as a hub for petroleum operations in the West Africa sub-region.

Promote development and use of indigenous capabilities for exploitation of petroleum resources

Strategies to be implemented are to: develop local capability in all aspects of the oil and gas value chain; enforce the Petroleum (Local Content and Local Participation) Regulations, 2013 (LI 2204) especially, the Financial Services Guidelines; promote education and skills enhancement initiatives to manage the petroleum sector; and expand capital and risk capacity of financial system to support energy-driven based industries.

Leverage the oil and gas industry as a catalyst for national economic development

The key strategies are to: promote the use of gas in strategic industries and public transportation; mobilise domestic capital to invest in petroleum products storage capacity and operations; extend petroleum bulk transportation and distribution infrastructure nationwide; facilitate universal access to adequate, reliable and cost-effective petroleum products such as Liquefied Petroleum Gas (LPG); promote value addition in the oil and gas industry; and ensure efficient management and utilisation of oil and gas revenue.

Minimise potential environmental impact of oil and gas industry

The medium-term strategic interventions to be pursued include ensuring compliance with applicable laws and international standards for environment, health and safety in the oil and gas sector; implementing key recommendations from strategic environmental assessment for both onshore and offshore oil and gas developments; and intensifying community education on co-existence of oil and gas with fishing industries.

4.5.12 Human Settlements and Housing

The medium-term objectives are to promote sustainable spatially integrated development of human settlements; and provide adequate, safe, secure, quality and affordable housing schemes.

Promote sustainable spatially integrated development of human settlements

Priority strategies to achieve this objective include: facilitating the preparation and implementation of human settlement policy; accelerating the preparation and implementation of Spatial Development Frameworks, Structure Plans and Local Plans for MMDAs; undertaking regular monitoring and evaluation at all levels; and intensifying the use of Geographic Information System (GIS) in spatial/land use planning at all levels. Others include reviewing and publicizing planning standards and zoning regulations; developing database for spatial planning and management; enhancing capacity for spatial planning in MMDAs; and enforcing building codes and standards at all levels.

Provide adequate, safe, secure, quality and affordable housing schemes

Achieving this objective will entail implementation of the following strategies: creating a credible mortgage regime leveraging on the Pension Fund expanding investor potentials to capitalize on private sector investments; developing and institutionalize an integrated housing database; leveraging private sector resources and expertise for the provision of affordable housing and its related social infrastructure in an integrated manner; and ensuring completion of abandoned public housing projects.

4.5.13 Rural Development and Management

Medium-term priority interventions in this policy area aim at enhancing the quality of life in rural areas. The key strategies to be implemented are to: establish rural service centres to promote agriculture and

agro-based industries; promote rural enterprise development, financial inclusion, service delivery, capacity building and local economic development; expand and improve basic infrastructure; fully implement the rural development policy. Others are to: facilitate sustainable use and management of natural resources to support the development of rural communities and livelihoods; and provide incentives to attract direct private investments into rural areas.

4.5.14 Urban Development and Management

The policy objective in this focus area is to promote resilient urban development. Strategic initiatives to be pursued include: establishing special growth centres and urban networks, with spatially targeted investment interventions; implementing the five-tier hierarchy of urban centres; creating structured metropolitan city regions around Accra, Kumasi and other metropolitan areas; implementing district capital and small-town improvement programme; improving linkages between emerging secondary cities and towns and preparing and implementing structure plans for all grade 1, 2 and 3 settlements. Others are to: support the implementation of the National Urban Policy and Action Plan and the United Nations New Urban Agenda; integrate security and disaster prevention into urban planning and management systems; facilitate the implementation of urban renewal programmes; promote public-private partnerships in urban development and management; maintain urban infrastructure and establish special economic corridors.

4.5.15 Construction Industry Development

The objective for the sector over the medium-term will be to build a competitive and modern construction industry. The key strategies to be implemented are to: establish a central agency for the construction industry; improve and standardise techniques and material use; promote and stimulate the development and expansion of the Ghanaian construction industry; promote research and apply modern technology in the construction industry; and establish and maintain a construction industry information system. Others are to: ensure accreditation and certification of skilled construction workers; support technical education institutions and other professional bodies to train more skilled personnel for the construction industry; create an enabling environment to ensure affordable and efficient use of construction materials; promote the use of the Ghana Building Code GS 1207; and facilitate the timely issuance of honour certificates to contractors.

4.5.16 Infrastructure Maintenance

The medium-term objective is to promote effective maintenance culture. Strategies to be pursued are to: institute a robust maintenance scheme for the transport system, public office buildings and other critical infrastructure; enforce relevant standards in various sectors to reduce rapid deterioration of public infrastructure, including strengthening the axle load control on roadways; build capacity to ensure requisite skills for infrastructure maintenance and develop asset register on infrastructure conditions.

4.5.17 Land Administration

The medium-term objective is to promote efficient and effective land administration. The strategies to be pursued are to: continue on-going land administration reforms to address title and ownership rights; fully decentralise land administration on an automated platform; accelerate digitisation of land records and automation of land services delivery; accelerate efforts for the development of the National Geo-Spatial Policy; ensure the production of base, topographic and orthophoto maps nationwide; and promote the production of reliable maps and site plans to ensure security of land tenure. Others are to ensure high standard of land data security; domesticate and implement fully the AU Framework

Guidelines on Land Policy in Africa; ensure gender considerations in land reforms, management and land use planning; promote Sustainable Land Management (SLM) interventions using the Integrated Landscape Management (ILM) approach; establish and maintain a geodetic reference network for mapping and engineering; deploy Ghana Enterprise Land Information System (GELIS) nationwide; and fully implement the Land Act, 2020 (Act 1036).

4.5.18 Zongos and Inner-City Development

Over the medium term, implementation of policy interventions will be targeted at improving basic social infrastructure and services, and livelihood conditions of Zongo and Inner-City communities. Specific strategies to be implemented include accelerating investments in local economic development in Zongo and Inner-City communities; providing basic social infrastructure and services in Zongo and Inner-City communities; and promoting the implementation of a national slum upgrading and prevention strategy.

4.6 MEDIUM TERM TARGETS

Some of the medium-term targets to be achieved by the end of 2025 are:

1. Proportion of water bodies with good ambient water quality surpasses 75 percent.
2. Restoration/ rehabilitation of degraded forest, mining area, dry and wet lands within forest reserves increases to 5,000 hectares.
3. Level of greenhouse gas emissions reduced to 57.6MTCO₂e (million tonnes of carbon dioxide equivalent).
4. Percentage of road network in good condition appreciates to 60 percent.
5. Proportion of classified road network-maintained increased to 70 percent.
6. Electricity distribution losses reduced to 20 percent (ECG) and 7.0 percent (NEDCo).
7. Integrated National Infrastructure database established and State of Infrastructure Report developed.
8. Spatial Development Frameworks and structural Plans developed by all MMDAs.
9. (Refer to Appendix 5.3 for details of medium-term targets for other focus areas under the environment, infrastructure and human settlement dimension).

4.7 FLAGSHIPS FOR ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

Environment

1. Strengthen the implementation of the Clean Rivers Programme aimed at improving the quality of major water bodies in the country.
2. Strengthen the implementation of infrastructure policies of "Water for All" to expand access to safe drinking water.

Infrastructure / Housing

1. Develop and operationalise a new Rent Control Act.
2. Build low-income housing estates using local materials in collaboration with the Building and Roads Research Institute (BRRI) and other relevant stakeholders including private developers.
3. Establish two anchor institutions: a Ghana Housing Authority (GHA), and a National Housing and Mortgage Finance Company (NHMF).

4. Expand the capacity of State Housing Company Limited (SHC) to lead Government's efforts, along with the private sector, to build a large pool of affordable homes for Ghanaian workers and families
5. Create Land Banks and provide Infrastructure in partnership with Land owners and District Assemblies.
6. Establish a National Rental Assistance Scheme (NRAS).
7. Promote and sponsor Real Estate Investment Trusts (REITs) as a vehicle to encourage rent-to-own schemes, private sector mortgage finance companies and mortgage-backed securities
8. Review the Home Mortgage Finance Act, 2008 (Act 770) to ensure that foreclosure processes are simplified.
9. Implement more rigorously the tax-deductible mortgage interest regime
10. Amend the law to allow for Pension Funds to invest more than 5% of their portfolio in real estate assets, including pension backed mortgages
11. Provide targeted, project-based tax incentives (instead of blanket incentives) for private developers to build more social housing, as well as inner city redevelopment and revitalisation schemes
12. Promote establishment of an integrated local manufacturing industry to support the housing sector
13. Sustain the Ghana Post GPS or the National Digital Addressing System
14. Sustain the roll-out of the biometric National ID Card (NID) or Ghana Card

Energy and Petroleum

1. Extend electricity to cover the entire nation.
2. Enforce competitive procurement of power, and minimise excess capacity charges to improve upon the financial health of the sector.
3. Reduce losses, particularly in power distribution, by ensuring ECG and NEDCo implement incentive-based loss reduction targets for all District Managers.
4. Improve revenue collection with the implementation of remote sensing technology.
5. Sustain implementation of the Auction-Based Licensing Strategy for exploratory Oil Blocks.
6. Sustain enforcement of local content policies for upstream and downstream sub-sectors.
7. Build technical capacity across all skills areas for the oil and gas and other natural resource sectors

Transportation

1. Develop and expand railway infrastructure in some prioritized areas.
2. Prioritise local content in infrastructure development.
3. Establish an Airport Free Zone (AFZ) through private sector investments.
4. Accelerate the development of road infrastructure through Public-Private Partnerships and toll-financing.
5. Develop and implement a public transport policy and network commensurate with the needs of a fast-growing economy.
6. Implement road infrastructure maintenance programmes to create jobs for the youth.
7. Re-launch the metro mass transport system throughout regional capitals.
8. Introduce innovative policies to facilitate urban traffic de-congestion.
9. Complete development of prioritized Inland port infrastructure.
10. Implement a Government-backed, private sector-led Lease-to-Own financing arrangement

Science, Technology and Innovation

1. Resource the operations of the Presidential Advisory Council for Science, Technology and Innovation (PACSTI).
2. Establish foundry-based manufacturing and precision machine tooling plant, using Computer-Aided Design (CAD)/computer-aided manufacturing and Computer Numerical Control (CNC) systems.
3. Rationalise the functions of institutions in the technology space to avoid functional overlaps, as well as streamline the legal and regulatory framework in line with international best standards.
4. Update Ghana's spectrum policy and regulations to promote greater transparency, competitiveness and rapid expansion of internet services to rural areas.
5. Enhance Ghana's soft infrastructure through a national data centre that centralises all digital information, data storage, management and protection
6. Leverage Ghana's digital transformation as a driver of growth, by increasing broadband coverage throughout the country, as well as increasing access and affordability of digital devices
7. Invest in human capital to build Ghana's digital skills base, by continuing investments in teaching ICT from primary schools.
8. Create a large local digital market in West Africa and beyond, and provide solutions to problems in the region.
9. Explore innovations to ensure that the visually impaired are not left out of the ongoing digital revolution.
10. Reduce the high cost of data in Ghana through the reduction of taxes on digital devices as well as the cost of spectrum and licenses.

Human Settlements

1. Strengthen the capacity of Development Authorities and the Zongo Development Fund, to enable them to attract private investors to develop infrastructure in their catchment areas.
2. Continue implementation of existing policies and ongoing projects such as IPEP.

Land Administration

1. Improve maps and spatial data availability, and digital transformation of Lands Commission.
2. Decentralize land service delivery.
3. Systematic recording, verification and creation of National Cadastre.
4. Sustain capacity development programmes to improve work culture and corporate governance.

CHAPTER FIVE

GOVERNANCE, CORRUPTION AND ACCOUNTABILITY

5.1 INTRODUCTION

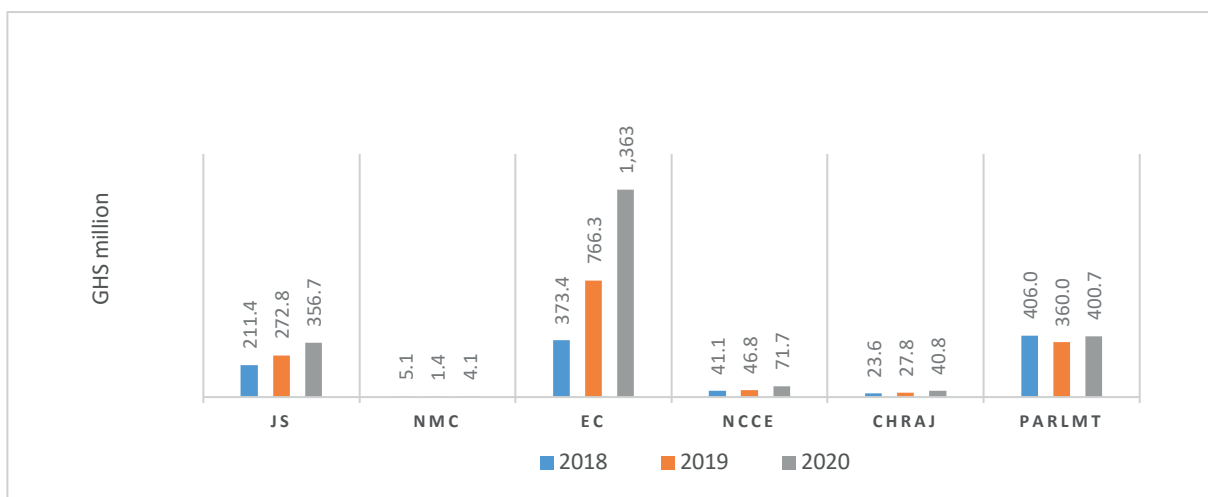
The chapter assesses the performance of the Governance, Corruption and Accountability over the period 2018 -2021 and outlines the medium-term policy objectives, strategies, and targets for 2022 - 2025 for 13 focus areas. These are: democratic governance; local governance and decentralization; public accountability; public policy development and management; public institutional reforms and transformation; corruption and economic crimes; law and order; and human security and public safety. Others are: civil society and civic engagement; promoting attitudinal change and patriotism; development communication; culture for national development; and Ghana's role in international affairs.

5.2 PERFORMANCE REVIEW

5.2.1 Democratic Governance

Ghana recorded improvement in budgetary allocations to independent governance institutions (IGIs)⁷² between 2018 and 2020. National Media Commission (NMC), the least resourced among the IGIs over the period, recorded over 100 percent change in budgetary allocation between 2019 and 2020 as shown in Figure 5.1. The IGIs successfully implemented a number of programmes in the year under review.

Figure 5.1: Budgetary Allocations to Independent Governance Institutions



Source: Electoral Commission, National Media Commission, National Commission for Civic Education, Commission on Human Right and Administrative Justice 2020, Parliament, Judicial Service, 2020 APR

Electoral Commission in 2019 and 2020 successfully conducted district level elections, and presidential and parliamentary elections.

⁷² Electoral Commission (EC), Commission on Human Rights and Administrative Justice (CHRAJ), National Commission on Civic Education (NCCE), Judicial Service (JS), the National Media Commission (NMC) and Parliament

The above notwithstanding, IGLs faced resource constraints that affected the performance of their functions. In addition, the high cost of elections to political parties and the recurring threats of political violence especially during elections remains a challenge.

5.2.2 Local Governance and Decentralisation

Six new regions namely; Oti, Ahafo, Bono East, Western North, Savannah and North East were created in 2019 to promote effective governance and ultimately accelerate and sustain decentralisation. Government also introduced a bill to amend Articles 243 (1) and 55(3) of the 1992 Constitution to allow for MMDCEs to be elected into office. However, the processes stalled due to lack of national consensus.

The number of MMDAs staff increased to 40,933 in 2020 from 37,565 in 2019. This represents a share of 5.76 percent and 6.91 percent of the total number of personnel on Government payroll in 2017 and 2020 respectively. Transfer of resources from central Government to MMDAs declined from 2.24 percent in 2018 to 1.89 percent in 2019 but increased to 2.52 percent in 2020. This is below the allocation ($\geq 5\%$) provided for in Article 252 of the 1992 Constitution. The share of total revenue of MMDAs in relation to total national revenue, however, increased from 2.53 percent in 2018 to 2.59 percent in 2019 to 3.61 percent in 2020.

The District Development Facility (DDF) was mainstreamed into the DACF Responsive Factor Grant as part of the financial sustainability measures for MMDAs. A new assessment tool known as the District Assembly Performance Assessment Tool (DPAT)⁷³ was introduced to enhance the assessment based on the lessons from the Functional Organizational Assessment Tool (FOAT).

A new National Decentralization Policy and Strategy (2020-2024) was developed to foster quality service delivery through a decentralized local governance system and active citizens' participation. A Rural Development Policy was also formulated and approved by Cabinet.

5.2.3 Public Accountability

Government, over the years, has implemented mechanisms to deepen transparency and public accountability. These include implementation of the Ghana Integrated Financial Management Information System (GIFMIS), the National Anti-Corruption Action Plan (NACAP) and the examination of the audited accounts of public sector institutions by the Public Accounts Committee (PAC) of Parliament. The passage of the Public Financial Management Act, 2016 (Act 921), the Public Financial Management Regulation, 2019 (L.I. 2378), and the Public Procurement (Amendment) Act, 2016 (Act 914) also provide other instruments to ensure financial integrity in the public financial management system.

The Public Accounts Committee (PAC) in 2018 and 2019 pursued measures to reduce financial irregularities identified in the Auditor-General's report. The Committee held public hearings to consider 15 Auditor-General's Reports. A total of 53 and 139 recommendations were implemented in 2018 and 2019 respectively resulting in a recovery of about GHS 97 million.

The Right to Information Bill was passed into law (Act 989) and an RTI Commission with a governing board inaugurated. In addition, a Data Mapping Tool and Template was designed to facilitate the compilation and publication of information manuals by public institutions. The Ministry of Information also collaborated with the Information Services Department to recruit and post 94 Assistant RTI officers

⁷³ The DPAT is a diagnostic instrument for assessing the performance of MMDAs and for determining the allocation of the DACF Responsiveness Factor Grant (RFG) to MMDAs.

and five Principal Officers. The Ministry also engaged Independent Governance Institutions such as EC, CHRAJ, Judicial Service on the implementation and transition guidelines.

5.2.4 Public Policy Development and Management

A National Public Policy Formulation Guidelines was developed and launched over the medium-term by NDPC. The Guidelines aim at standardizing public policy development and format and streamlining public policy formulation and approval processes among others. In addition, the Commission initiated the development of a web-based Policy and Legislative almanac to strengthen policy coordination and enhance the achievement of development outcomes.

Over the period, GSS collaborated with some MDAs, private sector and Civil Society Organizations to improve the quality of surveys and administrative data. Funding was also secured for the implementation of the National Statistical Development Strategy (NSDS). The Ghana Statistics Development Project was fully implemented in 2018. GSS conducted some key national activities including Agricultural Census 2020 and Multi Cluster Indicator Survey 2017/2018. The National Population and Housing Census which was scheduled for 2020 was conducted in 2021 due to the COVID-19 pandemic. In order to assess the impact of the COVID-19, the Service conducted some studies including the Households and Jobs Tracker; COVID-19 Local Economies Tracker; and COVID-19 Business Tracker.

5.2.5 Public Institutional Reforms

Public Services Commission (PSC) developed the Human Resource Management Information System (HRMIS⁷⁴) to manage the human resource database of public sector workers. Between 2017 and 2019, 64 public sector institutions have been enrolled and are able to update recruitment, promotions and transfer of staff in real time as well as generate various HR reports.

In 2018, Government developed the Public Sector Reform for Results Project (PSRRP) to reform the public sector. As part of the project, some services have been digitized. These include birth and death registration, issuance of environmental permits, and registration of vehicles and passport services. Despite the progress made so far, issues such as limited modernisation and use of technology in the public sector, weak enforcement of PSC rules and regulations and poor work ethics persist.

5.2.6 Corruption and Economic Crimes

Recent efforts at combating corruption and economic crimes have included the implementation of the National Anti-Corruption Action Plan (NACAP); establishment of the Office of the Special Prosecutor (OSP); enactment of Right to Information Act, 2019 (Act 989) and Witness Protection Act, 2018 (Act 975); as well as ensuring implementation of recommendations of the Public Accounts Committee (PAC) of Parliament.

In 2020, EOCO investigated 132 cases, prosecuted 11, secured 2 convictions and recovered a total amount of GHC 2,526,623.94 from proceeds of crime. CHRAJ received 158 corruption cases and investigated 20 of these cases. The past four years witnessed an enhanced performance in the number of Auditor-General's reports generated, and the formulation of a five-year public sector reform strategy (2018-2023). Ghana's score on the Corruption Perception Index by Transparency International (TI)

⁷⁴ PSC in 2015 established a comprehensive HRMIS on a common platform for all public service employees on Government payroll. The system was established to provide accurate, reliable and centralized human resource database to facilitate informed decision making in the development and management of human resource in the Public Services.

improved from 41 in 2019 to 43 in 2020. Ghana ranked 75th out of 180 countries in the Transparency International's (TI) Corruption Perception Index in 2020

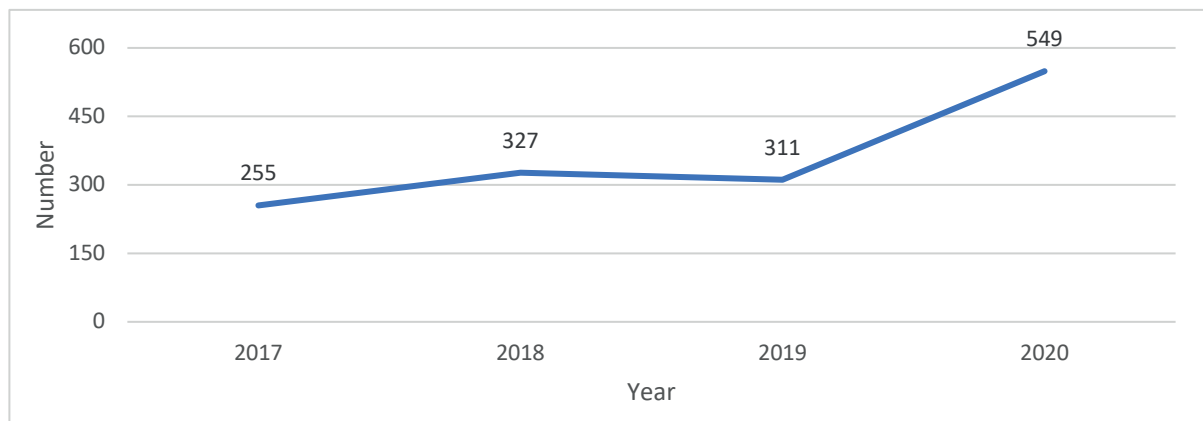
Despite these efforts, the perception of corruption remains high. The 2019 Afro barometer study reveals that Ghanaians perceived corruption levels to be increasing. Other issues are: limited support for the implementation of anti-corruption strategies; low transparency and accountability of public institutions; misappropriation of funds by public office holders; abuse of discretionary powers; weak coordination and implementation of recommendations of the Public Accounts Committee of Parliament; and non-enforcement of sanctions.

5.2.7 Law and Order

Efforts to promote the rule of law and access to justice saw an increase in resource allocation to the Judiciary, continuation of the court computerisation process, and introduction of an E-Justice project to improve case management, reduce processing time and enable effective monitoring of cases. More than 42,000 cases were processed digitally within the period, following the introduction of the project.

Approximately 1,239 lawyers were called to the bar from 2017 to 2020. Ghana remained among the top highest ranked countries in Africa in the Judiciary Independence Index by the World Economic Forum⁷⁵. The country also ranked 51st out of 128 countries in the 2020 World Justice Project (WJP) Rule of Law Index⁷⁶.

Figure 5.2: Lawyers Called to the Bar: 2017-2020



Source: Judicial Service, 2020 APR

5.2.8 Human Security and Public Safety

The number of Police personnel grew to 38,347 in 2020 from 35,027 in 2019. Police officer to citizen ratio and Fire officer to citizen ratio as at 2020, stood at 1:807 (from 1:864 in 2019) and 1: 2,864 (from 1:3469 in 2019) respectively. However, police and fire officer to citizen ratios are still significantly above UN recommended standards.

The security services were retooled with necessary logistics and their remuneration improved. For instance, there are now more CCTV cameras that have been installed in many more locations in Ghana to help keep communities and residents safe.

⁷⁵ The "Judiciary Independence Index" by the World Economic Forum shows a steady increase of ranking since 2008

⁷⁶ The country also ranked 51st out of 128 countries in the 2020 World Justice Project (WJP) Rule of Law Index

The Ghana Immigration Service enforced immigration laws relating to the entry, residence, employment and exit of foreign nationals. From 2018 to 2020, more than 5000 foreign nationals residing in Ghana were arrested for not being in possession of requisite permits. The Police's Domestic Violence and Victim Support Units (DOVVSU) were expanded and Family Tribunal and Gender-Based Violence Courts were established to speedily resolve and improve the administration of justice for gender-based violence. The Anti-Human Trafficking Unit of the Ghana Police Service also rescued 141 victims of human trafficking in 2020.

As of 31st December 2020, the Police Professionals Standard Bureau (PPSB) recorded 1,176 complaints of which, 361 had been completed and 817 remained under investigation. Complaints included unprofessional handling of cases; undue delay of investigation; unfair treatment; police brutalities; unlawful arrests and detentions; misconduct; and extortions.

The Ghana Armed Forces has a workforce strength of approximately 13,000 to 15,500⁷⁷ (2019). The net recruitment rate increased from 4.7 percent in 2019 to 13.5 percent in 2020 while attrition rate remained at 1.9 percent. It deployed one state-of-the-art Level II Field Hospital for COVID-19 response and contributed to the maintenance of peace in Northern Ghana. The percentage of personnel deployed in peacekeeping operations declined to 10.01 percent in 2020 from 16.40 percent in 2019.

5.2.9 Civil Society and Civic Engagement

The number of CSOs registered with the Department of Social Welfare and Development increased from 7,950 in 2018 to 9,251 in 2019. CSOs actively participated in and supported the legislative process for a number of bills to be passed into law, for instance passage of the RTI Bill, the Fiscal Responsibility Act, review of the Persons with Disability Act, advocacy for the passage of the Affirmative Action Bill and advocacy against a proposal to increase VAT, among others. They also supported the preparation of progress reports on the implementation of national, regional and global agendas and published analytical reports on expenditures; social protection; poverty reduction; taxation; child protection and welfare; and water, sanitation and hygiene (WASH).

Level of Press Freedom

The ranking on the World Press Freedom Index released by Reporters without Borders placed Ghana in the 30th position in 2020 from 27th and 23rd position in 2019 and 2018 respectively out of 180 countries assessed. Within Africa, Ghana recorded the 1st position in 2018 and 3rd position in 2019, behind Namibia and Cape Verde. In the 2021 ranking, Ghana was second behind Namibia among African countries.

5.2.10 Promoting Attitudinal Change and Patriotism

Over the medium-term, the National Commission on Civic Education was allocated over 30 million Ghana Cedis⁷⁸ between 2018 and 2020, to promote patriotism and good citizenship. As part of the programme, NCCE visited 11,849 schools annually between 2018 and 2020 to educate the youth on good citizenship and patriotism. The National Development Planning Commission also organised a national development forum in 2019 on societal values and national development which highlighted attitudinal change. Government also launched a Ghana Beyond Aid Charter document establishing some 11 key fundamental values that Ghanaians must commit to in its quest to develop.

⁷⁷ -11,500 Army; 2,000 Navy; 2,000 Air Force

⁷⁸ Based on 2018, 2019 and 2020 Ministry of Finance Programme Based Budget Report.

In spite of these initiatives, poor attitudes, particularly towards work, sanitation, law enforcement, morality, business and maintenance of public property, as well as low sense of patriotism continue to bedevil Ghana's socio-economic development.

5.2.11 Development Communication

Ghana made significant advances in key indicators of progress including the promotion of press freedom and the number of development dialogues organised by the Government. The media continued to perform its watchdog role over the three arms of Government.

During the implementation of the Agenda for Jobs I policy framework (2018-2021), MDAs participated in meet-the-press series, town hall meetings, regional press soirées, budget dissemination exercises and policy summits. Furthermore, presidential meet-the-press sessions were organised to enable citizens' engagement with the President of the Republic. In spite of this progress, sustainable financing of development communication remains a challenge.

5.2.12 Culture for National Development

Efforts at integrating culture into national development have included promoting the role of the chieftaincy institution in national development. Interventions pursued are: promoting the development of literary works; maintaining cultural assets and skills; and promoting Centres for National Culture. Other achievements include codifying chieftaincy lines of succession; addressing conflicts and chieftaincy disputes; and developing traditional institutional mechanisms to provide an alternative framework for settling chieftaincy disputes.

Key national institutions continued to be established and existing ones strengthened to coordinate the integration of cultural issues in national development. An additional legislative instrument on lines of succession was drafted in 2020, bringing the total number to 20 from 19 in 2019. These legislative Instruments provide the regulatory framework for succession to stools and skins in traditional areas to promote peace and development. Additionally, a 103 (21.3%) out of 483 chieftaincy disputes, were disposed of as at the end of December 2020.

5.2.13 Ghana's role in international affairs

The foreign policy thrust of Ghana since independence has been to maximise the benefits of its interactions with the international community while preserving its sovereignty and making unique contributions to its neighbouring countries and the world. The objectives pursued over the medium term included: accelerating economic and social integration with regional and sub-regional states; integrating the Ghanaian diaspora in national development; leveraging economic and technological opportunities for sustainable development; and promoting international peace and sustainable development.

Accelerating Economic and Social Integration with Regional and Sub-Regional States

The year 2020 saw the penetration of Ghanaian products within the international arena. Products including vegetables, beverages, processed canned foods, fabrics (Kente, smock), locally made footwear, herbal medicines among others continued to penetrate foreign markets.

Additionally, the Ghana Missions abroad deepened trade and investment promotions activities during the year. Trade exhibitions held in the year were 45 compared with 20 in 2019.

The year 2019 was declared by President Nana Akufo-Addo as the 'Year of Return' which brought thousands of African Americans and Afro-Caribbeans from all over the world to Ghana to mark the 400th anniversary since the first Africans were taken to the Americas as slaves. It also afforded the

country the opportunity to introduce some made-in-Ghana products such as kente, chocolate, artefacts, locally manufactured fabrics, and foot wears, among others to the diasporians who visited the country.

Ghana ratified the protocol establishing AfCFTA, a market that covers 1.2 billion people with a combined GDP of US\$ 2.5 trillion. Ghana also contested and won the bid to host the African Continental Free Trade Area (AfCFTA) Secretariat at the 12th African Union Extraordinary Summit held in Niamey, Niger. In 2020, the country secured an office complex in Accra for the AfCFTA secretariat to commence its operations.

Integrating the Ghanaian Diaspora in national development

In May 2019, an eight-member committee was constituted to review modalities on the operationalization of the Peoples Amendment Act (ROPAA), 2006 (Act 699). The Act was passed to provide the framework for Ghanaians in the diaspora exercise their universal suffrage. The ROPAA committee has completed its work but is yet to submit its report to the EC for study.

The Government of Ghana strengthened the Diaspora Office established at the Presidency to ensure effective mobilisation of Ghanaians living abroad for national development. The number of Ghanaians registered with Ghana missions abroad increased from 1 million in 2018 to 3.6 million in 2019 and 6.1 million in 2020. The registered Ghanaian nationals potentially provide a credible database of Ghanaians living in the diaspora to be registered by the National Identification Authority and Electoral Commission, which can help in the implementation of ROPAA.

Leveraging Economic and Technological Opportunities for Sustainable Development

The Ministry of Foreign Affairs and Regional Integration (MFARI) introduced an online passport application for all passport application centres in the medium-term. This initiative has improved the turn-around time for processing biometric passports from 15 days in 2018 to 10 days in 2019 and 12 days in 2020. A total of 314,500 passports were issued in 2019 globally by MFARI, exceeding the target of 300,000. This was made possible partly through the issuance of biometric passports by 7 missions abroad.

Promoting International Peace and Sustainable Development

In 2018 to 2020, Ghana's security personnel were involved in 19 peacekeeping missions around the globe. Additionally, MFARI assisted seven Ghanaians in 2019 to occupy positions in international organizations. This is an improvement on the 2018 performance where four Ghanaians occupied such positions. At the ECOWAS and AU level, the number of Ghanaians elected were seven in 2019.

The MFARI in collaboration with NDPC and MoF organised series of meetings with key stakeholders to assess the performance of ECOWAS Vision 2020 (2010-2020). The thematic areas considered under the evaluation exercise were trade and socio-economic development, monetary integration, democracy and good governance, infrastructural development and political cohesion and participation in the Region. The interventions accessed were under two frameworks, the Regional Strategic Framework (RSF, 2011-2015) the Community Strategic Framework (CSF, 2016-2020).

To support the coordination and implementation of the sustainable development agenda 2030 and AU Agenda 2063, a robust national architecture has been established. This includes a High-Level Inter-Ministerial Committee charged with the responsibility of providing leadership and strategic oversight of the implementation process. The SDGs and Agenda 2063 have been integrated and harmonised into the Medium-Term National Development Policy Framework (MTNDPF) 2018-2021, with correspondent mechanisms for monitoring and evaluation.

Progress made in implementing the two agenda include the achievement of gender parity in primary schools, declining maternal mortality and overweight, increased access to water, and progress in

achieving universal access to electricity. Notwithstanding these achievements, there are many areas that need urgent attention. Close to one-fourth of children do not have the minimum proficiency in mathematics and reading, majority of the population lack access to basic sanitation services, access to decent jobs remains a challenge, income inequality is on the rise, and the menace of illegal mining is destroying large tracts of forest and water bodies.

The progress Some progress made by the country has been affected by the emergence of the COVID-19 pandemic. There has been a sharp decline in GDP growth, businesses are under strain, government finances have been badly affected, and health services and infrastructure continue to be under serious stress. Poverty is projected to rise, reversing a decade's achievement of lifting people out of poverty.

Progress reports and other special reports prepared during the year under review include SDG Indicator Baseline Report (2018), AU Agenda 2063 Biennial Reports (2019 and 2020) and 2020 SDG Report. In addition, Ghana in the year 2019 prepared and presented its maiden Voluntary National Review at the High-Level Political Forum (HLPF) in 2019. The review provided the opportunity for the country to showcase its success stories, share experiences with other countries and learn new and innovative approaches to accelerate the implementation of the agenda.

5.3 SUMMARY OF KEY ISSUES

5.3.1 Democratic Governance

There is uneven balance of power among the three arms of Government; inadequate resources to Governance Institutions; relatively weak capacity of governance institutions; monetisation of elections/electoral process; pockets of political and electoral violence; and inadequate capacity of Parliament to exercise its oversight function over the Executive.

5.3.2 Local Government and Decentralisation

Inadequate consultations on election of MMDCEs; weak implementation of political and administrative decentralization; poor service delivery at the local level; weak capacity of local Government staff; ineffective sub-district structures; weak coordination of administrative functions; poor coordination in preparation and implementation of development plans; deepening and widening participation on development and MMDAs activities at the grassroots; poor linkage between planning and budgeting at national, regional and district levels; weak spatial planning capacity at the local level; and weak involvement and participation of citizenry in planning and budgeting.

5.3.3 Public Accountability

Weak coordination and commitment to the implementation of NACAP; weak sanctions regime inherent within the PAC; low public interest in public institutions; limited demand for accountability at the local level; and limited involvement of the public in expenditure tracking.

5.3.4 Public Institutional Reforms

Overlapping functions among public sector institutions; weak enforcement and low compliance with PSC legislations by public sector agencies; limited modernisation and use of technology in public sector; significant decreases in capital expenditure overtime; undue interference in the functioning of public sector institutions; inefficiencies in public service delivery; and weak linkage between performance and pay administration in the public service.

5.3.5 Public Policy Management

Limited involvement of non-state actors in public policy formulation process; weak coordination of the development planning system; lack of a comprehensive database on public policies; ineffective M&E on implementation of development policies and plans; inadequate financial resources; weak capacity in development policy formulation; and weak research capacity of MDAs and MMDAs.

5.3.6 Human Security and Public Safety

Inadequate equipment and infrastructure; politicisation of the security services; weak professionalism; inadequate capacity to combat emerging crimes; incidence of Cybercrime and cyber-insecurity; weak collaboration among security agencies; weak relations between citizens and law enforcement agencies; inadequate personnel; overcrowding in custodial facilities; inadequate rehabilitation centres; and poor prison conditions; increasing levels of crime (including drug related crimes); inadequate community and citizen involvement in public safety; weak monitoring and regulation of private security firms; proliferation of small arms; and incidence of ethnic clashes, violent demonstrations, armed robberies and sexual and gender-based violence.

5.3.7 Corruption and Economic Crimes

Limited support for the implementation of anti-corruption strategies; high perception of corruption among public office holders and citizenry; low transparency and accountability of public institutions; misappropriation of funds by public office holders; abuse of discretionary powers; increasing incidence and diversity of economic crimes; weak coordination and implementation of recommendations of Public Accounts Committee and other relevant institutions; and high levels of alleged bribery scandals and corruption

5.3.8 Law and Order

High cost, limited physical access, range and responsiveness to justice services; decline in public confidence in the justice system; limited number and poor quality of court infrastructure; inadequate capacity of judges and state attorneys to handle specialty cases; protracted pre-trial detentions; perceived corruption in the legal system; abuse of human rights by security personnel; declining press freedom; inadequate media professionalism; abuse of press freedom and challenges to implementation of the Rule of Law and freedom of expression.

5.3.9 Civil Society and Civic Engagement

Increasing politicization of CSOs; inadequate capacity of civil society to optimise existing civic spaces; ineffective regulatory mechanisms for the non-profit sector; inadequate transparency and information on processes and timing of development discourse to enable sufficient civic participation; gaps in awareness, advocacy and enforcement of citizen rights and responsibilities; insufficient funding for institutions responsible for public education; communal strife and disunity as a result of leadership succession and land disputes; and inadequate involvement of traditional authorities and religious bodies in national development.

5.3.10 Attitudinal Change and Patriotism

Low level of patriotism and loyalty to the state; poor attitudes negatively impacting quality of life, public service delivery and development; political and civic apathy; and indiscipline.

5.3.11 Development Communication

Limited ownership and accountability for national development at all levels; proliferation of political media; polarised media landscape; insufficient funding of development communication and low awareness of Government agenda.

5.3.12 Culture for National Development

Poor appreciation of national culture; growing negative influence of foreign culture; inadequate cultural infrastructure; limited reliable data on the cultural sector; weak frameworks, regulations and institutions for promoting Ghanaian culture; gaps in the governance regime for emerging areas in the cultural industry; and negative cultural and outmoded practices inimical to development.

5.3.13 Ghana's Role in International Affairs

Fragmented policies and strategies for Ghana's engagement with the global community; weak service delivery by foreign missions abroad; inadequate training of staff; limited leverage of Ghanaian culture in the international arena; threats of global terrorism; incidence of political instability particularly among neighbouring countries; poor management of trans-boundary resources; and limited diaspora engagement and participation in national development.

5.4 MEDIUM-TERM GOAL

The goal for the Governance, Corruption and Accountability dimension is to maintain a stable, united and safe country built on efficient institutions, rule of law, freedom, public trust and strong international relations.

5.5 MEDIUM-TERM POLICY OBJECTIVES AND STRATEGIES

The medium-term policy interventions for the governance dimension are to: deepen democratic governance; reform and transform public institutions; effective management of public policy; improve human security and public safety; accelerate and sustain decentralisation; fight corruption and economic crimes; promote respect for law and order; improve participation of civil society in national development ; promote attitudinal change and values for national development; ensure responsive governance and citizen participation in development; promote development communication; promote culture in the development process; strengthen Ghana's role in international affairs; and reposition the diaspora to contribute to national development for mutual benefit.

5.5.1 Democratic Governance

Deepen Democratic Governance

The strategies to be used to achieve this objective include strengthening the three arms of Government and promoting the effective separation of powers; strengthening independent governance institutions to perform their functions effectively; accelerating the implementation of the Constitutional Review Committee's recommendations; and accelerating the implementation of electoral reforms. Others are orienting the security services to make them more responsive to the demands of democratic processes; promoting the ownership of development processes and transparency at the local level and strengthening the capacity of Parliament to exercise oversight on Government finances and implementation of policies and programmes.

5.5.2 Local Government and Decentralisation

Policy objectives prioritized for the medium-term are to deepen political and administrative decentralisation; improve decentralised planning; strengthen fiscal decentralisation; and improve popular participation.

Deepen Political and Administrative Decentralisation

The strategies to be implemented are to: ensure the election of District Chief Executives (DCEs) and formalise performance appraisals of MMDCEs; resolve discrepancies in inter-district boundary demarcation; strengthen sub-district structures; institute mechanism for effective inter-service/inter-sectoral collaboration and cooperation at district, regional and national levels; and strengthen capacity of the Institute of Local Government Studies to deliver on its mandate. Others are to accelerate the implementation of the Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009 (LI 1961); and strengthen regional structures in support of devolution of powers.

Improve Decentralised Planning

Strategies to be implemented are to: strengthen local capacity for spatial planning; create enabling environment for implementation of Local Economic Development (LED) and Public-Private Partnership (PPP) policies at the district level; and strengthen the implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921).

Strengthen Fiscal Decentralisation

Strategies to be implemented include: enhancing revenue mobilisation capacity of MMDAs; strengthening PPPs in IGF mobilization; implementing the Inter-Governmental Fiscal Framework (IGFF) and Inter-Governmental Fiscal Transfers (IGFT); and enhancing financial capacities of regional and district administrations.

Strengthen the Coordinating and Administrative Functions of Regions

The prioritized strategy under the objective is to strengthen regional structures in support of devolution of powers.

Improve Popular Participation

Strategies to be implemented are to: promote effective stakeholder involvement in development planning process, local democracy and accountability; promote ownership of development process and transparency at the local level; build capacity of civil society organisations; and strengthen the People's Assembly concept to encourage citizens to participate in governance.

5.5.3 Public Accountability

Strategies to be implemented to attain this objective include: strengthening systems and structures for ensuring transparency and accountability in the management of public funds; strengthening the sanctions regime inherent in public accountability mechanisms; promoting public interest in performance monitoring reports of public institutions; and expanding opportunities for public information and initiatives in accountability and enhancing participatory budgeting, revenue and expenditure tracking at all levels.

5.5.4 Public Institutional Reform

Build an effective and efficient Government machinery that supports citizens' participation

Strategies to be implemented include: improving coordination to address conflicting mandates of public sector institutions; implementing a Client Service Charter for public institutions; modernising public service institutions to improve leadership, efficiency, productivity and delivery; and empowering citizens to demand quality public services. Others include ensuring implementation of the Public Sector Reform Strategy; implementing a comprehensive human resource payroll system and database; improving documentation within the public sector and developing and implementing a comprehensive human resource strategy.

5.5.5 Public Policy and Management

Enhance capacity for policy formulation and promote coordination of the development process

Strategies to achieve these objectives are to: implement national policy guidelines to streamline public policy formulation; strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting; strengthen capacity for research and statistical information management systems of MDAs and MMDAs; intensify the use of Strategic Environmental Assessment (SEA) in public policy processes, plans and programmes; deepen political party participation in national development; expedite implementation of the Legislative and Policy Almanac; and ensure the implementation of Long-Term Development Frameworks.

5.5.6 Human Security and Public Safety

The following policy objectives would be prioritized over the medium-term to address the limitations of human security and public safety. These include enhancing security service delivery and public safety.

Enhance security service delivery

Strategies to be implemented include: promoting world-class security services with modern infrastructure and equipment; building capacity for surveillance and intelligence sharing within the security services; developing a comprehensive framework to enhance professionalism within the security services; ensuring increased technical and financial support to institutions that manage gender-based violence cases; enhancing community-based approaches to safety and security, especially in border areas; and promoting competitive remuneration to enable the security services to attract the best personnel.

Enhance Public Safety

Strategies to be implemented are to: reduce recidivism, promote effective re-integration of ex-convicts; implement a robust and comprehensive anti-narcotics and crime policy; strengthen and coordinate institutions dealing with drug trafficking; promote security awareness of the various communities; enhance border management technology, infrastructure and institutional inspections; and enhance national capacity for fire prevention, protection and fighting.

5.5.7 Corruption and Economic Crimes

Reduce corruption and bribery in all its forms

Strategies to achieve the objective are to: ensure continued implementation of the National Anti-Corruption Action Plan (NACAP); undertake comprehensive institutional and legislative reforms including laws on appointments and confirmation of officers in acting capacity/positions; strengthen

the Judiciary, Parliament, security services and other anti-corruption institutions to perform their functions effectively; streamline delegated prosecutorial powers of the police and other agencies in the fight against corruption; and strengthen OSP to develop effective systems to combat corruption and organised crimes.

5.5.8 Law and Order

Promote access and efficiency in delivery of justice

Strategies to achieve the objective are to: ensure implementation of the e-justice system; operationalize the Legal Aid Commission Act in consonance with recommendations of the CRC; enhance Alternative Dispute Resolution (ADR) mechanism; strengthen judicial training and legal education reforms for judiciary personnel, police CID, prosecutors and law students; and expand judicial infrastructure across the country.

5.5.9 Civil Society, and Civic Engagement

Improve participation of civil society in national development

Strategies to be undertaken to achieve this policy objective include: creating an enabling environment for philanthropy and volunteerism; creating opportunities for increased technical and financial support for CSO coalitions and partnerships; establishing partnership agreements with the media; strengthening national and regional houses of chiefs to promote development; and building the capacity of religious bodies to promote religious tolerance.

5.5.10 Attitudinal Change and Patriotism

Promote attitudinal change and values for national development

The strategies to be implemented would include: instilling patriotism in the citizenry, especially amongst children and the youth; formulating and implementing a consensus-driven national values policy; promoting a campaign on good society; and promoting discipline in all aspects of life.

5.5.11 Development Communication

Ensure responsive governance and citizen participation in development

The key strategies are to: create an enabling environment for development communication; integrate development communication across the public policy cycle; strengthen institutional structures for development communication at all levels of governance and provide sustainable financing for development communication.

5.5.12 Culture for National Development

Promote culture in the development process

The strategies to be implemented are to: mainstream positive traditional values and belief systems in all aspect of national development; implement the policy framework on the traditional values and belief systems in Ghana; increase support to chieftaincy institutions; strengthen national and regional houses of chiefs to promote development; and continue the codification of chieftaincy lines of succession.

5.5.13 Ghana's Role in International Affairs

The objectives to be pursued over the medium-term are to promote a globally competitive foreign service; enhance Ghana's International Image and Influence; promote Ghana's political and economic interests; and reposition the diaspora to contribute to national development.

Promote a globally competitive Foreign Service

The key strategies are to: harmonise foreign policies and strategies for engagement with global community; review Ghana's foreign policy in line with changing global environment; improve efficiency and effectiveness of foreign missions; expand markets for intra-regional trade and economic co-operation; and reposition the Economic Trade and Investment Bureau (ECTIB) to serve as the link between Ghana Missions abroad and MDAs and other stakeholders.

Enhance Ghana's international image and influence

Strategies that will be prioritised are: leveraging Ghana's democratic credentials to enhance international image; promoting the engagement of Ghanaians in leadership roles at regional and international levels; maintaining an identity-based population register for effective management of immigration; and making Ghana a preferred destination for business, education and tourism and ensuring commitment to regional bodies and international organisations.

Promote Ghana's political and economic interests

The key strategies include: creating an enabling environment to attract domestic and foreign investors; repositioning Ghana to leverage on emerging international and regional developments; reducing Ghana's vulnerability to shocks and threats from the international system; defending Ghana's interests and maintaining its sovereignty; and developing markets for Ghanaian goods and services abroad.

Reposition the diaspora to contribute to national development

Strategies to be pursued include: extending political, economic and social rights of the diaspora; ensuring participation of Ghanaians abroad in national development; implementing the Diaspora Engagement Policy; repositioning Diaspora Affairs Bureau to effectively support the diaspora; promoting and protect the welfare of Ghanaians abroad; and attracting and retaining mutually beneficial and sustainable partnerships with Ghanaians in the diaspora.

5.6 MEDIUM-TERM TARGETS

The broad medium-term targets to be achieved by the end of 2025 under the governance, corruption and accountability dimension are:

1. Enhanced Service Delivery to Citizens and Private Sector⁷⁹
2. Ethics officers appointed in all public organizations
3. Local Government officials elected
4. The Good Society Campaign conceptualised, launched and sustained
5. Recommendations of the Constitutional Review Report implemented
6. Ghana's foreign policy and service strengthened
7. National security and peace building mainstreamed into development plans

⁷⁹ This target is to be measured in line with analysis of performance under the six strategic pillars of the Public Sector Reform Strategy (NPSRS) namely: Citizen- and Private Sector-Focused Public Sector, Capable and Disciplined Workforce; Strengthened Public Sector Regulatory Framework; Modernized and Improved Working Conditions; Strengthened Local Governance Structures; and Digitized Public Sector Services and Systems

1. The Ghanaian public sensitized to identify and fight corruption and make its practice a high risk, low gain activity
2. Roadmap for the Ghana Beyond Aid Charter and Strategy and implemented
(Refer to Appendix 5.4 for details of medium-term targets for the other focus areas of the governance, corruption and accountability dimension).

5.7 FLAGSHIPS FOR GOVERNANCE, CORRUPTION AND ACCOUNTABILITY

Governance

1. Continue to improve the financing of governance and anti-corruption MDAs to enable them recruit, train, and retain dedicated staff to support the fight against corruption
2. Improve development outcomes through local Government by working to build consensus towards amendment of Articles 55(3) and 243 of the Constitution and other consequential laws to allow for the direct, popular election of MMDCEs on a partisan basis and to devolve more powers to local authorities
3. Ensuring the completion of property valuation and digitisation of valuation rolls across the country by devolved offices of the Land Valuation Division of the Lands Commission in all MMDAs to improve local revenue from property taxation
4. Provide resources for the Right to Information Commission to operationalise effectively the Right to Information Law
5. Expedite processes for the amendment of the law for public disclosure of asset declarations

Ghana's Role in International Affairs

1. Continue to promote and support ECOWAS and the AU domestically and internationally
2. Strengthen Ghana's multilateral engagements with the United Nations General Assembly, United Nations and other international Conferences, Commonwealth Heads of Government Meetings, and La Francophonie (OIF), among others.
3. Expand the level of engagement and promote the interests of Ghanaian and African Diaspora
4. Continue to facilitate the election and appointment of Ghanaians to positions in various international organisations.
5. Develop Ghana into a Regional Economic Hub⁸⁰, by leveraging its position within ECOWAS and as host of the Secretariat of the Africa Continental Free Trade Area (AfCFTA).
6. Expedite processes in collaboration with Electoral Commission for the implementation of ROPAA Act 2006, (Act 699).
7. Introduce chip-embedded passports to keep up with technological advancement and enhance the security of Ghanaian passports
8. Implement the project to issue Machine-Readable Visa Stickers

⁸⁰ Financial services, Mining, Aviation and Logistics, Petroleum, Automobile, Digital Services, Tourism, Hospitality and Creative Arts.

CHAPTER SIX

EMERGENCY PLANNING AND COVID-19 RESPONSE

6.1 INTRODUCTION

The chapter outlines the state of emergency planning and COVID-19 response and provides the medium-term policy objectives, strategies and targets for building resilience against the following focus areas: hydrometeorological; geological; biological; technological; anthropogenic; and security threats. It also assesses the impact of the COVID-19 pandemic on Ghana's development and highlights Governments' response, the Ghana (CARES) Obaatanpa Programme among others.

6.2 PERFORMANCE REVIEW

This section discusses both natural and man-made disasters that have affected Ghana under the focus areas.

6.2.1 Hydrometeorological threats

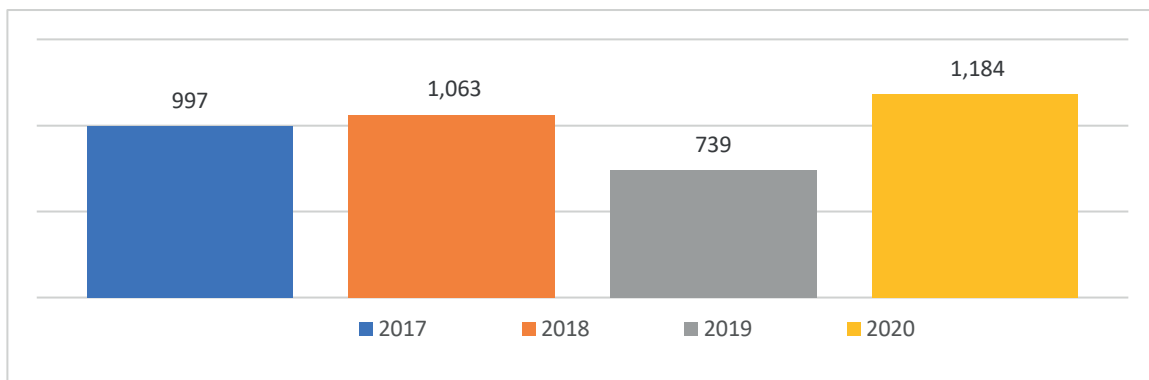
These include meteorological, hydrological, and climate related occurrences such as floods, storms, droughts, wildfires, and coastal erosion, extreme temperatures and gust winds/thunderstorm.

Floods

Flooding has become a perennial problem in Ghana, especially in urban areas. Flooding also occurs in the northern part of Ghana as a result of heavy rainfall and the opening of the Bagre dam in Burkina Faso which causes the White Volta to overflow its banks leading to displacement of people, destruction of farms, farmlands and loss of livelihoods.

Under the 2018 National Flood Control Programme, a number of critical interventions were undertaken in major urban centres across the country. These include the construction of drains and culverts, channel opening, widening, deepening and upgrading. In addition, two flood forecasting and warning systems were established and a total of 23.8 kilometres of primary and secondary drains constructed between 2018 and 2020.

Figure 6.1: Number of deaths and directly affected people by floods per 100,000 population: 2017-2020



Source: National Disaster Management Organisation, 2020 APR

The number of deaths and people directly affected by floods increased from 997 in 2017 to 1,184 per 100,000 population in 2020 (Figure 6.1). In 2020, a total of 366,223 people were directly affected; out of which 57,689 people were supported by National Disaster Management Organisation (NADMO).

Flooding stems from a number of factors such as poor physical planning, poor drainage systems, poor waste disposal practices, silting and choking of drains, uncovered drains, unapproved and haphazard development, delay in honouring payment certificates and non-payment of advance mobilization for the execution of flood control works.

Droughts/Dry spells

Ghana is vulnerable to drought/dry spells, more profoundly in the north and the Accra plains. According to the 2019 Afro barometer report, drought in Ghana is believed to have worsened by 30 percent in the last 10 years. Generally, drought has occurred in the past within a sequence of 30 years⁸¹. However, the World Bank predicts its frequent occurrence every decade over the period of 2010-2050 for all regions of the country. The situation is exacerbated by climate change with severe economic and environmental consequences, affecting crop viability and production. Drought also results in water shortage, decline of soil fertility with associated food shortages, poor dietary practices, malnutrition and micronutrient deficiencies. The lack of real-time information, poor quality of climate forecasts and early warning systems have affected Ghana's ability to respond to the occurrence of droughts.

Wildfires and fire outbreaks

Fire outbreaks are witnessed yearly in various parts of the country. The causes of these outbreaks include unstable electricity; inferior electrical wires; faulty wiring and appliances; negligence; and illegal electrical and gas connections. Domestic fires accounted for 26 percent of the total number of fire incidents in 2019 and usually occurred in the most populous cities such as Accra, Kumasi and Takoradi. The number of persons affected by domestic and commercial fires as well as bush fires stood at 52, 56 and 97 per 100,000 population respectively in 2017, 2019 and 2020 as shown in Table 6.1.

Table 6.1: Number of persons affected by wildfire and fire outbreak per 100,000 population

Selected Disaster Type	No. of people per 100,000 population		
	2017	2019	2020
Domestic/ Commercial fires	36	42	74
Bush (wild) fires	16	14	23
Total	52	56	97

Source: National Disaster Management Organisation, 2019

According to the Ghana National Fire Service (GNFS), Ghana lost GHS19 million due to 4,800 fire incidents between January and September 2020. The three leading types of the fire outbreaks were domestic fires (35%), bush fires (22%) and commercial fires (14%). These claimed 271 lives and left 1,714 persons with varying degrees of injury. Most of the commercial fire outbreaks were due to illegal electrical wiring in most markets and exposure to naked fire from cooking in these markets.

Within the period 2018-2021, some facilities of great value that have been gutted by fire include the Ministry of Information, the loading gantry of Tema Oil Refinery, offices of the Electoral Commission, the Large Taxpayer Office of the Ghana Revenue Authority, Central Medical Stores, Makola, Kantamanto and Kumasi Central markets.

⁸¹ Ghana National Drought Plan

The Ghana National Fire Service launched the National Bush Fire Prevention Campaign in 2017 to curtail the incidence of fire outbreaks. As part of the strategy, citizens were encouraged to change their attitude and support the fight for the preservation of the environment to ensure disaster risk reduction⁸².

Coastal Erosion

In Ghana, coastal erosion and its associated flooding continues to be an environmental problem for coastal settlements. Over the years, it has resulted in flooding and destruction of infrastructure; loss of land and forced migration. It is estimated that, the ocean claims between 1.5 to 4 meters of the 560 kilometres coastline annually, with the riskiest areas being Ada Foah and the eastern parts of Keta, recording 4 meters⁸³. Coastal protection measures such as groynes⁸⁴ and gabions⁸⁵ have been set up at several segments of Ghana's coastline.

6.2.2 Geological threats

Geological threats include earthquakes, landslides, rockfalls, subsidence, mudslides and volcanos.

Earthquakes

Since 2018, earthquakes in Ghana have occurred along the Akwapim fault (contiguous mountain range) which runs northeast – southwest from Ho through parts of Accra and along the coastal boundary fault which lies along the coast. These zones have and continue to experience movements in the underlying (sub-surface or crustal) rocks. There has been increasing seismic activities along the fault zones, especially in Accra (south of Weija) where the two known seismically active faults intersect. These ground shakings in Accra have been described by the Ghana Geological Survey Authority (GGSA) as weak to moderate earthquakes.

Landslide

The country has recorded cases of landslides since 1933. Notable among these are two landslides which were recorded on the portion of the Peduase-Ayi Mensah stretch of the Aburi road in a spate of two weeks in 2019. The Ghana Institution of Geoscientists (GhIG) has indicated that areas such as Kasoa Toll-booth, Ablekuma, McCarthy Hill, Gbawe, Kwabenya, Ofankor, Nkawkaw scarp, Voltaian scarp (Camp), Jamase-Ashanti Mampong, Gambaga-Nakpanduri Road, Larteh Road and their surrounding areas form part of a mountainous range and are subject to the risk of possible landslides and rockfalls.

6.2.3 Biological threats

These refer to disease-related threats in humans, plants and animals such as cholera, COVID-19; Cerebrospinal Meningitis (CSM), insect infestation (army worm), polio and HIV/AIDs. Although COVID-19 pandemic is a biological threat, its impacts on Ghana's development and response is treated as a separate focus area.

Cholera

Since the re-emergence of cholera in the 1970s, the country has suffered several outbreaks. According to data from the Ghana Health Service, a total of 9,542 cases with 100 deaths were recorded in 2010;

⁸² Sendai Framework for Disaster Risk Reduction (2015-2030)

⁸³ Apeaning-Addo, K (2009) Detection of coastal erosion hotspots in Accra, Ghana. *Journal of Sustainable Development in Africa* 4(11): 253-258

⁸⁴ Groyne is a rigid hydraulic structure built from an ocean shore (in coastal engineering) or from a bank (in rivers) that interrupts water flow and limits the movement of sediment

⁸⁵ Gabions are wire, stone filled cages or mattresses and are normally used to retain or protect slopes from erosion e.g., along eroding coasts.

10,628 cases with 105 deaths in 2011; 28,975 cases with 243 deaths in 2014; 618 cases with 5 deaths in 2015; and 150 cases in 2016. An epidemiological surveillance in Ghana reported 82,754 cholera cases and 519 fatalities between 1998 and 2017 and has since not recorded any outbreak.

Meningitis

Since 1980, cases of meningitis have been reported each year with a major epidemic in 1997 which affected over 19,000 people with 1,200 deaths in the northern part of the country. Districts outside the meningitis belt began experiencing yearly focal outbreaks in the year 2000. While the introduction of the meningitis vaccine has reduced the occurrence of the disease, droughts and increased mobility of the population has increased the occurrence of outbreaks.

Ebola

No case of Ebola Virus Disease had been confirmed in Ghana, although 150 suspected cases were investigated across the country in 2014. However, the disease remains a major public health threat to Ghana due to the country's proximity to recently affected countries.

Poliomyelitis

Ghana recorded the last case of the indigenous wild polio virus in 1999. It however resurfaced in 2003, 2008, and recently in August 2019. Between July 2019 and August 2020, 31 children were paralysed due to polio⁸⁶. Three cases of Circulating Vaccine-Derived Poliovirus Type 2 (cVDPV2) were confirmed on 8th July, 2019. Ghana was classified under the International Health Regulations (IHR) as a state infected with cVDPV2, with potential risk of international spread.

Insect Infestation (Fall Army Worm)

The Fall Army Worm (FAW) infestation was first reported in Ghana in 2016 in the Yilo Krobo district. As at September 2017, over 14,000 hectares of maize, sorghum, millet and rice farms invaded by FAW had been destroyed across the country. The Plant Protection and Regulatory Services Directorate (PPRSD) in collaboration with the Centre for Agriculture Biosciences International (CABI) and other stakeholders, developed a short to medium- and long-term plan for managing the pest in 2017.

6.2.4 Anthropogenic threats

These are threats caused by man-made activities such as pollution, transport and fire accidents; gas explosion; oil spillage; and chemical releases.

Pollution

Most of the country's water bodies have been polluted by mining, industrial activities and leachate from poor municipal solid and liquid waste management. Mortality attributed to indoor and outdoor air pollution was estimated at 203.8 per 100,000 population in 2016⁸⁷. Air pollution was found to be the second-highest driver of death and disability combined, just after the malnutrition risk factor⁸⁸. The cost of diseases caused by pollution was estimated between US\$226 million and US\$300 million in 2015 due to lost productivity. This cost represents between 0.6 percent to 0.8 percent of 2015 GDP. During

⁸⁶ Fighting polio in the COVID-19 context | UNICEF Ghana, accessed on 20th February 2021

⁸⁷ World Health Organization, World Health Statistics 2021: Monitoring Health for the SDGs Sustainable Development Goals, World Health Organization, Geneva, Switzerland, 2021.

⁸⁸ Institute of Health Metrics and Evaluation (2017): Global Burden of Disease 2016 study

the same year, welfare damages from diseases caused by pollution amounted to US\$2,839 million (7% of the Gross National Income (GNI)) for the same year⁸⁹.

Gas Explosions

Ghana has since 2014 recorded about eight major gas explosions resulting in fatalities and multiple degrees of burns. It is estimated that 35 percent of the over 300 burn cases recorded at the Korle Bu Teaching Hospital in 2017 were from gas explosions.

These explosions have occurred due to non-adherence to Standard Operating Procedures; over pressurization of overfilled Bulk Road Vehicle (BRV) with limited vapour space to accommodate excess pressure; allowing vehicles and unauthorized persons into facilities during transfer of LPG from BRV into site storage vessels; opening of entry and exit points of the facilities before transfer of LPG from BRV into storage vessels located on site, and sales of product during transfer. Other factors include limited competence, skills and formal training on Safe Product Handling, Health, Safety and Environmental processes.

Mercury Exposure

The WHO considers mercury as one of the top ten chemicals of primary public health concern. The Global burden of disease associated with mercury is estimated to range from 1.22 to 2.39 million Disability Adjusted Life Years (DALYs)⁹⁰. It is estimated that about 70 percent of the almost one million artisanal and small-scale gold miners work in the informal sector, where conditions are not inspected for health and safety standards. This situation increases small scale miners' risk to mercury exposure.

E-waste and Hazardous Waste

Ghana does not have a sustainable, efficient recycling facilities for dealing with and disposing of e-waste. The digital waste dump at Old Fadama (Agbogloshie) in Accra, is an example of improper recycling of e-waste. The resulting environmental and health problems include pollution of soil and surface area by heavy metals and organic pollutants, formation of toxic gases from the burning of electrical cables.

6.2.5 Technological Threats

The Private Sector and Government are constantly faced with rapid technological innovations which provide opportunity for higher levels of productivity, but also pose different levels of threats such as cybercrime and sim boxing.

Cybercrime

Ghana's score on the Global Cyber Security Index (GCI) improved from 43.7 percent in 2018 to 86.7 percent in 2020. Key initiatives contributing to the improved score include the establishment of the National Cyber Security Center (NCSC); passage of the Cyber Security Act, 2020 (Act 1038); and the ratification of international conventions & treaties such as the Convention on Cybercrime in Budapest-Hungary, the AU Convention on Cyber Security and Personal Data Protection in Malabo, Equatorial Guinea.

Despite the improvement, the cyber security space of Ghana is still laced with threats such as identity fraud/theft, estate fraud, fake gold dealership, mobile money fraud, internet blackmail, 'Sakawa' or 419,

⁸⁹ UNIDO (2019): Health and Pollution Action Plan; Republic of Ghana

⁹⁰ (Steckling et al., 2017)

cyberstalking, distribution of pornographic material, hacking of Government and military websites, and cyber terrorism. Ghana is estimated to have lost millions of cedis to recorded cases of cybercrime.

6.2.6 Security Threats

These threats include terrorism; organised crime (trafficking, money laundering; fraud) and conflict (chieftaincy, land, religious, ethnic, economic, and political).

Terrorism

Although Ghana has not experienced any act of terrorism, it is vulnerable to attacks due to its geo-location, with the recent terrorist attacks of its neighbours, La Côte d'Ivoire and Burkina Faso. The fight against terrorism relies on intelligence and high level of awareness among the public. Government sought to strengthen the capacity of the military to improve surveillance and tighten border security. There is however the need to invest in modern equipment such as drone and satellite, and promote terrorism awareness and preparedness among citizens to neutralize any potential attacks.

Organised Crime Organised criminal networks in Ghana focus mainly on armed robbery; kidnap-for-ransom; white collar crimes (Illegal Gambling and Casinos, Illegal Bank Transfers, Live Cash Exports by Aircraft Carriers, Over-invoicing and Under-Invoicing, Pyramid Schemes, Internet Fraud); and cocaine trafficking to various destinations in Europe. Other threats include: "land-guardism", aggravated assaults, and burglaries. The sophisticated and changing nature of crime requires a well-equipped security service with the capacity to neutralize acts of organised crime before they are committed.

Conflicts

Though Ghana is generally described as a peaceful nation, conflicts occur from time to time across all regions. Conflicts in Ghana are largely ethnic, chieftaincy, political and land related.

Ethnic, Chieftaincy and Land-related Conflicts

Over the past decades or more, the country has witnessed ethnic, chieftaincy and land-related conflicts. Examples of these conflicts include Nanumba-Kokomba, Nkonya-Alavanyo, Konkomba-Gonja, Dagomba-Nanumba; Gonja-Vagla ethnic conflicts as well as chieftaincy conflicts in Dagbon, Winneba and Gushiegu.

The influx of Fulani herdsmen from the sub-region in search of grazing lands for their herds have led to violent conflicts with local communities in many parts of the country, especially around Agogo in the Asante Akim North District. This is due largely to overlapping rights and interests between crop producers and Fulani herdsmen.

Political conflicts

These normally occur through electoral violence and vigilantism. Electoral violence can take many forms, such as intimidation and assault of opponents, voters and electoral agents. Examples of electoral violence in recent years have occurred in Ayawaso West Wuogon, Chereponi, Atiwa, Odododiodio and Talensi by-elections. The Ghana Police Service identified about 6,178 flashpoints nationwide ahead of the 2020 Presidential and Parliamentary elections.

6.2.7 Relief operations and victims' welfare

The occurrence of the hydrometeorological; geological; biological; technological; anthropogenic; and security threats contribute to destruction, injuries, deaths and displacements. Reliefs are provided by Government through NADMO and in some instances supported by MMDAs, local and international relief agencies.

Reliefs to victims come in many forms. The immediate needs of victims are provided by MMDAs to augment the help provided by local community members. For instance, in 2018, the Government of Ghana handed over assorted emergency relief items including food, clothes among others to flood victims in the northern regions. In addition, the families of those who lost their lives as a result of the flood also received cash donations to help lessen their burden. In the same vein, NADMO disbursed GHS814,000.00 to support the 3rd June, 2015 disaster victims. Though humanitarian organisations in Ghana have developed Standard Operating Procedures (SOP), their operations have been fraught with financial and logistical challenges.

6.2.8 Impacts of COVID-19 on Development

Ghana reported its first official cases of COVID-19 on 12th March, 2020. The two people who tested positive were identified to have returned to the country from Norway and Turkey. These two imported cases triggered the first contact tracing process, which helped in detecting several cases. By the end of 2020, the total number of COVID-19 cases were 54,771 and 335 deaths.

In a bid to contain and stop the spread of the virus, Government instituted measure, such as the partial lockdown of two major cities (Accra and Kumasi) which were the epicentres for the pandemic. Educational institutions were also closed down affecting about 9.2 million basic school pupils (kindergarten, primary and junior high schools) and 500,000 tertiary education students. This disrupted the entire educational system, resulting in the reduction of school time. Teachers and students had to resort to e-learning. This created disparities in access to education across the country.

The pandemic extensively impacted the economy. GDP growth declined sharply from 6.5 percent in 2019 to 1.9 percent in 2020. Inflation increased from 7.9 percent in 2019 to 10.4 percent in 2020 coupled with depreciation of the Cedi. Micro, small and medium-sized enterprises (MSMEs) were among the hardest-hit. About 36 percent of firms closed down during the partial lockdown. The firms that remained open experienced reduction in sales. The pandemic also resulted in about 41,952 workers laid-off, while 770,124 experienced reduced wages. As reported by the GSS' (2020) Household and Jobs Tracker Survey, about 82.8 percent of households reported a reduction in income from their non-farm businesses. Fifty- five percent of households also recorded a reduction in income from paid employment. Most firms responded to the crisis by reducing employees' wages and working hours. For instance, about 38.3 percent and 31.8 percent of firms reported to have reduced wage and working hours respectively.

The hospitality industry comprising hotels, lodges, restaurants and rest stops is a major source of foreign exchange for the tourism sector. This industry was affected due to restrictions on people's movement and the closure of borders. Leisure, sports and recreational venues, including sports betting, lottery, casinos, museums, galleries, heritage sites and cinemas also experienced revenue and job losses as uncertainties led to the cancelation and postponement of events.

COVID-19 Response Initiatives

Government introduced the Coronavirus Alleviation Programme (CAP) through which households were relieved from paying for utilities such as water and electricity for three months. Businesses also received three months subsidies on electricity, while vulnerable communities benefitted from hot meals and food packages. PPEs, tax waivers, allowances, transportation and COVID insurance were provided for frontline health workers.

Two funds, namely the COVID-19 National Trust Fund and the Ghana COVID-19 Private Sector Fund were established as vehicles to mobilise resources to provide logistics, medical supplies, test kits and

PPEs to various National COVID-19 Treatment Centres and health institutions. The Funds also supported the construction of a 100-bed National Infectious Disease Centre in Accra.

Under the Emergency Preparedness and Response Plan (EPRP I & II) and the Coronavirus Alleviation Programme (CAP), Government rolled-out the GHS 750 million CAP-BuSS Programme in 2020 to directly support Micro, Small and Medium-Sized Enterprises (MSMEs). It established a GHS 2 billion Guarantee Facility to support all large enterprises and for job retention; a GHS 100 million Fund for Labour and Faith-Based Organisations for retraining and skills development; and an Unemployment Insurance Scheme to provide temporary income support to workers who are laid off due to the pandemic. The programme also transferred over GHS 50 million to 400,000 vulnerable individuals under the LEAP programme.

The Government also launched a GHS100 billion Ghana CARES (Obaatanpa) programme to stabilize, revitalize and transform Ghana's economy to create jobs and prosperity for Ghanaians over a three-year period. The programme is sequenced in two phases: A Stabilization Phase from July to December 2020; and a medium-term Revitalization Phase from 2021-2023.

6.3 SUMMARY OF KEY ISSUES

6.3.1 Hydrometeorological

Incidence of natural disasters; human induced disasters; violation of disaster risk reduction (DRR) legislations; inadequate knowledge on disasters; weak legal and policy frameworks for disaster prevention, preparedness and response; poor early warning systems; poor physical planning; poor drainage systems; poor waste disposal practices; and unapproved and haphazard development.

6.3.2 Geological

Limited awareness and education on earthquakes and their associated risks; limited seismic hazard monitoring stations; weak enforcement of building and seismic codes; limited knowledge in the design and construction of earthquake-resistant structures; inadequate maps for earthquake prone zones/areas; and limited presence of assessment monitoring stations at the local level.

6.3.3 Biological

Weak surveillance systems; weak institutional capacities; non-compliance of health regulations; unapproved health emergency preparedness and response plans; lack of emergency funds; weak inter-sectoral collaboration; and inadequate health infrastructure and personnel.

6.3.4 Anthropogenic

Absence of emergency plan for hazardous substances pollution (HSP); high levels of pollution in different forms (air, noise, water, etc); incidences of gas explosion; and increased e-waste in the environment (offices, residential areas and commercial centres).

6.3.5 Technology and Security Threats

Cybercrime and Terrorism

High cost and time lag in adopting new technology; disruption to existing technology; sim box crimes, mobile money fraud; Cyber-attacks and risk of terrorism; hacking of bank accounts and credit cards; bitcoin fraud and phishing scams; identity theft, cyberstalking and distribution of pornography; weak protection of key national infrastructure; and weak border infrastructure.

Organised Crime

Contract killing and extortion; bank/bullion Heist; kidnap for ransom; robberies and assaults; stock manipulation; home Invasion; illegal manufacture of small arms and light weapons; existence of illegal private security companies; and increasing trafficking among children and women for prostitution.

Economic, Political, Ethnic and Religious Conflicts

Chieftaincy disputes; political party vigilantism and landguardism; election violence; and multiple sale/claimants of land.

6.3.6 Relief Operation and Humanitarian Assistance for Disaster Victims

Poor coordination and collaboration among relief assistance agencies; logistical management challenges; weak social protection system for victims of disaster and limited psychosocial support for victims of disaster.

6.3.7 Impacts of COVID-19 on Development

The key impacts of the COVID-19 pandemic include: exposure of the fragility of the health system; shutdown of businesses and collapse of vulnerable industries; decreased demand for non-essential commodities; delay in manufacturing of materials for the Self-Help Electrification Project (SHEP) due to closures of shipping lines; disruptions in procurement processes and implementation of projects; low patronage of restaurants; heightened hygiene management in tourism facilities; disruptions in agriculture and food supply chains; inequity in accessing digital platforms for education; limited capacity for water delivery; slow progress of implementation, supervision and monitoring of projects in the road and rail construction sectors.

6.4 MEDIUM-TERM GOAL

The overall goal of the emergency planning and COVID-19 response dimension is to build back a resilient and robust country with strengthened adaptive capacity for withstanding national and global threats.

6.5 MEDIUM-TERM POLICY OBJECTIVES AND STRATEGIES

Policy objectives to attain this goal will focus on the following priority areas: promote proactive planning and implementation for disaster prevention and mitigation; minimise Ghana's geological threats; enhance capacity for surveillance and management of epidemics and pandemics; minimise anthropogenic threats; strengthen National Preparedness against cybercrime and terrorism; minimise the incidence of organised crime; and ensure safety of life, property and social wellbeing; and enhance relief operations and humanitarian welfare.

The objectives for the COVID recovery plan are to: enhance industry resilience to shocks; ensure a resilient and innovative tourism and arts industry; sustain agriculture and rural development; promote innovative and alternative learning; ensure secured health systems; sustain food and nutrition security; reduce business and workers' vulnerability to internal and external shocks; and promote shock resilient construction in the road and rail sectors.

6.5.1 Hydrometeorological

Promote proactive planning and implementation for disaster prevention and mitigation Strategies for the achievement of this objective include: strengthening early warning and response mechanisms for disasters; supporting data gathering, preparing hazards/ risk maps and sensitization on natural hazards

and human induced disasters; setting up National Hydrology Authority to develop long-term solutions to flooding and the protection of inland and sea coastlines; supporting the development and implementation of national and local drainage plans to make cities and communities resilient.

Other strategies are to: strengthen capacity of the National Disaster Management Organisation (NADMO) and other related institutions to perform functions more effectively; mainstream disaster planning into development plans; develop and implement an action plan for the Sendai Framework; integrate gender sensitivity in disaster management; strengthen policy and legal framework for disaster prevention, preparedness and response; ensure adherence to zoning policies and building regulation; sensitise stakeholders on disaster risk reduction legislation; and enact and enforce appropriate byelaws.

6.5.2 Geological

Minimise Ghana's geohazard threats

Strategies for the achievement of this objective include: intensifying public education on earthquake awareness, pre-disaster drills and building codes; improving capacity of engineers, architects and other stakeholders on earthquake-resistant construction; supporting research to catalyse interest in disaster risk reduction; enforcing laws on haphazard siting of buildings; developing and enforce legislative instrument for Ghana Geological Survey Authority Act 2016 (Act 928); developing maps for earthquake prone areas or zones to inform land use; decentralizing the Geological Survey Authority; developing capacity to design resilient drainage system and mitigate landslide risks; creating safety buffer zones and rock support techniques for uplands; and ensuring the protection of earthquake zones.

6.5.3 Biological Threats

Enhance capacity for surveillance and management of epidemics and pandemics

The key strategies are to: ensure implementation of the health emergency preparedness and response plan; improve surveillance, monitoring and evaluation of health threats and epidemics and pandemics; enforce the Public Health Act; ensure the establishment of a Health Emergency Fund; and strengthen the Ghana Centre for Diseases Control and other disease control centres across the country.

6.5.4 Anthropogenic Threats

Minimise anthropogenic threats

The strategies for this policy objective include: developing and implementing a contingency plan for Hazardous Substances Pollution (HSP) at all levels; enforcing the Standard Operating Procedures of Gas Station facilities; operationalising Hazardous and Electronic Waste Control and Management Act, 2016 (Act 917); and enforcing regulations and standards on water, noise and air pollution.

6.5.5 Technology and Security Threats

The medium-term objectives are to strengthen national preparedness against cybercrime and terrorism; minimise the incidence of organised crime; and ensure safety of life, property and social wellbeing.

Strengthen national preparedness against cybercrime and terrorism

Key strategies to be implemented for this objective include: strengthening existing laws on cybercrime; enhancing capacity on detection of cybercrime and terrorism among stakeholders; implementing the Ghana National Cyber Security Policy & Strategy; investing in modern surveillance technologies for border patrols; establishing Inter-Agency task force for Counter-Terrorism; developing inventory of targets and installations for potential attacks by terrorist groups; and enforcing the Whistle Blowers Act, 2006 (Act 720).

Minimise the incidence of organised crime

Strategies under this objective include: improving operational response to organised crime at home and abroad; strengthening multilateral cooperation and public-private partnerships; enhancing monitoring of stock trading activities beyond the Ghana Stock Exchange; strengthening border management; operationalising national legal framework on narcotics trafficking; implementing FATF recommendations on anti-money laundering systems; intensifying monitoring of financial transactions to combat money laundering; strengthening inspection systems at airports and ports; and sensitising the public on pyramid and other fraudulent schemes.

Ensure Safety of Life, Property and Social Wellbeing

Associated strategies for the period include: establishing more alternative dispute resolution centres; strengthening dispute resolution mechanisms; strengthening criminal investigations; enforcing the Vigilantism and Related Offences Act, 2019 (Act 999); developing a pastoral policy to drive the formulation of a cattle ranching law; strengthening land administration systems; and creating awareness on the consequences of ethnic and chieftaincy conflicts.

6.5.6 Relief Assistance and Victim Welfare

Enhance relief operations and humanitarian welfare

Strategies to be implemented are to: design and implement post disaster social protection programmes; adopt innovative and responsive mechanisms in humanitarian relief operations; and enhance resilience of communities.

6.5.7 COVID-19 RESPONSE AND RECOVERY

The policy objectives for mitigating the impacts of COVID-19 include: enhancing industry resilience to shocks; ensuring a resilient and innovative tourism and arts industry; sustaining agriculture and rural development; promoting innovative and alternative learning; ensuring secured health systems; sustaining food and nutrition security; reducing business and workers' vulnerability to internal and external shocks; and promoting shock resilient construction in the road and rail sectors.

Enhance Industry Resilience to Shocks

Strategies to achieve this objective are to: reduce regulatory constraints and institutional bureaucracies of doing business; enhance public-private partnership on demand driven research and development; develop a functional recovery plan for industries; ensure implementation of Corporate Restructuring and Insolvency Act, 2020 (Act 1015); and improve the technology ecosystem through the use of machine tools.

Ensure a Resilient and Innovative Tourism and Arts Industry

Strategies are to: improve tourism database, monitoring, evaluation and learning; promote a coordinated policy response; ensure enterprise credit schemes to support the tourism industry; Identify and support small and vulnerable businesses in the industry; strengthen and institutionalise hygiene management as part of safety and security measures in the sector; encourage the consumption of made in Ghana goods; and encourage Public-Private Partnership (PPP).

Sustain Agriculture and Rural Development

Strategies to achieve this objective include: enhancing extension service delivery (E-extension; extension information; logistics); revamping and boost farming through R&D and innovation; promoting

youth involvement in the agricultural food chain; expanding domestic production to meet the food supply gap; and encouraging diversification of farmers' income.

Promote Innovative and Alternative Learning

The key strategies are to: enhance alternative ways of teaching and learning; enhance capacity of teachers for effective remote learning; improve infrastructure for remote or distance learning; ensure equity in remote learning; provide tax breaks to private business that support alternative learning; and ensure the provision of enhanced equitable and accessible (disability-friendly) alternative teaching and learning methods.

Ensure Secured Health Systems

Strategies to achieve this objective include: maintaining continuity of essential health services through innovative approaches; anticipating and addressing mental health needs of the health workforce and general public; mobilizing financial support and easing logistical and operational barriers; ensuring full implementation of the health sector emergency response policy; decentralizing the sensitization on covid-19 and general health and wellbeing; and enhancing the use of whole-of-Government and whole-of society approach to provide a resilient health system.

Sustain Food and Nutrition Security

Strategies include: protecting, promoting and supporting optimum infant and young child feeding practices; supporting and promoting optimal nutrition in the general public and among COVID -19 patients and vulnerable groups including older persons and those with underlying vulnerabilities such as NCDs; ensuring continuity of essential nutrition services and provision of nutrition support to vulnerable groups; and ensuring systematic assessment and monitoring effects of the outbreak and containment measures on the food and nutrition security of the population, with a focus on the most vulnerable groups.

Reduce Business and Workers' Vulnerability to Internal and External Shocks

Strategies for this objective include: sustaining the current flexible working arrangements for workers; instituting mechanisms to support vulnerable businesses, workers and their households; developing a nationwide database for all businesses and workers; establishing a long-term fund to relief distressed businesses; strengthening capacity for business diversification; and promoting unemployment insurance/benefit for vulnerable groups.

Promote Shock Resilient Construction in the Road and Rail Sectors

Strategies include: reviewing processes in the road and rail construction sectors to account for risk management; enhancing the capacity of local personnel in the sectors, and employing the use of ICT in construction, supervision and monitoring of projects and management processes.

6.6 MEDIUM-TERM TARGETS

The medium-term targets to be achieved by 2025 include key indicators from the Sendai framework (2015-2030) and the Ghana COVID-19 Alleviation and Revitalisation of Enterprises Support (CARES) Obaatanpa Programme. These include:

1. Integrated multi-hazard early warning systems related to earthquakes and flooding
2. Access to pre-disaster risk assessments/information to populations in disaster-prone areas
3. Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population reduced to 538 by 2025
4. Direct economic loss due to disaster as a percentage of gross domestic product (GDP)

5. Proportion of MMDAs with, and implementing effective disaster reduction strategies increased to 100 percentage by 2025
6. Availability of a National Risk reduction strategy
7. Number of development partnerships (local and international) in disaster risk reduction

Medium-term targets for COVID-19 response include:

1. At least 90 percent of enterprises affected by COVID-19 in the tourism and creative arts industry resuscitated by 2024
2. Establishment of a health sector emergency and a logistics management information system by 2025
3. All MMDAs implementing actions/strategies to identify and address food and nutrition insecurity by 2025
4. Ghana's standing move from moderate to good performance on the global food security Index by 2025
5. National Unemployment Insurance scheme for workers fully operational by 2024
6. Establish a national emergency relief fund by 2024

6.7 FLAGSHIPS FOR EMERGENCY PLANNING AND COVID-19 RESPONSE

Proposed Flagships for Emergency Planning are to:

1. Implement Ghana Innovative Resilience Programme and Scheme (GIRPAS) in flood prone areas⁹¹.
2. Reposition National Disaster Management Organisation (NADMO) and other relevant institutions to perform more effectively
3. Implement a Seismic Risk Mitigation and Emergency Response Programme (SeiRMERP) for all earthquake prone areas
4. Implement a Ghana Road Safety Support (GRoSS) Initiative
5. Implement Non-Toxic Ghana Agenda92 (NoToG)
6. Develop and implement national and local action plans for fire- free markets and homes
7. Adopt innovative and responsive mechanisms in humanitarian relief operations
8. Implement National and Local Security Campaign (NLSC) against threats
9. Establish and Inter-Agency task force for Counterterrorism
10. Invest in modern technologies for national security and border patrols

The main flagship for Government COVID-19 response is the Ghana COVID-19 Alleviation and Revitalisation of Enterprises Support (CARES) Obaatanpa Programme

Economic Stabilisation

1. Increase the original soft loan programme, dubbed the Coronavirus Alleviation Programme-Business Support Scheme (CAP-BuSS), by an additional GHS 150 million to support MSMEs and the Creative Arts, the Media, and the Conference of Independent Universities
2. Establish a GHS 2 billion Guarantee Facility to support all large enterprises and for job retention.
3. Set up a GHS 100 million Fund for Labour and Faith-Based Organisations for retraining and skills development (Retraining Programme)

⁹¹ Proposed flagship

⁹² It includes developing and implementing contingency plan for Hazardous substances pollution (HSP) including oil and gas; and enforcing regulations and standards on water, noise and air pollution.

4. Establish an Unemployment Insurance Scheme to provide temporary income support to workers who are laid off.
5. Intensify support to the “Planting for Food and Jobs” and “Rearing for Food and Jobs” programmes to ensure food security
6. Provide financial support for the National Buffer Stock Company and the Ghana Commodity Exchange, and set up a Food Security Monitoring Committee Implement Agenda 111 (originally labelled Agenda 88)⁹³.
7. Leverage on Agenda 111 project to build local capacity in the housing and construction industry, strengthen the housing mortgage and construction finance scheme and facilitate access to land for housing by estate developers

Revitalisation and Transformation Phase (2021 to 2023)

1. Position Ghana as a regional hub by leveraging the siting of the Secretariat of the Africa Continental Free Trade Area (AfCFTA), including the establishment of the International Financial Services Centre (IFSC)
2. Review and optimise the implementation of Government flagships such as 1D1F, PFJ, and Free SHS
3. Complement the Planting for Food and Jobs initiative with a targeted programme to support the activities of the Ghana Tree Crop Development Authority in promoting selected cash crops, support commercial farming and attract educated youth into agriculture
4. Build Ghana’s light manufacturing sector, including capabilities for manufacturing machine tools to support our industrialisation
5. Fast-track digitisation of Government business and build a digital economy
6. Strengthen the enablers of growth and transformation
7. The enablers of transformation include improving access to finance; improving the business environment for all businesses; supporting SMEs; Investing in skills for jobs; and completing energy sector reforms.

⁹³ Construction of 100-bed hospital in 101 districts that currently lack such facilities, regional hospital in each of the six new regions, a new regional hospital in the Western Region, rehabilitation of the Effia-Nkwanta Hospital, two new psychiatric hospitals and infectious disease centres for each of the three ecological zones

CHAPTER SEVEN

IMPLEMENTATION, COORDINATION, MONITORING AND EVALUATION

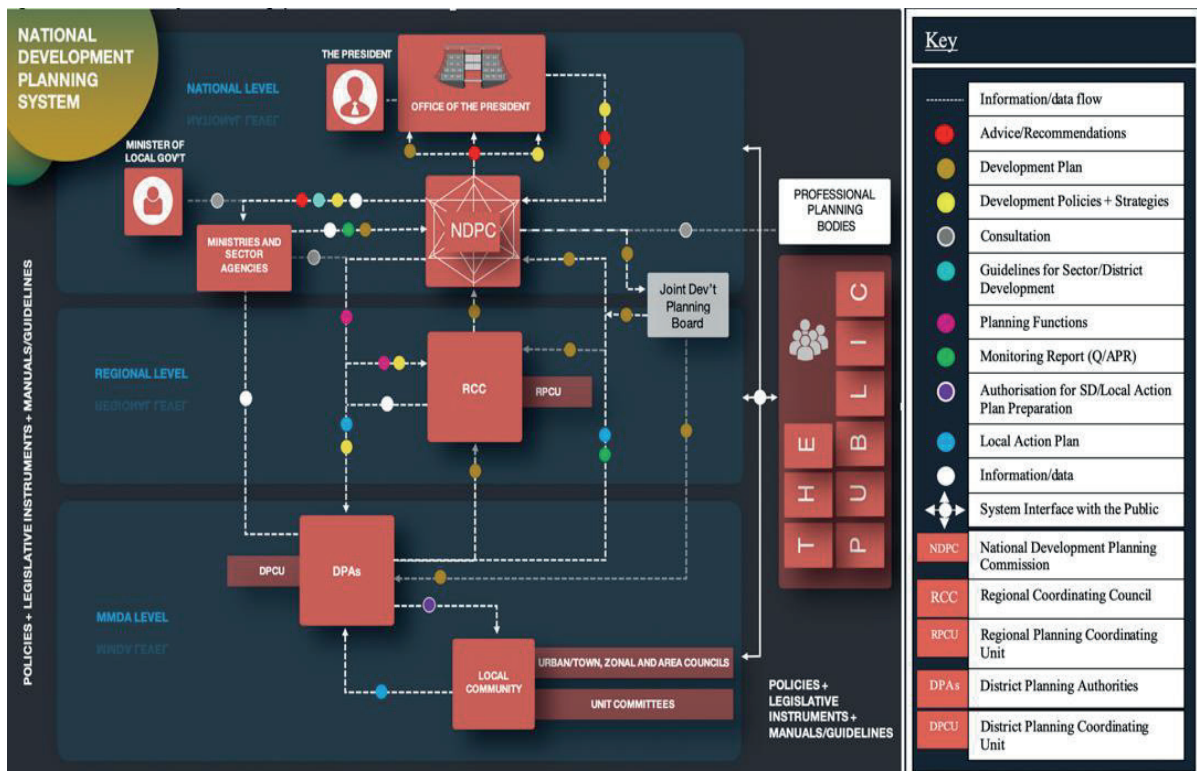
7.1 INTRODUCTION

This chapter presents the national decentralised planning (System) Act, 1994 (Act 480), within which the medium-term national development policy framework (Agenda For Jobs I, 2018-2021) was developed and implemented. It also assesses the current situation (performance review), identifies goals, policy objectives and strategies; and performance indicators under the five focus areas of: implementation and coordination; monitoring and evaluation; production and utilisation of statistics; development finance and cooperation; and knowledge management and learning.

7.1.2 Decentralised Planning System

The planning, implementation, monitoring and evaluation of the Agenda For Jobs II (2022-2025) would be through the decentralised planning system (Figure 7.1) as espoused by key legislation such as the National Development Planning (System) Act, 1994 (Act 480); Legislative Instrument 2232; Public Financial Management Act, 2016 (Act 921); and the Local Governance Act, 2016 (Act 936).

Figure 7.1: National Development Planning System



The system is made up of NDPC (as the apex planning authority), and Ministries, Departments and Agencies (MDAs) at national level; Regional Coordinating Councils (RCCs) at regional level; Metropolitan, Municipal, and District Assemblies (MMDAs) at district level; and the sub-structures. The primary aim of the decentralised

planning system is to institute a mechanism that allows for broad participation in the development planning process. Consequently, the MDAs and the MMDAs are the basic structures for the implementation, monitoring and evaluation of plans, programmes and activities based on their respective institutional mandates.

The planning process involves formulation of national development policy frameworks, issuance of planning guidelines, preparation of development plans at the sector and district levels, budgeting and implementation, monitoring, and evaluation. The NDPC formulates the Medium-Term National Development Policy Framework (MTNDPF) through the soliciting of inputs from the Cross-Sectorial Planning Groups (CSPGs), comprising state and non-state actors. These inputs are synthesised/harmonised into a draft NDPF, which is submitted to Cabinet for approval. When approved, it becomes the blueprint or development agenda of the nation.

To implement the policies and strategies outlined in the MTNDPF, MDAs and MMDAs are required by law to prepare their respective medium-term development plan (MTDP) in accordance with planning guidelines provided by NDPC. The MMDAs MTDPs are then harmonised into Regional Integrated Plans. A national medium-term development plan (NMTDP) which synthesizes SMTDPs and DMTDPs. MDAs and MMDAs implement their MTDPs through annual action plans which informs the annual budget through the medium-term expenditure framework (MTEF) and programme-based budgeting (PBB).

The implementation of the Agenda For Jobs II (2022-2025) and subsequent MTDPs are subjected to monitoring and evaluation arrangements outlined in the planning system. This entails among others, annual monitoring of progress of implementation, participatory monitoring and evaluation and evaluation of the National Development Policy Framework.

Annual Monitoring of Progress of Implementation

This involves tracking of a set of indicators selected from the attached results framework. The Annual Progress Report (APR) serves as the key instrument for annual reporting. NDPC, MDAs and MMDAs are required to prepare the APRs every year.

Participatory Monitoring and Evaluation

To complement the quantitative data obtained through the APR process, NDPC, MDAs and MMDAs are required to periodically conduct Citizens' Assessment Surveys (CAS). The survey provides an opportunity for citizens to participate in the monitoring and evaluation process. It also provides an opportunity to obtain: (i) feedback from citizens at the grassroots about the extent to which the key objectives of national development policies are being met from their perspective; and (ii) views from local communities on how to improve policy implementation to achieve maximum impact.

Evaluation of the National Development Policy Framework

To better understand and distinguish between the effect of the policies and programmes and those of external factors, NDPC, MDAs and MMDAs are required to undertake evaluations to answer specific questions to guide decision makers and/or programme managers, and to determine the relevance, efficiency, effectiveness, impact and sustainability of policies, strategies, programmes, and projects being implemented.

7.2 PERFORMANCE REVIEW

Plan Implementation

MDAs and MMDAs developed and implemented Annual Action Plans (AAPs) within the medium-term. On average, MMDAs implemented 77.6 percent of their AAPs in 2018. This declined to 63.3 percent in 2019 but improved to 85.0 percent in 2020. Table 7.1 provides more details on AAP implementation.

Table 7.1: Average Annual Action Plan Implementation of MMDAs by Region

Region	Years		
	2018	2019	2020
Greater Accra	78.9	87.9	92.4
Central	83.2	82.5	86.7
Upper West	79.4	79.2	84.3
Upper East	78.8	86.8	88.4
Eastern	75.2	77.4	81.8
Ahafo	74.8	53.4	79.1
Bono		78.8	90.7
Bono East		55.4	87.0
Volta	76.1	76.0	85.1
Oti		74.2	78.6
Western	74.0	73.7	84.2
Western North		67.0	84.6
Ashanti	76.9	78.2	87.9
Northern	78.3	86.3	82.4
North East		70.6	83.0
Savannah		73.0	83.7
Average	77.6	63.3	85.0

Source: National Development Planning Commission, 2020 APR

MMDAs in the Greater Accra Region had the highest implementation rate of 87.9 percent in 2019 and 92.4 percent in 2020 while Ahafo and Oti regions recorded the lowest implementation rate of 53.4 percent and 78.6 percent in 2019 and 2020 respectively.

The seven MDAs that submitted their AAPs had the average implementation of about 80 percent of their AAP in 2020. Table 7.2 provides information on MDAs that provided data on AAP implementation.

Table 7.2: Average Annual Action Plan implementation by MDAs

MDAs	Years		
	2018	2019	2020
Ministry of Finance	86.9	81.6	78.9
Ministry of Environment, Science, Technology and Innovation	82	91	67
Ministry of Energy	80	85	100
Ministry of Works and Housing	80	78	87
Ministry of Interior	-	-	76.7
Ministry of Fisheries	38	70	78.5
Ministry of Chieftaincy and Religious Affairs	-	67	71.4

Source: National Development Planning Commission, 2020 APR

The key factors that accounted for the inability of MDAs and MMDAs to fully implement their plans include inadequate financial resources; delays in the release of approved funds; limited internally generated funds; non-functional sub-district structures of some MMDAs; implementation of programmes and projects outside approved plans. Other factors are inadequate personnel and logistics; weak procurement practices; weak functioning of DPCUs and RPCUs; and weak coordination of programmes and projects.

Personnel

With regard to personnel, a huge deficit currently exists at the district level⁹⁴. All MMDAs do not have the minimum required staff strength. About 96.5 percent of MMDAs are critically understaffed with staff strength below 50 percent of the minimum required (See Table 7.3).

Table 7.3: Staff strength of Metropolitan, Municipal and District Assemblies in 2020

Type of MMDA	Coverage of Minimum Threshold		
	Less than 50%	50% or More	Total
Metropolitan	2	4	6
Municipal	103	4	107
Districts	146	1	147
Total	251	9	260

Source: Office of the Head of the Local Government Service, 2021

Resource Mobilization

Total revenue from all sources for MMDAs increased over the medium-term from GH¢1.2 billion in 2017 to 2.3 billion in 2020. On average, MMDAs achieved 71.1 percent of the estimated revenue in 2020.

There are however wide disparities across regions. Bono and Ahafo regions recorded the highest achievement of estimated revenues (80% each) with Western North region recording the least (44.5%) in 2020 as shown in Table 7.4.

Table 7.4: Revenue Performance of Metropolitan, Municipal and District Assemblies, 2017-2020

TOTAL REVENUE						
Region	2017	2018	2019	Estimated 2020	Actual 2020	% Achieved in 2020
Upper West	36,063,266.84	48,788,354.68	63,676,572.90	105,050,511.03	75,321,513.25	71.7
Upper East	43,570,866.61	64,521,546.79	81,705,856.11	171,049,591.72	109,347,766.56	63.93
Northern	70,504,975.17	89,107,570.71	118,192,195.66	196,700,069.74	114,248,232.52	58.08
North East	17,945,178.95	23,246,433.04	32,295,952.72	62,657,861.75	42,169,021.28	67.3
Savannah	27,643,104.12	30,313,525.63	36,679,142.14	67,979,905.85	41,397,049.25	60.90
Bono	54,763,019.55	89,654,728.06	85,208,817.74	146,488,704.88	118,485,941.19	80.88
Bono East	42,127,465.54	74,486,606.69	65,902,654.27	120,386,153.62	92,869,514.31	77.14
Ahafo	26,218,898.71	48,968,987.26	42,442,504.22	62,392,376.63	51,061,459.10	81.84
Ashanti	183,919,899.63	224,446,690.85	310,961,921.60	552,509,045.63	401,015,300.10	72.58
Eastern	130,389,208.96	155,127,955.78	213,972,160.54	349,054,566.73	253,290,833.05	72.56
Western	75,048,744.16	90,064,837.20	122,305,201.78	192,013,533.08	148,457,930.25	77.32
Western North	27,890,537.90	36,015,017.93	47,939,703.93	132,886,758.75	59,104,859.13	44.48
Volta	64,062,628.14	77,488,593.46	105,245,078.18	202,271,141.23	129,424,417.20	63.99
Oti	21,915,829.20	28,582,838.77	38,977,992.92	66,075,511.97	43,490,204.27	65.82
Central	36,347,264.99	97,286,661.64	143,541,790.25	247,426,093.91	182,659,945.33	73.82
Greater Accra	307,025,837.62	302,263,794.21	360,113,402.70	519,425,701.86	407,521,085.59	78.46
Total	1,165,436,726.09	1,480,364,142.70	1,869,160,947.66	3,194,367,528.38	2,269,865,072.38	71.06

Source: Ministry of Local Government, Decentralisation and Rural Development, 2020 APR

⁹⁴Staffing Norm: Metropolitan (minimum 718 and maximum 1,126); Municipal (minimum 465 and maximum 690); District (minimum 356 and maximum 519)

7.2.2 Monitoring and Evaluation

Over the period, all MMDAs submitted their APRs as required by LI 2232. However, the submission of APRs by MDAs declined from 35 in 2018 to 16 in 2019 and further down to 15 in 2020. An assessment of the reports revealed data gaps, limited conduct of evaluations and non-achievement of annual targets among others.

The challenges affecting M&E include ineffective sub-district structures; limited M&E capacities; inadequate logistics and funds; low demand for and utilization of evaluation outcomes; absence of an integrated national M&E information system; and different reporting cycles and formats.

7.2.3 Production and utilisation of Statistics

Over the period, the Ghana Statistical Service produced a number of reports to strengthen evidence-based planning. These include: the Ghana Living Standard Survey Round 7; Household and Jobs Tracker; Agribusiness Tracker; Business Tracker; Household Survey on ICT in Ghana; MICS 6; Multidimensional Poverty Ghana Report; Multidimensional Child Poverty Report; and Ghana Malaria Indicator Survey Report. However, fundamental challenges for the production and utilisation of official statistics persisted within Ghana's statistical system.

The main challenges with statistics included poor statistical quality control; ineffective generation and utilisation of statistics; low funding for statistics production; limited technological infrastructure; limited availability of appropriate skills set to undertake statistical activities; and high staff attrition. Some decentralised units that are the building blocks of statistics production in Ghana lack manuals, standards, principles or classifications to guide the production and management of data and statistics in the country.

7.2.4 Development Finance and Cooperation

The development finance and cooperation landscape continue to be challenged by the absence of development cooperation policy, inadequate alignment of development cooperation with national development priorities, inadequate formal structures and guidelines and high transaction costs for mobilising and managing development finance. In addition, there is heterogeneity of donor policies, procedure and guidelines in the development cooperation space; exchange rate losses effect on cost of financing counterpart projects; and unsustainable funding sources for development projects. As part of efforts to address the above challenges, Government in 2019, developed the Ghana Beyond Aid Charter and Strategy Document to ensure efficient and effective mobilisation and utilisation of resources and reduction of Ghana's dependency on aid.

7.2.5 Knowledge Management and Learning

A national assessment to review and classify record keeping systems, records management procedures and practices was conducted during the period under review. In addition, Public Records and Archives Administration Department (PRAAD) completed the digitisation of one million sheets of archival documents from various MDAs as part of national knowledge management and learning practices.

The assessment revealed that MDAs and MMDAs have not effectively leveraged on knowledge management and learning techniques and platforms to improve on development efficiency and outcomes. This was mainly due to poor record keeping and documentation; inadequate and weak structures for knowledge management and learning; weak institutional memory; limited peer learning among implementing institutions; and inadequate evaluation of programmes and projects.

7.3 SUMMARY OF KEY ISSUES

7.3.1 Implementation and Coordination

Inadequate capacity for plan preparation and implementation; delay in the release of approved funds; inadequate Internally Generated Funds (IGF); non-functional sub-district structures; implementation of programmes and projects outside approved plans; weak collaboration and coordination in the design, implementation and M&E of Government programmes and projects; low absorptive capacity; and weak design and implementation of public infrastructure projects.

7.3.2 Monitoring and Evaluation

Inadequate financial, logistical and human resources; low demand and utilisation of M&E results; untimely release of funds for M&E activities; inadequate statutory budgetary allocation for M&E; inadequate evaluations at all levels; limited human and technical M&E capacities; and inadequate infrastructure and logistics including unreliable internet connectivity for accessing and sharing data.

7.3.3 Production and Utilisation of Statistics

Limited generation and utilisation of statistics; inadequate district statisticians; delays in the publication of key statistical reports; inadequate funding for statistics production; limited technological infrastructure; and lack of manuals, standards, principles or classifications to guide the production and management of data and statistics.

7.3.4 Development Financing and Cooperation

Absence of development cooperation policy; inadequate alignment of development cooperation with national development priorities; weak formal structures and guidelines and high transaction costs for mobilising and managing development finance; and heterogeneity of donor policies, procedure and guidelines in the development cooperation space.

7.3.5 Knowledge Management and Learning

Poor record keeping and documentation; inadequate and weak structures for knowledge management and learning; weak institutional memory in MDAs and MMDAs and inadequate peer learning among MMDAs and MDAs.

7.4 MEDIUM-TERM GOAL

The medium-term goal of this dimension is to improve efficient delivery of development outcomes and value for money.

7.5 MEDIUM-TERM POLICY OBJECTIVES AND STRATEGIES

The policy objectives for achieving the goal for this dimension are to: improve plan preparation, implementation and coordination; strengthen monitoring and evaluation systems at all levels; enhance the production and utilisation of statistics; improve resource mobilization and effectively manage its utilization; and enhance knowledge management and learning.

7.5.1 Implementation and Coordination

Improve plan preparation, implementation and coordination

Strategies to achieve this objective are to: strengthen the linkage between national development planning and budgeting processes; enhance resource mobilization for plan implementation; CSPG engagement across the planning cycle for effective implementation and coordination; procurement systems at all levels by strictly adhering to PPA guidelines; planning, implementation and coordination capacities at all levels; coordination

among CSOs, NGOs, DPs, MDAs and MMDAs. Others are to: enforce the implementation of National Development Planning (Systems) Regulations, 2016 (L.I. 2232); ensure timely release of Central Government funds to implementing agencies; strengthen the utilization of ICT systems to facilitate easy access and identification of all projects at all levels; and undertake comprehensive capacity development to enhance effectiveness and efficiency of public service delivery.

7.5.2 Monitoring and Evaluation

Strengthen monitoring and evaluation systems at all levels

Strategies to achieve this objective are to: finalise and Implement the National Monitoring and Evaluation policy; develop and operationalise an automated national M&E system; increase investments in development and use of M&E results; strengthen M&E technical and logistical capacities at all levels; develop effective participation and communication arrangements for M&E results; and ensure uniform reporting at all levels.

7.5.3 Production and Utilisation of Statistics

Strengthen production and utilisation of statistics

Strategies to be implemented are to: institutionalise production and utilisation of statistics at all levels; strengthen relationship between the statistical producers and users including the media; improve investments in ICT and geographical information systems (GIS) for the production and utilisation of statistics; enhance investment in human capacity development and office infrastructure for statistics production; and develop guiding principles and code of ethics in the production and dissemination of statistics.

7.5.3 Development Financing and Cooperation

Improve resource mobilization and effectively manage its utilization

The strategies to be adopted are to: finalise and implement the development cooperation policy; strengthen implementation of the Accra Agenda for Action on Aid Effectiveness; and harmonise and rationalize aid delivery. Others include: improving efficiency in the use of public resources; promoting joint Government-partner evaluations to enhance mutual accountability; promoting effective exchange rate management to enhance delivery of counterpart projects; creating enabling private sector environment for domestic businesses and foreign direct investment; increasing domestic and external resource mobilization; and enhancing the role of civil society organisations in making aid effective.

7.5.4 Knowledge Management and Learning

Enhance knowledge management and learning

The strategies to be implemented include: developing platforms for effective knowledge management and learning; encouraging exchange visits and peer learning among MDAs, RCCs and MMDAs; digitising records and retrieval processes; and building capacity for data management at all levels.

7.6 MEDIUM-TERM TARGETS

The following targets are envisaged to enhance Implementation Coordination Monitoring and Evaluation in the medium term:

1. Inefficiencies in the implementation of large infrastructure projects reduced
2. M&E system digitised to monitor quality of service delivery by Government
3. Integration of National Identification system and civil registration completed
4. Capacity for the production and utilization of administrative statistics enhanced

5. Ghana's partnership with development partners streamlined for a win-win situation and value addition for development
6. Management information systems for knowledge sharing and exchange established

7.7 FLAGSHIPS FOR IMPLEMENTATION, COORDINATION, MONITORING AND EVALUATION

Proposed flagships for this dimension are as follows:

1. Revamp the Joint Agenda for Strengthening Monitoring and Evaluation and Statistics (JASMES) and establish fund
2. Strengthen the linkage between national development planning and budgeting processes
3. Strengthen the utilization of ICT systems to facilitate easy access and identification of all projects at all levels
4. Strengthen planning, implementation and coordination capacities
5. Develop roadmap for the implementation of Ghana Beyond Aid Strategy
6. Re-establish an Aid Effectiveness Agenda based on the Paris principles and the Ghana Beyond Aid Strategy
7. Implement the special initiatives on capital market development
8. Strengthen the enforcement of the Public Financial Management Act (Act 921)

APPENDICES

APPENDIX I: MATRICES OF MEDIUM-TERM POLICIES AND STRATEGIES, 2022-2025

APPENDIX 1.1: ECONOMIC DEVELOPMENT

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
Focus Area 1: Strong and Resilient Macro Economy				
<ul style="list-style-type: none"> • Lower than expected economic growth • Depreciation of the cedi • Uncompetitive interest rates • High ratio of non-performing loans • Significant proportion of unbanked Ghanaians 	1.1 Enhance monetary discipline and financial stability	1.1.1 Enhance the institutional framework for monetary policy management (SDG Targets 16.6, 17.13) 1.1.2 Stabilise the exchange rate over the medium to long term (SDG Targets 17.10, 17.11, 17.12) 1.1.3 Sustain measures aimed at addressing the structural causes of unstable inflation (SDG Target 17.13) 1.1.4 Sustain implementation of Basel III, particularly deepening of capital and financial markets, financial inclusion, supervision and regulation of financial institutions, electronic payment systems, and reviewing base rates across banks (SDG Targets 8.10, 9.3). 1.1.5 Enhance security on all digital transaction platforms (SDG Target 8.3, 9.4) 1.1.6 Position the country as an international financial services centre (IFSC) within the region (SDG Target 10.5) 1.1.7 Improve liquidity management, reinforcing provisions of the Bank of Ghana Act on foreign exchange cover (SDG Targets 16.5, 16.6, 17.1, 17.11, 17.12) 1.1.8 Deepen insurance and mortgage financing markets (SDG Targets 8.10, 10.5) 1.1.9 Strengthen reporting and enforcement of legal provisions against operations of Ponzi Schemes (SDG Target 8.10, 10.5, 11.5)	BOG, MoF, GRA, NIC, MOTI, SEC, EMT, GSE, NPRA, NMC, GIBA, GSA, Ghana Chamber of Telecommunications, NCA	ECOWAS– P3/SOB3/SOR2
<ul style="list-style-type: none"> • Revenue under-performance • Systemic abuse in the exemptions regime • Narrow tax base 	1.2 Ensure improved fiscal performance and sustainability	<u>Enhance Resource Mobilization</u> 1.2.1 Strengthen revenue institutions and administration to eliminate revenue leakages and diversify revenue sources (SDG Target 16.6, SDG Targets 16.5, 16.6, 17.1, SDG Targets 17.1, 17.3) (AU Target A3-G12-P1-T1) 1.2.2 Leverage technology for tax policy formulation and administration (SDG Target 17.1) (AU Target A3-G11-P1-T1)	MoF, BOG, GRA, SIGA, MDAs, MMDAs	SDG 8, 9, 10, 16, 17 AU Goals 1, 4, 9, 20 ECOWAS– P3/SOB3/SOR2

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
		1.2.3 Develop and implement an Internally Generated Funds (IGF) Policy (SDG Targets 17.1, 17.3) (AU Target A3-G12-P1-T1) 1.2.4 Enhance revenue mobilisation potentials of relevant public agencies (SDG Target 17.1) (AU Target A3-G12-P1-T1) 1.2.5 Develop and implement revenue improvement plan in all MMDAs (SDG Target 17.1) (AU Target A3-G1-P2-T1)		
<ul style="list-style-type: none"> Weak expenditure management and budgetary controls High public sector wage bill 		<p><u>Strengthen Expenditure Management</u></p> 1.2.6 Enforce the Public Financial Management Act, 2016 (Act 921) (SDG Targets 16.5, 16.6, 17.4) (AU Target A3-G11-P1-T1) 1.2.7 Strengthen institutional collaboration for effective fiscal policy management (SDG Targets 16.6, 16.7, 17.17) (AU Target A3-G11-P1-T1) 1.2.8 Enforce the provisions of the Public Procurement Act, 2016 (Act 914), especially with regard to sole sourcing (SDG Targets 12.7, 16.6) (AU Target A3-G12-P1-T1) 1.2.9 Strengthen the public sector wage bill management system (SDG Targets 10.4, 16.6) (AU Target A3-G12-P1-T1) 1.2.10 Strengthen implementation of the GIFMIS system across all MDAs and MMDAs (SDG Targets 16.5, 16.6) (AU Target A3-G12-P1-T1) 1.2.11 Review administrative framework for earmarked funds to ensure efficiency in the management of public funds (SDG Targets 16.5, 16.6) (AU Target A3-G12-P1-T1) 1.2.12 Establish Financial Administration Tribunal (SDG Targets 16.5, 16.6, 16.a) (AU Target A3-G12-P1-T1) 1.2.13 Ensure effective financial management and oversight of State-Owned Enterprises (SDG Targets 16.6, 17.17) (AU Target A1-G4-P1-T1) 1.2.14 Strengthen budget coordination and transparency at all levels (SDG Target 16.5, 16.6) (AU Target A3-G11-P1-T2)	MoF, BOG, PPA, OoP, Parliament, CAGD, FWSC, MDAs, MMDAs, SEC, SIGA, PSRS	SDG 16, 17 AU 1, 4, 9, 20 ECOWAS– P3/SOB3/SOR2
<ul style="list-style-type: none"> Increasing public debt service cost Increasing risk in the public debt portfolio 		<p><u>Ensure Effective Debt Management</u></p> 1.2.15 Ensure effective implementation of the debt management strategy (SDG Target 17.4, SDG Target 17.4) (AU Target A3-G11-P1-T1) 1.2.16 Adopt global standards of risk and treasury management (SDG Target 17.4)	MoF, BoG, OoP, PPA, Parliament	SDG 10, 12, 16, 17 AU 4, 20 ECOWAS– P3/SOB3/SOR2

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
		<p>1.2.17 Ensure effective and efficient public investment management (SDG Target 16.6) (AU Target A1-G14-P1-T1)</p> <p>1.2.18 Enforce the Public Private Partnership Act, 2020 (Act 1039) (SDG Target 17.16) (AU Target A1-G1-P1-T1)</p>		
<ul style="list-style-type: none"> Weak coordination among agencies responsible for economic management Weak capacity for economic planning and forecasting 		<p>Strengthen capacity for economic management</p> <p>1.2.19 Strengthen economic planning and forecasting capacities at national and sub-national levels (SDG Targets 11.a, 17.18, 17.19)</p> <p>1.2.20 Create local economic development units in all MMDAs (SDG Target 1.1, 8.1, 8.3) (AU Target A1-G1-P2-T1)</p> <p>1.2.21 Strengthen collaboration between key state agencies in charge of economic management (SDG Targets 16.6, 17.14) (AU Target A3-G12-P1-T1)</p>	NDPC, OoP, MoF, GSS, BOG, MDAs, MMDAs	SDG 16, 17 AU 4, 20 ECOWAS– P3/ SOB3/SOR3
<ul style="list-style-type: none"> Volatility in primary commodity prices Low non-traditional exports Inadequate capacity to meet internal and external demand for goods and services Inadequate compliance with phytosanitary and other trade related standards 	1.3 Promote international trade and investment	<p>1.3.1 Implement the Made-in-Ghana (MiG) policy, value addition and markets within Africa and beyond (SDG Targets 2.3, 9.3, 17.11) (AU Target A1-G1-P1-T1, A1-G4-P1-T1)</p> <p>1.3.2 Address bottlenecks along the supply chain of exports, including port capacity, transport links, finance, trade facilitation, and market access issues (SDG Targets 17.10, 17.12) (AU Target A1-G1-P1-T1, A1-G4-P1-T1, A1-G4-P2-T1)</p> <p>1.3.3 Ensure effective implementation of the National Export Development Strategy (NEDS, 2020-2029) (SDG Target 17.11) (AU Target A2-G8-P1-T2)</p> <p>1.3.4 Promote effective implementation of the ECOWAS Trade Liberalisation Scheme (ETLS) (SDG Targets 2.b, 17.10, 17.12) (AU Target A2-G8-P1-T2)</p> <p>1.3.5 Deepen implementation of AfCFTA strategy (SDG Target 17.16) (AU Target A3-G8-P1-T1, A3)</p> <p>1.3.6 Facilitate the effective implementation of the ECOWAS Common External Tariff (CET) (SDG Target 17.12) (AU Target A3-G8-P1-T1, A3)</p> <p>1.3.7 Harness opportunities from multilateral trade agreements such as the African Growth and Opportunity Act (AGOA) and the EU-ECOWAS Economic Partnership Agreement (EPA) (SDG Target 17.10) (AU Target A3-G8-P1-T1, A3-G8-P1-T2)</p>	MoF, MoTI, MFARI, GEPA, AGI, GSA, FDA, GIPC, Ghana Chamber of Commerce, PEF, MMDAs, MDAs, AfCFTA Secretariat	SDG 11, 16, 17 AU 1, 4 ECOWAS– P3/ SOB3/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
		1.3.8 Establish a guarantee price system for non-traditional exports (SDG Target 8.1, 8.3) (AU Target A3-G8-P1-T2) 1.3.9 Ensure compliance with trade policies and agreements (AU Target A3-G8-P1-T2)		
Focus Area 2: Industrial Transformation				
<ul style="list-style-type: none"> High cost and unreliable supply of electricity 	2.1 Ensure energy availability and reliability	2.1.1 Re-align the electricity tariff structure in support of industrial development (SDG Targets 7.1, 9.1, 9.2) (AU Target A1-G4-P1-T1)	MoEn, EC, PURC, MoTI	SDG 2, 9, 17 AU 8, 9, 19, 20 ECOWAS– P3/ SOB3/SOR3
<ul style="list-style-type: none"> Limited domestic supply of raw materials for local industries Concentration of local factories in cities which are distant from sources of raw materials 	2.2 Enhance production and supply of quality raw materials	2.2.1 Provide incentives for the production and supply of quality raw materials to support industries (SDG Targets 2.3, 2.c, 12.1, 12.2) (AU Target A1-G4-P1-T1) 2.2.2 Support recycling and reprocessing of industrial waste to extend the industrial value chain (SDG Target 12.5) 2.2.3 Promote even distribution of factories across the country (SDG Target 10.1, 10.2, 10.3) (AU Target A1-G1-P1-T1, A1-G1-P2-T1, A1-G4-P1-T1) 2.2.4 Strengthen the implementation of the Ghana local economic development policy and private sector participation (SDG Targets 17.5, 17.17) (AU Target A1-G1-P1-T1, A1-G1-P2-T1, A1-G4-P1-T1)	MoFA, MESTI, CSIR, MoTI, MoEn, MELR, MLNR	SDG 7, 9, 16 AU 4,5,7,9 ECOWAS– P3/ SOB3/SOR1
<ul style="list-style-type: none"> Inadequate investments and utilisation of industrial research Low private sector investment in R&D 	2.3 Improve research and development (R&D), innovation, and sustainable financing for industrial development	2.3.1 Support the development of selected strategic industries through applied research (SDG Targets 9.5, 9.b) (AU Target A1-G1-P1-T1, A1-G1-P2-T1, A1-G4-P1-T1) 2.3.2 Provide incentives for the establishment of R&D laboratories by the private sector to support value chains in targeted industries (SDG Targets 9.5, 9.b) (AU Target A1-G4-P1-T1) 2.3.3 Leverage science, technology and innovation for industrial development (SDG Targets 9.5, 9.b) (AU Target A1-G4-P1-T1) 2.3.4 Create enabling environment to encourage financial institutions to provide long-term financing for Industrial Research and Development (SDG Targets 9.5, 9.b) (AU Target A1-G4-P1-T1) 2.3.5 Monitor resource flows and financing of innovation and R&D in industrial development (SDG Target 16.5) (AU Target A1-G4-P1-T1)	MOE, MESTI, MoTI, CSIR, GSS, OAG&MOJ, MoF	SDG 2, 9, 12 AU 4, 5, 7, 9 ECOWAS– P4/ SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
		2.3.6 Enforce Intellectual Property Rights (SDG Target 8.3)		
<ul style="list-style-type: none"> Limited numbers of skilled industrial personnel 	2.4 Ensure improved skills development for industry	2.4.1 Transform the apprenticeship training model from a supply-driven approach to a market-demand model (SDG Targets 4.3, 4.4, 4.7) (AU Target A1-G1-P2-T1) 2.4.2 Develop a database of trained apprentices and artisans in collaboration with employers and trade unions (SDG Target 17.18)) (AU Target A1-G4-P1-T1/T2/T3/T4)	MELR, MoE, MoTI, NVTI	SDG 9, 12 AU 4,5,7,9 ECOWAS– P4/ SOB4/SOR4
<ul style="list-style-type: none"> Limited contiguous land for large-scale industrial development Distressed but viable industries 	2.5 Pursue strategic national industrial development initiatives	2.5.1 Facilitate access to dedicated land in every region for the establishment of multi-purpose industrial parks, industrial enclaves and enterprise free zones (SDG Target 9.2)) (AU Target A1-G4-P1-T1) 2.5.2 Support the development of existing and new industrial clusters and manufacturing enclaves (SDG Target 9.2)) (AU Target A1-G4-P1-T1) 2.5.3 Develop vibrant commercial zones and explore the possibility of joint industrial development with neighbouring countries (SDG Target 9.1)) (AU Target A1-G4-P1-T1, A3-G8-P1-T2) 2.5.4 Sustain and revitalize businesses with stimulus packages (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c)) (AU Target A1-G1-P1-T1) 2.5.5 Sustain the implementation of Government flagship industrial development initiatives (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c)) (AU Target, A1-G1-P1-T1, A1-G1-P2-T1, A1-G4-P1-T1) 2.5.6 Introduce industrial subcontracting to link MSMEs with large-scale enterprises (SDG Targets 9.2, 9.3)) (AU Target A1-G1-P2-T1, A1-G4-P1-T1)	MLNR, MoTI, LC, LUSPA, MELR	SDG 4, 9, 17 AU 2, 4,5,7,9 ECOWAS– P3/ SOB3/SOR3
Focus Area 3: Private Sector Development				
<ul style="list-style-type: none"> Tax burden on businesses Inadequate access to affordable credit High interest on credit Cumbersome procedures and processes, including cost of establishing businesses 	3.1 Enhance business enabling environment	3.1.1 Ensure a continuous update of the electronic register for business legislation, regulations and processes (SDG Targets 16.6, 16.10) 3.1.2 Conduct periodic review of business regulations to ensure reduction in cost and volume of regulatory compliance (SDG Target 10.5) 3.1.3 Review and promote business friendly tax regime (SDG Targets 16.6, 17.5, 17.14). 3.1.4 Develop communication strategies to enhance advocacy and public-private dialogue (SDG Targets 12.8, 16.7, 17.17)	MoTI, MoF, Parliament, MoCD, MoI, MoT, PEF, AGI	SDG 9 AU 1, 4,5,7,9 ECOWAS– P4/ SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
		3.1.5 Institute and operationalize effective commercial dispute mechanisms in support of private sector growth and development (SDG Targets 16.3, 16.b)		
<ul style="list-style-type: none"> • High cost of capital • Limited availability of medium- and long-term financing • Non-payment of Government revolving funds 	3.2 Improve business financing	3.2.1 Review the mandate of the National Investment Bank (NIB) to provide financing to the industrial sector (SDG Targets 8.10, 16.6)) (AU Target A1-G4-P1-T1) 3.2.2 Establish an Industrial Development Fund (IDF) to finance critical private sector industrial initiatives (SDG Targets 8.10, 9.3)) (AU Target A1-G4-P1-T1) 3.2.3 Strengthen Ghana Investment Promotion Centre (GIPC) to attract investments into selected strategic industries (SDG Target 8.10)) (AU Target A1-G1-P1-T1, A1-G4-P1-T1) 3.2.4 Restructure the existing state-sponsored microfinance schemes including MASLOC to provide credit for MSMEs (SDG Target 8.3) (AU Target A1-G1-P1-T1, A1-G1-P2-T1) 3.2.5 Strengthen oversight responsibilities for privately-financed micro finance institutions (SDG Targets 8.3, 9.3) (A1-G1-P2-T1) 3.2.6 Strengthen the operation of Exim Bank to finance production for export, especially in the agriculture and agribusiness value chain (SDG Targets 2.a, 8.10, 16.6)) (AU Target A1-G4-P1-T1, A3-G8-P1-T2)	MoF, MoTI, GIPC, BoG, Association of Bankers, Parliament, Ghana Enterprises Agency, MASLOC, ARB Apex Bank, Ghana Exim Bank, OoP, Ghana Microfinance Institutions Network, Ghana Free Zones Authority	SDG 9, 10, 12, 16, 17 AU 4,5,20 ECOWAS– P3/SOB3/SOR2
<ul style="list-style-type: none"> • Limited capacity of MSMEs • Limited access to credit for MSMEs • Low entrepreneur among the youth 	3.3 Support entrepreneurship and MSME development	3.3.1 Create an entrepreneurial culture, especially among the youth (SDG Targets 4.4, 8.3, 8.6)) (AU Target A1-G1-P1-T3, A1-G4-P1-T1) 3.3.2 Expand the implementation of the National Entrepreneurship and Innovation Programme (NEIP) to support start-ups and early-stage businesses (SDG Targets 8.3, 8.5, 8.6)) (AU Target A1-G1-P1-T1, A1-G4-P1-T1) 3.3.3 Optimise the provision and management of resources including infrastructure and facilities for entrepreneurship training and business development services (SDG Target 8.6, 8.3, 9.3)) (AU Target A1-G1-P1-T3) 3.3.4 Expand the Ghana Venture Capital Trust Fund to cover start-up businesses and MSMEs (SDG Targets 8.10, 9.3)) (AU Target A1-G1-P1-T1/T2/T3, A1-G4-P1-T1)	MoF, MoTI, GEA, GIPC, PEF, NEIP, AGI, Ghana Cooperative Credit Union Association (CUA)	SDG 2, 8, 9, 16 AU 1,4,9,20 ECOWAS– P4/SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
		<p>3.3.5 Provide opportunities for MSMEs to participate in all public-private partnerships (PPPs) and local content arrangements (SDG Targets 8.3, 8.5, 17.17)) (AU Target A1-G1-P2-T1, A1-G4-P1-T1)</p> <p>3.3.6 Encourage formation of cooperatives and associations to facilitate easy access to credit. (SDG Target 8.3)</p> <p>3.3.7 Use existing data bases of SMEs of BACs</p>		
<ul style="list-style-type: none"> Limited enforcement of regulations on retail trade Inadequate modern markets 	3.4 Enhance domestic trade	<p>3.4.1 Implement reforms in port clearing systems and benchmark Ghana's ports against best practices (SDG Targets 9.1, 16.5) (AU Target A1-G4-P2-T1)</p> <p>3.4.2 Restructure the Customs Division of the GRA to improve its operational efficiency (SDG Target 16.6)</p> <p>3.4.3 Enforce regulations in GIPC Act, 2013 (Act 865) on retail trade (SDG Target 17.15)) (AU Target A1-G1-P1-T1)</p> <p>3.4.4 Develop modern markets and retail infrastructure in every district to enhance domestic trade (SDG Target 17.15)) (AU Target A1-G1-P1-T1, A1-G1-P2-T1)</p> <p>3.4.5 Accelerate the implementation of the National Trade Policy (SDG Targets 17.13, 17.14, 17.15)) (AU Target A1-G1-P1-T1, A1-G1-P2-T1)</p>	MoF, MoTI, GIPC, AGI, MMDAs, MDAs, PPA, MLGRD	SDG 4, 8, 9, 16, 17 AU 1,4,5 ECOWAS- P3/ SOB3/SOR3
<ul style="list-style-type: none"> Predominantly informal economy 	3.5 Formalise the informal economy	<p>3.5.1 Sustain the national identification system as primary identifier of all citizens (SDG Target 16.9)</p> <p>3.5.2 Deepen the reach of financial services and improve financial literacy, especially among the youth and women in the informal economy (SDG Target 5.a)) (AU Target A1-G1-P1-T3)</p> <p>3.5.3 Improve access to finance for informal economy operators including agribusinesses in rural areas (SDG Targets 8.10, 9.3) (AU Target A1-G1-P1-T1)</p> <p>3.5.4 Ensure development of industry specific standards to enhance the formalisation process (SDG Target 8.8)</p> <p>3.5.5 Expedite the development of the formalization strategy and its implementation</p>	NIA, MoCD, Mol, BoG, MoF, MoTI, Ghana Enterprises Agency, MELR, Ghana Chamber of Telecommunication, MoYS	SDG 9, 12, 16,17 AU 4 ECOWAS- P3/ SOB3/SOR2
<ul style="list-style-type: none"> Prevalence of sub- 	3.6 Ensure consumer	3.6.1 Facilitate the passage and effective implementation of a Consumer	MoTI, GSA, FDA,	SDG 5, 8, 9, 16, 17

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
<ul style="list-style-type: none"> standard, counterfeit and expired products Inadequate enforcement of laws on weights, measures and standards Limited legislation for consumer protection 	protection	Protection Law (SDG Target 16.b) 3.6.2 Strengthen the operations of institutions responsible for enforcing standards (SDG Target 16.6)	Consumer Protection Agency (CPA)	AU 1,4,5 ECOWAS–P2/SOB2/SOR2
<ul style="list-style-type: none"> Poor corporate governance 	3.7 Promote good corporate governance	3.7.1 Strengthen SIGA to ensure strong corporate governance (SDG Target 16.6) 3.7.2 Pursue a vigorous programme of improvements in corporate governance of SOEs and corporate entities (SDG Target 16.6)	SIGA, MoF, Audit Service, GIPC, CHRAJ, EOCO	SDG 16 AU 1,4,5 ECOWAS–P2/SOB2/SOR1
Focus Area 4: Agriculture and Rural Development				
<ul style="list-style-type: none"> High cost of production inputs Poor marketing systems Limited access to land Inadequate agribusinesses along the value chain 	4.1 Create an enabling agribusiness environment	4.1.1 Build the capacity of actors along the value chain in negotiations, standards, regulations, trade facilitation skills and procurement of services (SDG Targets 4.4, 17.9) (AU Target A1-G1-P1-T1) 4.1.2 Develop market support services for selected horticulture, food (including grains), industrial crops and selected products (SDG Target 2.3) (AU Target A1-G1-P1-T1, A1-G5-P1-T1) 4.1.3 Promote expansion of organic farming (SDG Targets 2.3, 12.2) (AU Target A1-G4-P1-T1, A1-G5-P1-T1) 4.1.4 Promote risk management including insurance schemes in the Agri - Food system (SDG Targets 8.10, 10.5) 4.1.5 Develop and strengthen FBOs for better access to services (SDG Target 1.1, 2.2, 10.1) (AU Target A1-G1-P1-T1, A1-G4-P1-T1) 4.1.6 Sustain policy on agricultural input supply (SDG Target 1.4) (AU Target A1-G5-P1-T1) 4.1.7 Strengthen land administration system especially for women and PWDs (SDG Target 10.4) (AU Target A1-G1-P1-T3)	MoFA, MoTI, MMDAs, MLGDRD, MLNR, COCOBOD, MELR (Department of Cooperatives), Ghana Commodity Exchange, NAFCO	SDG 16, 17 AU 4, 12 ECOWAS– P3/SOB3/SOR1
<ul style="list-style-type: none"> Inadequate investments in the agricultural sector 	4.2 Improve public-private investments in the agricultural sector	4.2.1 Develop medium to long-term agricultural financing instruments (SDG Targets 2.3, 2.a, 9.3, 17.3) (AU Target A1-G5-P1-T1) 4.2.2 Institute tax reliefs and incentives for agricultural investments (SDG Targets 1.4, 2.a, 9.3) (AU Target A1-G5-P1-T1)	MoFA, MoTI, MLGDRD, MMDAs, GEPA, MoFAD	SDG 2, 4, 9, 12, 17 AU 1,3,4,5,20 ECOWAS– P3/SOB3/SOR2

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
		<p>4.2.3 Strengthen agricultural marketing and trade (SDG Target 16.6) (AU Target A1-G1-P1-T1, A1-G5-P1-T1)</p> <p>4.2.4 Operationalise District Chambers of Agriculture, Commerce and Technology (DCACT) (SDG Target 16.6) (AU Target A1-G1-P1-T1, A1-G1-P2-T1, A1-G5-P1-T1)</p> <p>4.2.5 Support the development of exportable agricultural commodities in each district (SDG Targets 1.1, 1.2, 17.11) (AU Target A1-G1-P2-T1, A1-G5-P1-T1)</p>		
<ul style="list-style-type: none"> • Low application of technology especially among smallholder farmers • Low proportion of irrigated agriculture • Seasonal variability in food supply and prices • Erratic rainfall patterns • Encroachment on designated irrigation sites • Inadequate access to irrigation facilities by women and persons with disabilities • High cost of energy for irrigation • Low transfer and uptake of research findings 	4.3 Modernise and enhance agricultural production systems	<p>4.3.1 Establish modalities and regulatory frameworks for production of seed/planting materials, and other agro inputs (SDG Targets 2.5, 2.a)</p> <p>4.3.2 Promote the application of science, technology and innovation (STI) in the agricultural value chain (SDG Targets 2.4, 2.c, 5.b, 9.c, 17.8) (AU Target A1-G5-P1-T1)</p> <p>4.3.3 Improve the effectiveness Research-Extension-Farmer Liaison Committees (RELCs) in agricultural research (SDG Target 2.a)</p> <p>4.3.4 Strengthen dissemination of research outcomes of the Council for Scientific and Industrial Research (CSIR) and other institutions (SDG Target 2.a)</p> <p>4.3.5 Scale up Greenhouse village concept (SDG Target 2.3, 2.4, 10.1,) (AU Target A1-G5-P1-T1)</p> <p>4.3.6 Increase investments in research and development in soil testing and analysis; climate resilient, high yielding, disease and pest resistant, short duration crop varieties; and consumer health and safety (SDG Targets 2.1, 2.a, 2.4) (AU Target A1-G5-P1-T1)</p> <p>4.3.7 Intensify and increase access to mechanization along the agricultural value chain (SDG Targets 2.3) (AU Target A1-G5-P1-T1)</p> <p>4.3.8 Promote commercial farming (SDG Targets 2.3, 2.4) (AU Target A1-G1-P1-T1, A1-G5-P1-T1)</p> <p>4.3.9 Extend access to strategic national irrigation development initiatives to women and persons with disabilities (SDG Targets 1.1, 1.4, 1.5, 2.3, 2.4) (AU Target A1-G1-P1-T3, A1-G5-P1-T1)</p> <p>4.3.10 Mobilise investments to expand and rehabilitate irrigation infrastructure including formal schemes, dams and dugouts (SDG Targets 2.4, 17.17,</p>	MoFA, MESTI, CSIR, AGI, GIDA, MSWR, EPA, GIPC, WRC, WRI, PEF	SDG 1, 2, 9, 16, 17 AU 1,3,4,5,20 ECOWAS– P4/ SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
		Targets 1.1, 1.4, 1.5, 1.a, 2.a, 17.3) (AU Target A1-G5-P1-T1) 4.3.11 Promote the use of solar and wind energy for irrigation (SDG Target 7.2) 4.3.12 Develop policies, legal regime, and appropriate tenure arrangements for irrigation facilities (SDG Target 16.6) 4.3.13 Develop the capacity of farmers to use meteorological information (SDG Target 12.8) 4.3.14 Promote integrated pest management (IPM) approaches (SDG Target 2.3) 4.3.15 Enforce river side buffer zone laws		
<ul style="list-style-type: none"> Poor storage and transportation systems Poor farm-level practices High cost of conventional storage solutions for smallholder farmers Low quality and inadequate agricultural infrastructure Limited insurance for smallholder farmers 	4.4 Improve post-harvest management	4.4.1 Enhance post-harvest management protocols on storage, transportation, processing, packaging and distribution of agricultural produce (SDG Target 12.3) (AU Target A1-G1-P1-T1, A1-G5-P1-T1) 4.4.2 Provide incentives to the private sector and District Assemblies to invest in post-harvest activities (SDG Target 17.17) (AU Target A1-G1-P1-T1, A1-G1-P2-T1, A1-G5-P1-T1) 4.4.3 Provide support for small and medium-scale agro-processing enterprises (SDG Targets 1.2, 1.4, 2.3, 2.4, 2.a, 2.c, 8.3, 9.3, 9.4) (AU Target A1-G4-P2-T1, A1-G5-P1-T1) 4.4.4 Ensure continuous expansion and upgrading of road infrastructure connecting farms to marketing centres (SDG Targets 1.4, 2.3, 2.c) (AU Target A2-G10-P1-T1) 4.4.5 Promote private sector participation to expand and enhance the operations of the National Food Buffer Stock Company (SDG Targets 16.6, 17.17) 4.4.6 Facilitate the provision of storage infrastructure with drying systems at district level (SDG Targets 2.3, 12.1, 12.3, 12.a) (AU Target A1-G5-P1-T1) 4.4.7 Promote warehouse receipt system (SDG Target 12.1, 12.3) (AU Target A1-G5-P1-T1) 4.4.8 Implement commodities trading centres (i.e., modern farmers' markets) across all MMDAs focusing on grains, vegetables and tuber (SDG Target 2.c) (AU Target A1-G5-P1-T1)	MoFA, MESTI, CSIR, OoP, NAFCO, MoF, MRH, MoTI, MMDAs	SDG 1, 2, 5, 7, 10, 12, 16, 17 AU 1,3,4,5,20 ECOWAS- P3/ SOB3/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
<ul style="list-style-type: none"> • Ageing farmer population • low interest in agriculture among the youth • Inadequate start-up capital for the youth 	4.5 Promote agriculture as a viable business among the youth	4.5.1 Support youth to venture into agri-business along the value chain (SDG Targets 2.1, 2.3, 8.6) (AU Target A1-G1-P1-T3, A1-G5-P1-T1) 4.5.2 Facilitate access to agricultural financing for youth (SDG Target 8.3) (AU Target A1-G1-P1-T3, A1-G5-P1-T1) 4.5.3 Design and implement special programmes to build the capacity of the youth in agriculture (SDG Target 4.4) (AU Target A1-G1-P1-T3, A1-G5-P1-T1)	MoFA, MLNR, MoYS, LC, Financial institutions, National House of Chiefs, MMDAs	SDG 2, 5, 8, 9, 10, 12, 16, 17 AU 1,3,4,5,20 ECOWAS– P4/ SOB4/SOR4
<ul style="list-style-type: none"> • Low quality genetic material of livestock species • Low level of good husbandry practices • Low productivity and poor handling of livestock/ poultry products • Inadequate feed and water quality standards for livestock • Inadequate and poor-quality data • Inadequate pest/disease monitoring and surveillance systems • Low levels of value addition to livestock and poultry • Weak livestock extension services delivery 	4.6 Promote livestock and poultry development	4.6.1 Continue the implementation of the Rearing for Food and Jobs programme (SDG Target 2.3, 2.a) (AU Target A1-G4-P1-T1, A1-G5-P1-T1) 4.6.2 Accelerate the passage of the Veterinary Services and Animal Production Bill and amend the Veterinary Surgeon’s Law of 1992 (SDG Target 16.6) 4.6.3 Enact legislation to cover poultry hatchery, livestock breeding, meat inspection and dumping in the livestock/ poultry industry (SDG Target 16.6) 4.6.4 Strengthen research into large-scale breeding, production and processing of livestock and poultry across the country (SDG Targets 2.3, 2.a) 4.6.5 Improve existing livestock breeding stations and establish new ones (SDG Target 2.a) 4.6.6 Intensify disease control and surveillance, especially for zoonotic and scheduled diseases (SDG Target 2.3) 4.6.7 Promote cattle ranching and provide incentives to the private sector to develop grazing reserves (SDG Targets 2.4, 16.1) 4.6.8 Facilitate the establishment of Livestock Development Centres in the three agro-climatic zones in collaboration with the private sector (SDG Target 2.4) 4.6.9 Facilitate local production of vaccines to improve livestock development and sustenance (SDG Target 8.3, 15.c) 4.6.10 Construct and rehabilitate existing veterinary laboratories (SDG Target 2.3, 8.3)	MoFA, MESTI, CSIR, OAGMOJ	SDG 1, 2, 4, 8 AU 1,3,4,5,20 ECOWAS– P4/ SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
Focus Area 5: Fisheries and Aquaculture Development				
<ul style="list-style-type: none"> • Low levels of private sector investments in aquaculture • High cost of aquaculture inputs • Challenges with pre-mix fuel distribution • High capital requirement • Lack of storage facilities and maintenance • Inadequate skills for aquaculture development • Low involvement of youth in aquaculture • Weak extension services delivery 	5.1 Ensure sustainable development and management of aquaculture	<p>5.1.1 Provide adequate economic incentives to stimulate private sector investment in aquaculture development (SDG Target 14. b) (AU Target A1-G6-P1-T1)</p> <p>5.1.2 Provide consistent and quality extension service delivery (SDG Target 2.a)</p> <p>5.1.3 Continue implementation of the Aquaculture for Food and Jobs Programme (SDG Targets 2.1, 2.3, 4.4, 16.6) (AU Target A1-G6-P1-T1)</p> <p>5.1.4 Design and implement the Youth in Aquaculture Development Programme (SDG Targets 2.1, 2.3, 4.4, 16.6) (AU Target A1-G1-P1-T3, A1-G6-P1-T1)</p> <p>5.1.5 Implement Fisheries Nucleus Out-grower Scheme (SDG Target 14.b) (AU Target A1-G7-P1-T2)</p> <p>5.1.6 Develop aquaculture parks (SDG Target 8.3, 9.4) (AU Target A1-G6-P1-T1)</p> <p>5.1.7 Promote construction of culturing facilities (hatcheries, laboratories and fish feed mills) (SDG Target 12.3) (AU Target A1-G6-P1-T1)</p> <p>5.1.8 Promote the use of irrigation systems and other impounded reservoirs for aquaculture and promote mariculture (SDG Target 14.4) (AU Target A1-G6-P1-T1)</p> <p>5.1.9 Implement appropriate bio-security measures at all aquaculture establishments (SDG Targets 14.1, 14.2) (AU Target A1-G7-P1-T2)</p> <p>5.1.10 Promote the development of commodity value chains to boost investments (SDG Target 2.a, 8.3) (AU Target A1-G6-P1-T1)</p> <p>5.1.11 Support innovation and adoption of improved local fishery production for domestic consumption and exports (SDG Target 2.3, 8.3) (AU Target A1-G1-P1-T1, A1-G6-P1-T1)</p> <p>5.1.12 Invest in cold chain logistics and management of the sea food industry (SDG Target 14.4) (AU Target A1-G4-P1-T1)</p> <p>5.1.13 Ensure efficient system for pre-mix fuel distribution (SDG Target 14.1, 14.2) (AU Target A1-G4-P1-T1)</p> <p>5.1.14 Enforce Fisheries Act for marine, inland and fresh water resources (SDG Target 14.1, 14.2) (AU Target A1-G7-P1-T2)</p>	MoFAD, MESTI, FC, MoEn, Ghana National Association of Farmers and Fishermen, Canoe Owners' Association, National Premix Secretariat	SDG 2, 8, 16 AU 4, 5 ECOWAS– P3/ SOB3/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
<ul style="list-style-type: none"> Over-exploitation of fisheries resources Weak involvement of communities in fisheries resource management 	5.2 Ensure sustainable development and management of fisheries resources	5.2.1 Promote sustainable marine conservation and protection (SDG Targets 14.1, 14.2, 14.c) (AU Target A1-G7-P1-T2) 5.2.2 Improve fisheries infrastructure to attract private sector investment (SDG Target 14.4) (AU Target A1-G4-P1-T1, A1-G6-P1-T1) 5.2.3 Reduce illegal fishing and post-harvest losses (SDG Targets 12.3, 14.4) (AU Target A1-G7-P1-T2) 5.2.4 Transform the fisheries sub-sector and industry through science, research, technology and innovation (SDG Target 9.5) (AU Target A1-G4-P3-T1)	MoFAD, MESTI, CSIR, FC	SDG 2, 4, 12, 14, 16 AU 6, 7 ECOWAS– P4/ SOB4/SOR4
Focus Area 6: Tourism and Creative Industry Development				
<ul style="list-style-type: none"> Poor tourism infrastructure and services Low skills and professionalism High hotel rates Low involvement of communities in tourism development Poor accessible roads to tourist sites Inadequate data on tourist sites 	6.1 Diversify and expand the tourism industry for economic development	6.1.1 Transform the country into a major Meetings, Incentives, Conferences and Exhibitions (MICE) centre (SDG Target 8.9) (AU Target A1-G4-P1-T1, A1-G4-P4-T1) 6.1.2 Expand the tourism sector through investment (including PPP), innovation, and pursuit of service excellence (SDG Target 8.9) (AU Target A1-G4-P1-T1, A1-G4-P4-T1) 6.1.3 Develop available and potential sites to meet international standards and promote local tourism (SDG Target 8.9) (AU Target A1-G4-P1-T1, A1-G4-P4-T1) 6.1.4 Develop palace museums to preserve national culture and promote tourism in communities (SDG Targets 8.9, 12.b) (AU Target A1-G4-P1-T1, A1-G4-P4-T1) 6.1.5 Institute preventive measures to curtail emerging threats to tourism, particularly terrorism (SDG Target 8.9) (AU Target A1-G4-P4-T1, A4-G13-P1-T1) 6.1.6 Encourage community initiatives in tourism development (SDG Target 8.3, 8.9) (AU Target A1-G4-P1-T1, A1-G4-P4-T1) 6.1.7 Promote the establishment of tourism clubs in all educational institutions (SDG Target 12.b) (AU Target A1-G4-P4-T1) 6.1.8 Improve road networks to tourist centres (SDG Target 8.9, 10.1, 11.2) (AU Target A1-G4-P4-T1) 6.1.9 Develop a comprehensive database on all tourist sites (SDG Target 12.b)	MoTAC, GTA, MRH, MoT, Private Sector, Ghana Museums and Monuments Board, National Commission on Culture, MMDAs, CSOs, Traditional Authorities, National Folklore Board	SDG 9, 12, 14 AU 6, 7 ECOWAS– P3/ SOB3/SOR3
<ul style="list-style-type: none"> Informality and its related 	6.2 Develop a	6.2.1 Enforce regulatory frameworks for the creative arts industry (SDG Target	MoTAC, OAJ&MOJ,	SDG 8, 12, 17

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build a Prosperous Country				
challenges <ul style="list-style-type: none"> • Absence of an effective regulatory and institutional regime • Weak coordination among MDAs on issues related to the creative arts industry • Ineffective communication between MDAs and the creative industry 	competitive creative industry	8.9, 12.b) 6.2.2 Build production and performance theatres to develop talents in underserved areas (SDG Target 1.1, 1.4, 8.9) (AU Target A1-G4-P1-T1, A1-G4-P4-T1) 6.2.3 Strengthen the Copyright Office and its related agencies (SDG Target 16.6) 6.2.4 Strengthen the National Creative Arts Council (SDG Target 16.6) 6.2.5 Promote PPP in the development of the creative arts industry (SDG Target 17.17) (AU Target A1-G4-P1-T1, A1-G4-P4-T1) 6.2.6 Promote partnerships and participation in global arts events and businesses (SDG Target 17.17) (AU Target A1-G4-P1-T1, A1-G4-P4-T1) 6.2.7 Strengthen institutional coordination within the creative arts industry (SDG Target 16.6) (AU Target A3-G12-P1-T1) 6.2.8 Develop legal regime and processes for safeguarding the intellectual property and creative heritage of Ghana (SDG Targets 12.b, 17.10; ECOWAS Protocol Arts. 23, 28) (AU Target A1-G4-P1-T1, A1-G4-P4-T1)	Copyright Office, Creative Arts Council, National Commission on Culture, GTA	AU 4,16 ECOWAS– P5/ SOB5/SOR1

APPENDIX 1.2: SOCIAL DEVELOPMENT

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
Focus Area 1: Education and Training				
<ul style="list-style-type: none"> • Slow and un-sustained improvement in quality of education • Geographical disparities in access to quality education at all levels • Poor commitment to specialized teacher deployment • Gender disparities at senior high school and tertiary levels • Low participation of females in learning of science, technology, engineering and mathematics • High teacher absenteeism rates • Inadequate practical teaching lessons in schools • Inadequate school infrastructure • Low prominence accorded to language learning in the school system • Low participation in non-formal education • Inadequate teacher motivation 	<p>1.1. Enhance equitable access to, and participation in quality education at all levels</p>	<p>1.1.1. Continue implementation of free SHS to include TVET (SDG Targets 4.1, 4.3, 4.a, AU)</p> <p>1.1.2. Enhance quality of teaching and learning environment at all levels (SDG Targets 4.1, 4.6, 4.c)</p> <p>1.1.3. Promote the 'right age enrolment' in basic education (SDG Targets 4.1, 4.2)</p> <p>1.1.4. Continue the establishment of well-resourced and functional model senior high institutions in all districts (SDG Target 4.a, 4.c)</p> <p>1.1.5. Expedite the implementation of the Ghana Accountability for Learning Outcomes Project (GALOP) (SDG Targets 4.1, 4.2, 4.6)</p> <p>1.1.6. Develop standards and national assessment test for foundational literacy and numeracy competencies at primary level (SDG Target 4.1, 4.6)</p> <p>1.1.7. Accelerate the implementation of early childhood development policy on education (SDG Targets 4.1, 4.2)</p> <p>1.1.8. Stimulate the development of data driven Teacher (specialized and regular) Deployment and Transfer Strategy (SDG Targets 4.c, 16.6)</p> <p>1.1.9. Improve the gender parity at senior high school and tertiary level (SDG Targets 4.1, 4.2, 4.3, 4.5, 4.a)</p> <p>1.1.10. Expand infrastructure and facilities at all levels (SDG Target 4.a, 4.c)</p> <p>1.1.11. Review and implement the language policy, especially at the basic level</p> <p>1.1.12. Promote teaching and learning of science, technology, engineering, and mathematics (STEM) and ICT education among girls in basic and secondary education (SDG Target 4.1, 4.b)</p> <p>1.1.13. Accelerate implementation of the policy of 60:40 admission ratio of science to humanities students at tertiary level (SDG Target 4.b)</p> <p>1.1.14. Improve participation in non-formal education among youth and adults (SDG target 4.6).</p> <p>1.1.15. Introduce sign language at all levels of education (SDG Target 4.7)</p> <p>1.1.16. Institute special incentive scheme for teaching and non-teaching staff</p>	<p>MOE, GES, SPED, NCPD, MOH, Scholarship Secretariat, NCCA, MHCI, COTVET, MOF, GETFund, Faith-Based Organisation, CHASS, MOGCSP, TAs, NCCE, DSW, DOC, DCD, Media, UTAG, Student Loan Trust, NCTE, GES Trust Fund, NVTI</p>	<p>SDG 4, 16, AU 2, 18</p> <p>ECOWAS-P5/SOB5/SOR3</p>

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> Poor food and nutrition practices among school-age children Declining net enrolment at basic level 		especially in deprived areas and teachers of PWDs (SDG Target 4.4, 4.b)		
<ul style="list-style-type: none"> Negative perception of technical and vocational education and training (TVET) Inadequate standardization and coordination of TVET Gaps in industrial skills needs and employability skills among graduates 	1.2 Strengthen competency-based skill development in technical and vocational education	1.2.1. Promote the importance of TVET education (SDG Targets 4.3, 4.4, 4.5) 1.2.2. Strengthen standardisation and coordination of existing public technical and vocational institutions (SDG Target 4.3, 4.4, 4.5, 16.6) 1.2.3. Promote student industrial attachment, coaching and mentoring programmes (SDG Target 4.4) 1.2.4. Institute a national tracer survey to evaluate the relevance of education and skill set (graduate employability) in the labour market (SDG Targets 4.4)		SDG 4, 16 ECOWAS-P4/SOB4/SOR2
<ul style="list-style-type: none"> Inadequate and inequitable access to education for PWDs and people with special needs at all levels Inadequate support provided for learners with disability Insufficient number of school teachers and school personnel, trained on inclusive education and teaching learners with disabilities at all levels of education Inadequate resource persons for PWDs at all levels of education 	1.3 Promote inclusive education	1.3.1. Ensure inclusive education for PWDs and people with special educational needs (SDG Targets 4.1, 4.2, 4.5, 4.a) 1.3.2. Provide facilities in all learning centres to improve access for PWDs and people with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a) 1.3.3. Ensure the provision of support measures to learners with disabilities in environments that maximize academic and social development (SDG Target 4.5, 4.a) 1.3.4. Recruit more teachers and professional staff (including sign language interpreters and braille transcribers) at all levels of education and enhance scholarships for PWDs (SDG Target 4.b) 1.3.5. Facilitate the provision of resource persons such as sign language interpreters and braille transcribers at all levels (SDG Target 4.5, 4.a) 1.3.6. Ensure participation of persons with visual impairments in the study of Mathematics and Science at the Senior High School level and above 1.3.7. Strengthen the data collection system for improved planning for learners with special educational needs		SDG 4 ECOWAS-P5/SOB5/SOR3
<ul style="list-style-type: none"> High dropout rate for both adolescent boys and girls Unsupportive school 	1.4 Ensure a safe and supportive environment for	1.4.1. Facilitate the re-entry of dropout boys and girls including adolescent mothers back into school (SDG Target 4.1, 4.2, 5.1) 1.4.2. Strengthen partnerships and financing among NGOs and Government in	MOE, GES, SPED, NCPD, DOWSU, Social Welfare, NGOs,	SDG 4, 5, AU 2, 18

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<p>environment to facilitate re-entry into school</p> <ul style="list-style-type: none"> • Low operationalization of standards and procedures for handling pregnancy cases in schools • Lack of quality childcare support systems after delivery • Stigmatisation and discrimination by society and peers of pregnant girls and other dropouts • Inadequate parental support to girls during pregnancy and after childbirth • Financial constraints for re-entry of dropouts • Inadequate real-time data for tracking girls' re-entry 	<p>the re-entry of dropouts into school</p>	<p>the re-entry of school dropouts (SDG Target 4.1, 4.a, 4.b)</p> <p>1.4.3. Promote and invest in a safe and supportive school/community environments for pregnant schoolgirls and young mothers (SDG Target 4.1, 4.a, 4.b, 5.1)</p> <p>1.4.4. Strengthen the delivery of counselling services in schools (SDG Target 4.7, 4.a)</p> <p>1.4.5. Promote social education and acceptance of re-entry policy among stakeholders in schools and communities (SDG Target 4.1, 4.7, 4.a, 5.1)</p> <p>1.4.6. Promote research and collection of adequate data on re-entry of dropouts back into mainstream education (SDG Target 4.1, 4.7, 4.a,)</p>	<p>Education Unions, MMDAs, Academia, FBOs, Traditional Authorities, Media</p>	<p>ECOWAS-P5/SOB5/SOR3</p>
<ul style="list-style-type: none"> • Insufficient parental understanding and engagement in e-learning • Inadequate assessment mechanisms for e-learning • Inequality in access to virtual education • Inaccessible virtual and e-learning educational tools especially for persons with disabilities 	<p>1.5 Promote equitable access to e-learning</p>	<p>1.5.1. Ensure adequate and accessible infrastructure, tools and skills to facilitate e-learning and teaching (SDG Targets 4.7, 4.a, 4.b, 9.c)</p> <p>1.5.2. Improve research and innovation on e-learning (SDG Target 4.7, 4.b)</p> <p>1.5.3. Promote dialogues and public engagement on e-learning (SDG Target 4.7, 4.b, 9.c)</p> <p>1.5.4. Ensure adequate provision of e-learning tools for persons with disabilities (SDG Target 4.a, 4.b)</p>		<p>SDG 4, 9,</p> <p>ECOWAS-P5/SOB5/SOR3</p>

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> Inadequate classroom management skills for virtual/e-learning among teachers 				
<ul style="list-style-type: none"> Disparities between official management processes and school operations Disparity between the number of teachers on payroll and actual numbers in districts Inadequate supervision and monitoring of schools 	1.6 Strengthen school management systems	1.6.1. Review and improve school management systems and protocols (SDG Target 4.b, 16.6) 1.6.2. Continue Implementation of the programme for teacher development, actualization and professionalisation (SDG Target 4.c) 1.6.3. Ensure full implementation of the decentralised management of education service delivery (SDG Target 4.2, 16.6) 1.6.4. Implement reforms and strengthen education regulatory agencies (SDG Target 4.1, 16.6) 1.6.5. Ensure adequate supply of teaching and learning materials (SDG Target 4.2, 4.c) 1.6.6. Promote quality EMIS data collection and use at the community and district levels (SDG Target 16.16) 1.6.7. Strengthen PTA, School Management Committees (SMC) and Board of Governors (BOG) in public schools (SDG Target 16.6) 1.6.8. Strengthen the payroll validation process (SDG Target 16.6) 1.6.9. Strengthen supervision, management, and accountability at all levels of the educational system (SDG Target 16.6)		SDG 4,16, ECOWAS–P5/ SOB5/SOR3
<ul style="list-style-type: none"> Inadequate funding for education 	1.7. Ensure sustainable financing of education	1.7.1. Explore resource mobilisation for non-formal education at all levels (SDG Target 4.b, 17.3) 1.7.2. Enhance accountability for utilisation of earmarked education resources in tandem with regulations in the Public Financial Management Act, 2016 (Act 926) (SDG Target 4.b, 16.5) 1.7.3. Ensure adequate allocation of funds to implement the inclusive education policy (SDG Target 4.b, 16.5)		SDG 4, 16, 17 ECOWAS–P4/ SOB4/SOR4
<ul style="list-style-type: none"> Inadequate information on lifelong learning opportunities for non- 	1.8. Promote literacy and lifelong learning	1.8.1. Strengthen inter-sectoral links to ensure lifelong learning opportunities for non-formal graduates (SDG Target 4.4, 4.6) 1.8.2. Improve opportunities for non-literate youth and adults to have free access to meaningful quality education and training. (SDG Target 4.4,	Ghana Library Authority, MOE, GES, MMDAs, The Media, CSOs, NGOs. Academia,	SDG 4, 11 ECOWAS–P5/ SOB5/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> literate youth and adult Inadequate library facilities and services in communities and in schools Inadequate funding for public library service delivery Low level of reading culture among Ghanaians High level of illiteracy Limited access to print and digital reading materials Low publication of local language books and inadequate marketing and distribution channels for books Lack of incentives for indigenous writers and publishers to meet the book needs of the country 		<p>4.6)</p> <p>1.8.3. Promote the application of acquired functional skills of learners to create wealth and reduce poverty (SDG Target 4.4, 4.6, 4.7)</p> <p>1.8.4. Sustain learning interest and literacy skills of neo-literates through the creation of a literate environment in the local language and in English (SDG Target 4.4, 4.6, 4.7)</p> <p>1.8.5. Increase access to school and public library facilities (SDG Target 4.6, 4.a)</p> <p>1.8.6. Build capacity of librarians to improve service delivery (SDG Target 4.6, 4.a)</p> <p>1.8.7. Ensure sustainable funding sources for public library service delivery (SDG Target 4.6, 4.a)</p> <p>1.8.8. Expand access to functional literacy and community education programmes among adults (SDG Target 4.6)</p> <p>1.8.9. Create a repository for national literary output and the preservation of national cultural heritage for public access (SDG Target 4.6, 11.4)</p> <p>1.8.10. Develop a National Book and Reading Policy</p>		
Focus Area 2: Health and Health Services				
<ul style="list-style-type: none"> Gaps in access to health infrastructure and services Inadequate and poor-quality emergency and healthcare services Unmet need for mental health services Increased cost of healthcare delivery Limited financing of the 	2.1 Ensure accessible, and quality Universal Health Coverage (UHC) for all	<p>2.1.1 Accelerate equity-focused implementation of Community-based Health Planning and Services (CHPS) policy (SDG Targets 3.8, 3.c, 16.6)</p> <p>2.1.2 Build Planning and monitoring capacity among health sector workers (SDG Targets 3.8, 3.c, 16.6)</p> <p>2.1.3 Expand, upgrade and equip health facilities with private sector involvement (SDG Targets 3.8, 3.c)</p> <p>2.1.4 Revamp emergency medical preparedness and response services across the country (SDG Target 3.7, 3.8, 3.c, 3.d)</p> <p>2.1.5 Strengthen capacity and develop partnerships for local production of pharmaceutical diagnostics, reagents and PPEs among others (SDG</p>	MOH, GHS, National Council on Persons with Disability, DHS, Narcotics Control Board, FDA, NPC, NHIS, Ghana AIDS Commission, PPAG, NMC	SDG 2, 3, 16 ECOWAS-P5/ SOB5/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<p>health sector</p> <ul style="list-style-type: none"> • Inaccessible health facilities to PWDs • Limited supply of personal protective equipment • Limited supply of assistive devices for PWDs • Inequitable use of technology in health delivery services • Limited access to communication by the deaf, blind and persons with psychosocial and intellectual disabilities. • Inadequate financing of essential nutrition commodities • Inadequate proportion of regional and district hospitals practising traditional medicine 		<p>Targets 3.8, 3.b)</p> <p>2.1.6 Strengthen health referral system (SDG Targets 3.1, 3.6, 16.6)</p> <p>2.1.7 Strengthen the district and sub-district health systems as the bedrock of the national primary healthcare strategy (Agenda 111) (SDG Targets 3.8, 16.6)</p> <p>2.1.8 Integrate traditional and alternate medicine in the health service delivery system (SDG Targets 3.4, 3.b, 16.6)</p> <p>2.1.9 Improve medical supply chain management system (SDG Targets 3.8, 3.b, 16.6)</p> <p>2.1.10 Mainstream gender and disability in the provision of healthcare services (SDG Target 3.8)</p> <p>2.1.11 Redefine the scope of primary healthcare services and medications to include specific essential healthcare needs required by PWDs</p> <p>2.1.12 Promote use of ICT and e-health strategies in healthcare delivery and improve quality and coverage of healthcare data (SDG Targets 3.8, 3.d)</p> <p>2.1.13 Expand specialist and allied health services (e.g., diagnostics, ENT, physiotherapy, paramedic etc.) (SDG Target 3.8, 3.c)</p> <p>2.1.14 Strengthen the National Health Insurance Scheme (NHIS) (SDG Targets 3.8, 3.c)</p> <p>2.1.15 Scale up disease prevention strategies and nutrition counselling (SDG Targets 2.1, 3.8, 3.c, 3.d)</p> <p>2.1.16 Facilitate the provision of resource persons such as sign language interpreters in healthcare delivery (SDG Target 3.8,)</p> <p>2.1.17 Sustain the public health emergency response fund (SDG Targets 3.8, 3.c)</p> <p>2.1.18 Accelerate reconstruction of the central medical store for contingency stocking of critical supplies (SDG Targets 3.8, 3.c)</p> <p>2.1.19 Promote appropriate testing, processing, storage and distribution of blood and blood components (SDG Target 3.b)</p> <p>2.1.20 Review and implement the health financing strategy taking into account the COVID-19 pandemic (SDG Targets 3c, 16.6)</p> <p>2.1.21 Increase resources towards essential nutrition commodities (SDG targets</p>		

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
		2.1, 2.2)		
<ul style="list-style-type: none"> Rising burden of mental health Inadequate mental health facilities at regional and district level Inadequate financial and human resources for mental health delivery Stigmatisation and societal neglect of mental health patients Delay in the establishment of Mental Health Fund 	2.2 Improve Mental Health Administration and Service Delivery	<p>2.2.1 Accelerate implementation of the Mental Health Strategy (SDG Targets 3.4, 3.5, 3,8)</p> <p>2.2.2 Ensure enactment and implementation of legislative Instrument for the Mental Health Act. (SDG Targets 3.4, 3.8, 3c, 16.6)</p> <p>2.2.3 Increase public education and campaigns on mental health (SDG Target 3.4, 3.5)</p>	GHS, DHS, MOH, NHIS, Narcotics Control Board, CSOs	ECOWAS–P5/ SOB5/SOR3
<ul style="list-style-type: none"> Limited use of M&E results of the health sector Inadequate and inequitable distribution of critical staff mix Wide gaps in health service data Inadequate ambulance fleet Limited health and nutrition data on school-age children and the aged 	2.3 Strengthen healthcare delivery management system	<p>2.3.1 Enhance efficiency in governance and management of the health system (SDG Target 3.8, 3.c, 16.6)</p> <p>2.3.2 Strengthen and improve coverage and quality of healthcare data capturing system and research in both public and private sectors (SDG Targets 3.8, 3.c 17.18)</p> <p>2.3.3 Formulate and implement health sector capital investment policy and plan (SDG Target 3.c)</p> <p>2.3.4 Improve production, training and equitably distribution of various categories of critical health staff (SDG Target 3.8, 3.c)</p> <p>2.3.5 Strengthen the capacity of health regulatory bodies to enforce medico-legal issues (SDGs Target 3.c, 3.d)</p> <p>2.3.6 Finalise and implement health sector decentralisation policy and strategy (SDG Target 3.8, 3.c, 16.6)</p> <p>2.3.7 Strengthen partnership with the private sector and community in provision of health services (SDG Targets 3.8, 17.17)</p> <p>2.3.8 Build capacity for monitoring and evaluation in the health sector (SDG Target 3.c, 16.6)</p> <p>2.3.9 Expand access to and equip medical training facilities (SDG Target 3.8,</p>	GHS, DHS, MOH, NHIS, Narcotics Control Board, FDA, NPC, NHIS,	SDG 2, 3, 16, 17 UNCRPD, Agenda 2030, AU 2063 ECOWAS–P4/ SOB4/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
		3.c) 2.3.10 Increase the strength of support staff to health facilities (SDG Target 3.8, 3.c) 2.3.11 Provide Incentives to health personnel who accept posting to remote areas (SDG Target 3.8, 3.c) 2.3.12 Strengthen District Health Management and Human Resource systems (SDG Target 3.c, 16.6). 2.3.13 Promote Telemedicine to enhance health delivery (SDG Target 3.8, 3.c) 2.3.14 Train more personnel in domiciliary and palliative care for the elderly and the sick (SDG Target 3.8, 3.c) 2.3.15 Establish a Patients' Protection Council to fully implement the Patient's Rights Charter (SDG Targets 3.8, 3.c) 2.3.16 Establish early-warning system for laboratory-confirmed infections (SDG Targets 3.8, 3.d) 2.3.17 Develop interoperability between health and birth registration systems (SDG Target 16.9) 2.3.18 Integrate health and nutrition indicators of school-age children in the national information management systems and surveys (SDG Target 2.2, 3.d)		
<ul style="list-style-type: none"> Increasing morbidity, mortality, and disability Limited testing capacity and delay in diagnosis, particularly in remote areas Limited access for persons with disabilities to health services 	2.4 Reduce disability, morbidity, and mortality	2.4.1 Strengthen maternal, new-born care, child and adolescent services (SDG Targets 3.1, 3.2) 2.4.2 Strengthen prevention and management of malaria cases (SDGs Targets 3.3, 16.6) 2.4.3 Improve diagnosis, patient education, and counselling services for TB 2.4.4 Scale up community-based hypertension management project (SDG Target 3.4) 2.4.5 Intensify and sustain immunisation for all children under 2 (SDG Target 3.2) 2.4.6 Accelerate implementation of the national strategy for elimination of neglected tropical diseases and other diseases earmarked for elimination (SDG Target 3.3, 3.4) 2.4.7 Formulate National Disability Health Strategy to ensure highest standard	GHS, DHS, MOH, NHIS, Narcotics Control Board, FDA, NPC, NHIS, Ghana AIDS Commission, PPAG, N&MC	SDG 3, 16 ECOWAS-P4/SOB4/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
		<p>of health services to persons with disabilities (SDG Target 3.3, 3.8)</p> <p>2.4.8 Formulate health strategies for vulnerable populations, including PWDs and the aged.</p> <p>2.4.9 Strengthen Integrated Disease Surveillance and Response (IDRS) at all levels (SDG Target 3.8, 16.6)</p> <p>2.4.10 Increase testing facilities and capacities</p> <p>2.4.11 Establish a Cancer and Kidney Disease Trust Fund</p> <p>2.4.12 Focus health delivery services on primary prevention and early detection of chronic disease conditions (SDG Targets 3.8, 3.d)</p> <p>2.4.13 Establish disability assessment centres in all health facilities (SDG 3.4, 3.b)</p> <p>2.4.14 Develop and implement a Quality Disability Life Index</p>		
<ul style="list-style-type: none"> Increasing burden of NCDs on national expenditure Increased NCDs related deaths Rapid increase in the use of tobacco, alcohol, and other unhealthy food products. 	2.5 Reduce non-communicable diseases	<p>2.5.1 Implement the non-communicable diseases (NCDs) control strategy (SDG Targets 3.4, 3.5)</p> <p>2.5.2 Review and scale-up Regenerative Health and Nutrition Programme (RHNP) (SDG Target 2.2)</p> <p>2.5.3 Increase taxes on tobacco, alcohol, and other unhealthy food products (SDG Targets 3.4,3.5)</p> <p>2.5.4 Increase health promotion to reduce poor health choices and exposure especially among vulnerable groups (SDG Targets 3.4, 3.5)</p> <p>2.5.5 Strengthen the effective implementation of the WHO Framework Convention on Tobacco Control (WHO FCTC) and its protocols (SDG Targets 3.4, 3.5, 3.a)</p> <p>2.5.6 Implement the WHO recommendations on the marketing of foods and non-alcoholic beverages to children (SDG Targets 3.4, 3.5, 3.a)</p> <p>2.5.7 Accelerate the implementation of the global strategy on diet, physical activity, and health (SDGs Target 3.4, 3.5, 3.d)</p>	MOH, GHS/Health Promotion, FDA, MOF, NDPC, CSOs,	SDG 2, 3, AU 3 ECOWAS-P4/ SOB4/SOR1
<ul style="list-style-type: none"> High incidence of HIV and AIDS among young persons Limited knowledge of STIs, HIV and AIDS, especially among vulnerable groups High HIV and AIDS 	2.6 Reduce the incidence of new STIs, HIV and AIDS and other infections, especially	<p>2.6.1 Expand and intensify HIV Counselling and Testing (HTC) programmes (SDG Targets 3.3, 3.7)</p> <p>2.6.2 Intensify comprehensive education on HIV/AIDS and STIs, including reduction of stigmatisation (SDG Target 3.3, 3.7)</p> <p>2.6.3 Intensify behavioural change strategies, especially for high-risk groups for HIV/AIDS and TB (SDG Targets 3.3, 3.7)</p>	GAC, GHS, DHS, MoH, NHIS, Narcotics Control Board, FDA, NPC, NHIS, PPAG, N&MC, MMDAs	SDG 3 ECOWAS-P4/ SOB4/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> stigmatisation and Discrimination Periodic shortages of HIV and AIDS commodities (ARVs, test kits, condoms) 	among vulnerable groups	2.6.4 Strengthen collaboration among HIV/AIDS, TB and sexual and reproductive health programmes (SDG Targets 3.3, 3.7) 2.6.5 Intensify efforts to eliminate Mother-To-Child Transmission of HIV (MTCTHIV) (SDG Targets 3.3, 3.7) 2.6.6 Improve access to ART (SDG Targets 3.3, 3.7, 3.8) 2.6.7 Support local production of ART commodities (SDG Target 3.3, 3.b)		
Focus Area 3: Food Systems Transformation and Nutrition Security				
<ul style="list-style-type: none"> Poor knowledge of agroecology and unsustainable production practices Limited access to agricultural land by women, youth and migrant farmers Reliance on imported agricultural production inputs Reliance on expensive imports of seeds, poultry and meat. Low fish production Dwindling fish stock Use of inappropriate fishing methods (illegal fishing gears, dynamite, light fishing etc.) Low biosecurity High mortality of fish breeds High cost of inputs Limited access and high cost of credit to fisherfolks Poor access to land and water by fisherfolks (land given out to property developers) 	3.1 Strengthen the food production sub-system including the agroecological and industrial food production systems	3.1.1. Apply science and technology to existing farming systems to promote “modern” agroecological and industrial food production practices (SDG Target 2.3, 2.4, 2.5, 2.a) 3.1.2. Increase the production of climate-resilient varieties of food crops including diverse vegetables and legumes, fruits, and bio-fortified nutrient rich crops using sustainable agricultural practices (SDG Target 2.3, 2.4, 2.5, 2.a) 3.1.3. Promote the cultivation of indigenous and traditional varieties of plant and animal source foods (SDG Target 2.5, 2.a) 3.1.4. Re-orient stakeholders, particularly extension workers through refresher courses, on sustainable agroecological and industrial production practices and processes (SDG 2.3, 2.4, 2.a,) 3.1.5. Support on-farm agroecology research (SDG 2.3, 2.4, 2.a,) 3.1.6. Formulate and pass bye-laws at MMDA level with the active participation of community stakeholders to promote secure access to agricultural land by women, youth and migrant farmers (SDG 2.3, 2.5) 3.1.7. Expand the proportion of land area under irrigated agriculture by promoting solar-powered farmer-led irrigation (FLI) practices (SDG 2.5, 2.a,). 3.1.8. Prioritize the establishment of local inorganic and organic fertilizer industries as well as poultry and fish feed mills (SDG 2.4, 2.a,) 3.1.9. Promote seed and breed security and reduce importation of seed, day-old chicks and livestock breeds (SDG 2.4, 2.a,) 3.1.10. Promote local and exotic poultry production systems through active improvements in their value chains to reduce the cost of eggs and poultry	MoFA, MESTI/CSIR/BNARI, MLGDRD, MoTI, MoFAD, Fisheries Commission, MMDAs, MoH/FDA, Academia, CSOs, DPs, FBOs, Private Sector, MOF, NMIMR	SDG 3, 16, 17; AU 3 ECOWAS-P4/SOB4/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> Limited research and lack of use of available research findings in the fisheries sub-sector 		<p>(including guinea fowl) meat (SDG 2.5, 2.a).</p> <p>3.1.11. Facilitate the establishment of a well-planned private sector-led sustainable industrial food production systems to support industries (SDG Target 2.3, 2.4)</p> <p>3.1.12. Promote women’s leadership and empowerment in food systems and agriculture (SDG Target 2.3, 2.4)</p> <p>3.1.13. Strengthen and sustain local food systems and increase food self-sufficiency (2.3, 2.4)</p> <p>3.1.14. Review and regulate the use of agrochemicals in the food production value chain (SDG Target 2.1, 14.c, 16.6)</p> <p>3.1.15. Identify and profile suitable areas for fisheries and aquaculture and create an enabling environment for investment (SDG Target 14.4).</p> <p>3.1.16. Develop appropriate fisheries infrastructure across the country</p> <p>3.1.17. Establish a well-structured subsidy scheme on fishery inputs, including credit (subsidized interest rate) (SDG Target 2.4)</p> <p>3.1.18. Develop mariculture and aquaculture to farm marine and fresh fish species (SDG Target 14.a, 14.c)</p> <p>3.1.19. Support research and development of diversified fish species for cultivation by fish farmers; and actively promote fisheries/blue foods research (SDG Target 2.5, 2.a, 14.a.)</p> <p>3.1.20. Pass and enforce bye-laws against fish and fish resources contamination and make resources available to field officers (SDG Target 14.a, 14.c)</p> <p>3.1.21. Facilitate the acquisition of secure lands and water bodies for aquaculture through bye-laws (SDG Target 14.4.)</p>		
<ul style="list-style-type: none"> Poor food storage techniques Inadequate efforts to manage food maintenance systems Inadequate food safety practices Poor sanitation of food retail outlets High post-harvest losses and 	3.2 Improve the food storage, preservation and safety sub-system	<p>3.2.1. Develop and promote appropriate and innovative post-harvest technologies and methods (SDG Target 2.4, 12.3)</p> <p>3.2.2. Support small-scale farmers to reduce post-harvest losses (SDG Target 2.1, 2.2, 2.3, 2.a, 12.3)</p> <p>3.2.3. Identify and promote cost effective food storage and preservation technologies (SDG Target 2.a, 12.3.)</p> <p>3.2.4. Institute measures to reduce food losses, waste and avoidance practices (SDG Targets 2.c, 12.3)</p>	MOFA, MOH/FDA, MESTI/CSIR, Academia, CSOs, DPs, NMIMR, GSA, MOTI, FBOs, MLGRD, MMDAs, Private Sector, MOF, MoFAD, Fisheries Commission, MSWR	AU 3 ECOWAS–P4/ SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> waste especially of fruits and vegetables High post-harvest losses in fisheries and aquaculture sector 		3.2.5. Update and implement national legislation and regulations to conform to international food safety standards (SDG Target 2.1, 16.b) 3.2.6. Establish effective food safety and security monitoring systems (SDG Target 2.1, 16.6) 3.2.7. Build resilience to protect our food system against (natural/man-made) shocks (SDG Target 2.3, 2.4, 9.1).		
<ul style="list-style-type: none"> Limited value-addition Limited food fortification with essential nutrients in the country 	3.3 Promote food transformation (processing and value-addition)	3.3.1. Provide incentives to local processors who source their raw materials from smallholder farmers in rural areas. 3.3.2. Establish cottage industries for the processing and packaging of locally produced fruits and vegetables and other nutritious foods. 3.2.2 Expand and enforce food fortification laws and regulations and address related bottlenecks (SDG Target 2.1, 2.2) 3.3.3. Stimulate local manufacturing and social marketing to increase availability of quality fortified foods or supplements (SDG Targets 2.a, 17.5)	MOTI/Enterprise Ghana, MOH/FDA, MOFA, MoFAD, Fisheries Commission, MESTI/CSIR, MOF, Academia, CSOs, DPs, NMIMR, GSA, FBOs, MLGRD, MMDAs, Private Sector	ECOWAS-P3/SOB3/SOR3
<ul style="list-style-type: none"> High costs of transporting food from production sites to markets Limited local and external markets for farm produce Unrestrained importation of cheap unhealthy foods Weak and unsustainable food systems Household food insecurity Lack of fish markets Poor access to healthy, diverse, quality and nutrient rich food 	3.4 Ensure food availability and accessibility	3.4.1 Improve the food distribution system 3.4.2 Promote farmers' markets along major trunk roads and designated places in all districts and municipalities. 3.4.3 Promote public private partnership in cold chain systems for perishable produce 3.4.4 Ensure the development of sustainable food maintenance systems (SDGs Target 2.5) 3.4.5 Reduce taxes and increase subsidies on healthy foods 3.4.6 Facilitate/ensure/augment livelihood diversification in fishing communities especially during "closed seasons". 3.4.7 Facilitate access to social protection programmes by moderately and severely food insecure households to (SDG Target 2.1, 2.2) (AU A1, G1, P2, T4, T5) 3.4.8 Ensure the implementation of the zero-hunger strategy (SDG Target 2.1, 2.2) (AU A1, G1, P2, T4, T5)	MOFA, MOTI, MESTI/CSIR, MOH/FDA/GHS, academia, CSOs, DPs, NMIMR, GSA, FBOs, MLGDRD, MMDAs Private Sector, MOF, MoFAD, Fisheries Commission, MMDAs	ECOWAS-P3/SOB3/SOR1
<ul style="list-style-type: none"> Rampant advertisement and availability of cheap ultra-processed energy dense 	3.5 Promote healthy and sustainable food	3.5.1 Enhance or reform food composition, marketing, retail, labelling and fiscal policies and laws (SDG Target 2.4, 3.9) 3.5.2 Regulate unhealthy food and beverage promotion, sponsorship, and	MOFA, MoFAD, Fisheries Commission, MoTI, GSA, MOE/SHEP, MoGCSP,	ECOWAS-P4/SOB4/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
foods <ul style="list-style-type: none"> Increase in the consumption of ultra-processed and convenience foods 	environment and choices	advertisement in schools and in the media (SDG Target 2.4, 2.9) <ul style="list-style-type: none"> 3.5.3 Update and consolidate local food composition databases, and develop a nutrient profiling system to facilitate implementation of food-based policies (SDG Target 2.2, 2.4, 2.9) (AU A1, G1, P2, T4, T5) 3.5.4 Establish regular surveillance and monitoring of the food environment, including overweight and obesity in the population across all age groups (SDG Target 2.4) (AU A1, G1, P2, T4, T5) 3.5.5 Ensure the formulation of a well-planned awareness creation and advocacy strategy against poor food consumption habits and the consumption of unwholesome foods, especially by children (SDG Target 2.1, 2.2) (AU A1, G1, P2, T4, T5) 3.5.6 Develop and disseminate dietary guidelines (SDG Targets 2.1, 2.2, 2.4.c, 12.3) 3.5.7 Include fish consumption as a major component of the School Feeding Programme nation-wide (SDG Target 2.1, 2.2) 3.5.8 Institute mechanisms including trade policy to promote sustainable food system and healthy diets (SDG Target 2.3,) 3.5.9 Ensure stable and sustainable availability, access and utilisation of food within the framework of climate change (SDG Targets 2.4, 2.5) 3.5.10 Develop food provisioning policies to instruct implementation of healthy food services in Government-funded settings, especially the School Feeding Programme (SDG Target 2.1, 2.2) (AU A1, G1, P2, T4, T5) 	MESTI/CSIR, MOH/FDA, MSWR, Academia, CSOs, DPs, NMIMR, FBOs, MLGDRD, MMDAs, Private Sector, MoF	
<ul style="list-style-type: none"> Triple burden of malnutrition Infant, adolescent and adult malnutrition Declining rate of exclusive breastfeeding Inadequate food and nutrition education Prevalence of hunger High level of micro-nutrient deficiencies in women of 	3.6 Promote nutrition specific and sensitive programmes and interventions	<ul style="list-style-type: none"> 3.6.1 Promote the consumption of indigenous varieties of plant and animal source foods (SDG Target 2.1, 2.2) (AU A1, G1, P2, T4, T5) 3.6.2 Sensitize and educate the public on health benefits of farmed fish consumption (SDG Target 2.2) (AU A1, G1, P2, T4, T5) 3.6.3 Adopt strategies to reduce infant and adult malnutrition including scaling up proven, high-impact cost-effective, nutrition-sensitive, and nutrition-specific interventions (SDG Target 2.1, 2.2) (AU A1, G1, P2, T4, T5) 3.6.4 Promote the first 1000 days concept (SDG Target 2.1, 2.2) (AU A1, G1, P2, T4, T5) 3.6.5 Ensure strong and sustained environment and resources for breastfeeding 	MoFA, GSA, MELR MOH/GHS/FDA, MOE, MLGDRD, MOGCSP, NADMO, MoFAD, Fisheries Commission, MoTI, MSWR	ECOWAS-P4/SOB4/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
reproductive ages • Increase in obesity and diet related NCDs		<p>promotion and protection and promote Infant and Young Child Feeding including early initiation, exclusive and two years of breastfeeding; enforce legislation on breast milk substitutes promotion and the fortification of foods rich in iron and vitamin A (SDGs Targets 2.2, 3.1, 3.2) (AU A1, G1, P2, T4, T5)</p> <p>3.6.6 Implement comprehensive strategies for addressing anaemia, wasting and stunting (SDGs Targets 2.2, 3.1, 3.2) (AU A1, G1, P2, T4, T5)</p> <p>3.6.7 Improve nutrition outcomes among adolescent girls and women in their reproductive age (SDG Target, 2.1, 2.2)</p> <p>3.6.8 Promote iodisation and appropriate fortification of selected foods with micronutrients and address related bottlenecks (SDGs Targets 2.1, 2.2, 3.1, 3.2) (AU A1, G1, P2, T4, T5)</p> <p>3.6.9 Promote healthy diets and lifestyles for all including workplace fitness (SDG Target 2.1, 2.2, 3.4) (AU A1, G1, P2, T4, T5)</p> <p>3.6.10 Integrate school-based food systems transformation and nutrition security education in the basic and senior school curriculum (SDG Targets 2.1, 2.2) (AU A1, G1, P2, T4, T5)</p> <p>3.6.11 Promote nutrition education and sensitization (SDG 2.1, 2.2) (AU A1, G1, P2, T4, T5)</p> <p>3.6.12 Revise existing national labour law to ensure that workplaces are provided with facilities that support breastfeeding (SDG 2.1, 2.2) (AU A1, G1-P2-T4, T5; G3 -P1-T3)</p> <p>3.6.13 Amend existing Labour Law to extend maternity leave to be in line with ILO recommendations (Maternity Protection Convention, 2000 (No.183)) of at least 18 weeks (SDGs Target 2.1, 3.1, 3.2) (AU A1- G1-P2-T4, T5; G3 -P1-T3)</p> <p>3.6.14 Provide funding for nationally relevant research on nutrition and NCDs including food borne diseases (SDG Target 2.2, 3.4, 3.d)</p> <p>3.6.15 Support complementary feeding programmes and enhance quality of children's diets (SDGs Targets 2.2,3.1, 3.2)</p> <p>3.6.16 Strengthen early-warning and emergency preparedness systems and processes for food systems and nutrition security (SDGs Targets 3.d) (AU-</p>		

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
		<p>A1-G3 -P1-T7)</p> <p>3.6.17 Strengthen national and local capacities for the formulation and implementation of nutrition specific and sensitive interventions (SDG Target 2.4, 16.6) (AU-A1-G3 -P1-T7)</p> <p>3.6.18 Ensure responsible investments and action by the private sector in promoting nutritious foods (SDG Target 2.d) (AU-A1-G3 -P1-T7)</p> <p>3.6.19 Sensitize fishers on the country's fisheries laws and enforce the laws (SDGs 14.4)</p> <p>3.6.20 Establish and promote well-functioning farmer-based organizations (FBOs) by fishers and fish farmers (SDG Target 14.4)</p>		
<ul style="list-style-type: none"> Inadequate mainstreaming of nutrition into the health sector 	3.7 Integrate nutrition into Universal Health Coverage	<p>3.7.1 Scale up and strengthen integration and implementation of Essential Nutrition Actions (ENAs) into the primary health care (PHC) system including preventive, promotion and palliative services (rehabilitative services; growth monitoring; dietary supplementation; immunization; control of use of alcohol, tobacco and harmful substances)</p> <p>3.7.2 Equip all district hospitals and CHPS compounds with anthropometric equipment and therapeutic foods to detect early and manage severe and moderate acute malnutrition (SDGs Target 2.1, 3.8, 3.c)</p> <p>3.7.3 Build capacities for nutrition service delivery especially in rural areas by equipping all district hospitals and CHPS compounds to provide clinical and non-clinical nutrition services (SDGs Target 2.1, 2.1, 2.2, 16.6, 3.8, 3.c) (AU A1, G3, P1, T1, T7)</p> <p>3.7.4 Strengthen and address operational bottlenecks, commodity security and integration to support expansion of the Girls' Iron and Folic Acid Tablets Supplementation (GIFTS) program (SDG Target 2.2,) (AU A1, G3, P1, T1, T7)</p> <p>3.7.5 Transition from iron and folic acid to multiple micronutrient supplementation for pregnant women (SDG Target 2.2, 3.1) (AU A1--G3-P1-T1, T7)</p> <p>3.7.6 Strengthen and expand the Micronutrient Powder Initiative (SDG Target 2.2, 3.1) (AU-A1-G3-P1-T1, T7)</p> <p>3.7.7 Implement actions to strengthen routine vitamin A supplementation of</p>	MOH/GHS, MOTI, GSS, Academia, MoH, MOFA, MESTI/CSIR, MoF	ECOWAS-P4/SOB4/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
		children and improve data capture and reporting (SDG Target 2.2, 3.2) (AU A1, G3, P1, T1, T7)		
<ul style="list-style-type: none"> Weak nutrition-sensitive planning and programming Weak food systems and nutrition institutional framework and coordination Weak M&E of food systems transformation and nutrition security Inadequate funding of the food systems and nutrition sector Inadequate food systems and security research, data and information Systems Gaps in coordination among sectors that address the underlying causes of malnutrition Weak enforcement of fishery laws Poor access to land and water by fisherfolks (land given out to property developers) 	3.8 Improve Food Systems and Nutrition Governance	3.8.1 Sensitize policy makers and politicians to strengthen high-level political will and commitment for resilient and sustainable food systems transformation (SDG Target 2.2, 16.6) (AU A1, G3, P1, T7) 3.8.2 Develop and implement a strategy and legal framework for food systems and nutrition governance (SDG Target 2.2, 16.6) (AU A1, G3, P1, T7) 3.8.3 Strengthen Food Systems Transformation and Nutrition Security multi-sectoral platform and actions at all levels (SDG Target 2.2, 16.6) (AU A1, G3, P1, T7) 3.8.4 Institute sustainable mechanisms for funding food systems transformation and nutrition at all levels (SDG Target 2.2, 16.6) (AU A1, G3, P1, T7) 3.8.5 Provide adequate funding for food systems transformation and nutrition security research including food safety and integrate sector information management systems (SDG Target 17.18) (AU A1, G3, P1, T7) 3.8.6 Improve knowledge management to support the development, financing, implementation and tracking of country action plans (SDG Target 16.6, 17.18) (AU A1, G3, P1, T7) 3.8.7 Conduct data needs assessment on food systems and nutrition security and fill the gaps to strengthen accountability (SDG Target 16.6, 17.18) (AU A1, G3, P1, T7) 3.8.8 Strengthen M&E and accountability systems including budget tracking for food systems and nutrition (SDG Target 16.6, 17.18) (AU A1, G3, P1, T7) 3.8.9 Strengthen partnerships for nutrition action (SDG Target 16.6, 17.18) (AU A1, G3, P1, T7)	GSS, Academia, MoH, MOFA, NDPC, MESTI/CSIR, MoF	ECOWAS-P4/SOB4/SOR4
Focus Area 4: Population Management and Migration for Development				
<ul style="list-style-type: none"> Weak management of population issues Inadequate funding for population programmes 	4.1 Improve population, civil registration	4.1.1. Strengthen coordination, planning, implementation, monitoring and evaluation of population policies and programmes (SDG Targets 3.7, 11.a, 16.6, 17.14) 4.1.2. Strengthen reliable system for collection, compilation, analysis,	MOP, NPC, GSS, GNHR, NDPC, OHCS, PSC, MOE, MOH, GES, GHS, Academia, NCCE, ISD,	ECOWAS-P3/SOB3/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> and projects Limited disaggregation of population data particularly by disability Weak coordination of implementation, and inadequate funding for the civil registration and vital statistics system 	<ul style="list-style-type: none"> and vital statistics management 	<ul style="list-style-type: none"> disaggregation, and dissemination of relevant and timely demographic data (SDG Target 16.9, 17.18) 4.1.3. Provide adequate funding to deliver equitable, accessible, and timely registration services (SDG Target 16.9, 17.18) 4.1.4. Facilitate the establishment of strong and effective implementation, coordination and funding mechanisms for registration, integration and authentication of civil events and vital statistics (SDG Target 16.9, 17.18) 4.1.5. Promote the production, dissemination, and use of vital statistics from civil registration processes (SDG Target 16.9, 17.18) 	<ul style="list-style-type: none"> NIA, Births & Deaths, MFARI, MELR, NCPD, MINT, RIPS(UG), MFARI, MELR, NCPD 	
<ul style="list-style-type: none"> High adolescent fertility rate Unmet needs for sexual and reproductive health services Inadequate financial support for family planning programmes High incidence of child marriage High cases of teenage pregnancy Inadequate culturally appropriate sexual and reproductive health 	<ul style="list-style-type: none"> 4.2. Improve maternal and adolescent reproductive health 	<ul style="list-style-type: none"> 4.2.1. Strengthen the integration of family planning education in adolescent reproductive healthcare services (SDG Target 3.7, 5.6) 4.2.2. Provide Adolescent corners at CHPS zones (SDG Target 5.6) 4.2.3. Eliminate child marriage (SDGs Targets 5.3) 4.2.4. Reduce teenage pregnancy (SDG Targets 3.7, 5.3) 4.2.5. Integrate culturally appropriate reproductive health education in curricula at all levels of education (SDG Targets 3.7, 5.6) 4.2.6. Increase investment in family planning programmes at all levels (SDG Targets 3.7, 5.6) 4.2.7. Improve quality of adolescent and youth friendly services (SDGs Target 3.5, 3.7, 3.8) 	<ul style="list-style-type: none"> MOH, GHS, MoE, GES, NCCA, NPC, Academia, CSOs, FBOs, MMDAs 	<ul style="list-style-type: none"> ECOWAS-P4/SOB4/SOR1
<ul style="list-style-type: none"> Increasing trend of irregular and precarious migration Brain drain and waste Increased barriers to regular migration Human trafficking Persistent seasonal displacement of people Migrant abuse, exploitation and vulnerabilities 	<ul style="list-style-type: none"> 4.3. Harness the benefits of migration for socio-economic development 	<ul style="list-style-type: none"> 4.3.1. Increase sensitization on the dangers of irregular migration (SDG Targets 10.7, 17.16) 4.3.2. Promote more avenues for regular migration, including its management 4.3.3. Promote initiatives to optimize brain gain (locally and internationally) and skill circulation through bilateral, multilateral, and regional programmes (SDG Targets 10.7, 17.16) 4.3.4. Promote appropriate measures for preventing and managing internal displacement (SDG Target 10.7). 4.3.5. Review the status of policy, legal and institutional framework for management of refugee and asylum situations (SDG Targets 10.7, 16.6) 	<ul style="list-style-type: none"> MLGRD, GSS, MINT, Labour Department, GNCM, NDPC, MOE/GES, MMDAs, MFARI, MOGCSP, MIMR, MOI, GIS, MOH, GHS, MOF, MELR, NPC, NGOs, CSOs, Ghana Police Service - Anti-Human Trafficking, 	<ul style="list-style-type: none"> ECOWAS-P3/SOB3/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
		4.3.6. Ratify and domesticate ILO Convention 189 on migrant domestic workers (SDG Target 10.7)	DOWSU, MoJAG,	
<ul style="list-style-type: none"> Weak coordination of labour migration Weak legislative framework for labour migration Weak labour market and migration information system	4.4. Harness the benefits of labour migration	4.4.1. Expedite implementation of the National Labour Migration Policy. (SDG Targets 8.8, 10.7) 4.4.2. Improve labour market and migration information systems (SDG Targets 8.8, 10.7) 4.4.3. Facilitate negotiations and signing of social security portability agreements with major destination countries (SDG Target 10.6) 4.4.4. Promote international cooperation through bilateral and multilateral agreements on labour migration (SDG Target 10.7, 10.a)	MELR, MINTER, MOF, MOTI, BOG, NDPC, GSS, NPC, MLGRD, MOGCSP, MFARI, LD, GIS, OAJ, DAUOP, NLC, NPC, GPS, GIPC, MMDAs, CSOs, FBOs, Private Sector,	ECOWAS-P3/SOB3/SOR1
<ul style="list-style-type: none"> High cost of remittances Delays in regulatory approvals Poor coordination of remittances Low transparency and consumer protection Lack of comprehensive, accurate and up-to-date data on migration and remittances. Limited access to money transfer services in rural and remote communities Limited partnerships on inbound international remittances services Fraudulent activities undermining financial transfers Missed opportunities in 	4.5. Harness the remittances for national development	4.5.1 Reduce remittance transfer costs (SDGs Targets 10.c, 17.3) 4.5.2 Review and strengthen the regulatory framework for international remittance markets in Ghana (SDGs Targets 10.c, 17.3) 4.5.3 Improve coordination across Government and non-Government stakeholders (SDGs Targets 10.c, 17.17) 4.5.4 Promote transparency and ensure adequate consumer protection in remittances transfer processes (SDGs Targets 10.c, 17.17) 4.5.5 Roll out innovative remittance products and services in rural and underserved communities (SDGs Targets 10.c, 17.3) 4.5.6 Encourage a partnership between Postal Regulatory Authority and Bank of Ghana on Post remittances (SDGs Targets 10.c, 17.17) 4.5.7 Expedite digitalisation of Ghana's remittances market (SDGs Targets 10.c, 17.3) 4.5.8 Promote collaboration between International Money Transfer Operators and Fintechs to leverage inbound remittances as a tool for financial inclusion (SDGs Targets 10.c, 17.17) 4.5.9 Promote stakeholder collaboration to address issues of fraud in the market (SDGs Targets 10.c) 4.5.10 Promote stringent identification and verification system using the Ghana Card and Ghana Post GPS (SDGs Targets 10.c) 4.5.11 Conduct risk assessment of current restrictions around outbound	MOF, BOG, MFARI, DAUOP, MINTER, MELR, NDPC, Fintechs, Telcos, Private Sector, MMDAs, CSOs,	ECOWAS-P3/SOB3/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> restricting outbound remittances Inadequate sensitization on remittances 		remittance transactions, especially intra-African flows (SDGs Targets 10.c)		
<ul style="list-style-type: none"> Untapped benefits of the youth bulge Inadequate investments in young people High unemployment rate among the youth High levels of vulnerable employment 	4.6. Harness the demographic dividend	4.6.1 Deploy the Youth Development Index to promote advocacy for increased investment in youth development (SDG Targets 1.b, 16.6, 16.7) 4.6.2 Promote advocacy for increased investment in youth development. (SDG Targets 16.7, 17.17) 4.6.3 Strengthen research and modelling on harnessing the demographic dividend (SDG Targets 1.b, 16.6, 16.7) 4.6.4 Create linkages between the education system and the labour market (SDGs Target 1.b, 4.4) 4.6.5 Increase investment in quality, skill-specific human resources. 4.6.6 Place entrepreneurship skills development at the core of job creation (SDG Target 8.3) 4.6.7 Direct growth strategies towards employment intensive sectors such as agriculture and manufacturing 4.6.8 Increase technological skills of the youth to expand their economic resourcefulness (SDG 8.2iu8) 4.6.9 Increase entrepreneurial skills development for unemployed youth to reduce dependence on the public sector for jobs 4.6.10 Support the youth to create and sustain modern and climate-smart agribusiness (SDG Target 8.6) 4.6.11 Create an investment culture among the youth to spur economic growth 4.6.12 Promote exchanges among second generation Ghanaian diaspora and their counterparts in Ghana to support economic growth (SDG Target 8.3) 4.6.13 Promote information dissemination continual dialogue and generation of feedback between youth and duty bearers at all levels.	NDPC, GSS, NPC, B&DR, MoH, GES, GHS, CHAG, teaching hospitals, faith-based organisations, Health Facility Regulatory Authority, media (GBC), FDA, NGOs, CSOs	ECOWAS-P4/SOB4/SOR1
<ul style="list-style-type: none"> Low capacity of relevant migration management stakeholders Inadequate funding for implementation of the National Migration Policy Weak legislative instrument 	4.7. Promote good migration governance	4.7.1 Improve coordination of migration (SDG s Target 16.6) 4.7.2 Provide adequate funding to strengthen implementation of National Migration Policy (SDG Target 17.3) 4.7.3 Establish and operationalize the National Migration Commission (SDGs Target 10.7) 4.7.4 Strengthen migration institutional structures or framework at all levels (SDGs Target 16.6) 4.7.5 Ensure the effective management of regular migration (SDG Target 10.7)	MINTER, MFARI, DAUOP, MELR, MoGCSP, MLGRD, MOF, BoG, GIS, GPS, NCPD, MMDAs, NPC, Ghana Refugee Board, CSOs, FBOs, Private Sector	ECOWAS-P2/SOB2/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> • and limited coherence in migration-related laws • Increased influx of immigrants • Weak diaspora engagement • Insufficient structures for reintegration of return migrants • Inadequate comprehensive, accurate and timely migration data 	4.8.	<p>4.7.6 Promote reciprocal relationships with the diaspora for socio-economic development (SDG Targets 10.7, 17.16)</p> <p>4.7.7 Create enabling environment for return and reintegration of Ghanaian migrants (SDG Target 10.7)</p> <p>4.7.8 Develop and enforce legal and regulatory framework for migration (SDG Targets 8.8, 10.7)</p> <p>4.7.9 Regulate and monitor the entry, residence, employment and exit of immigrants (SDGs Target 10.7)</p> <p>4.8 Strengthen migration data and information management systems (SDG Target 17.18)</p>		
Focus Area 5: Reducing Poverty and Inequality				
<ul style="list-style-type: none"> • Slow rate of decline poverty across geographical areas and among different population groups • Slow rate of decline in monetary poverty • High incidence of multi-dimensional poverty • High poverty among vulnerable households including those with disabilities 	5.1. Eradicate poverty and address vulnerability to poverty in all forms and dimensions	<p>5.1.1. Promote fair and balanced allocation of national resources to ensure balanced development across geographical areas and socio-economic groups (SDG Targets 1.4, 10.2, 10.3)</p> <p>5.1.2. Strengthen the institutional capacity to reduce poverty and mitigate vulnerability to shocks (SDG Target 16.6)</p> <p>5.1.3. Enforce the complementarity of existing social protection interventions through effective referral systems (SDGs Target 1.3, 1.5, 10.2)</p> <p>5.1.4. Implement active labour market policies to mitigate job and income losses (SDGs Targets 1.3, 8.8)</p> <p>5.1.5. Strengthen income support schemes to workers affected by health and non-health shocks (natural and man-made) (SDGs Targets 1.3, 8.8)</p> <p>5.1.6. Establish an emergency fund to support vulnerable groups (SDGs Targets 1.3)</p> <p>5.1.7. Implement the recommendations of the National Multidimensional Poverty Report for Ghana (SDGs 1.2, 17.15)</p> <p>5.1.8. Implement active labour market policies to mitigate job and income losses (SDGs Targets 1.3, 8.8)</p> <p>5.1.9. Strengthen income support schemes to workers affected by health and non-health shocks (natural and man-made) (SDGs Targets 1.3, 8.8)</p> <p>5.1.10. Strengthen institutional capacity to mitigate vulnerability to shocks (SDGs</p>	GSS, GHS, MOGCSP, MOF, MLGDRD, Dept. Of Social Welfare, Parliamentary Select Committee on Poverty, MELR, NCPD, Dev't Authorities, NADMO	ECOWAS-P5/SOB5/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
		Targets 1.3, 8.8, 16.6) 5.1.11. Promote a sustained emergency funds to support vulnerable groups (SDGs Targets 1.3, 8.8)		
<ul style="list-style-type: none"> Persistent income disparity across socio-economic groups and geographical areas (regions and ecological zones) 	5.2. Reduce income disparities within and across socio-economic groups and geographical areas	5.2.1. Expand economic opportunities and infrastructural development in rural areas, deprived zones and regions (SDG Targets 9.1, 11.a) 5.2.2. Accelerate the implementation of the Ghana local economic development (LED) policy and private sector participation across the country (SDG Targets 17.5, 17.17) 5.2.3. Strengthen development authorities to promote equitable distribution of growth (SDGs Target 16.6) 5.2.4. Encourage inclusive tax policies to protect the poor (SDGs Targets 1.3, 11.a)	GSS, GHS, MOGCSP, MOF, MLGDRD, Dept. of Social Welfare, Parliamentary Select Committee on Poverty, MELR, Development Authorities	ECOWAS-P5/SOB5/SOR3
Focus Area 6: Water and Environmental Sanitation				
<ul style="list-style-type: none"> High default rate in payment of water bills Inadequate maintenance of facilities High distribution losses Inadequate access to water services Physical barriers to accessing water supply points by PWDs Increasing demand for household water supply Damage of routes Weak planning and M & E for water service delivery at the MMDAs Weak institutional coordination and harmonisation in water 	6.1. Improve access to safe, reliable and sustainable water supply services for all	6.1.1. Implement measures to prevent and eliminate system and commercial losses (SDG Targets 6.4, 6.b) 6.1.2. Develop and implement District Water and Sanitation Plans (DWSPs) within MMDAs (SDG Targets 6.1, 16.6) 6.1.3. Ensure the provision of disability friendly water supply system (SDGs Target 6.1, Target 6.1) 6.1.4. Provide mechanised boreholes and small-town water systems to unserved areas (SDGs Target 6.1, Target 6.1) 6.1.5. Expand safe water production and distribution systems (SDG Targets 6.1, 6.4, 6.5) 6.1.6. Strengthen the implementation of cluster support programme for water and sanitation point Management (SDGs Target 6.1, Target 6.1) 6.1.7. Harmonise the implementation of legislation regulating decentralised systems (SDG Targets 6.1, 16.6, 17.14) 6.1.8. Accelerate the implementation of the Ghana Drinking Water Quality Management Framework (SDG Target 6.3, 6.5, 6.a) 6.1.9. Promote Household Water Treatment and Safe Storage (HWTS (SDG Targets 6.3, 6.5) 6.1.10. Accelerate the implementation of the Water for All Programme (SDG	MSWR, Water and Sanitation Directorate, CWSA, CONIWAS, MMDAs, Ghana Water Company, Water Resources Commission, FDA, PURC, MLGRD, OHLGS, NCPD	ECOWAS-P4/SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
service delivery <ul style="list-style-type: none"> Inconsistencies and conflicts in implementation of legislation regulating decentralised water systems Poor quality of drinking water Inadequate financing and investments of water sector institutions 		Target 6.1) <ul style="list-style-type: none"> 6.1.11. Set up mechanisms and measures to support, encourage and promote water harvesting (SDG Target 6.a) 6.1.12. Institute sustainable financing arrangements for operations and maintenance of water supply systems (SDG Targets 6.a, 17.3) 6.1.13. Promote public-private partnership in water service delivery. (SDG Targets 6.a, 17.17) 		
<ul style="list-style-type: none"> Poor attitude of citizenry towards the environmental sanitation High prevalence of open defecation High user fee for sanitation services Poor sanitation and waste management Low level of investment in sanitation sector Poor hygiene practices Inadequate policy and institutional coordination and harmonisation in sanitation and hygiene services delivery Poor implementation of sanitation plans Inadequate access to improved toilet facilities Encroachment on land for sanitation facilities Land scarcity for waste 	6.2. Enhance access to improved and sustainable environmental sanitation services	<ul style="list-style-type: none"> 6.2.1. Scale-up sensitization campaigns to promote proper handwashing and hygiene practices particularly among children (SDGs Target 6.2) 6.2.2. Use health, education, nutrition platforms to promote optimal WASH practices (SDG Targets 2.1, 2.2, 3. 1, 3.2) 6.2.3. Enforce building regulation (including accessibility standards for PWDs) on the provision of toilet facilities in all homes 6.2.4. Develop innovative financing mechanisms and scale up private sector participation and investments in the sanitation sector (SDG Targets 6.2, 17.3, 17.5) 6.2.5. Promote National Total Sanitation Campaign (SDG Target 6.2) 6.2.6. Accelerate the implementation of the "Toilet for All" programme (SDG Targets 6.1, 6.2) 6.2.7. Monitor and evaluate implementation of sanitation plan (SDG Target 16.6) 6.2.8. Operationalize the sector information system (SIS) across all MMDAs (SDGs Target 6.a, 6.b) 6.2.9. Establish a National Sanitation Authority and Sanitation Fund (SDGs Target 6.a, 6.b) 6.2.10. Effectively enforce legislation on zoning of sanitation facilities (SDGs Target 6.a, 6.b) 	Ministry of Sanitation and Water Resources, GWCL, Water Resources Commission, MLGRD, CWSA	SDG 3 ECOWAS-P4/SOB4/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
management Infrastructure				
<ul style="list-style-type: none"> Limited sewerage coverage Poor collection, treatment, and discharge of municipal and industrial waste water Occurrence of waste water flooding Presence of faecal matter on urban agricultural produce Poor Attitude of Citizenry towards Environmental Management Land scarcity for waste management Infrastructure 	6.3. Promote efficient and sustainable waste water management	6.3.1. Develop and implement sewerage masterplans, including faecal sludge management and waste treatment facilities (SDG Targets 6.2, 6.3, 16.6) 6.3.2. Promote recycling and safe re-use of wastewater (SDG Targets 6.3, 6.a, 12.5) 6.3.3. Promote the use of efficient waste-to-energy technologies (SDG Targets 6.3,7.1, 12.5) 6.3.4. Attract private sector investment in wastewater management (SDG Target 17.17) 6.3.5. Improve liquid waste management (SDG Targets 6.3, 6.a, 6.b)	Ministry of Sanitation and Water Resources, Water Resources Commission, Water Research Institute, MMDAs, CERGIS, SADA, EPA, LUSPA, MESTI, MLGRD, CWSA, GIPC, PEF	AU 3 ECOWAS-P4/SOB4/SOR4
Focus Area 7: Child Protection and Development				
<ul style="list-style-type: none"> Policy gaps in addressing pertinent child protection issues (e.g., streetism, <i>kayayei</i> and child online safety) Limited access to justice for children in conflict with the law Limited number of child protection committees in local communities Prevalence of child abuse and child labour 	7.1 Prevent and protect children from all forms of violence, abuse, neglect and exploitation	7.1.1. Develop and implement multi-sectoral plans of action to address issues of "streetism", <i>kayayei</i> and other neglected conditions (SDG Targets 8.7, 16.2) 7.1.2. Implement and enforce comprehensive support mechanisms, including counselling, for victims of domestic violence including child victims (SDGs Target 1.3) 7.1.3. Improve online protection for children (SDGs Target 1.3) 7.1.4. Increase awareness on the effects of child labour (SDGs Target 8.7) 7.1.5. Review and implement the National Plan of Action for the Elimination of Worst forms of Child Labour (SDG Targets 5.3, 16.2, 16.3) 7.1.6. Operationalize the Ghana Child Labour Monitoring System (GCLMS) (SDGs Target 8.7) 7.1.7. Institute child protection committees in all communities (SDGs Target 1.3, 16.2) 7.1.8. Establish, refurbish and resource juvenile and family courts (SDGs Target 1.3) 7.1.9. Develop standard operating procedures for correctional centers and existing remand homes and enforce compliance (SDGs Target 8.7) 7.1.10. Train State Attorneys, Police Prosecutors, Judges and relevant institutions mandated to prosecute child protection issues (SDGs Target 8.7) 7.1.11. Establish child friendly centres in all communities (SDGs Target 1.3)	MOGCSP, DOC, MOC, MOE, NCPD MLGRD, MMDAs, LGS, NDPC, DSW, DOWVSU, Academia, CSOs, MOF, DCD, Traditional Authorities Religious Institutions, NCCE, Ghana Police Service, Ghana Prisons Service, Judicial Service, Legal Aid Scheme, FBOs, MMDAs, media	UNCRPD, SDG 1, 4, 5, 8, 10, 16, 17 AU 1,18 ECOWAS-P2/SOB2/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> Increasing child rights violations Limited awareness on child rights and development issues Inadequate alternative care services for children Inadequate coverage and targeting of social protection programmes for children Lack of emergency response framework for children 	7.2 Promote the rights and welfare of children	7.2.1. Promote positive cultural systems, traditions and gender-sensitive practices. 7.2.2. Promote positive parenting and gender socialisation (SDGs Target 1.b) 7.2.3. Promote public-private partnerships in the provision of alternative care services such as foster and kinship care (SDGs Target 1.b) 7.2.4. Build capacity of the Adoption Authority and other key stakeholders to coordinate in-country and inter-country adoption of children in Ghana (SDGs Target 1.3) 7.2.5. Enhance the inclusion of children with disability and special needs in all spheres of child development (SDG Targets 4.5, 4.a, 10.2, 11.2) 7.2.6. Scale up District Integrated Social Services Programmes for children (especially multi-dimensionally poor), families and vulnerable adults (SDG Target 10.2) 7.2.7. Update and accelerate the implementation of the Early Childhood Care and Development Policy (SDGs Target 1.2, 4.2) 7.2.8. Develop and implement policies and legislation for child survival, development and protection. 7.2.9. Develop and implement a comprehensive framework for children and adolescents in emergency situations (SDGs Target 1.2, 4.2)		ECOWAS-P2/ SOB2/SOR3
<ul style="list-style-type: none"> Institutional and structural deficiencies Weak information management of children's issues Uncoordinated methods in adequately targeting children for social protection interventions Weak enforcement of laws, child related regulations and rights of children Weak implementation of policies on children 	7.3 Improve and strengthen the policy and legal environment, institutions and systems for child and family welfare	7.3.1. Strengthen regulatory, multi-sectoral coordination and M&E systems (SDG Targets 5.c, 16.2) 7.3.2. Strengthen the Department of Social Welfare and Community Development to implement child related policies and regulations (SDG Targets 16.2, 16.6) 7.3.3. Strengthen mainstreaming of child development and protection issues into development plans and budgets of MDAs and MMDAs (SDG Targets 5.c, 16.2) 7.3.4. Facilitate children's participation in development planning processes 7.3.5. Expand coverage of the Social Welfare Information Management System (SWIMS) to all districts (SDG Target 17.18) 7.3.6. Strengthen growth monitoring, promotion, support and referral of children with developmental needs (SDG Targets 5.c, 16.2)		ECOWAS-P5/ SOB5/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
Focus Area 8: Support for The Aged				
<ul style="list-style-type: none"> Unexplored opportunities to harness the experiences of the aged to contribute to national development Inadequate care for the aged Low gender sensitivity in addressing the needs of the aged Abuse of the aged particularly women Lack of regulation on aged home operations Increasing abuse and neglect of older persons. High incidence of poverty among the aged Chronic age-related health conditions, Poor geriatric care Lack of coverage of population aged 60 - 69 in the exempt category of the NHIS 	8.1 Enhance the wellbeing and inclusion of the aged in national development.	8.1.1. Facilitate the passage and implementation of the National Ageing Bill (SDG Target 16.6) 8.1.2. Establish a Senior expert service to harness the experiences of the aged to contribute to national development 8.1.3. Create a database on the aged to support policy making, planning, monitoring and evaluation (SDG Target 17.18) 8.1.4. Implement measures to ensure economic well-being of the aged (SDG Targets 1.1, 1.2, 1.3, 1.4, 1.b, 10.2, 16.6) 8.1.5. Promote socially supportive community care systems for the aged (SDG Targets 1.3, 1.b, 5.4) 8.1.6. Promote the establishment of safe spaces, day care centres and homes for the elderly and effectively regulate their operations (SDG Target 11.7) 8.1.7. Pay adequate attention to gender variations in ageing (SDG Targets 5.1, 5.c) 8.1.8. Strengthen the quality of the geriatric healthcare system (SDG Targets 3.4, 3.7, 3.8, 3.a, 4.2, 5.6) 8.1.9. Promote quality geriatric healthcare for the aged (SDG Targets 3.4, 3.7, 3.8, 3.a, 4.2, 5.6) 8.1.10. Review NHIS policy aged 60-69 (SDG Targets 5.3)	MOGCSP, NCPD, MOH/GHS, MLGDRD, MMDAs, NDPC, NGOs, CSOs, Private Aged Homes, NPRA, SSNIT, Parliament, GHS, MOH, NHIA, CHAG, MOGCSP, NCCE, TAs, DSW, MMDAs, NCCE, Media	SDG 3. ECOWAS-P5/SOB5/SOR3
Focus Area 9: Gender Equality				
<ul style="list-style-type: none"> Weak institutional infrastructure for gender equality Negative discriminatory socio-cultural, traditional beliefs and customary practices Sexual and gender-based violence 	9.1 Attain gender equality and equity in political and social development	9.1.1. Expedite the passage and implementation of the Affirmative Action (Gender Equality) Bill (SDG Target 5.c) 9.1.2. Review and update the National Gender Policy and implementation plan (SDG Target 5.c) 9.1.3. Enforce gender related laws (SDG 5.2) 9.1.4. Implement measures to promote reform in socio-cultural norms and values inhibiting gender equality (SDG Targets 5.1, 5.2, 5.3, 10.2) 9.1.5. Increase education and advocacy on SGBV and other harmful cultural practices (SDG Targets 4.5, 4.7, 5.c)	Ministry of Chieftaincy and Religious Affairs (MCRA), National House of Chiefs, MOJAGD, MOGCSP, MELR, Parliament, MOE, GES, National Council on Persons with Disability, MLGDRD, Labour Department, Media,	Target 3.4 ECOWAS-P5/SOB5/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> Poor coordination of support services for Sexual-Based Gender Violence (SGBV) Low participation of women in public and political offices High Unpaid Care Work (UCW) burden on women and girls Inadequate attention to the peculiar needs of women with disabilities Poor legal aid services and limited knowledge of service delivery points Inadequate strategic gender partnerships 		9.1.6. Develop and enforce an Anti-Sexual Harassment law (SDG Targets 5.2) 9.1.7. Institute measures to sensitise, empower and build capacities of women to participate in leadership and decision making at all levels (SDG 5.5) 9.1.8. Promote gender balance on all Government- appointed committees, statutory boards and other bodies (SDG Targets 5.1, 5.5, 5.c) 9.1.9. Expand programmes to mentor girls and create a pool of potential female leaders (SDG Targets 5.1, 5.c) 9.1.10. Enforce the Labour (Domestic Workers) Regulations 2020 (L.I. 2408) (SDG Target 5.4) 9.1.11. Provide adequate social services and public facilities to support care work. (SDG Targets 5.4, 11.7) 9.1.12. Develop and implement a National Care Policy (SDG Targets 5.6) 9.1.13. Institutionalise the measurement of Unpaid Care Work and include its contributions in national accounts (SDG Targets 5.4) 9.1.14. Address special issues and concerns of women with disability (WWDs) (SDG Targets 5.c, 10.2) 9.1.15. Enhance and create awareness of legal aid services (SDG Targets 5.1, 5.a) 9.1.16. Strengthen existing and advocate for the creation of more gender partnerships and coordination among gender-based service providers (SDG Targets 5.c, 17.18) 9.1.17. Improve access to education, health, and skills training in income-generating activities for vulnerable women including head porters (kayaye) (SDG Targets 3.8, 4.5) 9.1.18. Empower Girls and Women with disabilities to prevent and respond to gender-based violence	NCCE, DSW,	
<ul style="list-style-type: none"> Low labour earnings by females Limited access to land, credit and other productive resources by women Disparities in asset ownership among men and women 	9.2 Promote economic empowerment of women	9.2.1. Institute measures to protect women's access, participation and benefits in all labour-related issues (SDG Targets 1.4, 5.a, 8.5, 8.8) 9.2.2. Enforce legislation to ensure fair pay, conditions of service, and promotions in both formal and informal economy among men and women (SDG Targets 8.8, 10.4) 9.2.3. Support the skilling of young women's pathways into conventional trades (SDGs Target 4.4, 4.7)	MLNR, MLGRD, MoF, MASLOC, MOTI, MELR, MOJAGD, Parliament, Lands Commission, Ministry of Chieftaincy and Religious Affairs, MoGCSP, private sector, NGOs,	WHA Resolution 63.4 – Marketing to children restrictions ECOWAS–P5/

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> Low participation of women in the extractive industry 		9.2.4. Promote services that contribute to increasing income, women's empowerment, and the transformation of gender relations in the extractive industry (SDGs Target 1.a, 2.3, 5.b, 5.c, 10.1, 10.2) 9.2.5. Increase technical and financial support to women-owned businesses and start-ups (SDGs Target 2.3, 5.a, 8.3, 8.10, 9.3) 9.2.6. Introduce interventions to ensure women have equal access to land and other assets (SDG Targets 1.4, 5.a) 9.2.7. Encourage women in all forms of trades/professions to participate in associations to facilitate their access to information and other support services (SDG Targets 1.4, 5.c)	GEA, AGI, Labour Department	SOB5/SOR3
<ul style="list-style-type: none"> Inadequate generation and use of gender statistics Inadequate coordination, monitoring and evaluation of gender mainstreaming Inadequate training, for Gender Desk Officers Inadequate gender budgeting at all levels of governance Inadequate Government funding 	9.3 Strengthen gender mainstreaming, coordination and implementation of gender related interventions in all sectors.	9.3.1. Intensify an effective system for gender research, generation and use of gender statistics for planning, budgeting, monitoring and evaluation (SDGs Target 17.8) 9.3.2. Develop capacities of relevant stakeholders for effective gender mainstreaming (SDGs 5.a,5.c) 9.3.3. Establish effective coordination and monitoring mechanisms for gender mainstreaming (SDGs Target 1.b, 5.5, 5.c) 9.3.4. Strengthen social accountability for gender equality (SDGs Target 5.c) 9.3.5. Ensure proper decentralisation of the functions of the Ministry of Gender, Children and Social Protection (MoGCSP). 9.3.6. Institute a framework for establishing and resourcing Gender Desk Officers at all levels 9.3.7. Strengthen gender-responsive budgeting and (SDG Target 5.c)	MOGCSP, DSW, MLGRD, NDPC, MOF, NCPD, Academia, CSOs, MDAs, OHLGS	WHO NCDs Progress Monitoring Indicators 7C – marketing restrictions to children ECOWAS–P5/ SOB5/SOR3
Focus Area 10: Sports and Recreation				
<ul style="list-style-type: none"> Inadequate and poor recreational and sports infrastructure, including para-sports Insufficient maintenance of sporting and recreational facilities Encroachment on designated sports and recreational lands 	10.1 Enhance sports and recreational infrastructure for all	10.1.1. Promote local manufacturing and affordability of sports and recreational equipment (SDG Target 9.1) 10.1.2. Develop and maintain para-sports and disability friendly recreational infrastructure (SDG Target 9.1) 10.1.3. Promote partnerships with private sector in development of sports and recreational infrastructure (SDG Target 17.17) 10.1.4. Ensure compliance with Disability Act in the provision of sports and recreational facilities (SDG Targets 1.3, 16.b) 10.1.5. Adopt a national framework for the development and maintenance of sports and recreational facilities (SDG Target 17.14)	National Sports Authority, NCPD, MOYS, NYA, Land Commission, Ministry of Land and Natural Resources, MOGCSP, DOC, MOF, Ministry of Chieftaincy and Religious Affairs, MLGRD, Academia, Min. Works and Housing,	ECOWAS–P4/ SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> Inadequate disability-, child- and aged-friendly sports facilities 		10.1.6. Enforce development of designated sports and recreational land use in all communities (SDG Target 16.6) 10.1.7. Institute measures to reclaim lands earmarked for sporting and recreational activities (SDG Target 9.1) 10.1.8 Integrate sports and recreational needs of the aged and children in the provision of facilities (SDG Target 11.7)	MMDAs, MOE/GES, Ministry of Zongo Development, Land Use and Spatial Planning Authority, DSW, AESL, Private sector, NGOs, CSOs. Media	
<ul style="list-style-type: none"> Weak capacity for sports development and management Low participation of persons with disability (Persons with disabilities) in sports Neglect of lesser-known sports and limited attention to school sports Weak institutions for marketing Inaccessible sports and recreational centres to sports men and women with disabilities Limited promotion of locally organised sports Lack of gender equity in sports Weak public-private sector collaboration in sports development Limited mentorship in the sports sector Limited targeting of participation in international events by sports association 	10.2 Build capacity for sports and recreational development	10.2.1. Build capacity of sports managers, trainers, and trainees (SDG Target 16.6) 10.2.2. Expand educational and training centres for sports administration and management (SDG Target 16.6) 10.2.3. Provide adequate logistics and equipment for sports competition (SDG Target 9.1) 10.2.4. Strengthen organisation of domestic competitive sporting events at all levels (SDG Target 16.6) 10.2.5. Promote formation of sports clubs and academies in all communities and educational institutions (SDG Target 4.7, 9.1) 10.2.6. Strengthen agencies and sporting federations to develop and promote various sporting disciplines including less-recognised sports (SDG Target 16.6, 1.a, 17.3) 10.2.7. Invest in para-sports and universal recreation (SDG Target 9.1, 11.7) 10.2.8. Engage persons with disabilities in organisation, development and participation in disability-specific sporting and recreational activities (SDG Target 16.7) 10.2.9. Promote gender equity in sports (SDG Target 5.c) 10.2.10. Promote sports in school curricula (SDG Target 4.7)	MOYS, NSA, NSC, GFA, GOC, MOF, AGI, MOTI	ECOWAS-P4/SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> Inadequate and unbalanced investment in sports development Under-utilisation of economic potential of sports 	10.3 Ensure sustainable funding sources for growth and development of sports	10.3.1. Develop a resource mobilisation strategy (SDG Target 17.3) 10.3.2. Establish a Sports Development Fund (SDG Target 17.3) 10.3.3. Ensure fair distribution of financial resources to all sporting disciplines (SDG Target 17.14) 10.3.4. Develop accounting framework estimating the contribution of sports to the economy (SDG Targets 1.a, 8.1)	MOYS, NSA, NSC, GFA, GUC GES, MOF, GSS, MWH, MoGCSP Attorney-General's Department, Lands Commission, MLGRD, MMDAs, MoTAC	SDG 2, 3, 16, 17 ECOWAS-P4/SOB4/SOR4
Focus Area 11: Youth Development.				
<ul style="list-style-type: none"> Limited opportunities for youth involvement in national development High unemployment, underemployment and vulnerable employment among the youth Limited access to start-up capital and productive resources Weak structures and inadequate incentives to develop the craft and creativity of the youth for sustainable livelihood 	11.1 Promote effective participation of the youth in socioeconomic development	11.1.1. Strengthen and harmonise the implementation of evidence-based youth employment programmes (SDG Target 17.18) 11.1.2. Strengthen career guidance counselling for the youth (SDG Target 4.4) 11.1.3. Facilitate financial inclusion for the youth (SDG Target 8.10) 11.1.4. Facilitate access to quality post-basic education skills training to enhance employability of the youth (SDG Targets 4.3, 4.1) 11.1.5. Develop and implement apprenticeship and employable skills training for out-of-school youth and graduates (SDG Targets 4.4, 8.6) 11.1.6. Promote private sector and NGO involvement in youth entrepreneurship development 11.1.7. Implement specific climate responsive interventions and support the youth to harness opportunities in the green economy. (SDG Targets 16.7) 11.1.8. Promote and harness youth creativity and innovation (SDG Target 8.2) 11.1.9. Build integrated youth centres in all districts (SDG Targets 16.6, 16.7)	MELR, NYA, NCPD, MoYS, NSA, NSC, GOC, GES, MoF, MoGCSP, tertiary institutions, MMDAs, security services, GNPC	UNCRPD, Agenda 2030, AU 2063SDG 3, 5, 16, 17 ECOWAS-P5/SOB5/SOR3
<ul style="list-style-type: none"> Limited participation of the youth in public life High incidence of violence and crime among the youth Limited respect for the rights of the youth Low of patriotism and volunteerism among the youth 	11.2 Promote youth participation in politics, electoral democracy, and governance	11.2.1. Strengthen inclusion of civic education, governance and democracy in secondary and tertiary institution curricula (SDG Targets 10.2, 16.7) 11.2.2. Develop effective framework for youth involvement in politics and civic activities (including youth with disabilities) (SDG Targets 10.2, 16.7) 11.2.3. Inculcate the values of patriotism, volunteerism, and community services in young people as part of their civic responsibility, including those aged 6-14 (SDG Target 16.1, 16.3) 11.2.4. Promote peacebuilding and conflict resolution among the youth (SDG Target 16.1, 16.3)	MOYS, NYA, NCCE, NPC, EC, MFARI, GES, MOE,	AU 1, 17,18 ECOWAS-P5/SOB5/SOR

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> Weak coordination of youth-related institutions and programmes 	11.3 Improve coordination of youth development	11.3.1. Strengthen coordination of youth-related institutions and programmes (SDG Targets 16.6, 17.14) 11.3.2. Strengthen capacities of public institutions to engender youth development (SDG Target 16.6)	MOYS, NYA, MELR, NDPC, GHS, MOH, GES, MOE, NCPD, MoF, MoGCSP, NSA, NSC, GOC, MMDAs, tertiary institutions, security services, GNPC	AU 1,3,5, 12,20 ECOWAS-P5/SOB5/SOR3
Focus Area 12: Social Protection				
<ul style="list-style-type: none"> Inadequate and limited coverage of social protection programmes for vulnerable groups Limited national targeting mechanism for social protection Inadequate coordination and institutional arrangements for the implementation of social protection interventions Weak monitoring and evaluation of social protection especially for the formal sector Inadequate funding for social protection interventions Violation of the rights of vulnerable groups Lack of shelters for victims of abuse 	12.1 Strengthen social protection for the vulnerable,	12.1.1. Expedite the enactment and implementation of the national social protection law (SDG Targets 1.3, 5.4, 10.4) 12.1.2. Strengthen coordination among implementers of social protection programmes (SDG Targets 1.3, 1.a, 5.4, 10.4) 12.1.3. Expand the Ghana National Household Registry (GNHR) database to cover all 16 regions (SDG Targets 16.9, 17.8) 12.1.4. Strengthen targeting of social protection interventions using the GNHR. 12.1.5. Implement viable and sustainable economic livelihood schemes for vulnerable people, including coverage of disability related expenses (SDG Targets 1.4, 2.3, 14.b). 12.1.6. Strengthen monitoring, evaluation and targeting of social protection for all vulnerable persons, including formal sector workers (SDG Targets 1.5) 12.1.7. Establish dedicated and sustainable funding arrangements for the national social protection scheme (SDG Target 10.4) 12.1.8. Implement the CLASS scheme alongside the LEAP cash grant for sustainable income earning opportunities (SDG Targets 8.10, 9.3) 12.1.9. Institute public sensitisation against stigma, abuse, discrimination, and harassment of vulnerable people (SDG Targets 16.2, 16.3, 16.b) 12.1.10. Strengthen access of vulnerable groups to justice, rights, and entitlements (SDG Targets 1.4, 16.3) 12.1.11. Establish well-resourced shelters for all categories of abused persons (SDG Target 11.1) 12.1.12. Strengthen and expand the coverage of existing social protection programmes to include all vulnerable people (SDG Target 1.3, 5.4, 10.4)	MoGCSP, MoE, MoH, MoF, MLGRD, MoA, NPC, GSS, MMDAs, LGSS, CSPS, Ghana AIDS Commission, NGOs, DPs,	ECOWAS-P5/SOB5/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> Non-declaration of full salaries by pension scheme contributors resulting in low pension payments Inadequate awareness and low coverage of informal sector pension schemes 	12.2 Promote decent pensions	12.2.1 Create awareness on the Pensions Act, 2008 (Act 766) and pension schemes (SDG Target 10.4) 12.2.2 Decentralise validation of pension payments at MMDA levels and fully automate the payment system (SDG Targets 8.5, 8.8, 16.6, 16.7) 12.2.3 Strengthen NPRA's supervisory role to ensure that Tier 2 Trustees prudently and effectively invest funds in their possession 12.2.4 Establish a system that ensures compulsory social security enrolment for the informal economy (SDG Target 8.3). 12.2.5 Establish dedicated and sustainable funding arrangements for the aged outside the pension scheme (SDG Target 10.4)	MoGCSP, traditional authorities, NCCE, DSW, DCD, media, NPRA, SSNIT, MELR, Fund Managers,	SDG 2, 3, 4, 16, 17 ECOWAS-P5/SOB5/SOR3
Focus Area 13: Disability-Inclusive Development				
<ul style="list-style-type: none"> Inadequate opportunities for persons with disabilities to develop and utilise their potential Non-recognition and support of PWDs' cultural and linguistic identity High unemployment rate among Persons with Disabilities Limited access to age-appropriate reproductive health care services, family planning information and education by PWDs Inadequate education on and implementation of the Ghana Accessibility Standards on the Built Environment Limited access to quality 	13.1 Promote equal opportunities for Persons with Disabilities in social and economic development	13.1.1 Develop and implement a National Disability Inclusion Strategy (SDG Targets 4.2, 4.a) 13.1.2 Develop and implement productive social inclusion interventions to empower PWDs (SDG Target 1.3, 4.5, 8.5, 10.2) 13.1.3 Provide PWDs with improved range, quality and standard of free or affordable health care and programmes (SDGs Target 3.8) 13.1.4 Provide access of PWDs to financial services, including loans, capital, savings, insurance and remittances SDG Target 8.5, 10.2) 13.1.5 Promote effective implementation, monitoring and evaluation of the disbursement of 3% District Assemblies Common Fund to Persons with Disabilities (SDG Target 16.6) 13.1.6 Fully implement Regulations 12, 13 (Establishment of Disablement Unit) of the Labour Regulations of 2007 (SDG Targets 8.5, 8.8) 13.1.7 Institute affirmative action in the employment of PWDs in all sectors SDG Target 1.3, 4.5, 8.5, 10.2) 13.1.8 Promote the use of sign language and other modes and forms of communication in public institutions (SDG Target 4.7) 13.1.9 Expedite action on the implementation of the Marrakesh Treaty to facilitate access to published works for persons who are blind, visually impaired or otherwise print disabled (SDG Target 16.8) 13.1.10 Facilitate the right of PWDs to access sexual and reproductive	MoGCSP, National Council on Persons with Disability, and MoE, GES, MELR, GFD, Traditional Authorities, CSOs, MDAs, MoH, MoF, MLGRD, MoA, NPC, GSS, MMDAs, LGSS, CSPS, Ghana AIDS Commission, NGOs, DPs, NCCE, AESL, LUSPA, MoH, MoC, NVTI, National Association of Private Schools, School of Medical Sciences, KNUST Ministry of Transport, Ministry of Aviation, Ministry of Roads and Highways, Ministry of Railways Development, GHA, NCCE, GJA, NMC, MASLOC, NGOs, DPs	AU 1, 3,5 ECOWAS-P5/SOB5/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<p>inclusive education for PWDs</p> <ul style="list-style-type: none"> Inadequate support for specialized education for PWDs Insufficient number of teachers and school personnel trained in inclusive education and teaching of learners with disabilities Inadequate teaching and learning aids, materials (e.g., textbooks) and assistive devices needed for learners with disabilities Inadequate rehabilitation centres, services and programmes for PWDs 		<p>healthcare and family planning information and education (SDG Target 3.7, 5.6)</p> <p>13.1.11 Facilitate the development of curricula for the training of health professionals at the Centre for Disability Studies at the School of Medical Sciences, KNUST</p> <p>13.1.12 Mainstream provisions of the Ghana Accessibility Standards for the Built Environment into Ghana's building code, provide orientation on implementation and enforce compliance (SDG Targets 10.2, 11.1)</p> <p>13.1.13 Enhance access of persons with disabilities to the existing built environment, goods and services (SDG Targets 10.2, 11.1)</p> <p>13.1.14 Promote inclusive education and lifelong learning for persons with disabilities (SDG Target 4.5, CRPD Article 24)</p> <p>13.1.15 Expand and improve technical and vocational training and skills development programmes and improve financial access (SDG Targets 4.a, 4.5, 16.3)</p> <p>13.1.16 Increase trained educators, relevant professionals, caregivers and personal assistants for persons with disabilities (SDG Target 4.c)</p> <p>13.1.17 Provide incentives for manufacturers of teaching and learning aids and assistive devices and facilities needed for Persons with Disabilities</p> <p>13.1.18 Expand and strengthen rehabilitation centres across the country to offer guidance, counselling and support to PWDs (SDG Target 4.5, 4.7, 8.5 10.2)</p> <p>13.1.19 Strengthen partnerships with organisations of PWDs to address the diverse issues and concerns of PWDs (SDG Target 16.7)</p> <p>13.1.20 Implement the Disability Amendment Bill to establish a Disability Fund</p>		
<ul style="list-style-type: none"> Abuse, exploitation, violence and discrimination against PWDs Suppression of the reproductive rights of PWDs Inadequate knowledge of the rights of persons with 	13.2 Eliminate discrimination in all forms and protect the rights and entitlements of Persons with	<p>13.2.1. Facilitate the enactment and effective implementation of disability-based non-discriminatory laws (SDG Targets 10.3, 16.3, 16.b, 16.6)</p> <p>13.2.2. Build the capacity of law enforcement agencies on the protection of rights and entitlement of PWDs (SDG Targets 10.3, 16.3, 16.6)</p> <p>13.2.3. Amend the Legal Aid Act and facilitate access to justice by persons with disability (SDG Targets 10.3, 16.3, 16.b, 16.6)</p> <p>13.2.4. Sensitize the general public on the rights and entitlements of persons</p>	MoGCSP, DSW, traditional authorities, NCCE, MoI, MoH, GHS, NMC, NYA, MOJAGD, Parliament, GES, MoF, MDAs, MMDAs, TAs, GHS,	SDG 1, 4, 8, 10, ECOWAS-P5/SOB5/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> disabilities Limited understanding of disability issues Limited access of Persons with Disabilities to justice 	Disabilities	<p>with disabilities and build the capacity of parents and caregivers of children with disabilities (CRPD Article 23)</p> <p>13.2.5. Comprehensive harmonization of existing policies and legislations of Ghana in line with the CRPD</p> <p>13.2.6. The signing and ratification of the Protocol to the African Charter on Human and People's Rights on the Rights of Persons with Disabilities in Africa</p>	NGOs, DSW, DCD, media and other stakeholders, NPRA, SSNIT	
<ul style="list-style-type: none"> Limited and unstructured consultation and involvement of PWDs in decision making Inadequate representation of PWDs in public and political leadership Inadequate accessible, user-friendly facilities and materials, and disability-friendly voting procedures 	13.3 Promote participation of Persons with Disabilities in politics, electoral democracy, governance and leadership	<p>13.3.1. Provide an enabling environment for PWDs to effectively and fully participate in national development. (SDG Targets 10.2, 16.7; CRPD Art 29(2))</p> <p>13.3.2. Institute measures to strengthen political inclusion of persons with disabilities in national governance systems (SDG Targets 10.2, 16.7)</p> <p>13.3.3. Enforce the affirmative action directive to appoint at least one PWD to all Metropolitan, Municipal and District Assemblies (MMDAs)</p> <p>13.3.4. Increase the participation of persons with disabilities in the decision-making process including women and girls with disabilities</p> <p>13.3.5. Build the capacity of PWDs to participate effectively in governance and democracy including politics and electoral processes (SDG Targets 10.2, 16.7; CRPD Art 29(1))</p> <p>13.3.6. Enable all categories of PWDs to vote by secret ballot in elections and public referendums without intimidation and using assistive and new technologies where appropriate (CRPD Article 29a (ii.))</p>	EC, NCCE, NCPD, GFD, GPS	11, 16, 17 ECOWAS-P1/ SOB1/SOR1
<ul style="list-style-type: none"> Implementation and enforcement of legislation on PWDs Limited disaggregated data on PWDs for the formulation, profiling, targeting, implementation, monitoring and evaluation of policies and plans Inadequate resources for 	13.4 Strengthen institutions and systems that ensure the protection, inclusion and capacity building of Persons with Disabilities	<p>13.4.1. Expedite action on the amendment and implementation of the Persons with Disability Act 2006 (Act 715) (SDG Targets 1.3, 1.4, 16.3, 16.b)</p> <p>13.4.2. Update and migrate data on PWDs into a disaggregated database to facilitate planning, implementation and M&E of all policies, programmes and projects (SDG Target 17.18)</p> <p>13.4.3. Assess and resource the National Council on Persons with Disability (NCPD) with adequate and skilled staff and other requirements to perform its functions effectively (SDG Target 16.6)</p> <p>13.4.4. Decentralise the National Council on Persons with Disability to coordinate issues of disability (SDG Target 16.6)</p>		AU 1, 2, 13, 17, 20 ECOWAS-P5/ SOB5/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> the National Council on Persons with Disability to carry out its mandate Limited provision of inclusive services by sectors 		13.4.5. Facilitate the provision of inclusive services by all sectors (SDG Targets 4.a) 13.4.6. Develop, adopt and effectively implement a protocol for targeting and handling Persons with Disabilities during crises and conflicts 13.4.7. Build the capacity of Organizations of Persons with Disabilities		
Focus Area 14: Employment and Decent Work				
<ul style="list-style-type: none">L ow levels of technical and vocational skills. Inadequate entrepreneurial skills and business development services Inadequate opportunities for retraining, skills upgrade and innovation. Mismatch between training/skills and the needs of the labour market Lack of objective national productivity Index Inadequate data on job creation Increasing incidence of casualization of employment Weak industrial relations among partners 	14.1 Improve human capital development and management	14.1.1 Strengthen and promote schemes that support skills training, internship and modern apprenticeship (SDG Targets 8.3, 8.6) 14.1.2 Develop a National Productivity Index (SDG Target 1.b) 14.1.3 Develop a national human capital development strategy that is responsive to skills requirement for sustained socio-economic growth and development 14.1.4 Strengthen enforcement of existing labour laws and regulations as well as the labour administration systems (SDG Targets 8.3, 16.6) 14.1.5 Promote harmonious industrial relations (SDG Targets 9.b, 17.14) 14.1.6 Accelerate the implementation of the National Labour Migration Policy (SDG Targets 8.7, 8.8) 14.1.7 Promote and enforce deeper and wider application of local content and participation laws (SDG Target 17.15)	MELR, Labour Department, Department of Factories Inspectorate, FWSC, MDPI, NVTI, YEA, ICCS, OIC, NPRA, COTVET, NDPC	UNCRPD, Agenda 2030, AU 2063SDG 3, 5, 16, 17 ECOWAS-P5/SOB5/SOR3
<ul style="list-style-type: none"> Dominance of informality and vulnerable employment Weak administrative structures to support apprenticeship development 	14.2 Promote job creation and decent work	14.2.1 Facilitate the creation of decent jobs along value chains (SDG Targets 4.4, 8.3, 12.b) 14.2.2 Strengthen the capacity of the Ghana Enterprise Agency (GEA) to promote decent job creation by micro, small and medium enterprises (SDG Target 8.3) 14.2.3 Expedite the completion and implementation of the policy on the	MELR, Labour Department, Department of Factories Inspectorate, FWSC, MDPI, NVTI, YEA, ICCS, OIC, NPRA, COTVET	UNCRPD, Agenda 2030, AU 2063SDG 3, 5, 16, 17 ECOWAS-P4/

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<ul style="list-style-type: none"> • Higher unemployment for urban and women population • Increasing levels of unemployment and under-employment • High rural underemployment • Disparities in unemployment across space and socioeconomic groups • Low participation in voluntary work • Inadequate social protection in the labour market • Weak cooperative regulatory systems • Weak and ineffective implementation of labour policies, laws and standards • Increasing irregular labour migration, high recruitment cost and low skilled jobs among migrants • Substantial gender gaps in skilled jobs and earnings • Inadequate policies to promote access and employment equity for PWDs • Non-availability of a 		<p>formalisation of the informal sector (SDG Target 8.3)</p> <p>14.2.4 Implement labour-intensive interventions in line with local economic development agenda and national development objectives (SDG Target 8.3)</p> <p>14.2.5 Strengthen the linkages among social protection and employment services (SDG Targets 4.4, 8.3)</p> <p>14.2.6 Institute measures and mechanisms to strengthen employment coordination, in all sectors of the economy (SDG Targets 8.3, 17.14)</p> <p>14.2.7 Enhance implementation of affirmative action or positive discrimination with respect to vulnerable groups for participation in public interventions (SDG Targets 5.1, 10.3, 16.3, 16.6, 16.7, 16.b, 17.15)</p> <p>14.2.8 Promote entrepreneurship and financial support for persons with disabilities (SDG Target 8.3)</p> <p>14.2.9 Facilitate equal opportunities for men, women and persons with disability (SDG Target 8.5)</p> <p>14.2.10 Adopt and implement an employment equity policy for PWDs (SDG Target 8.5)</p> <p>14.2.11 Strengthen capacity of informal labour unions to engage in social dialogue (SDG Targets 16.6, 16.7)</p> <p>14.2.12 Build capacity of informal economy towards formalization (SDG Target 8.3)</p> <p>14.2.13 Provide infrastructure for the development of businesses (SDG Targets 9.1, 9.4)</p> <p>14.2.14 Develop guidelines to build the capacity of businesses and entrepreneurs on precision quality in product and service delivery (SDG Target 8.10)</p> <p>14.2.15 Enhance the employability of persons with disability by facilitating their full inclusion in the digital space</p>	GEA, NDPC	SOB4/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Create Opportunities for All				
<p>comprehensive policy or roadmap on the formalization of employment in the Informal Sectors.</p> <ul style="list-style-type: none"> • Inadequate infrastructure for the informal economy • Poor documentation on the informal economy 				

APPENDIX 1.3: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
Focus Area 1: Protected Areas				
<ul style="list-style-type: none"> Increasing forest degradation of conservation areas Inadequate capacity of relevant institutions Increasing loss of endangered species Inadequate and untimely release of funds Conflict between traditional (chieftaincy) and Government institutions Poor collaboration and coordination among relevant institutions Encroachment in conservation areas, forest reserves, and protected areas Weak enforcement of regulations Insufficient logistics to maintain boundaries of protected areas Mining in protected areas Illegal logging of trees Non-compliance with the ban on economic trees (e.g., rosewood) Release of protected areas 	1.1 Improve forest and protected areas	<p>1.1.1 Accelerate the implementation of the Ghana Forest Plantation Strategy (2016-2040) and Ghana REDD+ Strategy (2016-2036) (SDG Target 6.6, 15.2) (AU Target A1 G7 P1 T1)</p> <p>1.1.2 Maintain the integrity of forest conservation areas through protection and law enforcement (SDG Target 6.6, 15.2) (AU Target A1 G7 P1 T1)</p> <p>1.1.3 Map and assign conservation status through bye-laws to mangrove forests, wetlands and sensitive marine areas in district spatial plans (SDG Target 14.1, 14.2, 14.3, 14.5, 15.9) (AU Target A1 G7 P1 T2)</p> <p>1.1.4 Promote alternative sources of livelihood, including provision of beehives to forest fringe communities (SDG Target 15.c) (AU Target A1 G7 P3 T2)</p> <p>1.1.5 Strengthen Forestry Commission and related institutions to effectively implement the National Environmental Protection Programme (NEPP) and the Environmental Action Plan (EAP) (SDG Target 16.6, 16.7) (AU Target A3 G12 P2 T1)</p> <p>1.1.6 Establish gene banks for indigenous species and refuge areas for threatened, endemic and rare species (SDG Targets 2.5, 2.a, 15.5, 15.7) (AU Target A1 G7 P1 T1)</p> <p>1.1.7 Ensure the provision and timely release of resources to manage conservation areas (SDG Target 15.a, 15.b) (AU Target A7 G20 P2 T1)</p> <p>1.1.8 Streamline demarcation of forest reserves (SDG Target 6.6, 15.2) (AU Target A1 G7 P1 T1)</p> <p>1.1.9 Support the protection of the remaining network of natural forest and biodiversity hotspots in the country (SDG Targets 6.6, 11.4, 12.2, 15.1, 15.2, 15.5, 15.9, 15. a, 16.b) (AU Target A1 G7 P2 T2)</p> <p>1.1.10 Enhance capacity of MDAs and MMDAs to mainstream biodiversity into development planning and budgeting processes (SDG Targets 15.9, 16.7, 17.9) (AU Target A1 G7 P1 T1)</p> <p>1.1.11 Strengthen involvement of local communities in the management of forests and wetlands through mechanisms such as co-management</p>	Forestry Commission, LC, MLNR, MMDAs, CSOs, Academia, MESTI, EPA, FORIG, GRA, Security Agencies, MMDAs, MDAs, Judiciary, PPRSD, MoFA, PPP, OASL, GSS, NDPC, LUSPA, COCOBOD, GTA, GTMO, MoTAC	SDG 1, 2, 8, 11, 12, 13, 14, 15, 16, 17 AU 7, 12 ECOWAS-P4/SOB4/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
for investors		<p>systems (SDG Targets 6.a, 6b) (AU Target A1 G7 P1 T1)</p> <p>1.1.12 Accelerate the implementation of the National Biodiversity Strategy and Action Plan (SDG Targets 15.2, 15.4, 15.5, 15.9) (AU Target A1 G7 P2 T1)</p> <p>1.1.13 Promote research, public education and awareness on biodiversity and ecosystem services (SDG Targets 12.8, 13.3, 14.a, 15.9) (AU Target A1 G7 P1 T1)</p> <p>1.1.14 Strengthen environmental governance and enforcement of environmental regulations (SDG Targets 16.6, 16.b) (AU Target A1 G7 P1 T1-6)</p> <p>1.1.15 Formulate legislation to prevent sale/release of protected areas (SDG Targets 14.5, 15.1) (AU Target A1 G7 P1 T1)</p> <p>1.1.16 Promote and develop mechanisms for stakeholder participation in the forest and wildlife management (e.g., CREMAs and Community Forest Areas) (SDG Targets 6.6, 11.4, 12.2, 15.1, 15.2, 15.5, 15.9, 15. a, 16.b) (AU Target A1 G7 P2 T2)</p> <p>1.1.17 Ensure restoration of degraded areas within and outside forest reserves (SDG Targets 15.2, 15.3) (AU Target A1 G7 P2 T2)</p>		
Focus Area 2: Mineral Extraction				
<ul style="list-style-type: none"> • Illegal mining • Weak enforcement of environmental and mining laws and regulations • Over dependence on traditional mineral resources (Gold, Diamonds, Manganese & Bauxite) • Environmental degradation • Children engaged in 	2.1 Promote sustainable extraction of mineral resources	<p>2.1.1 Ensure mining activities are undertaken in an environmentally sustainable manner (SDG Targets 14.2, 15.1, 15.2, 15.3, 15.4, 15.5) (AU Target A1 G7 P1 T1)</p> <p>2.1.2 Ensure land reclamation after mining operations (SDG Targets 15.1, 15.3) (AU Target A1 G7 P1 T1)</p> <p>2.1.3 Streamline and regularize the activities of illegal miners (SDG Targets 15.1, 15.3) (AU Target A1 G7 P1 T1)</p> <p>2.1.4 Implement the Artisanal and Small-Scale Mining (ASM) framework and the Multilateral Mining Integrated Project (MMIP) to address the illegal mining menace (SDG Targets 14.2, 15.1, 15.2, 15.3, 15.4, 15.5) (AU Target A1 G7 P1 T1)</p>	MLNR, MC, EPA, Chamber of Mines, MESTI, WRC, FC, Association of Small-Scale Miners, CSOs, Academia, OAJ&MOJ, Parliament, LC, LUSPA, GGSA, Security Agencies, MMDAs, GCM, PMMC, MLNR	<p>SDG 6, 8, 12, 14, 15</p> <p>AU 4, 7, 12</p> <p>ECOWAS-P4/SOB4/SOR3</p>

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
<p>hazardous forms of labour</p> <ul style="list-style-type: none"> • Use of manual mining cadastre for mineral title administration • Inadequate capacity of local suppliers to meet industry • Limited value addition to primary products • Inadequate mineral revenue • Unaccounted flows of minerals revenues • Limited participation of women in the mining value chain 		<p>2.1.5 Improve technical capacity of small-scale miners to enhance efficiency and sustainability in their operations (SDG Targets 14.2, 15.1, 15.2, 15.3, 15.4, 15.5) (AU Target A1 G7 P1 T1)</p> <p>2.1.6 Implement institutional reforms including fully decentralising the Minerals Commission (SDG Targets 16.6, 16.7) (AU Target A1 G7 P1 T1)</p> <p>2.1.7 Collaborate with relevant institutions for the effective enforcement of the legal framework governing mining including prevention of smuggling (SDG Targets 16.6, 16.7) (AU Target A1 G7 P1 T1)</p> <p>2.1.8 Intensify enforcement of regulations on health and safety in mining operations (SDG Targets 3.d, 16.6, 16.7) (AU Target A1 G7 P1 T1)</p> <p>2.1.9 Protect sensitive areas from pollution and contamination, e.g., groundwater sources and intake of public water supplies (SDG Targets 3.9, 16.3) (AU Target A1 G7 P1 T1)</p> <p>2.1.10 Intensify enforcement of regulations on chemical pollution and control (SDG Targets 3.9, 16.3) (AU Target A1 G7 P1 T1)</p> <p>2.1.11 Diversify the minerals production base of the nation to reduce over-dependence on the few traditional mineral resources (SDG Targets 12.2) (AU Target A1 G7 P1 T3)</p> <p>2.1.12 Accelerate the implementation of the national plan of action on the elimination of worst forms of child labour (SDG Targets 8.7) (AU Target A6 G18 P1 T2)</p> <p>2.1.13 Promote gender participation in the mining value chain (SDG Targets 5a) (AU Target A6 G17 P1 T1)</p> <p>2.1.14 Implement Online Mining Cadastre to improve mineral title administration and track related revenues (SDG Targets 1.4) (AU Target A1 G2 P1 T1)</p> <p>2.1.15 Promote alternative livelihood in mining communities (SDG Targets 15.c) (AU Target A1 G4 P3 T3)</p>		

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
	2.2 Ensure effective linkage of extractive industry to the rest of the economy	2.2.1 Promote mining value-addition by processing of minerals (SDG Targets 9.b) (AU Target A1 G4 P3 T3) 2.2.2 Mainstream critical strategic mineral feedstock into the domestic economy (SDG Targets 9.b) (AU Target A1 G4 P3 T3) 2.2.3 Attract private investors into the sustainable exploration of other mineral resources (SDG Targets 15.a, 15.b) (AU Target A7 G20 P3 T1)		
Focus Area 3: Water Resources Management				
<ul style="list-style-type: none"> • Pollution of water bodies from illegal mining • Uncoordinated development of water resources shared with neighbouring countries • Weak management of freshwater resources • Poor agricultural practices which affect water quality • Negative impact of climate variability and change • Limited reliable and comprehensive data • Inadequate protection and development of water resources • Increased encroachment of Ramsar sites 	3.1 Promote sustainable water resources development and management	3.1.1 Harmonise and enforce legal and regulatory instruments for strategic development and use of water resources (SDG Targets 6.5, 17.14) (AU Target A1 G7 P4 T2) 3.1.2 Implement protocols for developing and sharing transboundary water resources (SDG Targets 6.5, 16.8) (AU Target A1 G7 P4 T2) 3.1.3 Promote efficient water use (SDG Targets 6.4, 6.5, 6.a) (AU Target A1 G7 P4 T2) 3.1.4 Integrate water resources planning in national and sub-national development planning (SDG Targets 6.5, 15.9) (AU Target A1 G7 P4 T2) 3.1.5 Strengthen regulatory regime for small-scale miners to protect water bodies (SDG Targets 6.3, 6.5, 6.6) (AU Target A1 G7 P4 T2) 3.1.6 Implement the Clean Rivers Programme (CRP) nation-wide in collaboration with voluntary organisations and traditional leaders (SDG Targets 6.b, 16.6) (AU Target A1 G7 P4 T2) 3.1.7 Intensify the protection of all major water bodies, tributaries and major treatment plants (SDG Targets 6.5, 6.6) (AU Target A1 G7 P4 T2) 3.1.8 Explore and develop hydrogeological and groundwater base maps (SDG Targets 6.5, 6.6, 6.a, 6.b) (AU Target A1 G7 P4 T2) 3.1.9 Enforce appropriate legislation to protect wetlands (SDG Targets 6.6, 15.1) (AU Target A1 G7 P2 T2) 3.1.10 Regulate harvesting of wetland resources (SDG Targets 14.4, 14.6) (AU Target A1 G7 P2 T2) 3.1.11 Strengthen involvement of local communities in management of wetlands (SDG Targets 6.b) (AU Target A1 G7 P2 T2) 3.1.12 Increase investment in both hard and soft engineering control structures (SDG Targets 16.6, 17.17) (AU Target A1 G7 P1 T2)	MSWR, WRC, WRI, MMDAs, LUSPA, MESTI, Meteorological Authority, Hydrological Services Department, Energy Commission	SDG 6, 14, 15, 16,17 AU 1,3 ECOWAS-P4/SOB4/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
Focus Area 4: Coastal and Marine Management				
<ul style="list-style-type: none"> Increasing rate of coastal erosion Pollution of marine resources and degradation of the ocean and seabed Overexploitation of fisheries and other blue resources Weak regulation in the marine sector Changes in sea temperature, acidity, rise in sea levels, increased incidences in tidal surges and major oceanic currents as a result of Climate Change (tidal waves and surges) Sand mining at beaches Unauthorized development along the coast Defecation along the coastal line Dumping of raw sewerage in the ocean Land degradation Internal displacements of people Over exploitation of mangroves Weak implementation of regulations against sand 	4.1 Improve coastal and marine management	<p>4.1.1 Promote investment in hard control structures including gabions and boulders (SDG Targets 10.b, 17.5) (AU Target A1 G7 P1 T2)</p> <p>4.1.2 Promote conservation of coastal and marine resources (SDG Targets 14.1, 14.2, 14.5) (AU Target A1 G7 P1 T2)</p> <p>4.1.3 Strengthen coordination and management of the marine sector (SDG Targets 14.1, 14.2, 14.5) (AU Target A1 G7 P1 T2)</p> <p>4.1.4 Promote an integrated approach to reducing coastal floods, erosion and degradation involving all relevant stakeholders (SDG Targets 14.1, 14.2, 14.5) (AU Target A1 G7 P1 T2)</p> <p>4.1.5 Facilitate effective inter-agency coordination of coastal management programmes (SDG Targets 14.1, 14.2, 14.5, 16.6) (AU Target A1 G7 P1 T2)</p> <p>4.1.6 Promote sustained investments in coastal protection and capacity-building programmes (SDG Targets 14.2, 14.5, 16.6) (AU Target A1 G7 P1 T2)</p> <p>4.1.7 Support the development of comprehensive coastal development, planning and regulatory frameworks (SDG Targets 14.1, 14.2, 14.5) (AU Target A1 G7 P1 T2)</p> <p>4.1.8 Build awareness and capacity of communities to combat coastal erosion and adapt to climate change (SDG Targets 14.2, 14.5) (AU Target A1 G7 P1 T2)</p> <p>4.1.9 Formulate a comprehensive policy for the development of the blue economy (SDG Targets 14.1, 14.2, 14.5) (AU Target A1 G6 P1 T1)</p> <p>4.1.10 Encourage Public- Private Partnerships to ensure efficient management of the coastal and marine sectors (SDG Targets 14.1, 14.2, 14.5) (AU Target A1 G7 P1 T2)</p> <p>4.1.11 Ensure robust Monitoring and Control System (MCS) in the implementation, management and conservation of marine resources (SDG Targets 14.1, 14.2, 14.5) (AU Target A1 G7 P1 T2)</p>	MESTI, MLGDRD, MoT, MWH/Works Dept, MLNR, MOFAD, NDPC, Lands Commission, CODA, Fisheries Commission, GMA, EPA, Civil Society, Traditional Authorities	SDG 10,17 ECOWAS-P4/SOB4/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
<ul style="list-style-type: none"> mining and stone quarrying at the beaches Limited funds to implement planned programmes and projects in the coastal areas Weak coordination among stakeholders in the fisheries sector 				
Focus Area 5: Environmental Pollution				
<ul style="list-style-type: none"> Weak enforcement of environmental laws and regulations Weak natural resource management systems Improper management of solid and liquid waste including e-waste Indiscriminate dumping of plastic waste on terrestrial, aquatic and marine ecosystems Air and noise pollution in urban areas Emissions from vehicles Pollution of water bodies and the environment with discharges of radioactive materials 	5.1 Reduce Environmental Pollution	5.1.1 Intensify enforcement of regulations and standards on water, noise and air pollution including open burning (SDG Targets 11.6, 16. b) (AU Target A1 G7 P3 T1) 5.1.2 Enforce environmentally sound management of chemicals and related waste throughout their life cycle (SDG Targets 12.4, 3.9, 6.3, 16.b) (AU Target A1 G7 P3 T1) 5.1.3 Protect sensitive areas from pollution and contamination, especially groundwater sources and intake of public water supplies (SDG Targets 6.3, 6.6) (AU Target A1 G7 P3 T1) 5.1.4 Ensure conformity to sustainable practices by companies (SDG Targets 12.6) (AU Target A1 G7 P3 T1) 5.1.5 Enforce Hazardous and Electronic Waste Control and Management Act 2016, (Act 917) (SDG Targets 3.9, 6.3, 16.b) (AU Target A1 G7 P3 T1) 5.1.6 Ensure compliance with applicable laws and international standards for environment, health and safety in the oil and gas sector including the policy on zero gas flaring) (SDG Targets 3.9, 6.3, 16.b) (AU Target A1 G7 P3 T1) 5.1.7 Implement National Plastics Management Policy and Implementation Plan (SDG Targets 3.9, 6.3, 16.b) (AU Target A1 G7 P3 T1) 5.1.8 Develop Circular Economy Framework for Ghana (SDG Targets 3.9, 6.3, 16.b) (AU Target A1 G7 P3 T1) 5.1.9 Develop Extended Producer Responsibility (EPR) (SDG Targets 3.9, 6.3, 16.b) (AU Target A1 G7 P3 T1)	MESTI, EPA, LC, MMDAs, CSOs, Academia, NPA, GAEC, MDAs	SDG 3, 6, 7, 8, 9, 11, 12, 13, 14, 15,16 ECOWAS-P4/SOB4/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
		<p>5.1.10 Promulgate regulations for effective implementation of the Nuclear Regulatory Authority Act, 2015 (Act 895) (SDG Targets 3.9, 6.3, 16.b) (AU Target A1 G7 P3 T1)</p> <p>5.1.11 Establish sound regulatory regime for the control of radiation and nuclear materials (SDG Targets 3.9, 6.3, 16.b) (AU Target A1 G7 P3 T1)</p> <p>5.1.12 Intensify public education on indiscriminate disposal of waste (SDG Target 11.6) (SDG Targets 3.9, 6.3, 16.b) (AU Target A1 G7 P3 T1)</p>		
Focus Area 6: Deforestation, Desertification And Soil Erosion				
<ul style="list-style-type: none"> Weak collaboration between stakeholder institutions High incidence of wildfires Illegal sand mining activities Forest degradation 	6.1 Combat deforestation, desertification and soil erosion	<p>6.1.1 Implement green infrastructure recommendation in the National Spatial Development Framework (SDG Targets 15.2, 15.3.15.5, 15.9) (AU Target A1 G7 P2 T2)</p> <p>6.1.2 Develop and promote financing mechanism for forest value chain management (SDG Targets 15.9, 15.a) (AU Target A1 G7 P2 T2)</p> <p>6.1.3 Ensure enforcement of National Wildfire Management Policy and local bye-laws on wildfires (SDG Targets 15.1, 15.9) (AU Target A1 G7 P3 T1)</p> <p>6.1.4 Enact and enforce legislative instrument on tree tenure and benefit sharing framework (SDG Targets 15.2, 15.3.15.5, 15.9) (AU Target A1 G7 P2 T2)</p> <p>6.1.5 Strengthen the collaboration among Government, CSOs, NGOs and traditional authorities and other relevant stakeholders in combating deforestation and desertification (SDG Targets 15.2, 15.3.15.5, 15.9) (AU Target A1 G7 P2 T2)</p> <p>6.1.6 Set up a taskforce to combat illegal sand mining (SDG Targets 15.2, 15.3.) (AU Target A1 G7 P2 T2)</p> <p>6.1.7 Enforce the Minerals and Mining Act 2006 (Act 703) and strengthen the implementation of the Minerals and Mining Policy, especially the Minerals Licensing System to combat illegal sand mining. (SDG Targets 15.2, 15.3.15.5, 15.9) (AU Target A1 G7 P2 T2)</p>	MESTI, FC, EPA, NBA, NDPC, Academia, CSOs, OAG&MOJ, MLNR, WRC, NCCE, MOF, Private Sector, LC	<p>SDG 2, 7, 11, 14, 15, 16, 17</p> <p>AU 7, 11,12, 20</p> <p>ECOWAS-P4/SOB4/SOR3</p>

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
<ul style="list-style-type: none"> Indiscriminate and illegal use of weedicides Overexploitation and inefficient use of forest resources Illicit trade in forest and wildlife resources Poor enforcement of laws on exploitation of forest resources 	6.2 Promote sustainable use of forest and wildlife resources	<p>6.2.1 Promote alternative livelihoods, including eco-tourism, in forest fringe communities (SDG Targets 15.2, 15.3, 15.c) (AU Target A1 G7 P2 T2)</p> <p>6.2.2 Review and enforce strict punitive legislation for wildlife crimes, including poaching and trafficking (SDG Targets 15.2, 15.3, 15.c) (AU Target A1 G7 P2 T2)</p> <p>6.2.3 Enforce legislation on exploitation of forest resources (SDG Targets, 15.115.2) (AU Target A1 G7 P2 T2)</p> <p>6.2.4 Promote and develop mechanisms for transparent governance, equity sharing and stakeholder participation in the forest, wildlife and wood fuel resource management (e.g., CREMAs) (SDG Targets, 15.1,15.2, 15.6) (AU Target A1 G7 P2 T2)</p> <p>6.2.5 Improve incentives and other measures to encourage users of environmental resources to adopt less exploitative and non-degrading practices in agriculture particularly the indiscriminate use of agro-chemicals. (SDG Targets, 15.1,15.2, 15.3) (AU Target A1 G7 P2 T2)</p> <p>6.2.6 Promote the use of lesser used species (LUS) (SDG Targets, 15.1,15.2, 15.6) (AU Target A1 G7 P2 T2)</p> <p>6.2.7 Promote the development of viable forest and wildlife-based industries and livelihoods (SDG Targets 15.2, 15.3, 15.c) (AU Target A1 G7 P2 T2)</p>		<p>SDG 6, 12, 14, 15, 16</p> <p>AU 7, 11, 12</p> <p>ECOWAS–P4/SOB4/SOR3</p>
Focus Area 7: Climate Variability and Change				
<ul style="list-style-type: none"> Inadequate domestic climate finance mechanism Limited sectoral (national) and district adaptation plans Weak institutional coordination mechanism for climate action Low institutional capacity to address climate change and variability issues Inadequate and fragmented data on climate change 	7.1 Enhance institutional capacity and coordination for effective climate action	<p>7.1.1 Intensify capacity development in climate change (SDG Targets 13.1, 13.3) (AU Target A1 G7 P4 T2)</p> <p>7.1.2 Establish and operationalize comprehensive data systems on climate change (SDG Targets 13.1, 13.2, 13.3) (AU Target A1 G7 P4 T2)</p> <p>7.1.3 Accelerate the implementation of Ghana’s Nationally Determined Contributions (NDCs) (SDG Targets 13.a, 16.8) (SDG Targets 13.1, 13.2, 13.3) (AU Target A1 G7 P4 T2)</p> <p>7.1.4 Strengthen M&E systems for climate change related interventions (SDG Targets 13.1, 13.2, 13.3) (AU Target A1 G7 P4 T2)</p> <p>7.1.5 Advocate the establishment and institutionalization of public climate finance (SDG Targets 13.1, 13.2, 13.3) (AU Target A1 G7 P4 T2)</p> <p>7.1.6 Strengthen coordination and partnerships among research institutions,</p>	MESTI, EPA, Ministry of Finance, MOFA, MoEn, EC, FC, MLGDRD, NADMO, Ghana Meteorological Agency, WRC, Private Sector, CSOs, Research and Academia, MMDAs, GHS	<p>SDG 1, 2, 3, 9, 11, 13, 16, 17</p> <p>ECOWAS–P4/SOB4/SOR3</p>

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
related issues.		industry and Government (SDG Targets 13.2, 16.6) (AU Target A7 G20 P3 T1) 7.1.7 Accelerate the implementation of the National Adaptation Plan (NAP) Programme (SDG Targets 13.1, 13.2, 13.3) (AU Target A1 G7 P4 T2)		
<ul style="list-style-type: none"> Inadequate inclusion of gender and vulnerability issues in climate change actions Inadequate institutional capacity to access global funds Poor ownership of climate change interventions at the local level Loss of trees and vegetative cover Degraded landscapes Increasing GHG emissions 	7.2 Enhance climate change resilience	7.2.1 Develop capacity to access Global Climate Funds (SDG Targets 13.a, 16.8) (AU Target A1 G7 P4 T2) 7.2.2 Promote climate-smart indigenous agricultural knowledge (SDG Targets 2.4, 16.6) (AU Target A1 G7 P4 T2) 7.2.3 Promote climate-resilience interventions for vulnerable groups especially women (SDG Targets 1.5, 13.1, 13.2, 13.b, 16.6) (AU Target A1 G7 P4 T2) 7.2.4 Develop climate-responsive infrastructure (SDG Target 9.1) (AU Target A1 G7 P4 T2) 7.2.5 Mainstream climate change in national development planning and budgeting processes (SDG Targets 11.b, 13.2) (AU Target A1 G7 P4 T2) 7.2.6 Intensify awareness creation on climate change (SDG Targets 13.3) (AU Target A1 G7 P4 T2) 7.2.7 Promote co-financing arrangements for climate change interventions at the local level (SDG Targets 13.a, 16.8) (AU Target A1 G7 P4 T2)	FC, EPA, MLNR, EPA, MESTI COCOBOD, MoF, NDPC, MoFA	SDG 8, 12, 13,15, 16 ECOWAS–P4/SOB4/SOR3
	7.3 Reduce greenhouse gases	7.3.1 Accelerate implementation of Ghana REDD+ Strategy (2016-2036) (SDG Targets 11.7, 13.a, 16.6) (AU Target A1 G7 P4 T2) 7.3.2 Accelerate programmes to reduce environmental risks and ecological scarcity, focusing on energy, agriculture, forestry and waste sectors (SDG Target 3.d) (AU Target A1 G7 P6 T2) 7.3.3 Initiate Green Ghana campaign with traditional authorities, civil society, religious bodies and other recognized groups (SDG Target 13.3) (AU Target A1 G7 P4 T2)		
Focus Area 8: Transportation: Road, Rail, Air and Water				
<ul style="list-style-type: none"> Poor road condition and network. Inadequate human and logistical capacity in transport management Poor road 	8.1 Improve efficiency and effectiveness of road transport infrastructure and services	8.1.1 Expand and maintain the national road network (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2) 8.1.2 Strengthen health and safety standards in planning, design, construction, operations and maintenance for road transport (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2) 8.1.3 Strengthen road-based mass transportation system, including extending	MoT, MRH, MoRD, NRSA, PEF, GHA, GPHA, DFR, DUR, MMDAs, MLGDRD, GRTCC, Road Contractors' Association, Building and Road Research Institute	SDG 1,2,3, 9, 11, 17 ECOWAS–P3/SOB3/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
<p>maintenance/rehabilitation culture</p> <ul style="list-style-type: none"> • Traffic congestion in major cities • Poor public transport services • Inadequate operational standards for transport services • Poor transportation planning and budgeting • Existence of isolated database • Low participation of women in the transport sector • Inadequate road infrastructure 		<p>Bus Rapid Transit (BRT) corridors (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.4 Develop standards for public transport vehicles in line with international best practices (SDG Target 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.5 Review and strengthen institutional arrangements governing the mass transit system (SDG Target 9.1, 11.2, 16.6) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.6 Ensure implementation of the provisions on transportation under the PWDs Act, 2006 (Act 715) (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.7 Ensure environmental assessment of all transport sector policies, plans, programmes and projects (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.8 Enhance collaboration with service providers (i.e., water, telecoms and energy/electricity) in the development of road network (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.9 Enhance maintenance and management practices for all transport sector (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.10 Mainstream green infrastructure, climate change and sustainability issues into the transport sector (SDG Target 9.1, 11.2, 13.1, 13.3) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.11 Promote Public-Private Partnership in the road sector (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.12 Ensure effective planning and budgeting for transport infrastructure (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.13 Promote and institutionalize knowledge, skills and attitudinal change programmes for transport sector personnel (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.14 Build capacity for the transport sector (SDG Target 9.1, 11.2, 16.6) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.15 Promote the participation of women in the transport sector including their role as service providers (SDG Target 9.1, 10.3.11.2) (AU Target A2 G10 P1 T1 & 2)</p>	<p>(BRRI), MoF, Ghana Police Service (MTTU), GMET, DVLA, Relevant Professional Institutions, GRDA, GRCL, MLNR, MoF, LUSPA, VLTC, GMA</p>	

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
		<p>8.1.16 Develop and maintain secure online database for all categories of transport infrastructure (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.17 Promote the introduction of appropriate technology and innovations in public transport services (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.1.18 Enforce planning regulations, the Ghana Building Code GS1207 and bye laws of MMDAs (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p>		
<ul style="list-style-type: none"> • Rising road fatalities and injuries • Weak enforcement of road traffic regulations • High incidence of road accidents • Inadequate road furniture • Unauthorized construction/ installation of speed ramps and rumble strips • Leakages in revenue collection systems • Slow response to road accidents and emergencies • Inadequate acute emergency care services • Inadequate infrastructure for emergency response • Limited Institutional Capacities 	8.2 Enhance safety and security for all categories of road users	<p>8.2.1 Incorporate pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.2 Ensure an effective and efficient system to reduce fraudulent practices, revenue leakage, and guarantee efficient and speedy service delivery (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.3 Develop adequate technical know-how to efficiently and effectively manage road transport service delivery (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.4 Promote dedicated safe, reliable and appropriate facilities for Non-Motorised Transport (NMT) users (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.5 Maintain and free-up all existing NMT facilities from encroachment (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.6 Establish emergency facilities for accident victims along major transport corridors (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.7 Strengthen acute emergency care services involving pre-hospital (e.g., ambulance services) and hospital emergency services (SDG Targets 3.6, 3.d 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.8 Enhance capacity for prompt removal of accident and broken-down vehicles (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.9 Improve road furniture (street lighting, road markings and road signage etc.) (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.10 Enhance institutional capacity and coordination for effective emergency response (SDG Targets 3.6, 9.1, 11.2, 16.6) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.11 Establish a well-resourced emergency centre in each district (SDG Targets</p>		ECOWAS-P3/SOB3/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
		<p>3.6, 3.d 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.12 Review road regulations to meet international environmental, security and safety standards, and codes of practice (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.13 Enforce national road traffic laws and regulations (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>8.2.14 Ensure the provision of Intelligent traffic management systems (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p>		
<ul style="list-style-type: none"> Inadequate infrastructure and facilities at existing sea ports Congestion at the ports Inadequate institutional capacity in the maritime industry 	8.3 Improve capacity and efficiency of port operations	<p>8.3.1 Ensure full compliance with Safety of Life at Sea (SOLAS) Code (SDG Targets 3.6, 9.1, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.3.2 Accelerate implementation of existing ports and harbours master plans (SDG Targets 9.1, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.3.3 Ensure efficiency and competitiveness in seaport operations (SDG Targets 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.3.4 Promote private sector participation in the development and management of seaport facilities (SDG Targets 9.1, 9.a, 11.2, 17.17) (AU Target A1 G6 P2 T2)</p> <p>8.3.5 Strengthen institutional capacity to regulate the maritime industry (SDG Targets 9.1, 9.a, 11.2, 16.6) (AU Target A1 G6 P2 T2)</p> <p>8.3.6 Expand berthing facilities at the seaports to support sub-regional coastal marine transport (SDG Targets 3.6, 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.3.7 Develop integrated truck staging and management systems (SDG Targets 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.3.8 Promote containerization, especially for supporting intermodal logistics (SDG Targets 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.3.9 Expedite the development of Boankra Inland Port (SDG Targets 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.3.10 Provide modern port reception facilities to promote cruise tourism (SDG Targets 8.9, 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p>		ECOWAS-P3/SOB3/SOR3
<ul style="list-style-type: none"> Under-utilisation of Lake Volta's potential transportation services 	8.4 Develop and promote inland water transport system	<p>8.4.1 Develop Volta Lake into a major transportation artery (SDG Targets 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.4.2 Develop and ensure strict enforcement of regulations and standards for</p>		ECOWAS-P3/SOB3/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
<ul style="list-style-type: none"> Limited safety facilities Unsafe inland water transport services Insufficient institutional and capacity and logistics to effectively regulate waterways Low quality of local informal transport service on the Volta Lake 		<p>operation on inland waterways (SDG Targets 3.6, 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.4.3 Establish an efficient multimodal logistics system (SDG Targets 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.4.4 Implement Government policy to transport bulk cargo via the Volta Lake (SDG Targets 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.4.5 Develop safe and navigable routes along the Volta Lake and all identified inland water transport systems (SDG Targets 3.6, 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.4.6 Improve landing, terminal and warehousing facilities along the lake (SDG Targets 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p> <p>8.4.7 Promote the use of modern, safe, sustainable materials and technology in the construction of local boats and vessels (SDG Targets 3.6, 9.1, 9.a, 11.2) (AU Target A1 G6 P2 T2)</p>		
<ul style="list-style-type: none"> Absence of a national carrier Inadequate infrastructure at regional airports Inadequate inter-modal facilities and aviation support services Absence of Aviation Master Plan <p>High fees and charges</p>	8.5 Position Ghana as the aviation hub for West African sub-region	<p>8.5.1 Re-establish a Home-Based Carrier (SDG Targets 9.1, 11.2) (AU Target A2 G10 P1 T3)</p> <p>8.5.2 Enhance compliance, safety and security of air transport services (SDG Targets 11.2, 17.9) (AU Target A2 G10 P1 T3)</p> <p>8.5.3 Accelerate the development of an integrated transport system (SDG Targets 11.2, 16.6) (AU Target A2 G10 P1 T3)</p> <p>8.5.4 Update the Aviation Policy and develop an Aviation Master Plan (SDG Targets 9.1, 11.2, 16.6) (AU Target A2 G10 P1 T3)</p> <p>8.5.5 Collaborate with the private sector to develop and upgrade airport infrastructure in the regions (SDG Targets 11.2, 17.17) (AU Target A2 G10 P1 T3)</p> <p>8.5.6 Create an enabling environment for foreign and domestic private airlines to make full use of the nation's route rights (SDG Targets 17.16, 17.17) (AU Target A2 G10 P1 T3)</p> <p>8.5.7 Promote programmes to restore passenger confidence and reliefs for airlines and commercial stakeholders in the aviation industry (SDG Targets 9.1, 11.2) (AU Target A2 G10 P1 T3)</p> <p>8.5.8 Build an aviation maintenance hub in Kumasi (SDG Targets 9.1, 11.2) (AU Target A2 G10 P1 T3)</p>		ECOWAS-P3/SOB3/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
<ul style="list-style-type: none"> Limited and poor rail network Poor and unreliable services Limited implementation of railway master plan Ineffective regulatory regime Low integration of rail network with other modes of transport 	8.6 Modernise and extend railway network	<p>8.6.1 Revamp and expand rail network to northern Ghana (SDG Targets 9.1, 11.2) (AU Target A2 G10 P1 T2)</p> <p>8.6.2 Accelerate implementation of the railway master plan (SDG Targets 9.1, 11.2) (AU Target A2 G10 P1 T2)</p> <p>8.6.3 Integrate railways in the Tema-Mpakadan-Buipe multi-modal transport system to the north (SDG Targets 9.1, 11.2) (AU Target A2 G10 P1 T2)</p> <p>8.6.4 Improve passenger and freight transport and logistics Chain on the Ghana-Burkina Railway corridor (SDG Targets 9.1, 11.2) (AU Target A2 G10 P1 T2)</p> <p>8.6.5 Develop integrated light rail transit system in major urban areas to improve public transportation. (SDG Targets 9.1, 11.2) (AU Target A2 G10 P1 T2)</p> <p>8.6.6 Integrate rail transport with other modes to ensure a sustainable transport system (SDG Targets 9.1, 11.2) (AU Target A2 G10 P1 T2)</p> <p>8.6.7 Develop associated infrastructure for improved railway services (SDG Targets 9.1, 11.2) (AU Target A2 G10 P1 T2)</p> <p>8.6.8 Create a well-functioning and self-financed regulatory body for the railway sector (SDG Targets 9.1, 11.2, 16.6) (AU Target A2 G10 P1 T2)</p> <p>8.6.9 Develop the Ghana-Burkina Faso Railway Interconnectivity project to improve the Passenger and freight transport and logistics Chain on the corridor (SDG Targets 9.1, 11.2) (AU Target A2 G10 P1 T2)</p> <p>8.6.10 Develop Ghana's section of the Trans-ECOWAS Railway line from Aflao to Elubo to boost trade and facilitate economic growth in West Africa (SDG Targets 9.1, 11.2) (AU Target A2 G10 P1 T2)</p>		ECOWAS-P3/SOB3/SOR3
Focus Area 9: Information Communication Technology Development				
<ul style="list-style-type: none"> Poor access to broadband services Poor Quality of Services (QoS) and Quality of Experience (QoE) in ICT Limited use of ICT in 	9.1 Enhance application of ICT in national development	<p>9.1.1 Position the country as a regional ICT hub (SDG Target 9.c) (AU Target A2 G10 P1 T5)</p> <p>9.1.2 Mainstream ICT in public sector operations (SDG Target 17.8) (AU Target A2 G10 P1 T5)</p> <p>9.1.3 Improve telecommunications affordability and accessibility (SDG Targets 9.c, 17.8) (AU Target A2 G10 P1 T5)</p>	MoCD, NITA, NCA, GIFEC, NIA, MMDAs, MoTI, CERSGIS, MESTI, Data Protection Authority, National Cyber Security Centre	SDGs 5, 8, 9, 16, 17 AU 1, 2, 4, 10, 12,17 ECOWAS-P4/

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
businesses and provision of public services <ul style="list-style-type: none"> Weak online data protection Low promotional drive on ICT policies Difficulty with maintenance of imported technologies Inadequate local content online and in the deployment of ICT solutions Inadequate local capacity 		9.1.4 Create opportunities for entrepreneurship in ICT (SDG Targets 9.c, 17.8) (AU Target A2 G10 P1 T5) 9.1.5 Increase citizens' access to data platforms (SDG Targets 9.c, 17.18) (AU Target A2 G10 P1 T5) 9.1.6 Collaborate with the private sector to increase the broadband, bandwidth and speed of connections nationwide (SDG Target 17.17) (AU Target A2 G10 P1 T5) 9.1.7 Accelerate investment in development of ICT infrastructure (SDG Target 17.17) (AU Target A2 G10 P1 T5) 9.1.8 Improve the quality of ICT services, especially internet and telephony (SDG Target 9.c) (AU Target A2 G10 P1 T5) 9.1.9 Accelerate implementation of identification coding schemes for landed properties and online tracking services for registered properties (SDG Target 16.10) (AU Target A2 G10 P1 T5) 9.1.10 Improve security of access and use of ICT infrastructure and services (SDG Target 9.c) (AU Target A2 G10 P1 T5) 9.1.11 Enhance the implementation of the Data Protection Act, 2012 (Act 843) (SDG Target 9.c) (AU Target A2 G10 P1 T5) 9.1.12 Enhance technology transfer, in-service training and capacity building for local ICT personnel (SDG Target 9.c) (AU Target A2 G10 P1 T5)		SOB4/SOR2
<ul style="list-style-type: none"> Inadequate ICT infrastructure across the country Inability to catch up with technological changes in the ICT domain Low number and competence in ICT skills across the public sector High cost of ICT infrastructure development and service 	9.2 Expand the digital landscape	9.2.1 Build an integrated national ICT digital infrastructure (SDG Target 9.c, 10.2.2) (AU Target A2 G10 P1 T5) 9.2.2 Provide regulatory framework to use national ICT infrastructure as a platform for e-Government services (SDG Targets 9.c, 17.14) (AU Target A2 G10 P1 T5) 9.2.3 Create a favourable environment to promote e-commerce and offline cashless payments (SDG Target 10.5) (AU Target A2 G10 P1 T5) 9.2.4 Deepen internet availability and accessibility nationwide (SDG Target 9.c, 16.10) (AU Target A2 G10 P1 T5) 9.2.5 Promote business process outsourcing and IT enabled services including innovation hubs and software applications' development (SDG Targets 9.c, 16.10) (AU Target A2 G10 P1 T5)		ECOWAS-P4/SOB4/SOR2

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
<ul style="list-style-type: none"> Inadequate resources for implementing Girls-in-ICT Initiative Inadequate infrastructure to support localized services 		9.2.6 Ensure adequate digital capability to support production and use of ICTs for development (SDG Targets 9.c, 16.10) (AU Target A2 G10 P1 T5) 9.2.7 Promote the establishment of ICT parks across the country (SDG Targets 9.c, 17.8) (AU Target A2 G10 P1 T5)		
Focus Area 10: Science, Technology and Innovation				
<ul style="list-style-type: none"> Limited utilization of relevant research outputs Limited collaboration between public research institutions and businesses on product, service and process innovation Inadequate funding for research and development Inadequate large-scale modern foundry-based manufacturing Inadequate knowledge and skills in precision engineering 	10.1 Mainstream science, technology and innovation in all socio-economic activities	10.1.1 Apply science, technology and innovation in the implementation of policies, programmes and projects (SDG Target 17.8) (AU Target A1 G2 P1 T1-4) 10.1.2 Scale up investments in research and development to find local solution to challenges (SDG Targets 9.5, 9.b, 17.17) (AU Target A1 G2 P1 T1-4) 10.1.3 Promote an enabling environment for strong partnership with research institutions, academia and industry (SDG Targets 17.16, 17.17) (AU Target A1 G2 P1 T1-4) 10.1.4 Promote the establishment of foundry-based manufacturing and precision machine tooling, using computer-aided design (CAD) and computer numerical control (CNC) systems (SDG Targets 9.4, 9.5. 9.c) (AU Target A1 G2 P1 T1-4) 10.1.5 Ensure transfer of knowledge and technology between foreign and local companies (SDG Target 17.8) (AU Target A1 G2 P1 T1-4) 10.1.6 Adopt and master technologies such as Nanotechnology and Fibre optics (SDG Target 17.8) (AU Target A1 G2 P1 T1-4)	MDAs, MMDAs, MESTI, CSIR, MoE, GES, NCTE	ECOWAS-P4/SOB4/SOR1
Focus Area 11: Energy and Petroleum				
<ul style="list-style-type: none"> Limited financial viability of the energy sector High cost of electricity generation Weak regulatory enforcement Unreliable power supply Low involvement of private 	11.1 Ensure availability of clean, affordable and accessible energy	11.1.1 Restructure and strengthen the management of hydro plants (SDG Target 7.b) (AU Target A1 G7 P6 T2) 11.1.2 Develop a thermal Insulation Market (SDG Target 9.1) (AU Target A1 G7 P6 T2) 11.1.3 Strengthen independent power producers (IPPs) and other private sector institutions involvement in the generation and distribution of power (SDG Target 17.17) (AU Target A1 G7 P6 T2) 11.1.4 Promote the production and use of renewable energy (SDG Targets 7.2, 7.a) (AU Target A1 G7 P6 T2)	MoEn, EC, TOR, PURC, GRIDCo, ECG, NED, VRA, BPA, GNPC, PEF, NPA, PC	SDG 1, 7, 8, 9, 10, 11, 12, 14, 16, 17 AU1, 6, 7, 9, 10, 20 ECOWAS-P4/SOB4/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
<ul style="list-style-type: none"> capital in the power sector • Low contribution of renewable energy in power generation mix • Low utilisation of biofuels for energy • High generation cost of renewable energy • High dependence on wood fuel • Inadequate infrastructure for energy delivery • Inadequate and obsolete grid network • Poor energy utilization • Inadequate supply of gas • Management, technical and financial challenges • Limited grid network to island communities 		11.1.5 Promote the use of solar energy for all public and private buildings (SDG Targets 7.2, 7.3, 7.a) (AU Target A1 G7 P6 T2) 11.1.6 Accelerate replacement of kerosene lanterns with solar lanterns (SDG Targets 7.2, 7.a) (AU Target A1 G7 P6 T2) 11.1.7 Develop, implement and maintain a safe, secure and sustainable nuclear power programme (SDG Targets 7.3, 7.a) (AU Target A1 G7 P6 T2) 11.1.8 Review the self-help electrification project (SHEP) and use means testing approaches to enable the poor to connect to the national grid (SDG Targets 1.4, 7.1) (AU Target A1 G7 P6 T2)		
	11.2 Promote an efficient transmission and distribution system	11.2.1 Modernise transmission and distribution networks to reduce operational inefficiencies in energy supply and distribution (SDG Targets 7.3, 7.a, 7.b) (AU Target A1 G7 P6 T2) 11.2.2 Expand the distribution and transmission networks (SDG Target 7.b) (AU Target A1 G7 P6 T2) 11.2.3 Support and intensify sub-regional power interconnectivity under West African Power Pool (WAPP) (SDG Targets 7.a, 7.b) (AU Target A1 G7 P6 T2) 11.2.4 Expand the provision of mini-grids to lakeside and island communities (SDG Targets 7.a, 7.b) (AU Target A1 G7 P6 T2)		ECOWAS-P3/SOB3/SOR3
	11.3 Improve financial capacity and sustainability of utility companies	11.3.1 Implement an energy sector financial restructuring and recovery plan. (SDG Target 7.a) (AU Target A1 G7 P6 T2) 11.3.2 Institute mechanism to ensure that all added capacities are acquired through open and competitive tender processes (SDG Targets 16.5, 16.6) (AU Target A1 G7 P6 T2)		ECOWAS-P3/SOB3/SOR2
	11.4 Ensure efficient utilisation of energy	11.4.1 Promote demand-side management in energy utilization (SDG Targets 7.3, 7) (AU Target A2 G10 P1 T4) 11.4.2 Promote the use and design of energy efficient technologies in public and private buildings (SDG Targets 7.3, 7.a) (AU Target A2 G10 P1 T4)		ECOWAS-P4/SOB4/SOR4
	11.5 Promote petroleum exploration	11.5.1 Improve infrastructure, governance, legislative and investment conditions in the petroleum sector (SDG Targets 7.a, 7.b) 11.5.2 Promote Ghana as a hub for petroleum operations in West Africa sub-region (SDG Targets 7.a, 8.9)		ECOWAS-P4/SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
		<p>11.5.3 Accelerate the development of a legislative instrument for Petroleum Exploration and Production Act, 2016 (Act 919) (SDG Target 9.b)</p> <p>11.5.4 Strengthen the bidding process in the award of petroleum blocks for exploration and production to make it more competitive (SDG Targets 16.5, 17.17)</p> <p>11.5.5 Accelerate the reconnaissance exploration programme in the Voltaian basin (SDG Target 9.b)</p> <p>11.5.6 Enhance collaboration and coordination among petroleum sector institutions (SDG Target 16.6)</p> <p>11.5.7 Ensure adherence to the Petroleum Revenue Management Act, 2011 (Act 815) (SDG Target 9.b)</p>		
	11.6 Promote development and use of indigenous capabilities for exploitation of petroleum resources and refinery	<p>11.6.1 Develop local capability in all aspects of the oil and gas value chain (SDG Target 8.3)</p> <p>11.6.2 Enforce the Petroleum (Local Content and Local Participation) Regulations, 2013 (LI 2204) especially, the Financial Services Guidelines (SDG Targets 8.3, 10.5,16.6)</p> <p>11.6.3 Promote education and skills enhancement initiatives to manage the petroleum sector (SDG Target 16.6)</p> <p>11.6.4 Expand capital and risk capacity of financial system to support energy-driven based industries (SDG Targets 8.10, 10.b, 17.3, 17.16)</p>		ECOWAS-P4/ SOB4/SOR4
	11.7 Leverage the oil and gas industry as a catalyst for national economic development	<p>11.7.1 Promote the use of gas in strategic industries and public transportation (SDG Target 9.4)</p> <p>11.7.2 Mobilise domestic capital to invest in petroleum products storage capacity and operations (SDG Targets 7.a, 8.10, 17.3, 17.17)</p> <p>11.7.3 Extend petroleum bulk transportation and distribution infrastructure nationwide (SDG Target 7.b)</p> <p>11.7.4 Facilitate universal access to adequate, reliable and cost-effective petroleum products such as liquefied petroleum gas (LPG) (SDG Target 7.1)</p> <p>11.7.5 Promote value addition in the oil and gas industry (SDG Target 8.2)</p> <p>11.7.6 Ensure efficient management and utilisation of oil and gas revenue (SDG Targets 10.5, 16.5, 16.6)</p>		ECOWAS-P4/ SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
<ul style="list-style-type: none"> Inadequate capacity to manage environmental impacts of the Oil and Gas Industry 	11.8 Minimise potential environmental impact of the oil and gas industry	11.8.1 Ensure compliance with applicable laws and international standards for environment, health and safety in the oil and gas sector (SDG Targets 11.6, 12.4, 12.6) 11.8.2 Implement key recommendations from strategic environmental assessment for both onshore and offshore oil and gas developments (SDG Targets 14.2, 14.3) 11.8.3 Intensify community education on co-existence of oil and gas with fishing industries (SDG Targets 12.8, 14.a)		ECOWAS-P4/SOB4/SOR3
Focus Area 12: Human Settlements Development and Housing				
<ul style="list-style-type: none"> Inadequate spatial plans Poor prioritization of Spatial Planning (Structure and Local Plans). Inadequate human and institutional capacities for land use planning and management Haphazard building and non-compliance to available planning schemes Weak database for spatial planning and management Non-compliance with zoning regulations and planning standards Weak enforcement of building regulations at the MMDA level 	12.1 Promote sustainable spatially integrated development of human settlements	12.1.1 Facilitate the preparation and implementation of human settlement policy (SDG Targets 11.a, 11.b) (AU Target A1 G1 P4 T1) 12.1.2 Accelerate the preparation and implementation of Spatial Development Frameworks, Structure Plans and Local Plans for MMDAs (SDG Targets 11.3, 11.7, 11.a) (AU Target A1 G1 P4 T1) 12.1.3 Undertake regular monitoring and evaluation at all levels (SDG Targets 11.a, 11.b) (AU Target A1 G1 P4 T1) 12.1.4 Intensify the use of Geographic Information System (GIS) in spatial/land use planning at all levels (SDG Targets 11.a, 11.b) (AU Target A1 G1 P4 T1) 12.1.5 Review and publicize planning standards and zoning regulations (SDG Targets 11.3, 11.a, 11.b) (AU Target A1 G1 P4 T1) 12.1.6 Develop database for spatial planning and management (SDG Targets 11.3, 11.a, 11.b) (AU Target A1 G1 P4 T1) 12.1.7 Enhance capacity for spatial planning in MMDAs (SDG Targets 11.3, 11.a, 11.b) (AU Target A1 G1 P4 T1) 12.1.8 Enforce building codes and standards at all levels (SDG Targets 11.3, 11.a, 11.b) (AU Target A1 G1 P4 T1)	MESTI, MLGDRD, LUSPA, MWH, MLNR, LC, Works Dept., GREDA, ZoDF	SDG 11, 16, 17 AU 1, 10, 12 ECOWAS-P4/SOB4/SOR1
<ul style="list-style-type: none"> Uncompleted affordable housing projects Inadequate financial instruments in the housing 	12.2 Provide adequate, safe, secure, quality and affordable	12.2.1 Create a credible mortgage regime leveraging on the Pension Fund (SDG Targets 11.7, 11.a, 11.b) (AU Target A1 G1 P4 T1) 12.2.2 Expand investor potentials to capitalize on private sector investments (SDG Targets 17. 17) (AU Target A1 G1 P4 T1)	MESTI, MLGDRD, LUSPA, MWH, MLNR, LC, Works Dept., GREDA, Financial Institutions.	SDG 11, 17 AU 1, 10, 12

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
<ul style="list-style-type: none"> supply value chain Lack of adoption and application of innovative financing models for affordable housing Inadequate housing units High cost of mortgage 	housing schemes	12.2.3 Develop and institutionalize an integrated housing database Targets 11.7, 11.a, 11.b) (AU Target A1 G1 P4 T1) 12.2.4 Leverage private sector resources and expertise for the provision of affordable housing and its related social infrastructure in an integrated manner (SDG Targets 17. 17) (AU Target A1 G1 P4 T1) 12.2.5 Ensure completion of abandoned public housing projects Targets 11.7, 11.a, 11.b) (AU Target A1 G1 P4 T1)		ECOWAS–P4/SOB4/SOR1
Focus Area 13: Rural Development Management				
<ul style="list-style-type: none"> High rate of rural-urban migration Inadequate infrastructure and services to catalyse agriculture modernisation and rural development Unregulated exploitation of rural economic resources Wide rural-urban digital divide Imbalance spatial development 	13.1 Enhance quality of life in rural areas	13.1.1 Establish rural service centres to promote agriculture and agro-based industries (SDG Targets 2.a, 11.a) (AU Target A1 G1 P4 T1) 13.1.2 Promote rural enterprise development, financial inclusion, service delivery, capacity building and local economic development (SDG Targets 2.a, 11.a) (AU Target A1 G1 P4 T1) 13.1.3 Expand and improve basic infrastructure (SDG Targets 1.b, 6.1,6.2, 11.1, 11.a) (AU Target A1 G1 P4 T1) 13.1.4 Fully implement the rural development policy (SDG Targets 1.b, 2.a, 11.1, 11a) (AU Target A1 G1 P4 T1) 13.1.5 Facilitate sustainable use and management of natural resources to support the development of rural communities and livelihoods (SDG Targets 11.3, 2.2) (AU Target A1 G1 P4 T1) 13.1.6 Provide incentives to attract direct private investments into rural areas (SDG Targets 2.a, 10.b, 17.17) (AU Target A1 G1 P4 T1) 13.1.7 Expand and improve basic infrastructure (SDG Targets 1.b, 6.1,6.2, 11.1, 11.a) (AU Target A1 G1 P4 T1)	MLGDRD, MLNR, MWH, MMDAs, Private Sector Developers, Financial Institutions	SDG 1, 2, 6, 10, 11, 12, 17 AU 1, 5, 10,12 ECOWAS–P4/SOB4/SOR1
Focus Area 14: Urban Development Management				
<ul style="list-style-type: none"> Congestion and overcrowding in urban areas High urban concentration in coastal zone Poor urban air quality Rapid growth of urban slums 	14.1 Promote resilient urban development	14.1.1 Establish special growth centres and urban networks, with spatially targeted investment interventions (SDG Targets 8.2, 11.a) (AU Target A1 G1 P4 T1) 14.1.2 Implement the five-tier hierarchy of urban centres (SDG Targets 11.3, 11.a) (AU Target A1 G1 P4 T1) 14.1.3 Create structured metropolitan city regions around Accra, Kumasi and other metropolitan areas (SDG Targets 11.3, 11.a) (AU Target A1 G1 P4 T1)	MLGDRD, MLNR, MWH, Private Sector Developers, Financial Institutions	SDG 8, 11, 12, 17 AU 1, 10, 12 ECOWAS–P3/SOB3/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
		14.1.4 Implement district capital and small-town improvement programme (SDG Targets 11.3, 11.a) (AU Target A1 G1 P4 T1) 14.1.5 Improve linkages between emerging secondary cities and towns (SDG Targets 11.3, 11.a) (AU Target A1 G1 P4 T1) 14.1.6 Prepare and implement structure plans for all grade 1, 2 and 3 settlements (SDG Targets 11.3, 11.a, 11.b) (AU Target A1 G1 P4 T1) 14.1.7 Support implementation of the National Urban Policy and Action Plan and the United Nations New Urban Agenda (SDG Targets 11.3, 11.a, 11.b) (AU Target A1 G1 P4 T1) 14.1.8 Integrate security and disaster prevention into urban planning and management systems (SDG Target 11.b) (AU Target A1 G1 P4 T1) 14.1.9 Facilitate implementation of urban renewal programmes (SDG Targets 11.3, 11.a, 11.b) (AU Target A1 G1 P4 T1) 14.1.10 Promote public-private partnerships in urban development and in the management of urban infrastructure at all levels (SDG Targets 11.3, 17.17) (AU Target A1 G1 P4 T1) 14.1.11 Maintain urban infrastructure and establish special economic corridors (SDG Target 11.a) (AU Target A1 G1 P4 T1)		
Focus Area 15: Construction Industry Development				
<ul style="list-style-type: none"> Weak regulatory regime of the construction industry Weak classification and certification systems for the registration of contractors Shortage of skilled construction workers Poor enforcement of regulations and statutes Proliferation of sub-standard construction materials and products Poor health, safety and 	15.1 Build a competitive and modern construction industry	15.1.1 Establish a central agency for the construction industry (SDG Target 16.6) (AU Target A1 G4 P2&3 T3) 15.1.2 Improve and standardise techniques and material use (SDG Target 9.a) (AU Target A1 G4 P2&3 T3) 15.1.3 Promote and stimulate the development and expansion of the Ghanaian construction industry (SDG Target 9.b) (AU Target A1 G4 P2&3 T3) 15.1.4 Promote research and apply modern technology in the construction industry (SDG Targets 9.5, 9.b) (AU Target A1 G4 P2&3 T3) 15.1.5 Establish and maintain a construction industry information system (SDG Target 9.b) (AU Target A1 G4 P2&3 T3) 15.1.6 Ensure accreditation and certification of skilled construction workers (SDG Target 9.a) (AU Target A1 G4 P2&3 T3)	MLGDRD, MWH, MRH, MoRD, MoT, LUSPA, Built Environment Professional Organisations, MMDAs	SDG 4, 9, 16 AU 10, 11,12 ECOWAS-P4/SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
environmental management practices at construction sites <ul style="list-style-type: none"> • High cost of construction materials • Delay in honouring payment certificates • Inadequate regulation of contractor conduct and performance 		15.1.7 Support technical education institutions and other professional bodies to train more skilled personnel for the construction industry (SDG Targets 4.3, 4.4) (AU Target A1 G4 P2&3 T3) 15.1.8 Create an enabling environment to ensure affordable and efficient use of construction materials (SDG Target 9.a) (AU Target A1 G4 P2&3 T3) 15.1.9 Promote the use of the Ghana Building Code GS 1207 (SDG Target 9.b) (AU Target A1 G4 P2&3 T3) 15.1.10 Facilitate the timely issuance of honour certificates to contractors (SDG Target 9.b) (AU Target A1 G4 P2&3 T3)		
Focus Area 16: Infrastructure Maintenance				
<ul style="list-style-type: none"> • Poor maintenance culture • High cost of maintenance 	16.1 Promote effective maintenance culture	16.1.1 Institute a robust maintenance scheme for the transport system, public office buildings and other critical infrastructure. (SDG Targets 9.a, 11.2) (AU Target A1 G4 P2&3 T3) 16.1.2 Enforce relevant standards in various sectors to reduce rapid deterioration of public infrastructure, including strengthening the axle load control on roadways (SDG Target 11.2) (AU Target A1 G4 P2&3 T3) 16.1.3 Build capacity to ensure requisite skills for infrastructure maintenance (SDG Target 17.9) (AU Target A1 G4 P2&3 T3) 16.1.4 Develop asset register on infrastructure conditions (SDG Targets 9.a, 11.2) (AU Target A1 G4 P2&3 T3)	MWH, MoT, MoRD, MRH, Works Department	SDG 9, 11, 17 AU 1, 10, 11,12 ECOWAS-P4/SOB4/SOR4
Focus Area 17: Land Administration				
<ul style="list-style-type: none"> • Limited digitization and automation of land records and services delivery • Insecurity of land tenure • Increasing encroachments on public and vested land • Delays in adjudication of land disputes • Complex land tenure systems 	17.1 Promote efficient and effective land administration	17.1.1 Continue on-going land administration reforms to address title and ownership rights (SDG Targets 1.4, 16.b) 17.1.2 Fully decentralise land administration on an automated platform (SDG Targets 16.6, 16.7) 17.1.3 Accelerate digitisation of land records and automation of land services delivery, (SDG Targets 16.6, 16.7) 17.1.4 Accelerate efforts for the development of the National Geo-Spatial Policy 17.1.5 Ensure the production of base, topographic and orthophoto maps nationwide (SDG Target 12.2) 17.1.6 Promote the production of reliable maps and site plans to ensure security	MLNR, LC, MLGDRD, LUSPA, Built Environment Professional Organisations, MMDAs	SDG 1, 5, 9, 12, 16, 17 AU 10, 11, 12, 17 ECOWAS-P4/SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Safeguard the Natural and Built Environment				
<ul style="list-style-type: none"> • Speculative acquisition of land on large scale (land grabbing) • Protracted land disputes • Outdated land policy • Indiscipline in the purchase and sale of land (including the use of land guards) • Unregulated land use regime • Poor demarcation of Land boundaries 		<p>of land tenure</p> <p>17.1.7 Ensure high standard of land data security (SDG Target 17.8)</p> <p>17.1.8 Domesticate and implement fully the AU Framework Guidelines on Land Policy in Africa (SDG Targets 16.6, 17.15)</p> <p>17.1.9 Ensure gender considerations in land reforms, management and land use planning (SDG Target 1.4, 5.a)</p> <p>7.1.10 Promote sustainable land management (SLM) interventions using the integrated landscape management (ILM) approach (SDG Target 12.2)</p> <p>7.1.11 Establish and maintain a geodetic reference network for mapping and engineering (SDG Target 12.2)</p> <p>7.1.12 Deploy Ghana Enterprise Land Information System (GELIS) nationwide (SDG Target 12.2)</p> <p>7.1.13 Fully implement the Land Act, 2020 (Act 1036) (SDG Targets 1.4, 16.b)</p>		
Focus Area 18: Zongos and Inner Cities Development				
<ul style="list-style-type: none"> • Proliferation of slums • Inadequate basic social infrastructure and services 	18.1 Improve basic social infrastructure and services, and livelihood conditions of Zongo and Inner-City Communities	<p>18.1.1 Accelerate investments in local economic development in Zongo and Inner-City Communities (SDG Target 1.b, 10.b, 11.c, 17.17) (AU Target A1 G1 P4 T1)</p> <p>18.1.2 Provide basic social infrastructure and services in Zongo and Inner-City communities (SDG Targets 11.1, 11.2, 11.3, 11.6, 11.7, 11.a, 11.c) (AU Target A1 G1 P4 T1)</p> <p>18.1.3 Promote the implementation of a national slum upgrading and prevention strategy (SDG Targets 11.1, 11.2, 11.3, 11.6, 11.7, 11.a, 11.c) (AU Target A1 G1 P4 T1)</p>	MICZD, MoE, MLGRD, MWH, MMDAs	<p>SDG 1, 10, 11, 17</p> <p>AU 1, 4, 10, 12 ECOWAS-P5/ SOB5/SOR3</p>

APPENDIX 1.4: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
Focus Area 1. Democratic Governance				
<ul style="list-style-type: none"> Uneven balance of power among the three arms of Government Inadequate resources to the Governance Institutions Relatively weak capacity of governance institutions Monetisation of elections/electoral process Political violence Inadequate capacity of Parliament to exercise its oversight function over the Executive Pockets of political and electoral violence 	1.1 Deepen Democratic Governance	1.1.1 Strengthen the three arms of Government and promote the effective separation of powers (SDG Target 16.6; AU A3-G12-P1-T1, A4-G15-P1-T1) 1.1.2 Strengthen independent governance institutions to perform their functions effectively (SDG Target 16.6; AU A3-G12-P1-T1; ECOWAS Protocol Art. 23) 1.1.3 Accelerate the implementation of the Constitutional Review Committee's recommendations (SDG Target 16.6; AU A3-G11-P1-T2) 1.1.4 Accelerate the implementation of electoral reforms (SDG Targets 16.6, 16.7; AU A3-G11-P1-T2; ECOWAS supplementary protocol Art.1) 1.1.5 Orient the security services to make them more responsive to the demands of democratic processes (SDG Targets 16.6, 16.10; ECOWAS supplementary protocol Art. 17,19) 1.1.6 Intensify public education on electoral laws and processes (SDG Target (SDG Target 16.10; AU A3-G12-P1-T1) 1.1.7 Promote the ownership of development processes and transparency at the local level (SDG Target 16.6,7; AU A3-G12-P1-T1) 1.1.8 Strengthen the capacity of Parliament to exercise oversight on Government finances and implementation of policies and programmes (SDG Targets 16.a, 16.6;)	Parliament, NDPC, CHRAJ Parliament, CHRAJ, NCCE, NMC, EC, NALAG, MLGDRD, ILGS, RCC, MMDAs, DACF, MoF	SDG 16 AU 11, 12,15 ECOWAS-P2/ SOB2/SOR1
Focus Area 2: Local Governance and Decentralisation				
<ul style="list-style-type: none"> Inadequate consultations on election of MMDCEs Weak implementation of political and administrative decentralisation Poor service delivery at the local level Weak capacity of local Government staff Ineffective sub-district structures 	2.1 Deepen political and administrative decentralization	2.1.1 Ensure the election of District Chief Executives (DCEs) and formalise performance appraisals of MMDCEs (SDG Targets 16.7, 16.8, 16.a; ECOWAS Protocol Art. Art. 23) 2.1.2 Resolve discrepancies in inter-district boundary demarcation (SDG Target 16.1; AU A4-G13-P1-T1; ECOWAS Protocol Art. 13,14,15,16) 2.1.3 Strengthen sub-district structures (SDG Targets 16.6; AU A4-G13-P1-T1) 2.1.4 Institute mechanism for effective inter-service/inter-sectoral collaboration and cooperation at district, regional and national levels (SDG Targets 16.6, 16.7; AU A3-G12-P1-T1) 2.1.5 Strengthen capacity of the Institute of Local Government Studies to deliver on its mandate (SDG Targets 16.6; AU A3-G12-P1-T1)	MLGRD, NALAG Institute of Local Government Studies Ministry of Foreign Affairs and Regional Integration District Assemblies Common Fund, Local Government Service, NCCE	SDG 16,17 AU 11, 12,13 ECOWAS-P2/ SOB2/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
<ul style="list-style-type: none"> Weak coordination of administrative functions 		2.1.6 Accelerate the implementation of the Local Government (Departments of District Assemblies) (Commencement) Instrument, 2009 (LI 1961) (SDG Targets 16.6, 16.7) 2.1.7 Strengthen regional structures in support of devolution of powers (SDG Targets 16.6, 16.a; ECOWAS Protocol Art. Art. 23) 2.1.8 Improve service delivery at MMDA level (SDG Targets 16.6, 16.a; ECOWAS Protocol Art. Art. 23)		
<ul style="list-style-type: none"> Poor coordination in preparation and implementation of development plans Deepening and widening participation on development and MMDAs activities at the grassroots Poor linkage between planning and budgeting at national, regional and district levels Weak spatial planning capacity at the local level Inadequate exploitation of local opportunities for economic growth and job creation 	2.2 Improve decentralised planning	2.2.1 Strengthen local capacity for spatial planning (SDG Targets 16.7, 17.9; AU A3-G12-P1-T1) 2.2.2 Create enabling environment for implementation of Local Economic Development (LED) and Public-Private Partnership (PPP) policies at the district level (SDG Targets 17.14, 17.17; AU A3-G11-P1-T1; ECOWAS Protocol Art. Art. 23) 2.2.3 Strengthen the implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921) (SDG Targets 16.5, 16.6, 16.a; AU A3-G11-P1-T1)	NDPC, MLGRD, NALAG Institute of Local Government Studies MMDAs, RCCs, District Assemblies Common Fund, Local Government Service, NCCE	SDG 16,17 AU 11,12 ECOWAS-P2/ SOB2/SOR1
<ul style="list-style-type: none"> Limited capacity and opportunities for revenue mobilization Inadequacy of and delays in central Government transfers Weak revenue generating 	2.3 Strengthen fiscal decentralization	2.3.1 Enhance revenue mobilisation capacity of MMDAs (SDG Targets 16.6, 17.1; AU A1-G4-P1-T1) 2.3.2 Strengthen PPPs in IGF mobilisation (SDG Targets 17.16, 17.17) 2.3.3 Implement the Inter-Governmental Fiscal Framework (IGFF) and Inter-Governmental Fiscal Transfers (IGFT) (SDG Targets 16.5, 16.6, 16.a) 2.3.4 Pass the Municipal Finance Bill (SDG Target 17.3) 2.3.5 Enhance financial capacities of regional and district administrations (SDG	MoF, MLGRD, IAA, MDAs, NALAG, Institute of Local Government Studies, MMDAs, RCCs, District Assemblies Common Fund, Local Government Service,	SDG 16, 17 AU 11,12, 20 ECOWAS-P3/ SOB3/SOR2

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
capacity of MMDAs • Significant decrease in capital expenditure		Targets 16.6, 16.a, 17.3)	NCCE	
	2.4 Improve popular participation	2.4.1 Promote effective stakeholder involvement in development planning process, local democracy and accountability (SDG Target 16.7, 11.3; ECOWAS Protocol Art. Art. 23) 2.4.2 Promote ownership of development process and transparency at the local level SDG Target 16.6,7 2.4.3 Build the capacity of civil society organisations (SDG Targets 16.7, 17.17) 2.4.4 Strengthen the People’s Assembly concept to encourage citizens to participate in governance (SDG Target 16.7).	MLGRD, MMDAs, CSOs, NGOs and related institutions	SDG 16, 17 AU 11, 12 ECOWAS–P1/ SOB1/SOR1
Focus Area 3: Public Accountability				
• Weak coordination and commitment to the implementation of NACAP • Weak sanctions regime inherent within the PAC • Low public interest in public institutions • Limited demand for accountability at the local level • Limited involvement of the public in expenditure tracking	3.1 Deepen transparency and public accountability	3.1.1 Strengthen systems and structures for ensuring transparency and accountability in the management of public funds (SDG Targets 16.5, 16.6, 16.a) 3.1.2 Strengthen the sanctions regime inherent in public accountability mechanisms (SDG Targets 16.5, 16.6, 16.a; AU A4-G13-P1-T1) 3.1.3 Promote public interest in performance monitoring reports of public institutions (SDG Targets 16.6, 16.7; AU A3-G11-P1-T2) 3.1.4 Expand opportunities for public information and initiatives in accountability (SDG Targets 16.6, 16.7; ECOWAS Protocol Art. 13,14,15,16; Convention A/P. 1/7/92 of 29 July 1992 and Convention A/P. 1/8/94 of 06 August 1994) 3.1.5 Enhance participatory budgeting, revenue and expenditure tracking at all levels (SDG Targets 16.6, 16.7; AU A3-G12-P1-T1) 3.1.6 Strengthen feedback mechanisms in public service delivery (SDG Targets 16.6, 16.7; ECOWAS Protocol Art. Art. 23) 3.1.7 Accelerate enactment of the broadcasting law (SDG Target 16.10) 3.1.8 Strengthen partnership with the media to enhance cohesion on national issues (SDG Targets 16.10, 17.14, 17.17; AU A3-G11-P1-T2; ECOWAS supplementary protocol Art.1)	Public Accounts Committee, IAA, NCCE, CHRAJ Ministry of Information, Council of State, Peace Council, NMC, GJA, media houses, PRINPAG	SDG 16, 17 AU 11, 12, 13 ECOWAS–P1/ SOB1/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
Focus Area 4: Public Institutional Reform				
<ul style="list-style-type: none"> Overlapping functions among public sector institutions weak enforcement and low compliance with PSC legislations by public sector agencies Limited modernisation and use of technology in public sector Significant decreases in capital expenditure overtime Undue interference in the functioning of public sector institutions Inefficiencies in public service delivery Weak linkage between performance and pay administration in the public service Poor human resource planning Poor record keeping 	4.1 Build an effective and efficient Government machinery that support citizens' participation	4.1.1 Improve coordination to address conflicting mandates of public sector institutions (SDG Targets 16.a, 17.14; AU A4-G13-P1-T1) 4.1.2 Implement a Client Service Charter for public institutions (SDG Targets 16.7, 16.a) 4.1.3 Modernise public service institutions to improve leadership, efficiency productivity and delivery (SDG Targets 16.6, 16.a, ECOWAS supplementary protocol Art.1) 4.1.4 Empower citizens to demand quality public services (SDG Targets 16.6, 16.7; AU Target A3-G12-P1-T1) 4.1.5 Ensure implementation of the Public Sector Reform Strategy (SDG Target 16.b; ECOWAS Protocol Art. Art. 23) 4.1.6 Implement comprehensive HR payroll system and database (SDG Targets 16.5, 16.6; AU A3-G12-P1-T1) 4.1.7 Improve documentation within the public sector (SDG Targets 16.6, 16.10, 16.a; AU A3-G12-P1-T1) 4.1.8 Develop and implement a comprehensive human resource strategy (SDG Target 8.3; AU A3-G11-P1-T1)	PSC, PSRS OHCS, FWSC, Ministry of Foreign Affairs and Regional Integration, PRAAD, MoC, NITA/AITI	SDG 8, 16,17 AU 11,12,13 ECOWAS-P1/SOB1/SOR1
Focus Area 5: Public Policy Management				
<ul style="list-style-type: none"> Limited involvement of non-state actors in public policy formulation process Weak coordination of the development planning system Lack of a comprehensive database on public policies 	5.1 Enhance capacity for policy formulation and promote coordination of the development process	5.1.1 Implement national policy guidelines to streamline public policy formulation (SDG Target 17.14, ECOWAS supplementary protocol Art.1) 5.1.2 Strengthen the implementation of development plans (SDG Targets 16.6, 17.9; ECOWAS supplementary protocol Art.1; ECOWAS Protocol Art. Art. 23) 5.1.3 Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting (SDG Target 17.9; AU A3-G12-P1-T1; ECOWAS supplementary protocol Art.1; ECOWAS Protocol Art. Art. 23)	PSC, OHCS, FWSC, MFARI, PRAAD, MoC, NITA/AITI	SDG 1, 11, 16, 17 AU 6,12 ECOWAS-P4/SOB4/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
<ul style="list-style-type: none"> Ineffective M&E on implementation of development policies and plans Inadequate financial resources 		5.1.4 Strengthen capacity of research and statistical information management systems of MDAs and MMDAs (SDG Targets 16.6, 17.19) 5.1.5 Intensify the use of Strategic Environmental Assessment (SEA) in public policy processes, plans and programmes (SDG Targets 11.6, 16.6; AU A1-G6-P1-T1) 5.1.6 Deepen political party participation in national development (SDG Targets 16.7)		
<ul style="list-style-type: none"> Inconsistencies in the format and content of policies formulated Weak research capacity of MDAs and MMDAs weak capacity in development policy formulation 	5.2	5.2.1 Expedite hosting of the legislative and policy almanac (SDG Target 17.14; AU A3-G13-P1-T1) 5.2.2 Ensure the implementation of Long-Term Development Frameworks (SDG Target 1.b; ECOWAS supplementary protocol Art.1; ECOWAS Protocol Art. Art. 23) 5.2.3 Strengthen the relationship between the national development planning system and budgeting processes (SDG Target 17.14; ECOWAS supplementary protocol Art.1; ECOWAS Protocol Art. Art. 23)		
Focus Area 6: Human Security and Public Safety				
<ul style="list-style-type: none"> Inadequate equipment and infrastructure Politicisation of the security services Weak professionalism Inadequate capacity to combat emerging crimes Incidence of Cybercrime and cyber-insecurity Weak collaboration among security agencies Weak relations between citizens and law enforcement agencies Inadequate personnel 	6.1 Enhance security service delivery	6.1.1 Promote world-class security services with modern infrastructure and equipment (SDG Targets 16.6, 16.a; AU A4-G13-P1-T1) 6.1.2 Build capacity for surveillance and intelligence sharing within the security service (SDG Target 16.7) 6.1.3 Develop a comprehensive framework to enhance professionalism within the security services (SDG Target 16.6) 6.1.4 Ensure increased technical and financial support to institutions that manage gender-based violence cases (SDG Target 5.a) 6.1.5 Enhance community-based approaches to safety and security, especially in border areas (SDG Target 16.a) 6.1.6 Promote competitive remuneration to enable the security services to attract the best personnel (SDG Targets 16.6, 16.a) 6.1.7 Ensure efficiency and transparency in recruitment processes of the security services (SDG Targets 16.6, 16.a; AU A3-G12-P1-T1) 6.1.8 Improve maritime surveillance and security by strengthening partnership	Ministry of Defence, Ministry of Interior, National Security, Judiciary, Ministry of Foreign Affairs and Regional Integration, Office of the President, NCCE, GAF, GNFS, GPS, PS, GIS, NACOB, National Peace Council, National Commission for Small Arms, Parliament, MMDAs, traditional authorities, religious bodies, Prisons Service	SDG 16, 5 AU 11,12, 13 ECOWAS-P1/SOB1/SOR2

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
<ul style="list-style-type: none"> • Overcrowding in custodial facilities and inadequate rehabilitation centres • Poor prison conditions • Abuse of human rights by security personnel 		<p>between maritime, police and the Navy to tighten security in Ghana's inland and territorial waters (SDG Targets 16.1, 16.2, 16.4, 16.6)</p> <p>6.1.9 Improve relations between law enforcement agencies and the citizenry (SDG Targets 16.7, 16.10)</p> <p>6.1.10 Increase the proportion of security personnel on frontline duties (SDG Targets 16.6, 16.a)</p> <p>6.1.11 Introduce non-custodial sentences, and enhance custodial facilities and rehabilitation centres (SDG Targets 16.1, 16.3, 16.10, 16.b; AU A4-G13-P1-T1)</p>		
<ul style="list-style-type: none"> • High rate of recidivism • Growing youthful population • Rising general inequality • Increasing levels of crime (including drug related crimes) • Inadequate community and citizen involvement in public safety • Weak monitoring and regulation of private security firms • Proliferation of small arms • Incidence of ethnic clashes, violent demonstrations, armed robberies and sexual and gender-based violence • Threat of terrorist and violent extremist attacks, succession • Threat of activities of 	6.2 Enhance public safety	<p>6.2.1 Promote effective re-integration of ex-convicts (SDG Target 3.5, 16.1, 16.3, 16.10)</p> <p>6.2.2 Implement a robust and comprehensive anti-narcotics and crime policy (SDG Target 3.5, Convention A/P. 1/7/92 of 29 July 1992 and Convention A/P. 1/8/94 of 06 August 1994, ECOWAS Protocol Art.22 (3), ECOWAS supplementary protocol Art.1)</p> <p>6.2.3 Strengthen and coordinate institutions dealing with drug trafficking (SDG Targets 16.6, 16.a; AU A4-G13-P1-T1; ECOWAS supplementary Protocol Art.1-supplementary Act /SA.1/07/13)</p> <p>6.2.4 Promote security awareness of the various communities (SDG Targets 16.1, 16.7, ECOWAS Protocol Art.22 (1) (2))</p> <p>6.2.5 Enhance border management technology, infrastructure and institutional inspections (SDG Targets 9.1, 16.4, ECOWAS supplementary Protocol Art.1-supplementary Act /SA.1/07/13; ECOWAS Protocol Art.22 (1) (2))</p> <p>6.2.6 Enhance national capacity for fire prevention, protection and fighting (SDG Targets 16.6, 16.a, ECOWAS protocol Art.22)</p> <p>6.2.7 Intensify regulation and monitoring of private sector involvement in the provision of internal security (SDG Targets 16.6, 16.a; ECOWAS Protocol Art.22))</p> <p>6.2.8 Facilitate marking of state and individual arms to enhance tracing of arms (SDG Target 16.4; AU A4-G13-P1-T1; ECOWAS Protocol Art.22)</p> <p>6.2.9 Develop and implement national policy on refugee management (SDG Targets 8.8, 10.7; ECOWAS Protocol Art.22 (1) (2))</p>		<p>SDG 3, 9, 8, 10, 16</p> <p>AU 13 ECOWAS-P1/ SOB1/SOR1</p>

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
vigilante groups and kidnappings		<p>6.2.10 Preserve the territorial integrity of Ghana and forestall external aggression (SDG Target 16.1)</p> <p>6.2.11 Strengthen multi-lateral cooperation and intelligence sharing with neighbouring countries to counter and prevent the threats of terrorism and violent extremism (SDG Target 16.a)</p> <p>6.2.12 Develop a national counter terrorism strategy in line with that of ECOWAS to enhance harmonization and synergy in prevention and mitigation of terrorists and violent extremist threats (SDG 16.a)</p> <p>6.2.13 Improve the capacity of security services in external peacekeeping operations (SDG Targets 16.1, 16.a; ECOWAS Protocol Art. Art. 22)</p>		
Focus Area 7: Corruption and Economic Crimes				
<ul style="list-style-type: none"> Limited support for the implementation of anti-corruption strategies High perception of corruption among public office holders and citizenry Low transparency and accountability of public institutions Misappropriation of funds by public office holders Abuse of discretionary powers Increase in and diversification of economic crimes including money laundering, tax evasion, cyber-crime 	7.1 Promote the fight against corruption and economic crimes	<p>7.1.1 Ensure continued implementation of the National Anti-Corruption Action Plan (NACAP) (SDG Targets 16.5, 16.b; ECOWAS Protocol Art. 23)</p> <p>7.1.2 Undertake comprehensive institutional and legislative reforms including laws on appointments and confirmation of officers in acting capacity/positions (SDG Targets 16.6, 16. a; ECOWAS Protocol Art. 13,14,15,16; Convention A/P. 1/7/92 of 29 July 1992 and Convention A/P. 1/8/94 of 06 August 1994)</p> <p>7.1.3 Strengthen the Judiciary, Parliament, security services and other anti-corruption institutions to perform their functions effectively (SDG Targets 16.5, 16.a; AU A3-G12-P1-T1; ECOWAS Protocol Art. 23)</p> <p>7.1.4 Streamline delegated prosecutorial powers of the police and other agencies in the fight against corruption (SDG Target 16.a, 16.b; AU A4-G13-P1-T1)</p> <p>7.1.5 Develop effective systems to combat corruption and organised crimes (SDG Targets 16.5, 16.b; ECOWAS Protocol Art. 23)</p> <p>7.1.6 Implement an effective assets declaration regime (SDG Target 16.5; ECOWAS Protocol Art. 23)</p> <p>7.1.7 Undertake relevant legal amendments to make corruption a felony (SDG Targets 16.5, 16.b; ECOWAS Protocol Art. 23)</p> <p>Continue operationalization of RTI Law (SDG Targets 16.5, 16.10; ECOWAS Protocol Art. 23)</p>		<p>SDG 12, 16</p> <p>AU 11,12, 13</p> <p>ECOWAS-P2/ SOB2/SOR2</p>

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
<ul style="list-style-type: none"> Weak coordination and implementation of recommendations of Public Accounts Committee and other relevant institutions High levels of alleged bribery scandals and corruption Lack of effective cooperation among anti-corruption agencies to fight corruption Lack of effective and sustained coordination Low public sector wages Increasing incidence and diversity of economic crimes 	7.2	<p>7.2.1 Ensure implementation of the Whistle Blowers Act (SDG Targets 16.5, 16.b; ECOWAS Protocol Art. 23)</p> <p>7.2.2 Strengthen National Audit Systems to ensure value-for-money audits (SDG Targets 12.7, 16.6; ECOWAS Protocol Art. 23)</p> <p>7.2.3 Ensure implementation of the Witness Protection Act (SDG Targets 16.5, 16.b; AU A3-G11-P1-T1; ECOWAS Protocol Art. 23)</p> <p>7.2.4 Establish transaction price data which will be periodically reviewed to conform with market trends (SDG Target 12.7)</p> <p>7.2.5 Ensure implementation of recommendations of the Auditor-General and the Public Accounts Committee (PAC) of Parliament. (SDG Targets 12.7, 16.5, 16.b; ECOWAS Protocol Art. 23)</p> <p>7.2.6 Enact regulations for the Public Officers' Liability Act (SDG Targets 12.7, 16.5, 16.b; ECOWAS Protocol Art. 23)</p> <p>7.2.7 Accelerate the establishment of a Financial Administration Tribunal (SDG Targets 12.7, 16.5, 16.b; ECOWAS Protocol Art. 23)</p>		
Focus Area 8: Law and Order				
<ul style="list-style-type: none"> Low affordability, proximity, scope and responsiveness to justice Decline in public confidence in the justice system Limited number and poor quality of court infrastructure inadequate capacity of judges and state attorneys to handle specialty cases Protracted pre-trial detentions Perceived corruption in 	8.1 Promote access and efficiency in delivery of justice	<p>8.1.1 Strengthen the independence of the judiciary (SDG Targets 16.6, 16.a; ECOWAS Protocol Art. 23)</p> <p>8.1.2 Ensure implementation of the e-justice system (SDG Targets 16.3, 16.b; ECOWAS Protocol Art. 23).</p> <p>8.1.3 Operationalize the Legal Aid Commission Act in consonance with recommendations of the CRC (SDG Targets 16.3, 16.10, 16.b; AU A3-G12-P1-T1; ECOWAS Protocol Art. 23).</p> <p>8.1.4 Enhance Alternative Dispute Resolution (ADR) mechanism (SDG Targets 16.3, 16.10, 16.b; ECOWAS Protocol Art. 23)</p> <p>8.1.5 Strengthen judicial training and legal education reforms for judiciary personnel, Police CID, prosecutors and law students (SDG Target 16.6; ECOWAS Protocol Art. 23)</p> <p>8.1.6 Expand judicial infrastructure across the country (SDG Target 16.6; AU</p>	NCCE, CHRAJ, Legal Aid Board, Judicial Service, Ministry of Justice and Attorney-General's Department)	SDG 16 AU 10 ,11,12 ECOWAS-P2/ SOB2/SOR2

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
<ul style="list-style-type: none"> the legal system Abuse of human rights by security personnel Declining press freedom Challenges to implementation of the Rule of Law and freedom of expression Inadequate reforms to improve judicial accountability and minimize the perception of bribery in the Judiciary Inadequate media professionalism Abuse of press freedom 		Target A2G10P1T1; ECOWAS Protocol Art. 23). 8.1.7 Improve inter-agency and cross-sectoral legal coordination (SDG Targets 16.3, 16.10, 16.b; ECOWAS Protocol Art. 23)		
Focus Area 9: Civil Society, And Civic Engagement				
CSOs <ul style="list-style-type: none"> Inadequate capacity of civil society to optimise existing civic spaces Increasing politicization of CSOs Ineffective regulatory mechanisms Inadequate transparency and information on processes and timing of development discourse to enable sufficient civic participation Insufficient funding for institutions responsible for public education 	9.1 Improve participation of civil society in national development	Civil Society Organisations <ul style="list-style-type: none"> 9.1.1 Create opportunities for increased technical and financial support for CSO coalitions and partnerships (SDG Targets 1.3, 10.4, 17.17, ECOWAS Protocol Arts. 23,28) 9.1.2 Ensure political neutrality for development discourse (SDG Target 16.6 16.7). 9.1.3 Implement the Non-profit Organisation (NPO) Policy and its regulations (SDG Target 16.a) 9.1.4 Develop guidelines on processes and timing of developing discourse (SDG Target 17.14) Media <ul style="list-style-type: none"> 9.1.5 Strengthen capacity of the media to play watchdog role (SDG Targets 16.7, 16.10, 17.14, 17.17; AU A3-G11-P1-T2; ECOWAS Protocol Arts. 23,28) 9.1.6 Establish appropriate framework for collaborative engagement with the media (SDG Targets 16.7, 16.10, 17.14, 17.17; AU A3-G11-P1-T2; ECOWAS Protocol Arts. 23,28) 	NCCE, MOE, Ministry of Information, GES, Ministry of Chieftaincy and Religious Affairs, National House of Chiefs, Council of State, Peace Council, MLGRD, MOGCSF, NMC, GJA	SDG 1, 10, 16,17 AU 11, 12,13 ECOWAS-P2/SOB2/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
<p>Media</p> <ul style="list-style-type: none"> Ineffective advocacy strategies by relevant institutions responsible for public education Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities Low capacity of the media for watchdog role <p>Traditional authorities</p> <ul style="list-style-type: none"> Inadequate involvement of traditional authorities in national development Weak traditional and institutional mechanisms to provide alternative framework for settling chieftaincy disputes Negative cultural practices Communal strife and disunity as a result of leadership succession and land disputes <p>Religious bodies</p> <ul style="list-style-type: none"> Inadequate involvement of religious bodies in national development Low compliance with public rules and regulations (i.e., noise making, abuse of human rights etc.) 		<p>9.1.7 Strengthen National Media Commission to play its media oversight function (SDG Targets 16.6, 16.7; AU A3-G11-P1-T2; ECOWAS Protocol Arts. 23,28)</p> <p>Traditional Authorities</p> <p>9.1.8 Strengthen engagement with traditional authorities in development and governance processes (SDG Targets 16.7, 16.10, 17.14, 17.17, ECOWAS Protocol Arts. 23,28)</p> <p>9.1.9</p> <p>9.1.10 Increase support to chieftaincy (SDG Targets 16.6, 16.a, ECOWAS Protocol Arts. 23,28) institutions</p> <p>9.1.11 Involve traditional authorities in reform of negative cultural practices (SDG Targets 16.6,16.7, 16.a, ECOWAS Protocol Arts. 23,28)</p> <p>9.1.12 Strengthen National and Regional Houses of Chiefs to promote development (SDG Targets 16.6, 16.a, ECOWAS Protocol Arts. 23,28)</p> <p>Religious Bodies</p> <p>9.1.13 Promote coordinated action to ensure religious tolerance, respect for authority, honesty and integrity (SDG Targets 16.7, 16.10, 17.14, 17.17, ECOWAS Protocol Arts. 23,28)</p> <p>9.1.14 Enforce the compliance of public rules and regulations (SDG Targets 16.3, 16.10)</p> <p>9.1.15 Develop and Pass a Charities Law (SDG Target 16.b) Engage religious bodies in the formulation and implementation of development programmes and projects. (SDG Targets 16.7, 16.10, 17.14, 17.17; ECOWAS Protocol Arts. 23,28)</p>		

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Goal: Maintain a Stable, United and Safe Country				
Focus Area 10: Attitudinal Change and Patriotism				
<ul style="list-style-type: none"> Low level of patriotism and loyalty to the state Poor attitudes negatively impacting quality of life, work ethic, public service delivery and development Political and civic apathy Political polarisation Ineffective advocacy strategies Indiscipline 	10.1 Promote attitudinal change and values for National Development	10.1.1 Instil patriotism in the citizenry, especially amongst children and the youth (SDG Target 4.7, ECOWAS Protocol Arts. 23) 10.1.2 Formulate and implement a consensus-driven national values policy (AU A3-G11-P1-T1) 10.1.3 Promote a campaign on good society (SDG Targets 4.7; AU A1-G2-P1-T1; ECOWAS Protocol Arts. 23) 10.1.4 Promote discipline in all aspects of life (SDG Target 4.7)	NCCE, MOE, GES, NMC	SDG 1 ,4, 12, 16, 17 AU 2, 11 ECOWAS–P5/ SOB5/SOR2
Focus Area 11: Development Communication				
<ul style="list-style-type: none"> Limited ownership and accountability for national development at all levels Polarised media landscape Insufficient funding of development communication Low awareness of Government agenda Proliferation of political media outlets 	11.1 Ensure responsive governance and citizen participation in development	11.1.1 Create an enabling environment for development communication (SDG Targets 16.7, 16.10, ECOWAS Protocol Arts. 23) 11.1.2 Integrate development communication across the public policy cycle (SDG Targets 16.7, 16.10) 11.1.3 Strengthen institutional structures for development communication at all levels of governance (SDG Targets 16.6, 16.7, 16.10; AU A3-G12-P1-T1; ECOWAS Protocol Arts. 23) 11.1.4 Provide sustainable financing for development communication (SDG Target 17.3)	Ministry of Information, NCCE, CHRAJ, NADMO, media houses, PRINPAG, Ministry of Chieftaincy and Religious Affairs, NMC, GJA	SDG 16, 17 AU 12 ECOWAS–P2/ SOB2/SOR1
Focus Area 12: Culture for National Development				
<ul style="list-style-type: none"> Poor appreciation of national culture Growing negative influence of foreign culture Inadequate cultural infrastructure Limited reliable data on the cultural sector Weak frameworks, 	12.1 Promote culture in the development process	12.1.1 Mainstream traditional values and believe systems in all aspect of national development (SDG Targets 4.7, 17.14; AU Target A5G16P1T1; ECOWAS Protocol Art.28) 12.1.2 Implement the policy framework on the traditional values and belief systems in Ghana (SDG Target 11.4; ECOWAS Protocol Art.28) 12.1.3 Increase support to chieftaincy (SDG Targets 16.a, AU Target A3-G12-P1; ECOWAS Protocol Arts. 23,28) institutions 12.1.4 Strengthen National and Regional Houses of Chiefs to promote development (SDG Targets 16.a, AU A3-G12-P1; ECOWAS Protocol Arts. 23,28)	Ministry of Tourism, Culture and Creative Arts (MoTCCA), NCC, GTA, Ministry of Chieftaincy and Religious Affairs, National House of Chiefs, Ghana Hoteliers Association and Travel and Tours Federation	SDG 4, 8, 12, 16, 17 AU 12,16 ECOWAS–P5/ SOB5/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
<ul style="list-style-type: none"> regulations and institutions for promoting Ghanaian culture Gaps in the governance regime for emerging areas in the cultural industry Negative cultural and outmoded practices inimical to development 		12.1.5 Continue the implementation of chieftaincy line of succession documentation (SDG Target 16.a, ECOWAS Protocol Arts. 23,28) 12.1.6 Revamp and support centres and establishments for national culture and creative arts (SDG Targets 11.4, 8.9) 12.1.7 Enhance capacity for development of culture industry (SDG Target 16.a) 12.1.8 Develop legal regime and processes for safeguarding the intellectual property and creative heritage of Ghana (SDG Targets 11.4; ECOWAS Protocol Arts. 23, 28) 12.1.9 Strengthen institutions for improved coordination framework of the creative arts sector for national development (SDG Targets 11.4, 16.a; AU A3-G12-P1-T1; ECOWAS Protocol Arts. 23, 28) 12.1.10 Establish mechanisms to eradicate negative cultural practices and project the Ghanaian cultural heritage (SDG Target 11.4, 5.1,5.3; AU A6-G17-P2-T4) 12.1.11 Create awareness of the importance of culture for development and creative arts (SDG Target 12.8, 5.b)	(GHATtoF), MoF, NDPC, MMDAs,	
Focus Area 13: Ghana's Role in International Affairs				
<ul style="list-style-type: none"> Fragmented policies and strategies for Ghana's engagement with the global community Weak service delivery by Foreign missions abroad Inadequate training of staff Limited leverage of Ghanaian culture in the international arena 	13.1 Promote a globally competitive Foreign Service	13.1.1 Harmonize foreign policies and strategies for engagement with global community (SDG Target 16.a; AU A7-G19; ECOWAS Protocol Art.28) 13.1.2 Review Ghana's foreign policy in line with changing global environment (SDG Target 13.2,14.c; AU A7-G19-P1-T1; ECOWAS Protocol Art.28) 13.1.3 Improve efficiency and effectiveness of foreign missions (SDG Targets 17.13, 17.16, 17.17; AU Target 19; ECOWAS protocol Arts. 23, 28) 13.1.4 Expand markets for intra-regional trade and economic co-operation (SDG Targets 17.13, 17.17; AU A2-G8-P1-T2; ECOWAS protocol Arts. 23 (2), 28) 13.1.5 Reposition the Economic Trade and Investment Bureau (ECTIB) to serve as the link between Ghana Missions abroad and MDAs and other stakeholders. (SDG Targets 16.6, 16.8, ECOWAS protocol Art. 59) 13.1.6 Establish Office of Inter-Ministerial Coordination (OIMC) on foreign affairs and related issues (SDG Target 16.8; AU A2-G8-P1-T1; ECOWAS protocol Arts. 23 (2), 28) 13.1.7 Develop and adopt a national framework on appointments and training for the Foreign Service (SDG Target 16.6, ECOWAS protocol Arts. 23 (2), 28)	Ministry of Foreign Affairs and Regional Integration, Ghana Immigration Service, Ministry of Trade and Industry, Office of the President, Ministry of Interior, Ministry of Finance,	SDG 13, 14, 16,17 AU 8, 19 ECOWAS-P3/SOB3/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
<ul style="list-style-type: none"> Limited leverage of Ghanaian culture in the international arena Threats of global terrorism Incidence of political instability particularly among neighbouring countries Poor management of trans-boundary resources 	13.2 Enhance Ghana's international image and influence	<p>13.2.1 Leverage Ghana's democratic credentials to enhance international image (SDG Targets 17.16, 17.17; AU A7-G19-P1-T1; ECOWAS Protocol Art. 23, 28)</p> <p>13.2.2 Promote the engagement of Ghanaians in leadership roles at regional and international levels (SDG Target 10.6, ECOWAS protocol Arts. 23 (2), 28)</p> <p>13.2.3 Maintain an identity-based population register for effective management of immigration (SDG Targets 10.7, 16.9, ECOWAS supplementary protocol Art.1)</p> <p>13.2.4 Make Ghana a preferred destination for business, education and tourism (SDG Targets 4.a, 8.9, 12.b, 16.6; AU A1-G4-P4-T4.; ECOWAS Protocol Art. 58, ECOWAS Protocol Art.2, 59)</p> <p>13.2.5 Ensure commitment to regional bodies and international organisations (SDG Targets 13.a, 17.2, 17.16; AU A2-G8-P1-T1; ECOWAS Protocol Art.28)</p> <p>13.2.6 Support Ghana's involvement in South-South and triangular cooperation (SDG Targets 17.6, 17.9; ECOWAS Protocol Art.28)</p> <p>13.2.7 Improve Ghana's role in a strong and vibrant regional market (SDG Targets 17.16, 17.17; ECOWAS Protocol Art.2, 59)</p> <p>13.2.8 Support democracy in all parts of the world (SDG Targets 10.b, 16.7, 16.10; ECOWAS Protocol Art.28)</p> <p>13.2.9 Promote international peace, security and justice (SDG Targets 16.3, 16.a, 16.10, 16.b; AU A4-G13-P1-T1; ECOWAS Protocol Art. 23)</p> <p>13.2.10 Strengthen collaboration with neighbouring countries on development and management of trans-boundary resources (SDG Targets 6.5, 17.17; ECOWAS Protocol Art 1 - supplementary Act /SA.1/07/13, Art. 23)</p>	MFARI, MoD, GIS, OoP, MINT, MoTAC, Kofi Annan ICT Centre, MoC, NCCE, EC	<p>SDG 4, 6, 8, 10, 12, 13 16, 17</p> <p>AU 4, 8, 11, 12, 13, 14</p> <p>ECOWAS-P3/SOB3/SOR3</p>
<ul style="list-style-type: none"> Limited leveraging of Ghana's diplomatic relations for national development 	13.3 Promote Ghana's political and economic interests	<p>13.3.1 Attract domestic and foreign investors (SDG Targets 10.5, 16.10, 17.14, 17.14, 17.17; ECOWAS Treaty/Protocol Art.1)</p> <p>13.3.2 Reposition Ghana to leverage on emerging international and regional developments (SDG Targets 17.14, 16.8, 17.17, ECOWAS Protocol Art.28)</p> <p>13.3.3 Reduce Ghana's vulnerability to shocks and threats from the international system (SDG Targets 17.13, 17.14; ECOWAS supplementary protocol Art.1, Art. 22)</p> <p>13.3.4 Defend Ghana's interests, and maintain its sovereignty (SDG Target 17.15; ECOWAS Protocol Art. 13,14,15,16, Supplementary protocol Art. 17,19)</p> <p>13.3.5 Develop markets for Ghanaian goods and services abroad (SDG Targets 1a,</p>	MFARI, MoD, GIS, OoP, MINT, MOTI, MoTAC, NCCE, EC	<p>SDG 1, 10, 16, 17</p> <p>AU 4, 11, 12, 13, 14,15</p> <p>ECOWAS-P3/SOB3/SOR3</p>

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Maintain a Stable, United and Safe Country				
		<p>17.11; AU A1-G4-P3-T3; ECOWAS Treaty/Protocol Art.1)</p> <p>13.3.6 Promote partnerships between Ghanaian and foreign businesses in strategic alliances (SDG Targets 17.16, 17.17, ECOWAS Protocol Art.28)</p> <p>13.3.7 Create opportunities for Missions abroad to maximise investments and trade opportunities for local authorities (SDG Targets 16.6, 17.11; ECOWAS Protocol Art. 23)</p> <p>13.3.8 Create incentives for diaspora investment, trade and technology transfer (SDG Targets 17.10, 17.12; ECOWAS Treaty/Protocol Art.1, Art.2, 59)</p>		
<ul style="list-style-type: none"> Limited diaspora engagement and participation in national development 	13.4 Reposition the diaspora to contribute to national development for mutual benefit	<p>13.4.1 Extend political, economic and social right of the diaspora (SDG Target 16.a)</p> <p>13.4.2 Ensure participation of Ghanaians abroad in national development (SDG Target 16.7; ECOWAS Protocol Art. 23)</p> <p>13.4.3 Implement the Diaspora Engagement Policy (SDG Target 16.7; AU A5-G16-P1-T1; ECOWAS Protocol Art. 23)</p> <p>13.4.4 Reposition Diaspora Affairs Bureau to effectively support the diaspora (SDG Target 16.6; AU A7-G19-P1-T1; ECOWAS Protocol Art. 23)</p> <p>13.4.5 Promote and protect the welfare of Ghanaians abroad (SDG Targets 17.6, 17.12, AU A3-G11-P1-T1; ECOWAS Protocol Art. 23)</p> <p>13.4.6 Attract and retain mutually beneficial and sustainable partnerships with Ghanaians in the Diaspora (SDG Targets 17.16, 17.17; ECOWAS Protocol Art. 23)</p> <p>13.4.7 Implement Representation of the People Amendment Act (ROPAA) (SDG Target 17.6, ECOWAS Protocol Arts. 13,14,15,16, 23)</p> <p>13.4.8 Create database of all Ghanaians outside Ghana linked to the national identification system (SDG Target 16.9, ECOWAS supplementary protocol Art.1)</p> <p>13.4.9 Enhance advocacy on implementation of the Dual Citizenship Law (SDG Targets 16.9, 16.3, 16.b, ECOWAS Protocol Arts. 13,14,15,16, 23)</p> <p>13.4.10 Create conducive environment for return and reintegration of Ghanaian emigrants into society (SDG Targets 16.9, 16.b; AU A7-G19-P1-T1; ECOWAS Protocol Art.28, Protocol A/P2/7/87 of 9 July 1987, Art.59)</p>	MFARI, GIS, OoP, MINT, MoTAC, MoTI	<p>SDG 16, 17</p> <p>AU 16,19</p> <p>ECOWAS-P3/SOB3/SOR2</p>

APPENDIX 1.5: EMERGENCY PLANNING AND COVID-19 RESPONSE

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build Resilience to Withstand Threats of Different Dimensions, Including COVID-19				
Focus Area 1: Hydrometeorological Threats				
<ul style="list-style-type: none"> • Incidence of natural disasters • Human induced disasters • Violation of disaster risk reduction (DRR) legislations • Inadequate knowledge on disasters • Weak legal and policy frameworks for disaster prevention, preparedness and response • Poor early warning systems • Poor physical planning • Poor drainage systems • Poor waste disposal practices • Unapproved and haphazard development • Delay in honouring payment certificates and non-payment of advance mobilization for the execution of flood control works. • Poor coordination among key institutions 	1.1 Promote proactive planning and implementation for disaster prevention and mitigation	1.1.1 Strengthen early warning and response mechanisms for disasters (SDGs Target 3.d, 13.3) (AU Target A1 G7 P5 T1) 1.1.2 Support data gathering, preparation of hazards/ risk maps and sensitization on natural hazards and human induced disasters (SDGs Target 11.5) (AU Target A1 G7 P5 T1) 1.1.3 Promote construction of storm drains in cities and towns (SDG Targets 9.a, 11.3) (AU Target A1 G7 P5 T1) 1.1.4 Set up National Hydrology Authority to develop long-term solutions to flooding and the protection of inland and sea coastlines (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.5 Support the development and Implementation of national and local drainage plans to make cities and communities resilient (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.6 Develop monitoring mechanism for disaster prevention and mitigation plan (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.7 Ensure regular desilting of storm drains and rivers (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.8 Strengthen capacity of the National Disaster Management Organisation (NADMO) and other related institutions to perform functions more effectively (SDGs Target 11.5, 11.b, 16.6) (AU Target A1 G7 P5 T1) 1.1.9 Ensure synergies between post disaster support and mitigation plan (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.10 Promote construction of green buildings especially in cities (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.11 Monitor and regulate the activities of sand miners (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.12 Enforce legislation related to disaster risk reduction (DRR) (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.13 Mainstream disaster planning into development plans (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1)	GMA, NADMO, Earth Observation Research and Innovation Centre MWH, Parliament, Office of President, Research Institutions, MMDAs, Security Agencies, Traditional Authorities, Media, NCCE, ISD, MDAs, NDPC, EPA, MESTI, MLGDRD, CSOs, MOI, MMDAs	Priority 1, 2 and 4 of Sendai Framework DRR and SDGs ECOWAS-P3/SOB3/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build Resilience to Withstand Threats of Different Dimensions, Including COVID-19				
		1.1.14 Develop and implement an action plan for the Sendai Framework (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.15 Integrate gender sensitivity in disaster management (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.16 Strengthen policy and legal framework for disaster prevention, preparedness and response (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.17 Ensure adherence to zoning policies and building regulation (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.18 Enhance coordination among key institutions (SDGs Target 11.5, 11.b, 16.6) (AU Target A1 G7 P5 T1) 1.1.19 Institute periodic planning and review sessions among key stakeholders (SDGs Target 11.5, 11.b, 16.7) (AU Target A1 G7 P5 T1) 1.1.20 Strengthen the participation of civil society in disaster risk management (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.21 Sensitize stakeholders on disaster risk reduction legislation (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1) 1.1.22 Establish and enforce appropriate byelaws (SDGs Target 11.5, 11.b) (AU Target A1 G7 P5 T1)		
Focus Area 2: Geological Threats				
<ul style="list-style-type: none"> Limited awareness and education on earthquakes and their associated risks Limited seismic hazard monitoring stations Non-functioning seismic monitoring equipment Weak enforcement of building and seismic codes Limited knowledge in the design and construction of earthquake-resistant 	2.1 Minimize Ghana's geological threats	<u>Earthquake/Landslide/mudslide</u> 2.1.1 Intensify public education on earthquake awareness and pre-disaster drills and building codes (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 2.1.2 Improve capacity of engineers, architects and other stakeholders on earthquake-resistant construction (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 2.1.3 Modernise network of seismic hazard monitoring stations. (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 2.1.4 Support research to catalyse interest in disaster risk reduction (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 2.1.5 Enforce laws on haphazard siting of buildings (SDGs Target 3.d, 11.5,	NADMO, GGSA, Ghana Institution of Geoscientists, MWH, MRH, MMDAs, GSA, Academia/Research Institutions, Traditional Authorities, MMDAs	SDG 11 ECOWAS-P4/SOB4/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build Resilience to Withstand Threats of Different Dimensions, Including COVID-19				
structures <ul style="list-style-type: none"> • Inadequate maps for earthquake prone zones/areas • Limited presence of assessment monitoring stations at the local level 		11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 2.1.6 Develop and enforce legislative instrument for Ghana Geological Survey Authority Act 2016 (Act 928) (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 2.1.7 Develop maps for earthquake prone areas or zones to inform land use (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 2.1.8 Decentralize the Geological Survey Authority (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3, 16.6) (AU Target A1 G7 P5 T1) 2.1.9 Develop capacity to design resilient drainage system and mitigate landslide risks (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 2.1.10 Create safety buffer zones and rock support techniques for uplands (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 2.1.11 Ensure the protection of earthquake zones (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1)		
Focus Area 3: Biological Threats				
<ul style="list-style-type: none"> • Weak surveillance system • Weak institutional capacities • Non-compliance of Health Regulations • Unapproved health emergency preparedness and response plans • Lack of Emergency funds • Weak inter-sectoral collaboration • Inadequate Health Infrastructure and personnel 	3.1 Enhance capacity for surveillance and management of epidemics and pandemics	3.1.1 Ensure implementation of the health emergency preparedness and response plan (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 3.1.2 Improve surveillance, monitoring and evaluation of Health threats and epidemics and pandemics (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 3.1.3 Enforce the Public Health Act (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 3.1.4 Ensure the establishment of a Health Emergency Fund (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 3.1.5 Strengthen the Ghana Centre for Diseases Control and other disease control centres across the country (SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1)	MoH, GHS, CHAG, MoF, Noguchi Memorial, kCCR, MMDAs	SDG 3,8 &17 ECOWAS-P4/SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build Resilience to Withstand Threats of Different Dimensions, Including COVID-19				
Focus Area 4: Anthropogenic Threats				
<ul style="list-style-type: none"> Absence of emergency plan for Hazardous substances pollution (HSP) High levels of pollution in different forms (air, noise, water) Incidences of gas explosion Increased e-waste in the environment (offices, residential areas and commercial centres) 	4.1 Minimise anthropogenic threats	4.1.1 Develop and implement contingency plan for Hazardous substances pollution (HSP) at all levels SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 4.1.2 Enforce the Standard Operating Procedures of Gas Station facilities SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 4.1.3 Operationalise Hazardous and Electronic Waste Control and Management Act, 2016 (Act 917) SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1) 4.1.4 Enforce regulations and standards on water, noise and air pollution SDGs Target 3.d, 11.5, 11.b, 13.1, 13.3) (AU Target A1 G7 P5 T1)	EPA, MMDA, GES, NCCE, GSA, FDA, GHS and Ghana Health Service, MOH, GES, GIS, NCCE, MOH, National Security, MMDAs, GES, FDA, GHS, MESTI	SDG 6,13, 14 & 15 ECOWAS-P4/SOB4/SOR4
Focus Area 5: Technology and Security Threats				
<ul style="list-style-type: none"> High cost and time lag in adopting new technology Disruption to existing technology Sim box crimes, mobile money fraud Cyber-attacks and risk of terrorism Hacking of bank account and credit cards Bitcoin fraud and phishing scams Identity theft, cyberstalking and distribution of pornography Weak protection of key national infrastructure Weak border infrastructure Vulnerability from geo-location Poor awareness of public on suspicious acts of terrorism 	5.1 Strengthen National Preparedness against cybercrime and terrorism	5.1.1 Strengthen existing laws on cybercrime (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.1.2 Enhance capacity for detection of cybercrime and terrorism among Stakeholders (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.1.3 Implement the Ghana National Cyber Security Policy & Strategy (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.1.4 Invest in modern surveillance technologies for border patrols (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.1.5 Establish Inter-Agency task force for Counter-Terrorism (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.1.6 Develop inventory of targets and installations for potential attacks by terrorist groups (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.1.7 Enforce the Whistle Blowers Act, 2006 (Act 720) (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1)	MoCD, NCSC, NCA, NITA, OAJ & MOJ, GPS, NIB, EOCO, JS, BOG, MINT, MoD	ECOWAS-P1/SOB1/SOR2

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build Resilience to Withstand Threats of Different Dimensions, Including COVID-19				
<ul style="list-style-type: none"> Contract killing and extortion Bank/Bullion Heist Kidnap for ransom Robberies and assaults Stock manipulation Home Invasion illegal manufacture of small arms and light weapons White collar crimes Existence of illegal private security companies Increasing trafficking among children and women for prostitution Wildlife and cultural property smuggling Smuggling of counterfeit currency, goods and Cargo Narcotics smuggling and distribution 	5.2 Minimise the incidence of organised crime	5.2.1 Improve operational response to organised crime at home and abroad (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.2.2 Strengthen multilateral cooperation and public-private partnerships to defeat transnational organised crime (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.2.3 Enhance monitoring of stock trading activities beyond the Ghana Stock Exchange (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.2.4 Strengthen border management (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.2.5 Monitor and conduct sporadic searches of flagged facilities (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.2.6 Operationalize national legal framework on narcotics trafficking (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.2.7 Ensure the economic empowerment of women and children (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.2.8 Implement FATF recommendations on anti-money laundering systems (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.2.9 Intensify monitoring of financial transactions to combat money laundering (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.2.10 Strengthen inspection systems at airports and ports (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.2.11 Sensitise the public on pyramid and other fraudulent schemes (SDGs Target 16.4, 16.a) (AU Target A4 G13 P1 T1)	MINT, Social Welfare, CSOs, NGOs, Judiciary, Criminal Justice System, Police, GPHA, GCCA, Transport Unions, GRA-CEPS, Banks, Immigration, Police, Ghana Shippers Authority, Banks, Companies, Audit Firms, Exporters, GPHA, GIS, MOF, EOCO, BNI, Police, GRA, SEC	ECOWAS-P1/SOB1/SOR1
<ul style="list-style-type: none"> Community agitations Inter-tribal upheavals Chieftaincy disputes Political party vigilantism Election violence Multiple sale/claimants of Land Clashes between nomadic herdsman and farmers Landguardism 	5.3 Ensure safety of life, property and social wellbeing	5.3.1 Establish more alternative dispute resolution centres (SDGs Target 16.3, 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.3.2 Strengthen criminal investigations (SDGs Target 16.3, 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.3.3 Enforce the Vigilantism and Other Offences Act, 2019 (Act 999) (SDGs Target 16.3, 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.3.4 Develop a pastoral policy to drive the formulation of a cattle ranching law (SDGs Target 16.3, 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.3.5 Strengthen land administration systems (SDGs Target 16.3, 16.4, 16.a) (AU Target A4 G13 P1 T1) 5.3.6 Strengthen dispute resolution mechanisms (SDGs Target 16.3, 16.4,		ECOWAS-P1/SOB1/SOR3

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build Resilience to Withstand Threats of Different Dimensions, Including COVID-19				
		16.a) (AU Target A4 G13 P1 T1) 5.3.7 Create awareness on the consequences of ethnic and chieftaincy conflicts (SDGs Target 16.3, 16.4, 16.a) (AU Target A4 G13 P1 T1) MINT, MOF, MOD, MDAs, MMDASs		
Focus Area 6: Relief Operation and Humanitarian Assistance to Disaster Victims				
<ul style="list-style-type: none"> Poor coordination and collaboration among relief assistance agencies Logistical management challenges Weak social protection system for victims of disaster limited psychosocial support for victims of disaster 	6.1 Enhance relief operations and humanitarian welfare	6.1.1 Design and implement post disaster social protection programmes (SDGs Target 1.3) (AU Target A1 G1 P3 T1) 6.1.2 Adopt innovative and responsive mechanisms in humanitarian relief operations (SDGs Target 1.3) (AU Target A1 G1 P3 T1) 6.1.3 Enhance resilience of communities (SDGs Target 1.3) (AU Target A1 G1 P3 T1)	NADMO, MOF, MMDAs	ECOWAS-P4/SOB4/SOR4
Focus Area 7: COVID-19 Response				
<ul style="list-style-type: none"> Shutdown of businesses and collapse of vulnerable industries Decreased demand for non-essential commodities Decrease in foreign investments Inaccessibility to larger markets for essential inputs and machinery 	7.1 Enhance industry resilience to shocks	7.1.1 Reduce regulatory constraints and institutional bureaucracies of doing business (SDGs Target 1.3, 9.3) (AU Target A1 G4 P3 T3) 7.1.2 Enhance access to affordable and long-term financing (SDGs Target 1.3, 9.3) (AU Target A1 G4 P3 T3) 7.1.3 Enhance public-private partnership on demand driven research and development (SDGs Target 1.3, 9.3, 17.17) (AU Target A1 G4 P3 T3) 7.1.4 Provide incentives for strategic industries and innovative SMEs (SDGs Target 1.3, 9.3) (AU Target A1 G4 P3 T3) 7.1.5 Develop a functional recovery plan for industries (SDGs Target 1.3, 9.3) (AU Target A1 G4 P3 T3) 7.1.6 Accelerate investment in industries such as pharmaceutical, garment and textiles and promote import substitution to take advantage of opportunities opened up by the COVID-19 pandemic (SDGs Target 1.3, 9.3, 17.17) (AU Target A1 G4 P3 T3) 7.1.7 Ensure implementation of Corporate Restructuring and Insolvency Act, 2020 (Act 1015) (SDGs Target 1.3, 9.3, 17.17) (AU Target A1 G4 P3 T3)	MMDAs, traditional Authority, GHS, NGOs, Youth Groups, Private Sector, NCCE	ECOWAS-P3/SOB3/SOR2

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build Resilience to Withstand Threats of Different Dimensions, Including COVID-19				
		<p>7.1.8 Review Ghana's Trade Policy to respond to local conditions, internal and external shocks (SDGs Target 1.3, 9.3, 17.17) (AU Target A1 G4 P3 T3)</p> <p>7.1.9 Improve the technology ecosystem through the use of machine tools (SDGs Target 1.3, 9.3, 17.17) (AU Target A1 G4 P3 T3)</p>		
<ul style="list-style-type: none"> • Delay in manufacturing of materials for the Self-Help Electrification Project (SHEP) due to closures of shipping lines • Disruptions in procurement processes and implementation of projects. • Reduced revenues in the sector due to reduced electricity demand by industry 	7.2 Mitigate the impact of COVID-19 on the implementation of projects	<p>7.2.1 Complete the reprioritization and review of timelines for the implementation of projects (SDGs Target 17.17) (AU Target A7 G20 P3 T2)</p> <p>7.2.2 Strengthen the adoption of cost control measures including the downward review of expenditure projections without compromising service delivery and operations for non-flagship programmes SDGs Target 17.17) (AU Target A7 G20 P3 T2)</p> <p>7.2.3 Explore other revenue options as contingency plans for funding of key programmes (SDGs Target 17.17) (AU Target A7 G20 P3 T2)</p>	MoEn, MDAs, MMDAs, PPA	ECOWAS-P3/SOB3/SOR2
<ul style="list-style-type: none"> • Shutdown of businesses • Low patronage of restaurants • Heightened hygiene management in tourism facilities • Cancellation and postponement of events (Business tourism, Sport, Cinemas, heritage sites, etc.) • Revenue losses by businesses in the sector 	7.3 Ensure resilient and innovative tourism and arts industry	<p>7.3.1 Improve tourism database, monitoring, evaluation and learning (SDGs Target 8.9, 12.6) (AU Target A1 G4 P4 T1)</p> <p>7.3.2 Promote a coordinated policy response (SDGs Target 8.9, 12.6) (AU Target A1 G4 P4 T1)</p> <p>7.3.3 Ensure enterprise credit schemes to support the tourism industry (SDGs Target 8.9, 12.6, 17.17) (AU Target A1 G4 P4 T1)</p> <p>7.3.4 Identify and support small and vulnerable businesses in the industry (SDGs Target 8.9, 12.6) (AU Target A1 G4 P4 T1)</p> <p>7.3.5 Strengthen and institutionalise hygiene management as part of MoTAC, NCC, Creative Arts Culture, Mol, MMDAs</p> <p>7.3.6 safety and security measures in the sector (SDGs Target 8.9, 12.6) (AU Target A1 G4 P4 T1)</p> <p>7.3.7 Encourage the consumption of Made in Ghana goods (SDGs Target 8.9, 12.6) (AU Target A1 G4 P4 T1)</p> <p>Encourage Public-Private Partnership (PPP) (SDGs Target 8.9, 12.6, 17.17) (AU Target A1 G4 P4 T1)</p>		ECOWAS-P4/SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build Resilience to Withstand Threats of Different Dimensions, Including COVID-19				
<ul style="list-style-type: none"> • Disruptions in agriculture and food supply chains • Limited access to inputs such as labour and machinery • Limited availability and supply of staple foods • Low production and demand for agribusiness products • Decline in international trade • Reduced incomes for Ghanaians along the agriculture value chain • platforms for education • Accessibility challenges in virtual education for students with disabilities • Inadequate expertise for the utilization of distant learning platforms • Absence of alternative approaches to learning 	7.4 Sustain agriculture and rural development	<p>7.4.1 Enhance extension service delivery (E-extension; extension information; logistics) (SDGs Target 2.3) (AU Target A1 G4 P3 T1)</p> <p>7.4.2 Roll-out a comprehensive programme for primary commodities to be processed (SDGs Target 2.3) (AU Target A1 G4 P3 T1)</p> <p>7.4.3 Revamp and boost farming through R&D and innovation (SDGs Target 2.3) (AU Target A1 G4 P3 T1)</p> <p>7.4.4 Ensure enabling environment to boost domestic consumption (SDGs Target 2.3) (AU Target A1 G4 P3 T1)</p> <p>7.4.5 Improve food storage facilities (SDGs Target 2.3) (AU Target A1 G4 P3 T1)</p> <p>7.4.6 Promote youth involvement in the agricultural food chain (SDGs Target 2.3, 4.4) (AU Target A1 G4 P3 T1)</p> <p>7.4.7 Enhance market access and food distribution using improved technology (mapping, remote sensing and digitization) (SDGs Target 2.3) (AU Target A1 G4 P3 T1)</p> <p>7.4.8 Expand domestic production to meet the food supply gap (SDGs Target 2.3) (AU Target A1 G4 P3 T1)</p> <p>7.4.9 Strengthen geo-processing and agribusiness (SDGs Target 2.3) (AU Target A1 G4 P3 T1)</p> <p>7.4.10 Encourage diversification of farmers' income (SDGs Target 2.3) (AU Target A1 G4 P3 T1)</p> <p>7.5</p>		ECOWAS-P4/SOB4/SOR4
<ul style="list-style-type: none"> • Inequity in accessing digital 	7.5 Promote innovative and alternative learning	<p>7.6.1 Enhance alternative ways of teaching and learning (SDGs Target 4.1, 4.2, 4.a) (AU Target A1 G2 P1 T1)</p> <p>7.6.2 Enhance capacity of teachers for effective remote learning (SDGs Target 4.1, 4.2, 4.a, 4.c) (AU Target A1 G2 P1 T1)</p> <p>7.6.3 Improve infrastructure for remote or distance learning (SDGs Target 4.1, 4.2, 4.a, 4.c) (AU Target A1 G2 P1 T1)</p> <p>7.6.4 Ensure equity in remote learning (SDGs Target 4.1, 4.2, 4.a, 4.c) (AU Target A1 G2 P1 T1)</p> <p>7.6.5 Provide tax breaks to private business that support alternative learning</p>	MOE, GES, MMDAs, NAGRAT, NaCCA	ECOWAS-P4/SOB4/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build Resilience to Withstand Threats of Different Dimensions, Including COVID-19				
		(SDGs Target 4.1, 4.2, 4.a, 4.c) (AU Target A1 G2 P1 T1) 7.6.6 Ensure the provision of enhanced equitable and accessible (disability-friendly) alternative teaching and learning methods (SDGs Target 4.1, 4.2, 4.a, 4.c) (AU Target A1 G2 P1 T1)		
<ul style="list-style-type: none"> • Increase in psycho-social condition and mental health of the population, especially of health workers • exposure of the fragility of the health system • Decrease in hospital attendance due to the fear of contracting the Covid-19 virus. • Inadequate sensitization of the public on COVID-19 • Weak observation of social distancing protocols • Non-utilization of PPEs, including face masks and hand sanitizers • Stigmatization of recovered persons (COVID-19) • Misinformation/Misconception/inadequate information on COVID-19 	7.6 Ensure secured health systems	7.7.1 Maintain continuity of essential health services through innovative approaches (SDGs Target 3.3, 3.8, 3.d) (AU Target A1 G3 P1 T3) 7.7.2 Ensure safety and protection of frontline health workers (SDGs Target 3.8, 3.d) (AU Target A1 G3 P1 T3) 7.7.3 Anticipate and address mental health needs of the health workforce and general public (SDGs Target 3.3, 3.8, 3.d) (AU Target A1 G3 P1 T3) 7.7.4 Strengthen social and psychosocial care system 7.7.5 Mobilise financial support and ease logistical and operational barriers 7.7.6 Boost capacity of essential public health services to enable emergency response (SDGs Target 3.3, 3.4) (AU Target A1 G3 P1 T3) 7.7.7 Ensure full implementation of the Health Sector Emergency Response Policy (SDGs Target 3.3, 3.8, 3.d) (AU Target A1 G3 P1 T3) 7.7.8 Enhance capacity for vaccine development (SDGs Target 3.7, 3.8, 3.d) (AU Target A1 G3 P1 T3) 7.7.9 Decentralize the sensitization on COVID-19 and general health and wellbeing (SDGs Target 3.3, 3.8, 3.d) (AU Target A1 G3 P1 T3) 7.7.10 Intensify Information, Education and Communications (IECs) on COVID prevention and response (SDGs Target 3.3, 3.8, 3.d) (AU Target A1 G3 P1 T3) 7.7.11 Enhance the use of whole-of-Government and whole-of society approach to provide a resilient health system (SDGs Target 3.3, 3.8, 3.d) (AU Target A1 G3 P1 T3)	MOH, GHS, MMDAs, GSA, FDA, Pharmaceutical Council, PMAG	ECOWAS-P4/SOB4/SOR1
<ul style="list-style-type: none"> • Reduced access to nutritious foods due to reduced incomes • Weakened immune systems due to reduced exposure • Increasing food price 	7.7 Sustain food and nutrition security	7.8.1 Support and promote optimal nutrition in the general public and among COVID -19 patients and vulnerable groups including older persons and those with underlying vulnerabilities such as NCDs (SDGs Target 2.1, 2.4) (AU Target A1 G3 P1 T3) 7.8.2 Ensure continuity of essential nutrition services and provision of nutrition support to vulnerable groups (SDGs Target 2.1, 2.4) (AU Target A1 G3 P1 T3)	MOH, GHS, MMDAs, MoGCSP, DoC	ECOWAS-P4/SOB4/SOR1

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build Resilience to Withstand Threats of Different Dimensions, Including COVID-19				
inflation		7.8.3 Systematically assess and monitor effects of the outbreak and containment measures on the food and nutrition security of the population, with a focus on the most vulnerable groups (SDGs Target 2.1, 2.c) (AU Target A1 G3 P1 T3)		
<ul style="list-style-type: none"> Lay-offs and closure of businesses Loss of earnings Informality and weak database system 	7.8 Reduce business and workers' vulnerability to internal and external shocks	7.9.1 Sustain the current flexible working arrangements for workers (SDGs Target 8.8) (AU Target A1 G1 P1 T1) 7.9.2 Institute mechanisms to support vulnerable businesses, workers and their households Target 8.8 (AU Target A1 G1 P1 T1) 7.9.3 Develop a nationwide database for all businesses and workers Target 8.8) (AU Target A1 G1 P1 T1) 7.9.4 Establish a long-term fund to relief distressed businesses Target 8.8) (AU Target A1 G1 P1 T1) 7.9.5 Strengthen capacity for business diversification (SDGs Target 8.8) (AU Target A1 G1 P1 T1) 7.9.6 Promote unemployment insurance/benefit for the unemployed, lay-offs and pay-cuts (SDGs Target 8.8) (AU Target A1 G1 P1 T1)	MoTI, AGI, MoF, NIC	ECOWAS-P4/SOB4/SOR4
<ul style="list-style-type: none"> Disparity in impacts of COVID-19 on welfare across geographical areas and groups Increased vulnerability due to reduced incomes, etc. 	7.9 Strengthen the social protection system to include emergency preparedness and response	7.10.1 Sustain the policy of free utility services provision, including water and electricity for vulnerable populations (SDGs Target 1.3) ((AU Target A1 G1 P3 T1) 7.10.2 Expand existing social interventions including Livelihood Empowerment Against Poverty (LEAP) programme populations (SDGs Target 1.3, 10.4) ((AU Target A1 G1 P3 T1)	MoGCSP, DSW, MMDAs	ECOWAS-P5/SOB5/SOR3
<ul style="list-style-type: none"> Limited capacity for water delivery Open defecation 	7.10 Improve water and sanitation services	7.11.1 Sustain good hygiene practices (i.e., hand washing with soap and water, etc.) (SDGs Target 6.2) ((AU Target A1 G1 P4 T1) 7.11.2 Increase awareness creation on attitudinal change (SDGs Target 6.2, 12.8) ((AU Target A1 G1 P4 T1) 7.11.3 Institute punitive actions to stop open defecation SDGs Target 6.2) ((AU Target A1 G1 P4 T1) 7.11.4 Strengthen the capacity of GWCL and CWSA to deliver drinking water services SDGs Target 6.2, 16.6) ((AU Target A1 G1 P4 T1) 7.11.5 Develop and implement sustainable financial mechanism for WASH infrastructure and services SDGs Target 6.2) ((AU Target A1 G1 P4 T1)	MSWR, MMDAs, CWSA, GWCL	ECOWAS-P4/SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTATION AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
Goal: Build Resilience to Withstand Threats of Different Dimensions, Including COVID-19				
<ul style="list-style-type: none"> Low effectiveness of environmental compliance and enforcement due to the observance of COVID-19 social distancing protocols 	7.11 Enhance environmental protection services	7.12.1 Introduce innovative technology to enhance monitoring of environmental protection activities SDGs Target 11.6) ((AU Target A1 G7 P1 T2) 7.12.2 Expedite the implementation of EPA's online services system (SDGs Target 11.6, 11.A) (AU Target A1 G7 P1 T2)	MESTI, EPA, MMDAs	ECOWAS-P4/SOB4/SOR3
<ul style="list-style-type: none"> Slow progress of implementation, supervision and monitoring of projects in the road and rail construction sectors 	7.12 Promote shock resilient construction in the road and rail sectors	7.13.1 Review processes in the road and rail construction sectors to account for risk management (SDGs Target 9.a) (AU Target A2 G10 P1 T2) 7.13.2 Enhance the capacity of local personnel in the sectors and employ the use of ICT in construction, supervision and monitoring of projects and management processes (SDGs Target 9.C) (AU Target A1 G2 P1 T2)	MRH, MoRD, MMDAs, MoCD	ECOWAS-P3/SOB3/SOR3

APPENDIX 1.6: IMPLEMENTATION, COORDINATION, MONITORING AND EVALUATION

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Improve Efficient Delivery of Development Outcomes and Value for Money				
Focus Area 1: Implementation and Coordination				
<ul style="list-style-type: none"> Inadequate capacity for plan preparation and implementation Delay in the release of approved funds Inadequate Internally Generated Funds (IGF) Non-functional sub-district structures Implementation of programmes and projects outside approved plans Weak collaboration and coordination in the design, implementation and M&E of Government programmes and projects Weak linkages between CSO/NGO plans and MTDPs Non-compliance with procurement processes Low absorptive capacity Weak design and implementation of public infrastructure projects 	1.1 Improve plan preparation, implementation and coordination	1.1.1 Strengthen the linkage between national development planning and budgeting processes (SDG Target 17.16, 17.17) (AU Target A3-G12-P1-T1) 1.1.2 Strengthen and improve resource mobilization for plan implementation. (SDG Target 8.3, 8.4, 15.a, 17.1) (AU Target A1-G4-P1-T1) 1.1.3 Enforce the implementation of National Development Planning (Systems) Regulations, 2016 (L.I. 2232) (SDG Target 10.1, 10.2) (AU Target A3-G12-P1-T1) 1.1.4 Strengthen CSPG engagement across the planning cycle for effective implementation and coordination (SDG Target 17.16) (AU Target A3-G12-P1-T1) 1.1.5 Ensure timely release of central Government funds to implementing agencies (SDG Target 1.4, 1.a) (AU Target A1-G4-P1-T1) 1.1.6 Strengthen procurement systems at all levels by strictly adhering to PPA guidelines (SDG Target 15.6, 16.5) (AU Target A3-G12-P1-T1) 1.1.7 Undertake comprehensive capacity development to enhance effectiveness and efficiency of public service delivery (SDG Target 16.6, 16.7, 16.8) (AU Target A1-G1-P2-T1) 1.1.8 Strengthen planning, implementation and coordination capacities (SDG Target 10.1, 16.6, 16.7) (AU Target A1-G1-P1-T1) 1.1.9 Strengthen coordination among CSOs, NGOs, DPs, MDAs and MMDAs (SDG Target 16.6, 16.7, 17.16) (AU Target A3-G12-P1-T1) 1.1.10 Strengthen the utilization of ICT systems to facilitate easy access and identification of all projects at all levels (SDG Target 9.b, 16.6) (AU Target A2-G10-P1-T5) 1.1.11 Strengthen the public investment management system and enforce the relevant institutional and regulatory frameworks for efficient and effective delivery of public infrastructure and services 1.1.12 Monitor and report on the implementation and financing of priority infrastructure projects to improve on project targeting, design, preparation, delivery and dissemination	NDPC, MoF, DACF, Private Sector, CSOs, MDAs, RCCs, MMDAs	ECOWAS-P4/SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Improve Efficient Delivery of Development Outcomes and Value for Money				
Focus Area 2: Monitoring and Evaluation				
<ul style="list-style-type: none"> Inadequate financial, logistical and human resources Low demand and utilisation of M&E results Untimely release of funds for M&E activities Inadequate statutory budgetary allocation for M&E Inadequate evaluations at all levels Limited human and technical M&E capacities Inadequate infrastructure and logistics including unreliable internet connectivity for accessing and sharing data Weak and fragmented M&E information systems at all levels Weak reporting and unreliable M&E data Non-compliance with M&E requirements Different reporting cycles and formats at all levels 	2.1 Strengthen monitoring and evaluation systems at all levels	2.1.1 Finalise and Implement the National Monitoring and Evaluation policy (SDG Target 10.5, 16.5, 16.6) (AU Target A3-G12-P1-T1) 2.1.2 Develop and operationalise an automated national M&E system (SDG Target 10.5, 16.5) (AU Target A3-G12-P1-T1) 2.1.3 Increase investments in development and use of M&E results (SDG Target 16.6, 16.a) (AU Target A3-G12-P1-T1) 2.1.4 Strengthen M&E technical and logistical capacities at all levels (SDG Target 16.6, 16.7) (AU Target A1-G1-P2-T1) 2.1.5 Develop effective participation and communication arrangements for M&E results (SDG Target 12.8,16.7) (AU Target A1-G11-P1-T2) 2.1.6 Ensure uniform reporting at all levels (SDG Target 16.6) (AU Target A3-G12-P1-T1)	NDPC, MDAs, RCCs, MMDAs, Private Sector, CSOs, NCPD, TAs, Media	ECOWAS-P4/SOB4/SOR4
Focus Area 3: Production and Utilisation Of Statistics				
<ul style="list-style-type: none"> Limited generation and utilisation of statistics Inadequate district statisticians 	3.1 Enhance the production and utilisation of statistics	3.1.1 Institutionalise production and utilisation of statistics at all levels (SDG Target 12.6, 12.8, 16.10) (AU Target A3-G11-P1-T2) 3.1.2 Strengthen relationship between the statistical producers and users including the media. (SDG Target 16.10) (AU Target A3-G11-P1-T2)	NDPC, GSS, MLGRD, OHLGS, OHCS, MMDAs, RCCs, TAs, CSOs	ECOWAS-P4/SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Improve Efficient Delivery of Development Outcomes and Value for Money				
<ul style="list-style-type: none"> Delays in the publication of key statistical reports Inadequate funding for statistics production Limited technological infrastructure Lack of manuals, standards, principles or classifications to guide the production and management of data and statistics 		<p>3.1.3 Improve investments in ICT and geographical information systems (GIS) for the production and utilisation of statistics (SDG Target 5.b, 16.6) (AU Target A3-G12-P1-T1)</p> <p>3.1.4 Enhance investment in human capacity development and office infrastructure for statistics production. (SDG Target 16.6) (AU Target A3-G12-P1-T1)</p> <p>3.1.5 Develop guiding principles and code of ethics in the production and dissemination of statistics (SDG Target 16.10) (AU Target A3-G12-P1-T1)</p>		
Focus Area 4: Development Cooperation and Finance				
<ul style="list-style-type: none"> Absence of development cooperation policy Inadequate alignment of development cooperation with national development priorities Weak formal structures and guidelines and high transaction costs for mobilising and managing development finance Heterogeneity of donor policies, procedure and guidelines in the development cooperation space Exchange rate losses effect on cost of financing counterpart projects Lack of a ready and adequate human resource base Unsustainable sources of funding for development projects. 	4.1 Improve resource mobilization and effectively manage its utilization	<p>4.1.1 Finalise and implement the development cooperation policy</p> <p>4.1.2 Strengthen implementation of the Paris Declaration (SDG Target 13.1, 13.2) (AU Target A1-G7-P1-T1, T2)</p> <p>4.1.3 Harmonise and rationalize aid delivery (SDG Target 10.2) (AU Target A1-G1-P2-T1)</p> <p>4.1.4 Undertake comprehensive capacity development to enhance effectiveness and efficiency of public service delivery (SDG Target 16.6) (AU Target A3-G12-P1-T1)</p> <p>4.1.5 Improve efficiency in the use of public resources (SDG Target 16.5) (AU Target A3-G12-P1-T1)</p> <p>4.1.6 Promote Joint Partner Donor Evaluations to enhance mutual accountability (SDG Target 17.17)</p> <p>4.1.7 Promote effective exchange rate management to enhance delivery of counterpart projects (SDG Target 8.3)</p> <p>4.1.8 Create enabling private sector environment for domestic businesses and foreign direct investment (SDG Target 8.1, 8.2, 8.3) (AU Target A1-G1-P1-T1)</p> <p>4.1.9 Increase Government external resource mobilization (SDG Target 15.a, 17.17) (AU Target A1-G1-P2-T1)</p> <p>4.1.10 Enhance the role of civil society organisations in making aid effective (SDG Target 16.7, 17.17) (AU Target A1-G1-P2-T1)</p>	MoF, MoTI, BoG, MMDAs, Public Enterprises, other MDAs	ECOWAS-P4/SOB4/SOR4

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING INSTITUTIONS	GLOBAL /REGIONAL LINKAGES
Goal: Improve Efficient Delivery of Development Outcomes and Value for Money				
Focus Area 5: Knowledge Management and Learning				
<ul style="list-style-type: none"> Poor record keeping and documentation Inadequate and weak structures for knowledge management and learning Weak institutional memory in MDAs and MMDAs Inadequate peer learning among MMDAs and MDAs Inadequate data and information storage systems 	5.1 Enhance knowledge management and learning	5.1.1 Develop platform for effective knowledge management and learning (SDG Target 16.10) 5.1.2 Encourage exchange visits and peer learning among MDAs, RCCs and MMDAs (SDG Target 17.17) (AU Target A3-G12-P1-T1) 5.1.3 Digitize records and retrieval processes (SDG Target 9.c) 5.1.4 Build capacity for data management at all levels (SDG Target 16.6)	NDPC, MDAs, MMDAs, Academia/Research institutions, NCPD, TAs PRAAD, Media	ECOWAS-P4/SOB4/SOR4

APPENDIX II: THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

- Goal 1: End poverty in all its forms everywhere
- Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3: Ensure healthy lives and promote well-being for all at all ages
- Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5: Achieve gender equality and empower all women and girls
- Goal 6: Ensure availability and sustainable management of water and sanitation for all
- Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
- Goal 10: Reduce inequality within and among countries
- Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12: Ensure sustainable consumption and production patterns
- Goal 13: Take urgent action to combat climate change and its impacts (acknowledging that the United Nations Framework Convention on Climate Change is the primary international, inter-Governmental forum for negotiating the global response to climate change).
- Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development.

APPENDIX III: AFRICAN UNION AGENDA

2063

ASPIRATION 1: A PROSPEROUS AFRICA BASED ON INCLUSIVE GROWTH AND SUSTAINABLE DEVELOPMENT

Goal 1: A high standard of living, quality of life and wellbeing for all

Goal 2: Well-educated citizens and skills revolution underpinned by science, technology and innovation

Goal 3: Healthy and well-nourished citizens

Goal 4: Transformed economies and job creation

Goal 5: Modern agriculture for increased productivity and production

Goal 6: Blue/Ocean economy for accelerated economic growth

Goal 7: Environmentally sustainable, climate-resilient economies and communities

ASPIRATION 2. AN INTEGRATED CONTINENT, POLITICALLY UNITED AND BASED ON THE IDEALS OF PAN-AFRICANISM AND VISION OF AFRICAN RENAISSANCE

Goal 8: United Africa (federal or confederate)

Goal 9: Key continental financial and monetary institutions established and functional

Goal 10: World class infrastructure criss-crosses Africa

ASPIRATION 3. AN AFRICA OF GOOD GOVERNANCE, DEMOCRACY, RESPECT FOR HUMAN RIGHTS, JUSTICE AND THE RULE OF LAW

Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched

Goal 12: Capable institutions and transformed leadership in place at all levels

ASPIRATION 4. A PEACEFUL AND SECURE AFRICA

Goal 13: Peace, security and stability are preserved

Goal 15: A fully functional and operational African peace and security architecture

ASPIRATION 5. AN AFRICA WITH A STRONG CULTURAL IDENTITY, COMMON HERITAGE, SHARED VALUES AND ETHICS

Goal 16: African Cultural Renaissance is pre-eminent

ASPIRATION 6. AN AFRICA WHOSE DEVELOPMENT IS PEOPLE-DRIVEN, RELYING ON THE POTENTIAL OF THE AFRICAN PEOPLE, ESPECIALLY ITS WOMEN AND YOUTH, AND CARING FOR CHILDREN

Goal 17: Full gender equality in all spheres of life

Goal 18: Engaged and empowered youth and children

ASPIRATION 7: AFRICA AS A STRONG, UNITED, RESILIENT AND INFLUENTIAL GLOBAL PLAYER AND PARTNER

Goal 19: Africa as a major partner in global affairs and peaceful coexistence

Goal 20: Africa takes full responsibility for financing its development.

APPENDIX IV: ECONOMIC COMMUNITY OF WEST AFRICAN STATES

ECOWAS Vision 2050

Pillar 1: Peace, Security and Stability

Strategic Objective: Making ECOWAS a Secure, Stable and Peaceful Region

Strategic Orientations:

- SOR1: Strengthen regional peace and security
- SOR2: Strengthen human security in the region
- SOR3: Prevent, manage and resolve conflicts

Pillar 2: Governance and Rule of Law

Strategic Objective: Anchoring Democratic Culture and Good Governance and Respect for the Rule of Law and Fundamental Freedoms

Strategic Orientations:

- SOR1: Strengthen democratic governance
- SOR2: Consolidate the rule of law and justice delivery
- SOR3: Promote the respect for fundamental rights and freedoms

Pillar 3: Economic Integrated Integration and Interconnectivity

Strategic Objective: Make ECOWAS a fully Integrated and Interconnected Economic Region

Strategic orientations:

- SOR1: Consolidate the free movement of people and goods and accelerate market integration
- SOR2: Accelerate monetary union and economic and financial integration
- SOR3: Intensify infrastructure development and enhance inter-connectivity

Pillar 4: Transformation and Inclusive and Sustainable Development

Strategic Objective 4: Create the Conditions for Economic Transformation and Sustainable well-being of the People

Strategic orientations:

- SOR1: Promote human and social development
- SOR2: Leverage human capital and skills development
- SOR3: Strengthen environmental sustainability and the fight against climate change
- SOR4: Promote sustainable economic growth and development

Pillar 5: Social Inclusion

Strategic objective 5: Make ECOWAS a Community of Peoples, fully inclusive of women, children and youth

Strategic orientations:

- SOR1: Strengthen cultural diversity to promote development and social progress
- SOR2: Strengthen community citizenship and solidarity
- SOR3: Promote inclusion and strengthen social cohesion

APPENDIX V: SELECTED STRATEGIC MEDIUM-TERM NATIONAL INDICATORS AND TARGETS

APPENDIX 5.1: ECONOMIC DEVELOPMENT

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 1: Build Strong and Resilient Macro Economy										
Enhance monetary discipline and financial stability	Inflation rate (% change in CPI, annual-end period)	The rate at which the general level of prices rises over a 12-month period	Outcome	2020	10.4	8.0	8±2	8±2	8±2	BOG, MOF, GSS
	Exchange Rate (% annual) (US\$-Cedi)	Change in the exchange rate of the Ghana cedi relative to the dollar, expressed as a percentage at the beginning of the period	Outcome	2020	-3.9	-	-	-	-	BOG
	Interest rate <ul style="list-style-type: none"> • MPR (base rate) • 91-day T-Bills • 182-day T-Bills • Weighted interbank market rate 	Interest rate on Government borrowing (Yield Curve)	Outcome	2020	14.50	-	-	-	-	BOG
					14.08	-	-	-	-	
					14.13	-	-	-	-	
					13.56	-	-	-	-	
	Lending rate	The bank rate that usually meets the short- and medium-term financing needs of the private sector.	Outcome	2020	21.10	-	-	-	-	BOG
	Change in Business Credit (%): <ul style="list-style-type: none"> • Nominal • Real 	The rate of change in total amount of business loans, trade credit, and asset finance, expressed in percentage. Nominal growth makes no adjustment for inflation, while real makes adjustment for inflation	Outcome	2020	13.4	13.4	-	-	-	BOG
					3.0	3.0	-	-	-	
Proportion of Ghanaians with access to financial services: <ul style="list-style-type: none"> • Traditional banking sector • Non-traditional banking sector 	Adult population with access to financial services in the traditional and non-traditional banking sectors, expressed as a percentage of the total population.	Outcome	2019	-	-	-	-	-	BOG, MOF	
				-	-	-	-	-		

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	Mobile money penetration rate	Number of active mobile money accounts, expressed as a percentage of the total population	Outcome	2020	123.8	-	-	-	-	BOG, NCA, Ghana Chamber of Telecommunications
Ensure improved fiscal performance and sustainability	Real growth in Gross Domestic Product (GDP) (%): • Agriculture • Industry • Manufacturing • Electricity • Services • Oil Inclusive GDP • Non-oil GDP	Real gross domestic product (Real GDP) is an inflation-adjusted value of all goods and services in a given year (expressed in base-year prices) and is often referred to as "constant-price," "inflation-corrected", or "constant dollar" GDP.	Outcome	2020	7.4	5.3	5.5	5.5	5.5	MOF, GSS
					-3.6	6.3	5.6	5.0	7.1	
					1.4	6.5	6.8	6.5	6.3	
					7.9	7.0	8.7	8.7	8.6	
					1.5	5.6	5.2	5.4	5.5	
					0.4	5.8	5.4	5.3	6.0	
					0.9	5.9	5.7	5.8	6.1	
	Sectoral share of GDP (%) • Agriculture • Industry • Manufacturing • Electricity • Services	It is the sectoral contribution, divided by the total value of all goods and services produced in the economy in a given year, expressed as a percentage.	Outcome	2020	18.5	20.6	20.7	21.0	21.2	MOF, GSS
					34.2	30.7	31.0	31.0	31.5	
					10.3	-	-	-	-	
					47.2	49.2	48.7	47.9	47.4	
	Number of new jobs created ¹ • Agriculture • Industry • Manufacturing • Services	Count of formal sector jobs created per annum.	Outcome	2019	-	-	-	-	-	MELR (Labour Market Information), GSS, SSNIT, AGI,
					-	-	-	-	-	
-					-	-	-	-		
-					-	-	-	-		

¹ *= Estimate based on the various editions of GLSS Reports indicate that an average annual new entrant to the labour market is 340,000, excluding discouraged workers. Accounting for discouraged workers will put the estimate at, at least 425,000. This implies a minimum of 500,000 is required annually to at least cater for new entrants and some of the backlog

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
										Ghana Employers Association
	Sectoral Share of Employment (%)	The number of people employed in a given year by sectors divided by the total number of people employed, expressed in percentage.	Outcome	2019	29.8	36.9	36.1	35.5	35.0	GSS, MELR (Labour Force Survey)
	• Agriculture				21.0	15.6	15.8	16.0	16.2	
	• Industry				-	8.6	8.8	8.8	8.9	
	• Manufacturing				49.2	47.5	48.1	48.5	48.9	
	• Services									
	Gross Domestic Product (GDP):	Nominal GDP: Total value of all goods and services produced in the economy in a given year without adjusting for inflation Per capita GDP: Total value of all goods and services produced in the economy in a given year divided by total population	Output	2019	349.5	502.4	568.1	640.7	726.0	GSS, MOF
	• Nominal (GH¢ Billions)				66.98	-	-	-	-	
	• Nominal (US\$, Billions)				30.3	-	-	-	-	
	• Population (Million)				11,541	-	-	-	-	
	• Per Capita (GHS)				2,212	-	-	-	-	
	• Per Capita (US\$)									
Revenue and expenditure management										
	Budget deficit as a percentage of GDP	The difference between revenue and expenditure as a percentage of GDP in a given year	Outcome	2020	11.7	7.4	5.5	4.5	4.2	MOF
	Government Revenue	Total Government revenue as a share of GDP	Outcome	2020	14.4	20.0	20.0	20.52	20.3	MOF
	• Total (Share of GDP) (%)				14.1	19.8	19.8	0.4	20.3	
	• Domestic (Share of GDP) (%)				53.9	99.5	111.7	129.6	144.5	
	• Nominal (GH¢ billion)									
	• Government Expenditure	Total Government expenditure as a share of GDP	Outcome	2020	26.1	27.4	25.5	25.01	24.5	MOF
	• Total (% of GDP)				20.2	20.7	19.5	9.1	18.7	
	• Recurrent (% of GDP)				4.5	5.3	4.7	4.5	4.7	
	• Capital (% of GDP)									
	Fiscal Balance	Fiscal balance, sometimes also referred to as	Outcome	2020	-11.7	-7.4	-5.5	-	-4.2	MoF, BoG,
	• Overall									

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	• Primary	Government budget balance, is the difference between a Government's revenues and its expenditures expressed as a percentage of GDP.			-5.3	0.1	1.3	4.52	2.0	CAGD
Measure of Budget Rigidity										
	Wage bill as a percentage of tax revenue	The total amount of budgetary resources spent on paying the wages of Government employees expressed as a percentage of total tax revenue	Outcome	2020	56.4	38.5	37.4	35.4	35.2	MOF
Public Debt Management										
	Total public debt as a percentage of GDP	Total debt stock expressed as a percentage of GDP. Total debt consists of all liabilities	Outcome	2020	76.1	73.2	74.4	74.4	73.7	MOF
	Debt-service ratio	Total debt service expressed as a percentage of total domestic revenue. The ratio of debt service payment to export earnings	Outcome	2020	71.7	45.6	43.0	41.0	45.4	MOF
Promote international trade and investment	Current Account Balance (% of GDP)	The sum of the balance of trade (goods and services export less imports), net income from abroad and net current transfers.	Outcome	2020	-3.2	6.8	4.9	3.8	3.1	MOF, BOG
	Trade Balance (US\$ million):	Trade balance as captured here is the difference between the total value of merchandise imports and merchandise exports	Outcome	2020		-	-	-	-	
	• Merchandise Exports				14,471.5	-	-	-	-	
	• Merchandise Imports				2,428.6	-	-	-	-	
• Trade Deficit/Surplus	2,043.0	-	-	-	-					
	Capital account	Capital account refers to any and all international capital transfers. The overall expenditures and income are measured by the inflow and outflow of funds in the form of investments and loans	Outcome	2020	\$ 201 mil	-	-	-	-	BOG

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
		flowing in and out of the economy.								
	Financial account	The financial account deals with money related to foreign reserves and private investments in businesses, real estate, bonds, and stocks.			\$ 1,350 mil	-	-	-	-	
	Gross international reserves Cover (Months)	The number of months that can be covered by the foreign exchange reserves and assets (such as gold) held by the Bank of Ghana in reserve currencies	Outcome	2020	4	-	-	-	-	BOG
Focus Area 2: Industrial Transformation										
Enhance production and supply of quality raw materials	• Proportion of MSMEs providing support to the commodity value chains.	Count of MSMEs that are providing support to the commodity value addition which is a process used by SMEs to gather resources, transform them into goods or commodities, and finally, distribute them to consumers.	Outcome	2019	-	-	-	-	-	MOTI, Ghana Enterprise Agency,
	• Cocoa				-	-	-	-		
	• Cashew				-	-	-	-		
	• Coffee				-	-	-	-		
	• Sheanut				-	-	-	-		
	• Maize				-	-	-	-		
	• Yam				-	-	-	-		
	• Exotic vegetables				-	-	-	-		
	• Pineapple				-	-	-	-		
	• Mango				-	-	-	-		
	• Pawpaw				-	-	-	-		
	• Banana				-	-	-	-		
• Fish and sea food	-	-	-	-						
• Rice (milled)	-	-	-	-						
Improve research and development (R&D), innovation, and	Percentage change in expenditure on R&D • Government (Budget Expenditure for Research and Development)	Total research and development expenditures expressed as percentage of GDP	Input	2019	0.08%	-	-	-	-	MOTI, AGI, MESTI, GSS,

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
sustainable financing for industrial development	<ul style="list-style-type: none"> Firms 				-	-	-	-	-	
	Number of MSMEs that benefit from earmarked funds.	Count of MSMEs who benefited from earmarked funds, where earmarked funds refer to all monies available to MSMEs both public and private, for instance MASLOC	Output	2020	-	-	-	-	-	MoTI
	Technology export share of manufacturing (%) <ul style="list-style-type: none"> High 	Export value of Textiles, paper, glassware and basic steel and iron products (including sheets, wires and unworked casting) expressed as share of manufacturing in percentage; and Export value of automotive products, manufacturing equipment (including agricultural, textile and food processing machinery), some forms of steel (tubes and primary forms) and chemical products (polymers, fertilizers and explosives) expressed as share of manufacturing in percentage	Outcome	2019	1.1	-	-	-	-	MoTI, Exim Bank
	<ul style="list-style-type: none"> Medium 				-	-	-	-		
<ul style="list-style-type: none"> Low 	-				-	-	-			
Ensure improved skills development for industry	Share of TVET enrolment at Secondary and Vocational institutions	Count of students who are enrolled in TVET programmes at Secondary and TVET, over a total number of students enrolled expressed as a percentage	Output	2019	-	-	-	-	-	MOE, NCTE, COTVET
	Completion rate in TVET	Count of students who complete TVET programmes at Secondary and TVET, over a total number of students enrolled expressed as a percentage	Output	2019	-	-	-	-	-	

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Pursue strategic national industrial initiatives	Percentage change in anchor industries: • 1D1F	Change in anchored industries established within the following sectors: Integrated Aluminium, Iron and Steel, Oil Palm, Industrial Starch, Industrial Salt, Vehicle Assembly, petrochemical, Garment and Textile, Machinery, Equipment and Component Part, pharmaceutical Industry expressed as a percentage	Outcome	2019	-	-	-	-	-	MOTI
	• Distressed local companies				-	-	-	-		
	Manufacturing share of merchandise exports (%)	The total value of manufacturing products expressed as percentage of total value of merchandise export.	Outcome	2019	-	-	-	-	-	MOTI, GSS, AGI,
Focus Area 3: Private Sector Development										
Enhance business enabling environment	Ease of Doing Business Rank	The index of a country's percentile rankings on each of the 10 topics covered (Starting a business; Dealing with licenses; Hiring and firing workers; Registering property; Getting credit; Protecting investors; Paying taxes; Trading across borders; Enforcing contracts; and Closing a business).	Outcome	2020	118th out of 190 countries	115	110	105	100	MoTI, RGD, GIPC, GRA, GEPA, World Bank
	Business Competitiveness Index	Measures the sophistication of company operations and strategy, as well as the quality of the overarching national business environment in which they operate.	Outcome	2020	111 out of 141 countries	90	90	90	90	MoTI, RGD, BoG, GIPC, GRA, WEF

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Improve business financing	Domestic credit to private sector as a percentage of GDP	The volume of credit to the private sector expressed as a percentage of the total loans and advances made by the Deposit Money Banks (DMB)	Outcome	2020	10.9%	-	-	-	-	BOG
Support entrepreneurs and MSME development	Proportion of MSMEs that have benefited from: <ul style="list-style-type: none"> • Venture Capital Fund • NEIP support • MASLOC • GEA 	Count of MSMEs supported under any of the specialized interventions such as National Entrepreneurship and Innovation Plan (NEIP), Microfinance and small loan centre (MASLOC), Ghana Enterprises Agency (GEA) and Venture Capital Fund	Outcome	2019	-	-	-	-	-	GEA, Venture Capital, MASLOC, NEIP
					-	-	-	-		
					-	-	-	-		
					-	-	-	-		
Enhance domestic trade	Time taken to clear goods from the ports	The average number of days it takes importers to clear goods from the nation's ports	Outcome	2019	3 days (72hours)	-	-	-	-	MOTI, GRA
Formalise the informal economy	Proportion of properties covered by digital address system: Properties (%)	The proportion of the properties registered under digital address system to total properties, expressed as a percentage	Output	2019	-	-	-	-	-	Office of the Vice President, MOC, Ghana Post
	Size of the informal sector	Set of economic activities, enterprises, jobs and workers that are not regulated or protected, to all economic activities, expressed as a percentage	Outcome	2020	90.50%	-	-	-	-	GSS, MELR
Ensure consumer protection	Reported cases of food and drug safety infractions: <ul style="list-style-type: none"> • Cases reported • No. of sanctions 	Count of reported food and drug safety infractions and sanctions recorded by the Food and Drug Authority per annum	Output	2019	-	-	-	-	-	GSA, FDA, MOH, MOTI
					-	-	-	-		
Promote good corporate governance	Proportion of businesses using green/ sustainable energy initiatives	Count of businesses using green/ sustainable energy initiatives expressed as a percentage of total number	Outcome	2019	-	-	-	-	-	Energy Commission, MoEn

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
		of businesses								
Focus Area 4: Agriculture and Rural Development										
Create an enabling agribusiness environment	Percentage change in agro processing industries established	Change in agro processing industries established expressed as a percentage	Output	2019	-	-	-	-	-	MoTI, AGI
	Total volume and value of agricultural commodities exported (000' Kg, US\$' 000):	The total value and volume of selected agricultural commodities exported in volume and value. NB: Data for value is indicated in parenthesis '()'	Outcome	2020	251,615,152 (217,766,334)	-	-	-	-	MOFA, GEPA
	• Cocoa				258687982 (251377478)	-	-	-	-	
	• Cashew				44428(33165)	-	-	-	-	
	• Coffee				27613375(13790950)	-	-	-	-	
	• Sheanut				1043774(86613)	-	-	-	-	
	• Maize				38566100(13429328)	-	-	-	-	
	• Yam				549606649(109280904)	-	-	-	-	
	• Exotic vegetables				14173798(8785492)	-	-	-	-	
	• Pineapples				3649034(20545410)	-	-	-	-	
	• Mangoes				1028419 (723864)	-	-	-	-	
	• Pawpaw				92974244(40771305)	-	-	-	-	
	• Banana				437781152 (38454833)	-	-	-	-	
	• Fish and sea food				-	-	-	-	-	
• Rice (milled)	-				-	-	-	-		
Improve public-private investment in the Agricultural sector	Share of credit to agriculture, forestry and fishing (excluding cocoa) by deposit money banks	Volume of credit to agriculture, forestry and fishing (excluding cocoa) as a percentage of total credit from deposit money banks	Outcome	2019	-	-	-	-	-	BOG, MOFA

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Modernise and enhance agricultural production systems	Percentage of cultivated lands under irrigation (area developed for irrigation/ha):	Arable land under irrigation expressed as a percentage of total arable land	Outcome	2020	3.21	3.37	3.55	3.73	3.91	MOFA
	• Total area (formal and non-formal) includes commercial				224,933.85	236,433.85	248,458.85	261,035.10	274,190.16	
	• Formal				14,933.85	15,933.85	16,933.85	17,933.85	18,933.85	
	• Non-formal				210,000.00	220,500.00	231,525.00	243,101.25	255,256.31	
Average productivity of selected crop (Mt/Ha):	• Maize	Output per hectare of selected crops (Mt/Ha)	Outcome	2020	2.56	2.92	2.96	3.12	3.14	MOFA
	• Rice (milled)				3.17	3.34	3.39	3.43	3.46	
	• Millet				1.80	2.36	2.62	2.94	3.23	
	• Sorghum				1.87	2.18	2.38	2.60	2.83	
	• Cassava				22.66	23.72	24.19	24.63	25.04	
	• Yam				16.59	17.31	17.37	17.44	17.49	
	• Cocoyam				10.00	10.72	11.41	12.09	12.74	
	• Plantain				12.73	14.53	14.95	15.36	15.72	
	• Groundnut				1.61	1.91	2.04	2.19	2.34	
	• Cowpea				1.53	1.65	1.61	1.70	1.67	
	• Soya bean				1.66	1.73	1.72	1.74	1.74	
	Improve post-harvest management				Percentage post-harvest losses:	Losses in storage, transport, harvest and marketing of agricultural produce (crops, livestock, fisheries) incurred after harvest as a percentage of total production	Outcome	2018	14	
• Maize		13.5	-	-	-				-	
• Rice		-	-	-	-				-	
• Sorghum		33.6	-	-	-				-	
• Cassava		31.4	-	-	-				-	
• Yam		7	-	-	-				-	
• Fish (Marine capture)		10	-	-	-				-	
• Size of national buffer stock (metric tonnes):	Volume of selected staple crops purchased and stored by the National Buffer Stock Company and private sector Warehouses	Outcome	2020	0	150,000	180,000	210,000	250,000	MOFA, NAFCO	
				• Maize(white)	0	50,000	60,000	70,000		85,000
				• Maize (yellow)	0	100,000	120,000	145,000		175,000
				• Rice (milled)						

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Enhance the application of science, technology and innovation	Proportion of farmers using modern agriculture technologies	Count of farmers benefiting from modern agricultural technology (drip irrigation, greenhouse farming, access to improved seeds, trainings on good agronomics practices, post-harvest losses, application of science) expressed as a percentage of total number of farmers	Outcome	2019	2914700	-	-	-	-	MOFA
Promote agriculture as a viable business among the youth	Total number of farmers engaged in PFJ programme	Count of persons registered and supported under the Planting for Food and Jobs initiative including subsidized fertilizer and seeds expressed as a percentage of all farmers.	Output	2019	-	-	-	-	-	MOFA, YEA, YES, NYA
	• All farmers				-	-	-	-		
Promote crops, livestock and poultry development for food security and income generation	Contribution of crops, livestock and poultry to GDP (%)	Total annual value of crops, livestock (pigs, cattle, goat, sheep, etc.) and poultry produced, expressed as a percentage of GDP	Outcome	2019	4.8%	-	-	-	-	MOFA, GSS
	• Crops			2020	1.9%	-	-	-	-	
	• Cocoa			2020	5.4%	-	-	-	-	
	• Livestock			2019	5.7%	-	-	-	-	
• Poultry										
Focus Area 5: Fisheries and Aquaculture Development										
Ensure sustainable development and management of aquaculture	Total Fish Supply (mt):	Quantity of fish supply (in tonnes) from marine, inland capture and imports	Output	2020	627,864.99	442,000	459,100	479,400	509,600	MoFAD
	Marine				326,867.56	84,000	86,000	88,000	90,000	
	Inland Capture fisheries				80,923.18	82,000	90,000	100,000	120,000	
	Harvesting of ponds/cages/dams/ dugouts				64,004.08	195,000	196,100	197,400	199,000	
	Import				193,226.87	81,000	87,000	94,000	100,600	
Quantity of fish produced per hectare of pond per year	Annual total supply of fish from ponds per hectare	Outcome	2020	471,794.82	40Mt	50Mt	60Mt	70Mt	MoFAD	

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 6: Tourism and Creative Industry Development										
Diversify and expand the tourism industry for economic development	Number of tourist arrivals	Count of tourists arriving in the country	Output	2020	335,108	692,531	969,543	1,454,315	1,745,178	MoTAC, GTA
	Percent change in tourist arrivals	Year on year percentage change in tourist arrivals	Outcome	2020	-68.6	68.74	40.00	50.00	20.00	MoTAC, GTA
	Percent change in tourist receipt • International • Domestic	Annual change in revenue for the tourism sector	Outcome	2020	387.1	755	1,057	1,585	1,902	MoTAC, GTA
					0.315	1.96	2.058	2.60	2.86	
Develop a competitive creative industry	Number of jobs created by the creative industry	Count of jobs created by the creative arts industry in a given year	Outcome	2020	1,358,152	1,440,863.46	1,484,089.36	1,528,612.04	1,574,470.40	MoTAC,
	Number of tourist sites developed	Count of total tourist sites developed	Output	2020	42	42	42	42	42	MoTAC,

APPENDIX 5.2: SOCIAL DEVELOPMENT

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 1: Education and Training										
Enhance equitable access to, and participation in quality education at all levels (SDG Goal 4, Target 4.1, 4.3, 4.5,4.6)	Net enrolment ratio <ul style="list-style-type: none"> • Kindergarten • Primary • JHS • SHS 	Ratio of appropriately aged pupils enrolled at a given level expressed as a percentage of the total population in that age group	Output	2020	70.0%	95%	96%	97%	98%	MOE, GES,
					78.9%	92.7%	93%	93.3%	93.5%	
					44.9%	56%	57%	59%	60%	
					33.3%	-	-	-	45%	
	Transition Rate <ul style="list-style-type: none"> • Prim 6 - JHS1 • JHS3 - SHS1 	New entrants to the first grade of JHS3 or SHS1 education in a given year expressed as a percentage of the number of people enrolled in the final grade of P6 or JHS education respectively in the previous year.	Outcome	2020	101.9%	99%	99%	100%	100%	MOE, GES
					92.5%	91%	91%	92%	93%	
	Completion rate <ul style="list-style-type: none"> • KG • Primary6 • JHS3 • SHS3 	Ratio of the total number of pupils/students enrolled in the last grade of a given level of education (KG, Primary 6, JHS 3, SHS 3), regardless of age, expressed as a percentage of the total population of the theoretical entrance age to the last grade of that level of education	Outcome	2020	99.2%	-	-	99.2%	-	MOE, GES,
					107.5%	100%	100%	100%	100%	
					77.5%	94%	96%	97%	100%	
					64.1%	-	-	-	100%	
	Gender parity index in <ul style="list-style-type: none"> • Kindergarten • Primary • JHS • SHS • Tertiary 	Ratio of male to female enrolment	Outcome	2020	1.03	1	1	1	1	MOE, GES, MOGCSP
					1.02	1	1	1	1	
					1.02	1	1	1	1	
0.96					0.99	0.99	0.99	0.99		
0.73					1	1	1	1		
Proficiency rate: <ul style="list-style-type: none"> • English P4 • Maths P4 • English P6 	Proportion of pupils including those with special needs displaying proficiency in English and Mathematics in standardised tests at the	Outcome	2020	25%	-	-	45%	53%	MOE, GES, WAEC	
				19%	-	-	30%	38%		
				25%	-	-	44%	52%		

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE	
				YEAR	DATA	2022	2023	2024	2025		
	<ul style="list-style-type: none"> Maths P6 	Primary 4 and Primary 6 levels.			22%	-	-	32%	40%		
	<ul style="list-style-type: none"> Final exam pass rate JHS 	Count of final exams takers who passed a particular exam over a total count of final exam takers in that same exams expressed as a percentage	Outcome	2020	-	-	-	-	-	MOE, GES, WAEC	
	<ul style="list-style-type: none"> SHS 				-	36	38	40	42		
	<ul style="list-style-type: none"> Total enrolment in Tertiary institutions (Disaggregation by sex, programme type) Female Male Males in Sciences Females in Sciences Males in Arts Females in Arts 	Count of all enrolment in Tertiary institutions (Private and Public) Disaggregated by sex, programme type (Science and Art)		2019						MOE, GES	
			211,336		-	-	-	-			
			268,498		-	-	-	-			
			79,580		-	-	-	-			
			46,976		-	-	-	-			
			121,022		-	-	-	-			
			99,799		-	-	-	-			
	<ul style="list-style-type: none"> Percentage of students in public tertiary institutions by type of education (Disaggregation by Universities, Technical Universities, Colleges of Education, Specialised Institutions, Nursing Training institutions, Colleges of Agriculture) 	Count of students in public tertiary institutions expressed as a percentage of students of all tertiary institutions	Outcome	2019	85.2%	-	-	-	-	-	-
Strengthen competency-based skill development in technical and vocational education	Total enrolment in TVET institutions	Count of all enrolment in TVET institutions (Private and Public) Disaggregated by sex, programme type	Output	2020	86,479	92,500	95000	97,500	100,000	MoE-EMIS and GES	
Promote Inclusive Education	Share of children with special needs in mainstream education	Proportion of children with special needs in mainstream education expressed as a percentage of children with special need	Outcome	-	-	Basic =1.1 SHS =1.1	Basic =1.2 SHS =1.2	Basic =1.3 SHS =1.3	Basic =1.5 SHS =1.5	MoE-EMIS and GES	

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Ensure a safe and supportive environment for re-entry of dropouts into school	Dropout rate	Proportion of dropouts re-admitted into school	Output	-	-	-	-	-	-	MoE-EMIS and GES
	<ul style="list-style-type: none"> • Male • Female 			-	-	-	-	-	-	
	Re-entry of dropouts into school	Proportion of dropouts re-admitted into school	Output	-	-	-	-	-	-	
Promote equitable access to e-learning	Proportion of schools with access to digital e-learning and teaching platforms	Count of schools that have access to digital e-learning devices and infrastructure expressed as a percentage of total number of schools	Output	-	-					MoE-EMIS and GES
	<ul style="list-style-type: none"> • Primary 			-	43	45	48	50		
	<ul style="list-style-type: none"> • JHS 			-	62	65	67	70		
	<ul style="list-style-type: none"> • SHS 			-	55	60	63	65		
	<ul style="list-style-type: none"> • Tertiary 			-	93	95	98	100		
Strengthen school management systems	Teacher absenteeism rate	Count of days teachers were absent from the classroom expressed as a proportion of all days teachers are expected to be present in the classroom (i.e., 70 days per teacher for one semester)	Output	-	-	8%	7%	6%	5% for all	MOE, GES
<ul style="list-style-type: none"> • KG • Primary • JHS • SHS 										
Ensure sustainable financing of education	Education expenditure as a percentage of GDP	Total expenditure on education at all levels expressed as a percentage of GDP	Input	2018	24.4%	-	-	-	-	MOE, MOF
Promote literacy and lifelong learning	Literacy rate:	Share of population who are able to read and write	Outcome	-	-	-	-	-	-	GES and MoE
	<ul style="list-style-type: none"> • English • Local language 			-	-	-	-	-	-	
	Number of teachers trained	Count of teachers trained and certified in English and Local languages	Output	-	-	-	-	-	-	GES and MoE
<ul style="list-style-type: none"> • English • Local language 				-	-	-	-	-		

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 2: Health and Health Services										
Ensure accessible and quality Universal Health Coverage (UHC) for all	Percentage of functional Community-based Health Planning Services (CHPS) zones	Count of functional CHPS zones expressed as a percentage of total no. of demarcated CHPS zones	Outcome	2020	79%	85%	85%	87%	90%	MOH, GHS
	Number of Emergency Medical Technicians (EMTs) trained and deployed	Count of EMTs trained and deployed	Output	2020	900	1019	1156	1200	1200	MOH, National Ambulance Service
	Percentage of the population with valid NHIS card	Share of the population with valid NHIS card, expressed as a percentage	Output	2020	52.6	57%	59%	61%	63%	MOH, GHS, NHIA
	Number of Out-Patient Department (OPD) visits per capita	The number of out-patient department (OPD) visits per person per year	Output	2020	0.96	1.0	1.3	1.5	2.0	MOH, GHS
Improve mental health administration and service delivery	Proportion of public hospitals (district and regional) that have functional mental health units	Count of hospitals (district and regional) that have functional mental health units expressed as a percentage of the total number of hospitals (district and regional). NB: Functional defined as availability of unit, mental health staff and stock of basic psychotropic medications and logistics excluding CHPS	Output	2020	100%	100%	100%	100%	100%	MOH, GHS, MHA
Strengthen healthcare delivery management system	Doctor-to- population ratio	Count of doctors expressed as a ratio of the total population	Input	2020	1:6,355	1:5000	1:4000	1:3000	1:2,000	MOH, GHS
	Nurse-to-population ratio	Count of nurses expressed as a ratio of the total population	Input	2020	1:701	1:600	1:500	1:400	1:300	MOH, GHS
	Health expenditure as a percentage of GDP	Total public expenditure on the health sector expressed as a percentage of GDP	Input	2020	9%	15%	15%	15%	15%	GHS (DHIMS 2)
Reduce disability, morbidity, and	Under-five mortality ratio	Count of deaths occurring in children under-5 years per 1,000 live births	Impact	2020	60	55	50	45	40	MOH, GHS, GSS,

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
mortality	Proportion of births attended by skilled health personnel	Number of child births attended by skilled health personnel expressed as a percentage of all births	Outcome	2020	58.67	60	62	64	66	MOH, GHS
	Infant mortality ratio	Count of deaths occurring in the first year of life per 1,000 live births	Impact	2020	41	38	35	32	28	MOH, GHS, GSS
	Institutional maternal mortality ratio	Maternal deaths recorded per 100,000 live births	Outcome	2020	109	105	100	80	70	MOH, GHS, GSS, MHS,
	Stillbirth rate	Proportion of children declared dead at birth or after 28 weeks of gestation per 1000 live births	Outcome	2020	12.69	12.40	12.20	12.00	11.80	MOH, GHS, GSS, GDHS,
	Proportion of children immunized (Penta 3)	Number of children 12-23 months fully immunized (Penta 3) as a percentage of total number of children within the age bracket	Output	2020	94.2	95	96.5	97	98	MOH, GHS, GSS, MICS,
	Malaria Incidence per 1000	The number of new cases of malaria in a year per 1,000 population at risk	outcome	2020	186	170	165	160	155	MOH, GHS, NMCP
	Under-5 Malaria Case Fatality Rate	Total malaria deaths in children under 5 years in health facilities expressed as a percentage of total malaria admissions in children under 5 years in health facilities	Impact	2020	0.12	0.10	0.08	0.07	0.05	MOH, GHS, NMCP, MICS
Reduce non-communicable diseases	Mortality rate attributed to cardiovascular diseases or cancer, diabetes and chronic respiratory diseases	Probability of dying between the ages of 30 to 70 years from cardiovascular diseases, cancer, diabetes and chronic respiratory diseases	Impact	2020	43.5	40	38	35	30	MOH, GHS
Reduce the incidence of new STIs, HIV and AIDS and	HIV prevalence	Count of people in the population living with HIV expressed as a percentage of Total population	Outcome	2020	1.68%	1.61%	1.56%	1.51%	1.46%	MOH, GHS, Ghana AIDs Commission

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
other infections, especially among vulnerable groups	Percentage of PLHIV who received ART	Total number of P;LHIV who received ART combination per year as a percentage of PLHIV	Outcome	2020	60.3%	79.4%	83%	86.5%	90.2%	MOH, GHS, Ghana AIDs Commission
	AIDS-related mortality rate per 100,000 population	Estimated number of adults and children who have died due to AIDS-related causes in a specific year, expressed per 100,000 population	Impact	2020	41.2 (12,758)	21.6 (6,974)	17.5 (5,768)	16.1 (5,423)	15.4 (5,282)	MOH, GHS, Ghana AIDs Commission
Focus Area 3: Food Systems Transformation and Nutrition Security (FST&NS)										
Strengthen the food production sub-system including the agroecological and industrial food production systems	Production diversity (to be computed from Agric focus area)	The proportion of production occupied by the key foods produced in the country/ Percentage of Mt from top 5 crops produced (%)	Outcome	2019	82	-	-	-	-	MoFA/SRID, GSS, FAO
	Proportion of men and women with access to financial services in agriculture, fisheries and aquaculture <ul style="list-style-type: none"> • Males • Females • Youth 	Access to credit (micro and macro) by persons in the agriculture, fisheries and aquaculture sectors	Input	2018	20%	-	-	-	-	MOF, BOG, GSS, MoFA/SRID, MoFAD
Improve the food storage, preservation, and safety sub-system	Volume of food storage capacity	-	Output	-	-	-	-	-	-	MoFA, MoH/GHS/ FDA, MESTI/CSIR
	Number of food storage facilities in the FDA register	Count of certified storage facilities in the FDA register	Output	2021	1532	-	-	-	-	
	Number of Foodborne outbreak incidents <ul style="list-style-type: none"> • National outbreak 	Count of foodborne outbreak incidents reported in the media or to the FDA	Outcome	2021	5	0	0	0	0	
	<ul style="list-style-type: none"> • Institutional (DHIMS) 				2	0	0	0	0	
	Aflatoxin incidence		Outcome	-	-	-	-	-	-	
Promote food transformation (processing and value-addition)	Number of food manufacturing facilities in the FDA register	Count of manufacturing facilities in FDA register for same.	Output	2021	1570	-	-	-	-	FDA, GSA MoFA, GSS MoFAD, MOTI

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	Number of agro-manufacturing/processing facilities	Count of agro-manufacturing/processing facilities	Output	-	-	-	-	-	-	MOTI, DA, MoFA, GSA MoFAD, GSS
Ensure food availability and accessibility	Food inflation	Percentage change in food inflation	Outcome	-	-	-	-	-	-	GSS, GSA
Promote healthy and sustainable food environment and choices	Household Dietary Diversity	Proportion of households with access to access to a variety of foods	Outcome							MICS/GSS, CFSVA 2020
	Minimum dietary diversity	Percentage of children age 6–23 months who received foods from 4 or more food groups during the previous day	Outcome	2018	23.0	-	-	-	-	MICS/GSS
	Minimum dietary diversity for women	Percentage of women who received foods from 4 or more food groups during the previous day	Outcome							CFSVA 2020
Promote nutrition specific and sensitive programmes and interventions	Prevalence of malnutrition <ul style="list-style-type: none"> • Stunting • Underweight • Wasting 	Proportion of children 0-59 months whose height-for-age, weight-for-age, weight-for-height is less than two standard deviations (-2SD) from the median of the reference population/group by male and female	Impact	2017	18%	-	-	-	-	MOH, GHS, MOFA, GSS
					13%	-	-	-	-	
					7%	-	-	-	-	
	Prevalence of Anaemia <ul style="list-style-type: none"> • Children under-5 years, • Women of reproductive age (15-49 years) • Pregnant women 	Proportion of children under 5 years and women age 15-49 years with any form of anaemia	Outcome	2017	-	-	-	-	-	MOH, GHS, GSS, MICS
					35%	-	-	-	-	
					46.4%	-	-	-	-	
				-	-	-	-	-		
	Rate of exclusive breastfeeding	Proportion of children who have not been given any other food or drink or water except breastmilk for 6 months of life.	Outcome	2017	42.9	-	-	-	-	MOH, GHS, GSS
	• Proportion of population overweight/obese	Count of children under 5 years and women/men aged	Outcome	2017	1.4%	-	-	-	-	MOH, GHS, GSS

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	<ul style="list-style-type: none"> • Children under-5 • Women (15-49 years) • Men (15-49 years) 	15-49 years whose weight-for-height is greater than two standard deviations (-2 SD) from the median weight of the reference group								
				-	-	-	-	-	-	
				-	-	-	-	-	-	
	Prevalence of micronutrients deficiencies <ul style="list-style-type: none"> • Males • Females • Children 	Proportion of persons with micronutrient deficiencies (including iron, vitamin A and iodine deficiencies)	Outcome	-	-	-	-	-	-	MOH, GHS, GSS
Prevalence of NCDs <ul style="list-style-type: none"> • Males • Females • Children 	Proportion of person suffering from non-communicable diseases (NCDs), (including heart disease, stroke, cancer, diabetes and chronic lung disease).		-	-	-	-	-	-	-	
Improve Food Systems and Nutrition Governance	New policies passed on Food Systems Transformation and Nutrition Security	Number of policies, strategies and legal frameworks passed and implemented towards better Food Systems Transformation and Nutrition Security outcomes	Output	2021	2 Policies - National Food Safety Policy - National Aflatoxin Control Policy	-	-	-	-	NDPC, MOH, MoTI, MOF, MESTI
	Total Government allocations to Food Systems Transformation and Nutrition Security actions	Percentage of annual budget allocated to Food Systems Transformation and Nutrition Security	Input	2020		-	-	-	-	MoF, NDPC
	Active Food Systems Transformation and Nutrition Security platforms at the national and local level	Number of Active Food Systems Transformation and Nutrition Security platforms at the national and local level <ul style="list-style-type: none"> • MDAs • RCCs • MMDAs 								MLGDRD, NDPC, MOFA
				2021	- 3 - 16 - 261	-	-	-	-	

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 4: Population Management and Migration for Development										
Improve population, civil registration and vital statistics management	Percentage of vital events registered <ul style="list-style-type: none"> • births • deaths 	Total vital events registered (births, deaths), expressed as a percentage of expected number of events	Output	-	-	-	-	-	-	MLGDRD, Births and Deaths Registry, NIA, NPC, GSS
	Percentage of population enrolled in the integrated civil register: <ul style="list-style-type: none"> • Ghanaians • Foreigners 	Population enrolled in the integrated civil register expressed as percentage of the total population	Output	-	-	-	-	-	-	MLGRD, Births and Deaths Registry, NIA, NPC
Improve maternal and adolescent reproductive health	Unmet need for Family Planning (SDG Indicator 3.7.1)	The proportion of women of reproductive age (aged 15-49) who had their need for family planning satisfied with modern method	Outcome	2012 GMH S	25	30	33	35	35	GMHS, NPC
	Proportion of adolescents' population who use health corners for reproductive health services and promotion	Count of adolescents who access health corners for Reproductive Health and Promotion Services as a percentage of the total adolescent population		2020	34	40	46	55	65	NYA
	Contraceptive Prevalence Rate	Proportion of all women currently using modern contraceptive	Outcome	2012 GHM S	25	27	30	33	35	NPC, GSS
	Total Fertility Rate	Count of children that would be born to a woman (aged 12-54) by the time she ended childbearing if she were to pass through all her childbearing years conforming to the age specific fertility rates of a given year.	Outcome	2021 (Provi sional Cens us Data 2021)	3.7	3.7	3.6	3.5	3.5	GSS, NPC
Harness the benefits of migration for socioeconomic development	Share of remittances as a percentage of GDP	Total annual receipt of personal remittances expressed as a percentage of GDP	Outcome	-	-	-	-	-	-	BOG, MOF, GSS, Office of the President (Diaspora)

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE	
				YEAR	DATA	2022	2023	2024	2025		
										Unit), MOFARI	
Harness the benefits of labour migration	Volume of remittances as a percentage of total GDP	-	-	-	-	-	-	-	-		
Harness the demographic dividend	Youth Development Index	A composite indicator to measure youth development in the areas of education, health, employment and civic and political participation in Ghana. Age bracket for the youth 15-35 years.	Outcome	2020	0.515	-	-	-	-	Ministry of Youth and Sports, NYA, GSS, NPC	
Promote good migration governance	National Migration Commission established	National Migration Commission established and fully functional	Outcome	2020	Bill for establishment drafted	Establishment Act passed	Office procured, key staff employed and given a budget line	All divisions established and functional	NMC fully functional (multi-sectoral coordination of migration is achieved)	MINTER, GIS	
Focus Area 5: Reducing Poverty and Inequality											
Eradicate poverty and address vulnerability to poverty in all forms and dimensions	Poverty rate	The proportion of the population that is below the upper and lower poverty lines	Impact	2017	23.4% (Upper)	-	-	-	-	GLSS7 Poverty Profile Report 2005-2017, GSS	
	• National				8.2% (Lower)	-	-	-	-		
	• Urban				7.8% (Upper)	-	-	-	-		
	• Rural				39.5% (Upper)	-	-	-	-		
	Proportion of the population who are multidimensionally poor	Proportion of the population experiencing deprivation of basic survival needs	Outcome	2017	45.6%	-	-	-	-	2020 Multi-Dimensional Poverty Report, GSS	
	• National										
	• Urban				27%	-	-	-	-	-	
	• Rural				64.6%	-	-	-	-	-	2020 Multi-Dimensional
• Male	47.7%				-	-	-	-	-	Child Poverty	
• Female	40.6%	-	-	-	-	-					

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	• Children (0-17 years)				9.8%	-	-	-	-	Report, NDPC
Reduce income disparities within and across socio-economic groups and geographical areas	Income Distribution Index (Gini Index)	A number that demonstrates the inequality in the distribution of wealth or income. NB: A Gini Index of 0 represents perfect equality, while an index of 1 implies perfect inequality	Outcome	2017	43%	-	-	-	-	GLSS7 Poverty Profile Report 2005-2017, GSS
	• National				37.9%	-	-	-	-	
	• Urban	41.8%			-	-	-	-		
	• Rural									
Focus Area 6: Water and Environmental Sanitation										
Improve access to safe, reliable, and sustainable water supply services for all	Percentage of population with access to drinking water services	Share of population with access to (a) basic drinking water service from an improved source, provided collection time is not more than 30 minutes for a round trip, including queuing	Outcome	2020	44.4%	49.02%	51.32%	53.63%	55.94%	MSWR, GSS, CWSA, GWCL
	• Basic				41.4%	52.17%	57.55%	62.94%	68.32%	
	• Safely managed	(b) safely managed drinking water services from an improved source that is accessible on premises, available when needed and free from faecal and priority chemical contamination								
	Percentage of distribution losses	The difference between total volume of water treated and that distributed, expressed as percentage of the total amount of water produced at the treatment point	Outcome	2019	49.98%	48%	47 %	46%	45%	MSWR, GWCL, CWSA
	• Urban			2020	29.06%	25%	22%	20%	20%	
	• Rural									
Enhance access to improved and sustainable environmental sanitation services	Proportion of population with access to basic sanitation services:	Population using improved sanitation facilities that are not shared with other households expressed as a percentage of total population. NB: Improved sanitation	Outcome	2020	23.7%	38.96%	46.59%	54.22%	61.85%	MSWR, MLGRD, GSS
	• National				17.4%	33.92%	42.18%	50.44%	58.70%	
	• Rural									

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	<ul style="list-style-type: none"> Urban 	facility include flush or pour flush toilets to sewer systems, septic tanks or pit latrines, ventilated improved pit latrines, pit latrines with a slab, and composting toilets			28.4%	42.72%	49.88%	57.04%	64.20%	
	Proportion of communities achieving open defecation-free (ODF) status	Count of communities achieving open defecation-free status expressed as a percentage of all communities	Outcome	2020	19.93%	25%	30%	35%	40%	MSWR, GSS, MMDAs
	Proportion of solid waste properly disposed of (major towns/cities)	Percentage of solid waste collected and disposed off in sanitary landfills in the five largest cities – Accra, Tema, Kumasi, Takoradi, and Tamale.	Outcome	2020	85%	89%	91%	93%	95%	MSWR, GSS
Promote efficient and sustainable waste water management	Proportion of Population whose liquid waste (faecal matter) is safely managed	Population whose liquid waste (faecal matter) is safely disposed on site or properly collected, transported and treated off site, expressed as a percentage of total population	Outcome	2020	13.3%	25.98%	32.32%	38.66%	45%	MSWR, MWH, Hydrological Services Department
Focus Area 7: Child Protection and Development										
Prevent and protect children from all forms of violence, abuse, neglect and exploitation	Proportion of children (5-17 years) engaged in hazardous work.	Count of children (5-17 years) engaged in hazardous work as a percentage of all children	Outcome	2017	14%	-	-	-	-	2017 GLSS, GSS; MOGCSP; MELR
	Percentage of children engaged in child labour	Count of children (5-17 years) engaged in child labour as a percentage of children	Outcome	2017	21.8%	-	-	-	-	2017 GLSS, GSS; MOGCSP; MELR
	Incidence of child abuse cases	Number of reported cases of child abuse	Outcome	2019	3,540	-	-	-	-	MOGCSP, GSS, DOVVSU
	Percentage change in child abuse cases	Difference in child abuse cases between current and previous year divided by child abuse cases in previous year expressed as a percentage	Outcome	2017	94%	-	-	-	Reduced by 2%	
Promote the rights and welfare of	Percentage of children age 2-4 years who are engaged in learning and reading	Increase in the population of children age 2-4 years who are engaged in learning and	Outcome	2017	-3%	-	-	-	10%	GSS (MICS) MoGCSP

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
children	activities by adult household members • Father • Mother • Any adult household member	reading activities								
						11%	-	-	-	20%
						34%	-	-	-	40%
	Early childhood Development index (ECDI) • Literacy numeracy • Learning • Physical • Social Emotional	Percentage of children age 3-4 years who are developmentally on track in literacy-numeracy, physical, social-emotional, and learning domains	Outcome	2020	44%	-	-	-	50%	GSS (MICS) MoGCSP
					85%	-	-	-	90%	
					93%	-	-	-	98%	
					67%	-	-	-	74%	
3. Improve the policy and legal environment and strengthen institutions and systems for child and family welfare	Percentage of districts implementing Integrated Social Services (ISS)	Count of districts using ISSOP to address child and family welfare services	Output	2020	38.5%	54%	69%	84.6%	100%	MoGCSP, MLGRD OHLGS GHS NHIA
	Percentage of districts mainstreaming child protection issues into work plans/budgets	Count of districts implementing child protection and child rights interventions over total number of districts expressed as a percentage	Output	2020	23%	50%	65%	70%	75%	MoGCSP, MLGRD NDPC OHLGS GHS NHIA
Focus Area 8: Support for The Aged										
Enhance the wellbeing and inclusion of the aged in national development	Ageing Bill passed/enacted into law	Existence of legal framework for addressing issues of the aged	Output	2021	Availability of Draft Ageing Bill	Ageing Law Available	Implementation Action Plan (IAP) for the Ageing Law available	IAP of the Ageing Law rolled out	Ageing Law being implemented	MOGCSP
	Percentage of aged benefiting from social protection interventions • LEAP • EBAN welfare • NHIS	Count of 65-year old's and older benefiting from social protection interventions as a percentage of the total number of persons 65 years and above by type of intervention	Output	-	- LEAP 27.07% - EBAN welfare - NHIS	-	-	-	-	MOGCSP, NHIS

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	Percentage of population 70 years and above registered under the NHIS	Count of the aged (70 years and above) with valid NHIS card, expressed as a percentage of persons 70 years and above	Output	-	-	-	-	-	-	MOGCSP, NHIA
Focus Area 9: Gender Equality										
Attain gender equality and equity in political and social development	1. Percentage of women in public life	Count of women in administration and political leadership expressed as a percentage of all people in administration and political leadership	Outcome	2020	25%	26%	27%	35%	35%	MOGCSP
	• Ministers				14%	15%	16%	35%	35%	
	• Dep. Ministers				13.8%	14.5%	14.5%	14.5%	20%	
	• MPs				14%	40%	41%	42%	42%	
	• MMDCEs				39%	15%	16%	20%	20%	
	• Judiciary				31%	32%	33%	35%	35%	
Reported cases of sexual and gender-based violence	Count of persons who are victims of sexual and gender-based violence	Output	-	-	-	-	-	-	MOGCSP, DOWSU	
• Women										
• Girls										
• Men										
• Boys										
• PWDs										
Promote economic empowerment of particularly women	Proportion of institutional credit allocated to women	Amount of institutional credit allocated to women, expressed as a percentage of the total amount of institutional credit allocated to all beneficiaries	Outcome	-	-	-	-	-	-	MASLOC, MOGCSP, GHAMFIN GEA
• Banking institutions										
• Non-banking financial institutions										
Strengthen gender mainstreaming, coordination and implementation of gender related interventions in	Proportion of sectors and Districts with gender responsive plans and budgets	Count of sectors and Districts with gender responsive plans expressed as a percentage	Output	-	-	-	-	-	-	OHLGS, MOGCSP, NDPC

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
all sectors.										
Focus Area 10: Sports and Recreation										
Enhance sports and recreational infrastructure for all	Number of sporting facilities and infrastructure rehabilitated /constructed	Count of sporting facilities or infrastructure rehabilitated/constructed	Output	2021	72	3 Rehabilitated 4 Constructed	2 Rehabilitated 2 Constructed	2 Rehabilitated 2 Constructed	3 Rehabilitated 2 Constructed	Ministry of Youths and Sports, NSA
Build capacity for sports and recreational development	Number of competitions organised/participated in <ul style="list-style-type: none"> • Local • Sub-regional • International 	Count of sports events organised/participated in	Output	2021	113	203	212	222	232	Ministry of Youths and Sports, NSA
Ensure sustainable funding sources for growth and development of sports	Contribution of sports to GDP (%)	Revenue from sporting activities expressed as a percentage of GDP	Outcome	-	-	Data on GDP to sports collected	Continue the research process	Publish research findings	Review of research findings	Ministry of Youths and Sports, MOF, NSA
Focus Area 11: Youth Development										
Improve coordination for youth development	Number of coordinating meeting <ul style="list-style-type: none"> • National • Regional • District 	Count of coordinating meetings held	Output	2020	4	4	4	4	4	MOYS
					64	64	64	64		
					1080	1080	1080	1080		
Promote effective participation of the youth in socioeconomic development	Number of youths provided with employable skills <ul style="list-style-type: none"> • NVTI • COTVET • NEIP • YEA • NYA 	Count of youth (including PWDs) provided with employable skills by key Government agencies	Output	2020	1,754	3,000	3,100	3,200	3,300	Ministry of Youths and Sports, NYA, YEA, YES, NVTI, Private sector
				2021	NYA-4247	NYA - 5000	NYA-5000	NYA-5000	NYA-5000	
Promote youth participation in politics,	Proportion of young people in political life: <ul style="list-style-type: none"> • Ministers of State 	The number of youth between the ages of 15 years and 35 years, in	Outcome							Ministry of Youths and Sports,

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
electoral democracy and governance	<ul style="list-style-type: none"> Members of Parliament MMDCEs Members of District Assemblies CEOs of public institutions 	administration and political leadership expressed as a percentage								MLGRD, NYA
Focus Area 12: Social Protection										
Strengthen social protection for the vulnerable	Number of extremely poor households benefiting from LEAP	Count of total number of households that receive cash grants under LEAP	Output	2021	334,023	350,000	350,000	350,000	350,000	MOGCSP
	Proportion of LEAP beneficiaries that have exited the cash transfer programme	LEAP beneficiaries exiting cash transfer programme expressed as a percentage of total LEAP beneficiaries	Outcome	2021	0	-	1000	1000	1000	MOGCSP
	Proportion of females on LEAP	Count of number of females benefiting from LEAP	Output	2021	54.8	-	-	-	-	MOGCSP
2. Promote decent pensions	Number of persons who receive regular pension payments under SSNIT and CAP 30 <ul style="list-style-type: none"> 60 years 55 years 	Proportion of persons who receive pension payments under SSNIT scheme and CAP 30	Outcome	2020	7.2 % representing 2,044,800	-	-	-	-	SSNIT; 2020 NPRA Annual Report, NPRA; GLSS 7, GSS
					227,407					
	Coverage of informal sector Pension Schemes <ul style="list-style-type: none"> Farmers in the cocoa, coffee, and sheanut sub-sector All categories of informal sector workers 	Number of informal sector workers covered by informal sector pension schemes expressed as a percentage of the total estimated number of informal sector workers	Outcome		<ul style="list-style-type: none"> Informal Sector Coverage: 4% Informal Sector Coverage: 315, 890 Informal Sector Workers: 7.9 million Informal Sector Schemes established : 29 		-	-	-	NPRA, Office of the Vice President

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 13: Disability-Inclusive Development										
Promote equal opportunities for Persons with Disabilities in social and economic development	Beneficiary persons with disabilities of the Common Fund	Number of persons with disabilities who accessed the Common Fund	Output	2021	-	8,000	12,000	15,000	30,000	Office of the Common Fund Administrator, DACF, MoGCSP, NCPD, GFD
	Employment rate of persons with disabilities	Percentage of employed persons with disabilities as against the total percentage of persons with disabilities	Outcome	2021	-	15%	30%	45%	55%	NCPD
	Inclusive services provided by sectors	Number of MDAs that provide inclusive services per the total number of MDAs	Outcome	2021	-	35	70	105	142	NCPD
	Sign language interpreters employed	Number of sign language interpreters employed in the public and private sectors	Output	2021	-	30	60	100	150	NCPD
Eliminate discrimination in all forms and protect the rights and entitlements of Persons with Disabilities	Peer support groups established	Number of peer support groups established	output	2021	N/A	4	8	16	20	MoGCSP, NCPD, GFD, CHRAJ, Legal Aid
Promote participation of PWDs in politics, electoral democracy, governance and leadership	Political participation of persons with disabilities • National (executive appointment and election)	Number of persons with disabilities appointed and elected as various levels	Output	2021	2	15	-	30	-	MOGCSP, NCPD, GFD
	• Local Government level (appointment and appointment)				-	-	-	-	-	
	• Women with disabilities in politics				-	-	-	-	-	
Strengthen institutions and systems that	Percentage of MDAs and MMDAs with disability-inclusive plans and budgets	Count of MDAs and MMDAs mainstreaming disability issues into their development plans	Output	2021	3 Ministries (MoGCSP, MOH, MLGRD)	-	-	-	-	MoGCSP, NCPD, NDPC

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
ensure the protection, inclusion and capacity building of Persons with Disabilities	<ul style="list-style-type: none"> MDAs MMDAs 	and budgets expressed as a percentage of the total number of MDAs and MMDAs			4 Agencies (NCPD, GHS, NHIS, Department of Social Welfare and Community Development) 2% MMDAs expressed as a percentage of 260 MMDAs					
Focus Area 14: Employment and Decent Work										
Promote job creation and decent work	Share of waged and salaried workers	Count of persons who take salary or perform paid job under contract (written or not) expressed as percentage of total workers	Outcome	2017	23.5%	25%	26%	28%	30%	MELR, GSS
	Proportion of workers in vulnerable employment (%)	The sum of own-account workers and contributing family workers expressed as a percentage of total number of persons employed.	Outcome	2017	66.2%	-	-	-	-	DSW, GSS, MELR, MMDAs
	Annual labour productivity growth (%)	Growth in output per worker (Now trying to work on the formular so not aware of the data provided)	Outcome	2018	3%	-	-	-	-	MELR, GSS, MDPI
	Proportion of industrial labour disputes settled	Count of industrial conflicts/disputes settled expressed as a percentage of total conflicts/ disputes recorded	Output	2019	95%	95%	95%	95%	95%	MELR, NLC

APPENDIX 5.3: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 1: Protected Area										
Expand forest conservation areas	Coverage of protected areas (SDG 14.5.1)	Proportion of the total land area designated as protected areas. ²	Outcome	2020	15.17	15.17	15.17	15.17	15.17	MLNR, FC, CSIR-Forestry Research
Protect forest reserves	Percentage of degraded areas within forest reserves	Share of degraded forest reserves as a percentage of total forest reserves in the country ³	Outcome	2020	32.50	34.79	35.88	36.97	38.06	MLNR, FC, CSIR-Forestry Research
Focus Area 2: Minerals Extraction										
	Mineral rights and production: • Mineral rights granted	Count of mineral rights granted in respect of mining lease, prospecting, reconnaissance, salt, quarry, clay, sand mining, small-scale gold/diamond, etc.	Output	2020	839	850	860	900	900	MLNR, MC
	Mineral production • Gold	Quantity of selected minerals produced per annum			4,094,071	3,788,551	3,975,552	4,567,763	5,194,807	
	• Diamonds				25,292	25,000	25,000	25,000	25,000	
	• Bauxite				1,162,086	1,831,190	1,098,714	1,098,714	1,098,714	
	• Manganese				2,597,678	2,359,546	2,359,546	2,359,546	2,359,546	
	Value of minerals produced • Gold	Value of selected minerals produced per annum			-	-	-	-	-	
	• Diamonds				-	-	-	-	-	
	• Bauxite				-	-	-	-	-	
	• Manganese				-	-	-	-	-	
	Proportion of land areas	Count of districts reported	Outcome	-	-	-	-	-	-	

² Profile for Ghana Generated by IBAT for Research and Conservation Planning, 2019

³ Projections based on data available for FC

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	affected by illicit mining activities: <ul style="list-style-type: none"> • No. of Districts • Percent area affected (%) 	to be affected by illegal mining and the share of land area affected by illicit mining activities								
Ensure effective linkage of extractive industry to the rest of the economy	Number of Jobs created by the extractive industry <ul style="list-style-type: none"> • Large scale (expatriate and local); male and female • Small scale (legal and illegal) 	Count of persons employed in large- and small-scale mining, both expatriate and local	Outcome	2020	30,944	31,253	31,566	31,882	32,201	MLNR, MC
					110,000	1,200,000	1,200,000	1,300,000	1,300,000	
	Foreign direct investment (in US\$)	Ratio of FDI to GDP, expressed in percentage	Outcome	2020	1,050.87	1,103.41	1,114.45	1,125.59	1,136.85	MLNR, MC
	Mineral revenues (GH¢) <ul style="list-style-type: none"> • Royalties • Taxes • Corporate social responsibility • Contribution to total merchandise exports 	Total amount of mineral revenues received through taxes, royalties, corporate social responsibility and export of mineral resources in Ghana Cedis	Outcome	2020	1,426.14	1,617.71	1,697.56	1,950.43	2,218.18	MLNR, MC
					1,426.14	1,476.76	1,491.53	1,506.45	1,521.51	
					27.84	30.62	35.0	38.50	42.35	
					6,998.43	6,629.96	6,957.22	7,993.59	9,090.91	
	Repatriation of mineral revenue <ul style="list-style-type: none"> • % of mineral revenue returned to the Ghanaian economy (Commercial banks) • % of mineral revenue spent on local goods 	Ratio of revenue from mineral exports returned to the economy to total revenue, expressed as a percentage	Outcome	2020	71%	71%	74%	74%	74%	MLNR, MC
		The value of mineral revenue spent on local goods, expressed as a percentage of total revenue from mineral resources in a given year			82.25%	83.0%	84.0%	84.0%	84.0%	
	Proportion of mineral production processed locally	Amount of the key mineral resources, including gold, bauxite, diamond, manganese, etc. produce and processed locally, express as percentage.	Outcome	2020	N/A	N/A	N/A	N/A	N/A	MLNR, MC
Focus Area 3: Water Resources Management										
Promote sustainable	Proportion of bodies of water with good ambient water quality	The proportion of water bodies in the country that	Outcome	2020	56.6%	65%	70%	75%	-	MSWR, WRC, GSS

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
water resources development and management	(Water quality index) (SDG 6.3.2)	have good ambient water quality. Ambient water quality refers to natural, untreated water in rivers, lakes and groundwaters and represents a combination of natural influences together with the impacts of all anthropogenic activities								
	Water availability per capita	Total available freshwater resources divided by the population	Outcome	2020	1916	1910	1905	1900	-	MSWR, WRC, HSD
Focus Area 4: Coastal and Marine Management										
Reduce coastal and marine erosion	Proportion of coastline protected	Length (kilometres) of coastline protected expressed as a percentage of total coastline requiring protection	Outcome	2020	377Km	-	-	-	-	MWH, Hydrological Services Department
Focus Area 5: Environmental Pollution										
Reduce environmental pollution	Annual mean levels of fine particulate matter in selected locations (SDG 11.6.2)	Average level of particulate matter (PM ₁₀) in the air at selected locations in Accra	Output	2020	81.8 µg/m ³	80µg/m ³	78 µg/m ³	76 µg/m ³	74 µg/m ³	MESTI, EPA
	• North Industrial Area Annual Mean				165.1 µg/m ³	160µg/m ³	158µg/m ³	156µg/m ³	154 µg/m ³	
	• First Light Annual Mean				150.8 µg/m ³	145µg/m ³	143µg/m ³	141µg/m ³	139 µg/m ³	
	• Shangri La Annual Mean				108.3 µg/m ³	103µg/m ³	101µg/m ³	98µg/m ³	96 µg/m ³	
	• Achimota Annual Mean				-	-	-	-	-	
	• La Palm Annual Mean				174.3 µg/m ³	170µg/m ³	169µg/m ³	167µg/m ³	165µg/m ³	
	• Graphic Road Annual Mean				110.7 µg/m ³	105µg/m ³	103µg/m ³	101 µg/m ³	99 µg/m ³	
	• Kasoa Annual Mean				97 µg/m ³	92 µg/m ³	90 µg/m ³	88 µg/m ³	86 µg/m ³	
• Amasaman Annual Mean										

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	Number of companies compliant with Environmental Assessments (EA)	Count of companies that adhere to permitting conditions	Output	2020	11,773	12,000	12,200	12,400	12,600	MESTI, EPA
	Number of E-waste recycling facilities audited nationwide	The number of e-waste recycling facilities adhering to permitting conditions in line Act 917 and L.I. 2250	Output	2020	20	25	30	35	40	MESTI, EPA
	Number of e-waste collection and dismantling points set up	Count of e-waste collection and dismantling points set up	Output	2021	1	2	3	4	5	MSWR
	Compliance to international safety standards in the use of modern biotechnology	Percentage of applicants complying with biotechnology safety standard	Outcome	2021	95%	95%	96%	97%	98%	MESTI, NBA
	Percentage of authorised persons complying with licensing conditions of Nuclear Regulatory Act, 2015 (Act 895).	Companies complying with licensing conditions of NRA Act.	Outcome	2021	90%	100%	100%	100%	100%	MESTI, NRA
Focus Area 6: Deforestation, Desertification and Soil Erosion										
Combat deforestation, desertification and soil erosion	Rate of deforestation	The changes in the forest cover arising out of conversion of forested land to other uses, expressed as a percentage of total forested area of the previous year ⁴	Outcome	2020	0.09	-0.17	0.10	0.10	0.10	MLNR, FC
	Hectares of degraded forest, mining areas, dry and wet lands restored/ rehabilitated within forest reserves	Total area in hectares of lost forest reserves and protected areas restored.	Outcome	2020	4,293.61	5,000	5,000	5,000	5,000	MLNR, FC, MC
					-	-	-	-	-	MLNR

⁴ Calculated based on the FC data available

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	Hectares of degraded forest, mining areas, dry and wet lands restored/ rehabilitated outside forest reserves. <ul style="list-style-type: none"> • Mining • Wetlands and mangroves 	Total area in hectares of lost mining areas, wetland and mangrove areas restored								
Promote sustainable use of forest and wildlife resources	Percentage of compliance to the Annual Allowable Cut (AAC) NB: Natural Forest. A forest composed of indigenous trees and not classified as forest plantation . Forest plantation. A forest established by planting or/and seeding in the process of afforestation or reforestation. It consists of introduced species or, in some cases, indigenous species.	The volume of timber that can be harvested under sustained-yield management in any one year, as stipulated in the pertinent approved forest management plan.	Outcome	2020						MLNR, FC
	<ul style="list-style-type: none"> • Natural Forest 				1,226,678.34 m ³	1 million m3	1 million m3	1 million m3	1 million m3	
	<ul style="list-style-type: none"> • Plantation Forest 				214958 m3	200,000 m3	200,000 m3	200,000 m3	200,000 m3	
Focus Area 7: Climate Variability and Change										
Enhance institutional capacity and coordination for effective climate action	Number of MDAs and MMDAs capacity built for effective climate action	Count of sectors and MMDAs with capacity built in climate change issues	output	2021	5 sectors 57- MMDAs	2 sectors 10 MMDAs	1 sector 10 MMDAs	1 sector 10 MMDAs	1 sector 10 MMDAs	EPA/MESTI
Enhance climate change resilience	Percentage of sectors with climate change adaptation strategies	Count of MDAs with climate change adaptation measures as related to agriculture, marine ecosystems, coastal zone infrastructure, human health and settlement, biodiversity, water resources and wetlands	Output	2020	54%	60%	65%	70%	80%	MESTI, EPA, NDPC

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
		etc., expressed as a percentage								
Reduce greenhouse gases	Level of Greenhouse gas emissions	Emissions of carbon dioxide, methane, nitrous oxide, and several fluorinated gases in Ghana, expressed in million tonnes of carbon dioxide equivalent	Outcome	2021	51.3MTCO ₂ e	51.2 MTCO ₂ e	53.4MTCO ₂ e	55.5 MTCO ₂ e	57.6MTCO ₂ e	MESTI, EPA
	Global Green Economy Index (GGEI)	Provides a ranking of country and city performance in the global green economy (GGE) and how expert practitioners perceive this performance. The performance index uses quantitative and qualitative indicators to measure how well each country performs in four key dimensions: leadership and climate change; efficiency sectors; markets and investment; and environment and natural capital	Outcome	2021	46 (78 th)	78 th	-	76 th	-	MESTI, EPA
Focus Area 8: Transportation (Road, Rail, Air and Water)										
Improve efficiency and effectiveness of road transport infrastructure and services	Road condition mix • Good • Fair • Poor	Proportion of classified road network by condition.	Outcome	2020	44% 34% 22%	46% 34% 20%	48% 32% 20%	55% 25% 20%	60% 20% 20%	MRH
	Total Road network • Trunk roads	Total length (km) of classified road network by type.	Output	2020	78,401.20	78,401.20	78,401.20	78,401.20	78,401.20	MRH
	• Urban roads				14,582.62	14,582.62	14,582.62	14,582.62	14,582.62	
	• Feeder roads				15,461.77	15,461.77	15,461.77	15,461.77	15,461.77	
					48,356.81	48,356.81	48,356.81	48,356.81	48,356.81	

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	3.Proportion of classified road network maintained	Roads maintained as a percentage of the classified road network	Output	2020	56%	60%	65%	65%	70%	MRH
Enhance safety and security for all categories of road users	Accident statistics <ul style="list-style-type: none"> Road crashes Maritime accidents Train <ul style="list-style-type: none"> Minor operational incidents Major operational incidents Air traffic accidents 	Number of accidents for each transport mode:	Outcome	2020						MoT, AIB, GCAA, MORD, NRSA, GPS (MTTD), VLTC, GMA, GRDA
		• Road Crashes			12,484	11,595	11,016	10,465	9,942	
		• Maritime accidents			7	9	7	5	3	
		Number of boat accidents on the Volta Lake								
	• Train <ul style="list-style-type: none"> Minor operational incidents Major operational incidents 	Minor = 29 Major= 48	0 0	0 0	0 0	0 0				
• Air traffic accidents	Number of serious accidents that occurs in Ghana and within the Accra Flight Information Region (FIR). <ul style="list-style-type: none"> Domestic International 	0 0	0 0	0 0	0 0	0 0				
	Number of road traffic fatalities	Count of persons killed by road accidents	Impact	2020	2,528	1,575	1,544	1,513	1,483	MoT, NRSA, GPS (MTTD)
	Number of serious injuries.	Count of persons seriously injured through road accidents	Outcome	2020	7,421	3,638	3,538	3,397	3,261	MoT, NRSA, GPS (MTTD)
Improve capacity and efficiency of port operations	Turn-around time of vessels <ul style="list-style-type: none"> Tema port Takoradi port 	Average time spent for a vessel to unload goods.	Outcome	2020	85.29	76.19	67.72	60.95	54.85	MoT, GPHA
	• Maritime traffic: <ul style="list-style-type: none"> Container traffic (TEUs) Cargo traffic (tonnes) 				110.98	93.50	84.15	75.74	68.16	
		Weight of goods carried by maritime traffic, to and from Ghana	Outcome	2020	1,287,083	1,349,115	1,516,803	38,199,882	1,843,967	MoT, GMA
Develop and promote inland water transport system	Inland Water traffic: <ul style="list-style-type: none"> Freight (Tonnes) Number of Vehicles (No.) 	Quantity of goods and number of vehicles and passengers transported on Volta Lake	Outcome	2020	38,771.28	118,190	141,828	170,194	204,233	MoT, VLTC
					105,045	122,634	147,161	176,593	211,912	

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	<ul style="list-style-type: none"> Passenger (No.) 				871,144	1,081,518	1,297,322	1,556,286	1,867,044	
Position Ghana as the aviation hub for West African sub-region	Total air freight and number of transit passengers by categories: <ul style="list-style-type: none"> Domestic aircraft movement 	Count of air passengers and weight of air freight to and from Ghanaian airports	Outcome	2020	11,359	15,264	16,917	20,300	26,391	MoT, Ghana Airports Company Limited Ghana Civil Aviation Authority
	<ul style="list-style-type: none"> International aircraft movement 				13,824	27,681	29,704	35,645	46,338	
	<ul style="list-style-type: none"> Domestic passengers 				423,718	862,045	1,065,919	1,279,103	1,662,834	
	<ul style="list-style-type: none"> International passengers 				702,651	1,777,084	1,947,862	2,337,434	3,038,665	
	<ul style="list-style-type: none"> Freight movement (tonnes) 				43,428	53,179	53,636	64,363	83,672	
Modernise and extend railway network	Passenger traffic and goods traffic by railways: <ul style="list-style-type: none"> Passenger traffic (1,000 passengers-km) 	Count of passengers and weight of goods carried by railways	Outcome	2020	980	37,067.41	38,920.77	40,866.80	42,910.13	MORD, GRDA
	<ul style="list-style-type: none"> Goods traffic (1,000 tonnes-km) 				29,613.27	61,772.00	64,860.64	68,103.63	71,508.84	
Focus Area 9: Information and Communication Technology Development										
Enhance application of ICT in national development	Total broadband capacity of the country <ul style="list-style-type: none"> Available for ICT development 	Total broadband capacity in gigabyte available and in use for ICT development.	Output	2020	2,675.37Gb	-	-	-	-	MOC, NCA, NITA
	<ul style="list-style-type: none"> In use for ICT development 				759.29Gb	-	-	-	-	
Expand the digital landscape	Internet penetration rate	Proportion of population using internet expressed as a percentage	Outcome	2020	-	-	-	-	-	MOC, NCA, NITA, GIFEC, PSRS
Focus Area 10: Science, Technology and Innovation										
Mainstream science, technology and innovation in all socio-economic activities	Research and development (R&D) expenditure as a percentage of GDP	Total public expenditure by Government and Government institutions, and private sector investments in science, technology and innovation, expressed as a percentage of GDP	Input	2020	0.15%	0.35%	0.65%	0.85%	1%	MESTI, MOF, GSS, CSIR, GAEC

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	Number of research findings adopted by industry	Count of research findings of key national research institutions (including CSIR, GAEC and the universities) adopted by industry	Outcome	2021	110	130	150	170	180	MESTI, CSIR, AGI,
	Number of technologies commercialised	Count of technologies commercialized	Outcome	2020	25	35	40	45	50	MESTI, CSIR, AGI
Focus Area 11: Energy and Petroleum										
Ensure availability of, clean, affordable and accessible energy	Per capita consumption of energy per annum (in Tonnes of Oil Equivalent (TOE): • Total (TOE/capita) • Electricity FOCUS (kWh)/capita • Petroleum (TOE/capita) • Biomass (TOE/capita)	Total amount of energy consumed in the economy per year divided by the population expressed in Tonnes of Oil Equivalent (TOE)	Outcome	2021	0.15	0.16	0.17	0.18	0.20	MoEn, Energy Commission, ECG, VRA (NEDCo), GRIDCO, BOST, TOR, NPA
	Electricity access rate	The population with access to electricity as a percentage of entire population	Outcome	2020	85.33	87.0	89.0	>90%	>90%	MoEn, Energy Commission, ECG, VRA (NEDCo),
	Change in Renewable Energy (RE) penetration	Change in generation from RE sources	Outcome	2021	50MWp	40MWp	10MWp	50MWp	50MWp + 110MWp	MoEn, VRA, BPA
	Share of renewable energy in electricity generation mix	Percentage of renewable energy installed systems in total generation capacity	Outcome	2021	2.9%	3%	4%	5%	7%	MoEn, EC
	Customer Average Interruption Duration Index (CAIDI) • ECG • Metro • Urban • Rural • NEDCO	Average number of hours of Outages Customers experience in a year	Outcome	2021	-	-	-	-	-	-
1.60	2				2	2	2			
1.56	3				3	3	3			
1.46	4				4	4	4			
1.45	1.4				1.37	1.35	1.3			
Number of weeks of Strategic Stocks of petroleum products	Number of weeks petroleum products in reserve for emergency purpose available	Outcome	2021	2 weeks	3 weeks	4weeks	5 weeks	6 weeks	MoEn, BOST, NPA	

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Promote efficient transmission and distribution system	Transmission losses	The difference between power purchased from producers and sales by transmission companies, expressed as a percentage of power purchased	Outcome	2021	4.32%	3.96%	3.87%	4.15%	4.07%	MoEn, GRIDCo
	Distribution losses	The difference between power purchased from producers and sales by distribution companies, expressed as a percentage of power purchased	Outcome	2021	26.5%	24.7%	23.5%	22.3%	20.0%	ECG, PURC, NEDCO
	• ECG				9.23%	8.5%	8.0%	7.5%	7.0%	
• NEDCo										
Improve financial capacity and sustainability of utility companies	Cost Recovery Ratio (%)	Total Revenue divided by Total Cost of operation	Outcome	2021	71.65%	72.5%	75%	80%	87%	ECG, NEDCo
	• ECG				67.2%	70%	72.5%	75%	78%	
	Commercial losses	Ratio of billed energy to supplied energy to customer	Outcome	2021	15.95%	14.45%	12.95%	11.78%	9.45%	
	• ECG				18.0%	16.5%	16%	15.5%	16%	
• NEDCo										
Ensure efficient utilisation of energy	Power factor	Measurement of power factor	Outcome	2021	0.6-0.8	0.9-1	0.9-1	0.9-1	0.9-1	MoEn, EC
	Share of efficient appliances	Average share of efficient regulated appliances on the market	Outcome	2021	97.50%	100	100	100	100	MoEn, EC
Promote petroleum exploration	Number of development wells completed and hooked-up	Count of development wells completed and hooked up	Outcome	2021	2	4	3	2	0	MoEn, GNPC, PC
Promote development and use of indigenous capabilities for exploitation of petroleum resources	Value of services and contracts awarded to indigenous companies	Value of services and contracts undertaken by indigenous Ghanaian companies in the oil and gas sector	Outcome	2021	USD\$350M in-country spend	USD\$600 M	USD\$1.5 Bn	USD\$2Bn	USD\$4Bn	MoEn, PC
	Proportion of Ghanaians employed in the oil and gas sector	Count of Ghanaians employed in the oil and gas sector as a percentage of total employment in the sector	Outcome	2020		70% - 80%	70% - 80%	70% - 80%	70% - 80%	MoEn, PC

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	<ul style="list-style-type: none"> • Technical 					70% - 80%	70% - 80%	70% - 80%	70% - 80%	
	<ul style="list-style-type: none"> • Others 					100%	100%	100%	100%	
Leverage oil and gas industry as a catalyst for national economic development	Share of oil and gas sector in GDP	Total value added of oil and gas activities as a percentage of total GDP	Outcome	2020	3.3%	-	-	-	-	MoEn, MOF (MoEn to consult MoF for data Consult economic dimension)
	Proportion of households with access to LPG	Count of household with access to LPG expressed as a percentage of total household population	Outcome	2017	25%	28%	30%	32%	34%	MoEn, NPA
	Change in Processing Capacity	The level of change in total processing capacity in barrels per stream day	Outcome	2021	28,000 bpsd	45,000 bpsd	45,000 bpsd	45,000 bpsd	45,000 bpsd	MoEn, TOR
	Volume of natural gas supplied or transported	The quantity of gas supplied to power companies, Tema industrial enclave and sub-region	Output	2021	Not started	Not started	30 MMscfd	30 MMscfd	30 MMscfd	MoEn, GNGC
	<ul style="list-style-type: none"> • Tema Industrial enclave 						50-60 MMscfd	50-60 MMscfd	50-60 MMscfd	
	<ul style="list-style-type: none"> • Togo • Cote d'Ivoire 						30-40 MMscfd	30-40 MMscfd	30-40 MMscfd	
	Proportion of petroleum revenue allocated to priority areas	Annual Budget Funding Amount (ABFA) allocated to social and economic infrastructure across all sectors, expressed as a percentage	Output	-	-	-	-	-	-	MoEn, MOF, PIAC
Minimize potential environmental impacts of oil and gas industry	Percentage of companies complying with condition of their respective Environmental Assessment (EA) and Environmental Management Plans (EMP) Permit	Proportion of conditions under the respective EA and EMP permits being adhered to by companies in the oil and gas sector	Outcome	2021	100%	100%	100%	100%	100%	EPA, MESTI MOF

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 12: Human Settlements Development and Housing										
Promote sustainable, spatially integrated development of human settlements	Percentage of Spatial Development Frameworks, structural Plans and Local Plans developed:	Count of MMDAs who have prepared and are implementing Spatial Development Frameworks (SDF), Structural Plans (SP) and Local Plans (LP) as a percentage of total MMDAs.	Output	2021						MESTI, LUSPA, RCCs
	<ul style="list-style-type: none"> Regional Spatial Development Frameworks (% of Regions with RSDFs). 				3 (23.07%)	6 (37.50%)	9 (56.25%)	12 (75%)	16 (100%)	
	<ul style="list-style-type: none"> District Spatial Development Frameworks 				-	-	-	-	-	
	<ul style="list-style-type: none"> Structural Plans 				-	-	-	-	-	
	<ul style="list-style-type: none"> Local Plans 				-	-	-	-		
Provide adequate, safe, secure, quality and affordable housing	Number of household units provided nationally (thousands)	Count of household units constructed by the public and private sector in the rural and urban areas	Output	2020						MWH, GSS, MLGDRD
	<ul style="list-style-type: none"> Urban households 				1,030	-	-	-	-	
	<ul style="list-style-type: none"> Rural households 				0	-	-	-	-	
Focus Area 13: Rural Development Management										
Enhance quality of life in rural areas	Number of rural sub-projects completed, and jobs created under the rural development and management programme:	Count of rural sub-projects completed and jobs created under the rural development and management programme	Output	2020						GSS, MLGDRD
	<ul style="list-style-type: none"> Sub-projects 				342	-	-	-	-	
	<ul style="list-style-type: none"> Jobs created 				29,959	-	-	-	-	
Focus Area 14: Urban Development Management										
Promote resilient urban development	Proportion of urban population	Count of people living in urban areas, expressed as a percentage of total population	Output	2021	56.67%	-	-	-	-	MLGRD, GSS,

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 15: Construction Industry Development										
Build a competitive and modern construction industry	Construction Industry laws enacted and implemented	Legal frameworks which will regulate the development of the industry enacted into law, including the setting up of apex body for the industry	Output	2020	Real estate bill enacted by parliament	-	-	-	-	MWH, MOJAGD, Association of Construction Industry
Focus Area 16: Drainage and Flood Control										
Address recurrent devastating floods	Number of drainage master plans prepared: • Regional	A comprehensive plan which outlines systemic actions to create adequate artificial waterways to carry storm water discharge in major cities and towns	Output	2020	0	8	8	0	0	MWH, Hydrological Services Department, LUSPA
	• Districts				1	130	129	0	0	
	Length of drains(km) constructed: • Primary • Secondary	length of drains (km) rechannelled, upgraded and maintained	Output	2021	8.38km	-	-	-	-	MWH, Hydrological Services Department, LUSPA
					15.28km	-	-	-	-	
Number of flood warning stations constructed/rehabilitated	Count of national advanced flood warning system installed for forecasting floods	Output	2020	NA	-	-	-	-	MWH, Hydrological Services Department, NADMO	
Focus Area 17: Infrastructure Maintenance										
Promote effective maintenance culture	National public works maintenance framework instituted and operationalized	A routine maintenance arrangement for all public infrastructure in health, education, roads, railways, ports, etc., introduced and enforced by Government with appropriate sanctions	Input	2020	-	1	-	-	-	MWH, Public Works Department
Focus Area 18: Land Administration										
Develop efficient land administration and management	Number of days to register lands: • Land title certificate • Land Registry (Deeds)	Average number of days it takes to get title to land in a year	Outcome	2020	150days	120days	90days	50days	30days	MLNR, LC
		Average number of days it takes to register deed		2020	30days	15days	14days	12days	10days	

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
system	Number of regional and district Land Commission offices established <ul style="list-style-type: none"> • Regional • District 	Count of regional and district offices established	Output	2020	10 6	10 5	3 10	0 10	0 10	MLNR, LC
Focus Area 19: Zongos and Inner Cities Development										
Improve basic social infrastructure and services and livelihood conditions of Zongos and inner cities	Proportion of people living in slum areas	Population living in slum areas as a percentage of total population	Outcome	2020	28.18%** (8.8 million)	-	-	-	-	MWH, Zongo Development Fund
	Number of slums/ Zongo communities upgraded	Count of slums/zongos upgraded	Outcome	2020	0	1	-	-	-	MWH, Zongo Development Fund

APPENDIX 5.4: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 1: Democratic Governance										
1. Deepen democratic governance	Number of CRC recommendations implemented	Count of CRC recommendations implemented (White paper)	Output	-	-	-	-	-	-	Parliament
	Change in budgetary resources approved and released to	Change in the budgetary resources approved and released to Parliament, Judiciary and IGIs expressed as a percentage of the preceding year's allocation	Input	2020	11.3%	-	-	-	-	MoF, Parliament, JS, NMC, CHRAJ, NCCE, EC
	• Parliament				30.7% (3,567,43004.10)	405,031,530.00	414,1416,19.00	443,189,898.00	489,055,058.00	
	• Judiciary				EC=78% NCCE=52.9% NMC=187%	CHRAJ = 62,852,704	CHRAJ = 87,365,258	CHRAJ = 122,311,362	CHRAJ = 155,715,852	
• Independent Governance Institutions										
	Good Governance Index (GGI)	Composite index covering six dimensions of governance namely, Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law, Control of Corruption, based on over 30 individual data sources produced by a variety of survey institutes, think tanks, non-Governmental organizations, international organizations, and private sector firms.	Impact	2020	53.68%	56.18%	57.42%	58.66%	59.90%	CHRAJ, GII, CDD

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE	
				YEAR	DATA	2022	2023	2024	2025		
Focus Area 2: Local Governance and Decentralization											
Deepen political and administrative decentralization	Pre-conditions for the election of MMDCEs met <ul style="list-style-type: none"> Amendment of relevant legislations Conduct of referendum 	Pre-conditions for the election of MMDCEs include the revision of Articles 243 (1) and 55 (3) of the Constitution, revision of section 20 of Act 936 and the conduct of referendum for the MMDCE election	Process	2020	0	Relevant legislations amended	Referendum conducted	-	-	-	MLGDRD, OHLGS, Parliament
	Staff strength of MMDAs	Total number of employees in all MMDAs, expressed as a percentage of the total number required/on Government payroll	Input	2020	6.91% (GoG &IGF)	≥7.5%	-	-	-	-	MLGDRD, OHLGS
Improve decentralised planning	Percentage of MDAs and MMDAs medium-term development plans certified and implemented	Count of MDAs and MMDAs medium-term development plans certified and implemented expressed as a percentage.	Output	2020	-	-	-	-	-	-	NDPC, MLGDRD, MoF, DACF
Strengthen fiscal decentralization	Share of MMDAs total revenue to total national revenue	Total MMDAs revenue (including IGF, DACF, DACF-RFG, GoG transfers and Donor funds) expressed as a percentage of total national revenue	Input	2020	3.61%	≥4.5%	≥4.5%	≥4.5%	≥4.5%	MLGDRD, MoF, MMDAs, DACF	
	Proportion of central Government transfers to MMDAs	Amount of DACF and other GoG funding to MMDAs, expressed as a percentage of annual national total revenue, excluding grants	Input	2020	2.5%	≥5%	≥5%	≥5%	≥5%	MLGDRD, MoF, MMDAs, DACF	

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Strengthen the coordinating and administrative functions of regions	Share of central Government budgetary allocations and releases to RCCs	Share of central Government approved budgetary allocations and releases to RCCs	Output	2020	2.5%	-	-	-	5.0%	MoF, MLGDRD
Focus Area 3: Public Accountability										
Deepen transparency and public accountability	Number of Public Accounts Committee (PAC) recommendations implemented	Count of PAC recommendations on the annual Auditor-General's Report implemented by relevant agencies	Output	2019	139 recommendations	-	-	-	-	OAG, MoJ, Parliament, OSP, AG's Dept.
	Launch the National Monitoring and Evaluation Information System (NaMEIS) to monitor the quality-of-service delivery by Government	An ICT-based national monitoring and evaluation system developed and operated by NDPC to monitor the delivery of public services	Input	2020	Output 4 developed but undergoing review for approval by stakeholders	Full implementation of NaMEIS	Full implementation of NaMEIS	Full implementation of NaMEIS	Full implementation of NaMEIS	NDPC
	Percentage of RTI request responded to by MDAs and MMDAs	Number of responses over the total request expressed as a percentage	Output	-	-	-	-	-	-	MoI
Focus Area 4: Public Institutional Reforms										
Build an effective and efficient Government machinery	Proportion of Government institutions using the HRMIS to improve service delivery <ul style="list-style-type: none"> • MDAs • MMDAs 	Count of Government institutions using the Human Resource Management Information System to update their HR data (processing of recruitment, promotions, resignations and retirement, etc.) expressed as a percentage of total Government institutions	Outcome	2020	63% MDAs	71%	75%	83%	93%	MoF, PSRS, PSC, OHCS, OHLGs

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	Proportion of public service institutions with client service charters <ul style="list-style-type: none"> • MDAs • RCCs • MMDAs 	Number of public service institutions with client service charters expressed as a percentage of all public service institutions	Output	2020	8 client service charters developed	-	-	-	-	OHCS, PSRS
	Percentage of public institutions with ethics officers	Number of public institutions with ethic officers expressed as a percentage of total public institutions	Output	2021	96 officers	-	-	-	-	PSC, CHRAJ
	Percentage of eligible Officers completing the Staff Performance Appraisal Instrument in M&Ds. <ul style="list-style-type: none"> • Percentage of Chief Directors achieving the “excellent” rating in the evaluation of the Performance Agreement • Percentage of Directors / HoDs achieving the “excellent” rating in the agreed deliverables 	Number of eligible Officers completing the Staff Performance Appraisal Instrument in M&Ds expressed as a percentage	Input	-	-	-	-	-	-	OHCS
Focus Area 5: Public Policy Management										
Enhance capacity for policy formulation and coordination	Number of public policies formulated in line with the National Public Policy Formulation Guidelines (NPPFG)	Count of public policies that are formulated in line with the prescribed format and content for drafting public policies in the NPPFG	Output	2021	2	5	5	5	5	NDPC, MoF, OoP (Cabinet Secretariat), MDAs
	Extent of usage of Ghana macro-economic model	Scope of usage (with evidence) of the Ghana macro-economic model to ascertain various scenarios such as aspiration targeting and policy	Outcome	2020	Key stakeholders trained	-	-	-	-	NDPC, BoG, MoF, OoP
		analysis by NDPC, EMT, BoG and MoF								

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 6: Human Security and Public Safety										
Enhance security service delivery	Police-citizen ratio	The ratio of the total number of police officers to the country's population	Input	2021	1:732	1:500	1:500	1:500	1:500	MINTER, GPS
	Change in reported cases of crime <ul style="list-style-type: none"> • Murder • Rape • Armed robbery • Drug trafficking 	The change in the number of reported cases of major crimes including rape, armed robbery and murder, drug trafficking and drug-related crime expressed as a percentage of total number of reported cases of major crimes in the preceding year	Outcome	2021	4%	3.2%	3%	3%	2.9%	MINTER, NACOB, GPS
					%	7.5%	6%	5.5%	5%	
					11%	9.5%	8.6%	7.2%	7%	
43%	20%	23%	25%	18%						
Enhance public safety	Fire officer-citizen ratio	Ratio of fire officers to total population	Input	2021	1:2379	1:1774	1:1597	1:1458	1:1347	MINTER, GNFS
	Recorded incidence of fire outbreaks	Number of reported incidents of fire outbreaks (Industrial, bush fires, domestic, vehicular, institutional, commercial, others)	Output	2020	6474	7502	7172	6771	6432	GNFS, MINTER
	Recorded cases of foreigners without residence/work permit arrested	Total number of foreigners without resident/work permit arrested	Output	2020	5478	>15%	>15%	>15%	>15%	MINTER, GIS
	Recorded cases of foreigners without residence/work permit prosecuted	Total number of foreigners without resident/work permit processed and arraigned before court								
	Occupancy rate in prison/detention facilities <ul style="list-style-type: none"> • Adult male • Adult female • Juvenile (M) • Juvenile (F) 	Prison population expressed as a percentage of total holding capacity	Outcome	2020	96.92%	98%	98%	98%	98.20%	MINTER, Ghana Prisons Service
					1.07%	0.34%	0.34	0.34	0.34	
2.01%					1.66%	1.66%	1.66%	1.46%		
-					-	-	-	-		

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	Net recruitment rate into the Ghana Armed Forces	Rate of recruitment into the Ghana Armed Forces, Ghana Air Force, Ghana Navy, minus the rate of loss of personnel through retirement, death etc.	Input	2020	5.08%	-	-	19.16%	-	MoD, GAF
	Percentage of personnel deployed in peacekeeping operations	Armed Forces personnel involved in peacekeeping operations expressed as a percentage of the total number of personnel in the Ghana Armed Forces	Outcome	2020	10.10%	≤16.40%	≤16.40%	≤16.40%	≤16.40%	MoD, GAF
Focus Area 7: Corruption and Economic Crime										
Promote the fight against corruption and economic crime	Proportion of corruption cases for which prosecution has been initiated by: <ul style="list-style-type: none"> • Special Prosecutor • Office of the Attorney General 	Number of corruption cases for which prosecutions have been initiated as a percentage of all corruption cases received	Output	2020	SP-1 OAG- 0	35%	50%	55%	60%	OAGMoJ, OoP, Parliament, OSP
	Number of corruption cases recorded and investigated by state anti-corruption institutions including: <ul style="list-style-type: none"> • CHRAJ 	Count of corruption related cases received by CHRAJ and EOCO	Output	2020	158 cases recorded and 20 cases investigated	-	-	-	-	OAGMoJ, OoP, Parliament, OSP, EOCO
	<ul style="list-style-type: none"> • EOCO 				132 cases investigated, 11 prosecuted, 2 convictions secured and recovered a total amount of GHS2,526,623.94 from proceeds of crime	-	-	-	-	

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	Number of corruption cases prosecuted by the Attorney-General Department	The number of corruption related cases prosecuted by the Attorney-General Department	Output	2021	0	40	55	65	75	OAG
	Number of corruption cases prosecuted by the Special Prosecutor	The number of corruption related cases prosecuted by the special prosecutor	Output	2021	0	40	60	65	90	SP
	Percentage of corruption cases investigated	Corruption cases for which investigations have been carried out expressed as a percentage of total number of corruption cases received	Output	2021	0	40%	50%	65%	80%	OAGMoJ, OoP, Parliament, OSP, EOCO
	Corruption Perception Index	Composite index of corruption which focuses on corruption in the public sector including the abuse of public office for private gain (i.e., bribes taken by public officials in public procurement and recruitment) ⁵	Outcome	2020	43 out of 100	At least 47 out of a 100	At least 49 out of a 100	At least 52 out of a 100	At least 55 out of a 100 ⁶	CHRAJ, GII, CDD
Focus Area 8: Law and Order										
Promote access and efficiency in delivery of justice	Number of lawyers called to the Bar	Count of new lawyers called to the Bar in a given year	Input	2021	312	700	800	900	1000	OAG, MoJ, GLC, GSL, JS
	Percentage of Courts automated									
	Percentage of cases settled through Alternative Dispute Resolution (ADR)	Count of cases recorded and settled through ADR expressed as a percentage	Output	2020	58%	65%	66%	65%	60%	OAG, MoJ, JS
					<i>*Does not</i>	<i>*Does</i>	<i>*Does</i>	<i>*Does</i>	<i>*Does</i>	

⁵ Indicator expressed as a score.

⁶ Thereby putting Ghana within the range of first three corruption-free countries in Africa

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
					<i>include data for Court connected ADR</i>	<i>not include data for LA and Court connected ADR</i>	<i>not include data for LA and Court connected ADR</i>	<i>not include data for LA and Court connected ADR</i>	<i>not include data for LA and Court connected ADR</i>	
	Un-sentenced detainees	Total number of detainees awaiting trial as a proportion of overall prison population	Outcome	2018	13.1%	-	-	-	-	GPS, MINT
Focus Area 9: Civil Society and Civic Engagement										
Improve participation of civil society in national development	Press Freedom Index - PFI	A composite index of every kind of violation directly affecting journalists including murder, imprisonment, physical attacks and threats, news media censorship, confiscation of newspaper issues, searches and harassment.	Outcome	2020	22.26 (30 th out of 180)	-	-	-	-	MoI, NMC
	Voice and Accountability index	Composite index of 84 variables, from 50 sources that captures perceptions of citizens about participate in selecting their Government, as well as freedom of expression, freedom of association, and a free media	Impact	2019	65.52%	68.68%	70.25%	71.81%	73.37%	CHRAJ, NDPC

⁷Placing Ghana within the first two best ranked countries in Africa. Currently Cape Verde is the best ranked country in Africa with a score of 76.33 (2020) and Ghana being ranking 4th behind Mauritius (70.53%) and South Africa (70.05%) The best score of 67.49% was recorded by Ghana in 2016 ⁷

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 10: Attitudinal Change and Patriotism										
Promote discipline in all aspects of life	Good Society Campaign	Long-term national campaign to promote discipline in all aspects of life, including developing and promoting core national values.	Process	2020	NA	Conceptual framework developed	Program developed and rolled out	-	-	NDPC, MoI, OSM (PSRS), NCCE
Focus Area 11: Development Communication										
Ensure responsive governance and citizen participation in the development dialogue	Number of National Policy Dialogues organised	Count of:	Output	2020	22	24	24	24	24	OoP, MoI, ISD
		• Presidential meet-the-press			8	12	8	12	12	
		• Meet-the-Press sessions			0	1	1	1	1	
		• Budget dissemination workshops			12	4	4	4	4	
		• Nation Building Update			9	12	12	12	12	
Focus Area 12: Culture for National Development										
Promote culture in the development process	Number of L.I.s on lines of succession to stools and skins for rightful successors	Number of LI (Documentation of rightful successor to stools/skins)	Output	2020	20	20	20	20	10	MCRA, OAGMoJ, Parliament
	Proportion of cultural centres that are functional	Number of operational cultural centres in the regions (i.e., museums, art centres, theatres) expressed as percentage of total cultural centres in the country	Output	2020	NA	25% (4 out of 16)	50% (8 out of 16)	75% (12 out of 16)	100% (16 out of 16)	MoTAC, OAGMoJ
	Number of Chieftaincy disputes recorded and resolved	The count of chieftaincy cases:	• Recorded	Output	2020	79 new cases	-	-	-	-
• Resolved			-			-	-	-		
• Unresolved			483			-	-	-	-	
Focus Area 13: Strengthening Ghana's Role in International Affairs										
Enhance Ghana's international	Number of Ghanaians occupying positions in international organizations	Count of Ghanaians elected or appointed to positions in international	Output	2020	1	6	6	6	6	MFARI, OoP

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
image and influence		organizations								
Promote Ghana's political and economic interests abroad	Number of foreign markets for Ghanaian products	Number of markets identified abroad for Ghanaian products -Existing -New	Output	2020	30 2	- -	- -	- -	- -	MFARI
	Number of investment promotion activities held	Count of trade and investment promotions carried out by Ghana Missions abroad	Output	2020	22					MFARI, OoP, GIPC, GEPA
Integrate Ghanaian diaspora in national development	Number of Ghanaians abroad who participate in general elections (presidential elections)	Count of Ghanaians abroad who participate (vote) in presidential elections	Output	2020	0	-	-	-	-	MFARI, EC, Parliament, Political parties
	Number of Ghanaians captured on the diaspora database	Count of Ghanaians captured on the diaspora database	Output	2020	2,500,000	-	-	-	-	MFARI
	Number of protocols on African open skies implemented	Count of protocols on African open skies implemented	Output	-	-	-	-	-	-	MFARI, MoT

APPENDIX 5.5: EMERGENCY PLANNING AND COVID-19 RESPONSE

POLICY OBJECTIVES	INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 1: Hydrometeorological Threats										
Promote proactive planning and implementation for disaster prevention and mitigation	Number of recorded incidence of disasters across the country	Count of disaster occurrences across the country in a year	Output	2020	2479	1,884	1,773	1,662	1,551	MINT, NADMO
	Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population.	The number of people who died, went missing or were directly affected by disasters per 100,000 population	Output	2020	1,184.3	655	616	577	538	MINT, NADMO
	Number of communities trained in disaster prevention and management (bushfires and flooding)	Count of communities that benefit from disaster prevention and management training annum	Output	2020	3,351	5,200	6,500	7,800	10,400	MINT, NADMO
	Number of regional and district capitals implementing city Resilience action plans	Count of regional and district capitals with developed city resilience action plans and commenced implementation	Outcome	2019	NADMO spearheaded and circulated letters to all Regional Coordinating Councils, informing them to sign on to the UNDRR 'Making My City Resilient' Campaign	Advocacy and Sensitization for city resilience	Risk Assessment and mapping of all regional capitals and 50% of district capitals that qualify to be cities	Complete city resilience action plans for all regional capitals and 50% of district capitals that qualify to be cities	60% of the outlined action plans implemented for all the regional capitals and 50% of district capitals that qualify to be cities	NADMO MMDAs

POLICY OBJECTIVES	INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE	
				YEAR	DATA	2022	2023	2024	2025		
	Number of RCCs and MMDAs with disaster risk reduction (DRR) plans	Count of RCCs and MMDAs with DRR plans expressed as a percentage of total RCCS/MMDAs • RCCs • MMDAs	Output	2020							NADMO Ministry of Interior, RCCs MMDAs
					2	3	8	10	16		
					0	52	130	156	260		
	National Action Plan for Sendai Framework Developed	A national action plan developed to implement the Sendai Framework for Disaster Risk Reduction in line with global requirements.	Output	2019	NADMO has prepared a zero draft of the action plan	Stakeholder review and validation	Engage 20% of identified stakeholders for implementation	Engage 50% of identified stakeholders for implementation	Engage 80% of identified stakeholders for implementation	NADMO MMDAs	
Enhance coordination among key institutions	DRR committees established among the National and all Regional Houses of Chiefs	Number of DRR committees established in National and all - Regional Houses of Chiefs • National • Regional	Output	-	-	-	-	-	-	NADMO, RCCs MMDAs	
	Proportion of DRR planning/coordination meetings held with the involvement of traditional leaders.	Count of DRR planning/coordination meetings held with traditional leaders expressed as a percentage of total meetings held: • National • RCCs • MMDAs	Process	2019	-					NADMO, RCCs MMDAs	
Focus Area 2: Geological threats											
Minimize Ghana's geological threats	Number of vulnerable buildings in earthquake and landslide high risk zones mapped out	Count of buildings vulnerable to earthquakes, landslides and other related geological hazards mapped	Outcome	2020	No database on vulnerable buildings in earthquakes and landslide	15% risk quantified (No. of vulnerable buildings within 30% coverage	30% risk quantified (No. of vulnerable buildings within 30% coverage	45% risk quantified (No. of vulnerable buildings within 30% coverage	45% risk quantified (No. of vulnerable buildings within 60% coverage	Ministry of Lands and Natural Resources Ghana Geological Survey Authority, Centre	

POLICY OBJECTIVES	INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
					prone zone, level of risk not quantified	area in the high-risk zone mapped out	area in the high-risk zone mapped out	area in the high-risk zone mapped out	area in the high-risk zone mapped out	Remote Sensing and Geographic Information Services
	Earthquake early warning systems installed	count of early warning systems for earthquakes installed expressed as a percentage of total number of early warning systems required	Output	2021	8 of 200	25	50	75	100	Ghana Geological Survey Authority,
	L.I. on site investigation certification by GGSA prior to construction work developed, passed by Parliament enforced and	L.I. for the site investigation certification by GGSA prior to construction work, developed, passed by Parliament and enforced	Output	2020	No L.I.	Draft LI document developed	LI document submitted to Parliament	LI document Approved by Parliament	LI enforced to regulate infrastructural development	Ministry of Lands and Natural Resources, Ghana Geological Survey Authority
Focus Area 3: Biological Threats										
Enhance surveillance system and build response capacity to prevent, detect, contain, and respond to epidemics and pandemics	Existence of administrative framework on information flow	An administrative framework that clearly identifies chain of command and information flow amongst relevant agencies	Process	2020	0	30% completion	70% completion	100% completion	100% Operationalisation of administrative framework	MoH, GHS
	Constitutional law/Act covering emergency preparedness, response, recovery and mitigation enacted	Passage of the Health bill which includes the emergency preparedness and response plan into law	Output	2019	Draft health bill prepared	90% completion	100% completion	10% operationalization	60% Implementation	MoH

POLICY OBJECTIVES	INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	A national emergency preparedness and response plan developed	Formulation of the national emergency preparedness and response plan covering all essential services providers in the country	Output	2017	International Health Regulation (IHR) prepared for Ghana	70% completion	100% completion	50% operationalization	100% operationalization	MoH, NADMO
Focus Area 4: Anthropogenic										
Minimise anthropogenic threats	National Contingency Planning Board (NCPB) set up	1. Board of experts with a representative from the Ghana Armed Forces, Ghana National Fire Service, DVLA, NADMO, EPA, and Ghana Atomic Agency/Nuclear Board, established	Output	2020	No base data available	Executive instrument ready for parliament approval	National contingency planning board set up	A national contingency plan designed to counter anthropogenic threat	Exposure related to anthropogenic disasters per year reduced by X%	
	Number of well-resourced emergency centers established	Count of well-resourced emergency centres established	Output	2020						MoH, NADMO
	Proportions of Gas station facilities utilizing the Standard Operation Procedures (SOPs)	Count of gas station facilities using SOPs as a percentage of all gas station facilities	Outcome	2020	-	-	-	-	-	-
Focus Area 5: Technology and Security Threats										
Strengthen National Preparedness against cybercrime and terrorism	Mean response time to network intrusion	Mean response time to a cyber-attack once system administrator becomes aware of it	Outcome	2020	-	No. of security events detected on critical systems	No. of adequately trained Incident response staff % of compliance to Cybersec	% of implementation of security in depth strategy No. of All staff trained		MoC&D Cybersecurity Authority NITA Ghana Police NIB

POLICY OBJECTIVES	INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
							urity Framework (CSF) and controls (e.g., ISO27002)	on acceptable use of Gov. systems and applications		
	Budgetary resource allocated and released to the National Cyber Security Authority	Amount of budgetary resource allocated to National Cyber Security Authority in a given year	Input	2020	-	-	-	-	-	MoC&D Cybersecurity Authority NITA, NIB Ghana Police
	Number of MMDAs with trained security experts	Count of MMDAs with security personnel with advanced training in cybercrime and terrorist modus operandi expressed as a percentage	Output	-	-	-	-	-	-	MoC&D Cybersecurity Authority NITA Ghana Police NIB
	Inter-Agency task force for Counter-Terrorism Established	A task force with representation of all security services to coordinate efforts against terrorism	Output	2020	No Inter-Agency task force	-	-	-	-	MINTER
Minimise the incidence of organised crime	Percentage of small and light weapons recovered	Count of recovered weapons (small and light) compared against the estimated number of weapons in circulation	Output	2020	-	-	-	-	-	MINTER; GPS, NIB, FIC, NACOC, Ghana Immigration Service
	Recorded cases of organised crime <ul style="list-style-type: none"> • money laundering • human trafficking • firearms trafficking • illegal gambling 	Count of various crimes run by enterprises of criminals for profit expressed	Outcome	2020	-	-	-	-	-	MINTER; GPS, NIB, NACOC, GIS, MoGCSP,

POLICY OBJECTIVES	INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	<ul style="list-style-type: none"> • extortion, • counterfeit goods • wildlife and cultural property smuggling 									Mol, Ghana Psychological Association
Ensure safety of life, property, and social wellbeing	Recorded cases of violence linked to economic, ethnic, political and chieftaincy conflicts	Count of ethnic, political and chieftaincy violence recorded in a year	Output	-	-	-	-	-	-	MINTER; Ghana Police Service, MCRA Peace Council, EOCO, OOP, National and Regional Houses of Chiefs, OAG&MJ
Focus Area 6: Relief Operation and Humanitarian Assistance of Disaster Victims										
Enhance relief operations and humanitarian welfare	Number of disaster victims supported with relief items.	Distribution of relief items distributed to disaster victims	Output	2021	62, 982	145,000	152, 250	159,863	167,855	MINT, NADMO, MLGDRD
Focus Area 7: COVID-19 Response										
Enhance industry resilience to shocks (e.g., COVID-19)	Proportion of SMEs provided with COVID-19 recovery financial support: <ul style="list-style-type: none"> • Loans 	Count of small and medium scale enterprises provided with COVID-19 recovery incentives as a percentage of SMEs	Output	-	-	-	-	-	-	GEA, MoF, GRA, MASLOC
	COVID-19 related expenditure as a percentage of GDP	Government expenditure on COVID-19 expressed as a percentage of Gross Domestic Product (GDP)	Output	-	-	-	-	-	-	MoF
Ensure resilient and innovative tourism and arts industry	Percentage of enterprises affected by COVID-19 in the tourism and creative arts industry provided with credit schemes	Number of enterprises affected by COVID-19 in the tourism and creative arts industry provided with credit schemes as a	Output	-	-	-	-	-	-	MOTAC, GTA

POLICY OBJECTIVES	INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
		percentage of all COVID-19 affected enterprises in the tourism and creative arts industry								
Sustain agriculture and rural development	Number of farmers supported with: <ul style="list-style-type: none"> • agricultural inputs • extension and advisory services • markets 	Count of farmers who are provided with access to agricultural inputs, extension and advisory services and market	Output	-	-	-	-	-	-	MOFA
Promote innovative and alternative learning	Percentage of primary, JHS, SHS, TVET and Tertiary schools/institutions with technologies or strategies to support remote learning <ul style="list-style-type: none"> • Primary • JHS • SHS • TVET • Tertiary 	Count of schools/institutions with technologies or strategies to support remote learning expressed as a percentage of all schools/institutions	Output	-	-	-	-	-	-	MOE, GES
				-	-	-	-	-		
				-	-	-	-	-		
				-	-	-	-	-		
				-	-	-	-	-		
				-	-	-	-	-		
	Proportion of students using remote learning platforms <ul style="list-style-type: none"> • Primary • JHS • SHS • TVET • Tertiary 	Count of students using remote learning platforms as alternative ways of learning expressed as a percentage	Outcome	-	-	-	-	-	-	MoE, GES
				-	-	-	-	-		
				-	-	-	-	-		
				-	-	-	-	-		
				-	-	-	-	-		
Ensure secured health systems	Existence of a logistics management information system	A fully functional logistics management information system	-	-	-	-	-	-	-	
	Existence of a health sector emergency response system	A fully functional health sector emergency response system								

POLICY OBJECTIVES	INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Sustain food and nutrition security	Global food security Index		Output	2022	Moderate (82 out of 113 countries)	-	-	-	-	
	National food insecurity	Proportion of the population at risk of hunger/ who are food insecure		2020	12%	-	-	-	-	
	Proportion of MMDAs with actions/strategies for identifying and addressing food and nutrition insecurity	Count of MMDAs with strategies for identifying and addressing food and nutrition insecurity expressed as a percentage of all MMDAs	-	-	-	-	-	-	-	
	Proportion of MMDAs implementing FNS actions in their MTDPs	Count of MMDAs who have implemented more than 50% of their FNS actions expressed as a percentage	-	-	-	40%	60%	80%	80%	
Reduce business and workers' vulnerability to internal and external shocks	National Unemployment Insurance scheme for workers	National Unemployment Insurance scheme for workers established and functional	Output	-	-	-	-	-	-	
Strengthen the social protection system to include emergency preparedness and response	National emergency relief fund developed and established	National emergency relief fund developed and established	Output	-	-	Bill developed	Bill passed	Bill operationalized	Fund fully operational	
Improve water and sanitation services	Number of good hygiene sensitisations undertaken	Count of national campaigns carried out through traditional and non-traditional means to sustain good hygiene practices in a year	Output	-	-	-	-	-	-	MSWR

POLICY OBJECTIVES	INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Enhance environmental protection services	EPA's online services system fully operationalised	Proportion of EPA's online service operating at optimal level expressed as percentage	Output	-	-	-	-	-	-	
Promote shock resilient construction in the road and rail sectors	Number of road and rail personnel trained in resilient technologies in construction	Count of road and rail personnel trained in resilient technologies (ICTs, etc.) in construction	Output	-	-	-	-	-	-	MoRD, MoT, MoCD, GhIE

APPENDIX 5.6: IMPLEMENTATION, COORDINATION, MONITORING AND EVALUATION

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
Focus Area 1: Implementation and Coordination										
Strengthen plan preparation, implementation and coordination	Proportion of annual action plans implemented <ul style="list-style-type: none">• MMDAs• RCCs• MDAs	Count of activities implemented divided by the total number of planned activities in a given year expressed as a percentage	Output	2020	85.0	100	100	100	100	MDAs, MMDAs and RCCs, NDPC
					-	100	100	100		
					-	100	100	100		
	Number of quarterly meetings held <ul style="list-style-type: none">• DPCU• RPCUs• PPMED	Count of quarterly meetings held by DPCUs, RPCUs, PPMED	Output	2019						MDAs, MMDAs and RCCs, NDPC
					2	4	4	4	4	
					2	4	4	4	4	
Percentage change in IGF <ul style="list-style-type: none">• MDAs• MMDAs	Change in the total amount of internally generated funds raised expressed as a percentage	Outcome	2020	-	-	-	-	-	MLGDRD, MMDAs, MDAs, MoF	
				11.1%	18.18%	11.99%	11.98%	11.99%		
Focus Area 2: Monitoring and Evaluation										
Strengthen monitoring and evaluation systems at all levels	Date of completion of the national APR	Date on which the national APR is published by the Commission	Outcome	2020	31 st July	31 st July	31 st July	31 st July	31 st July	NDPC
	Percentage of APRs submitted on time <ul style="list-style-type: none">• MDAs• RCCs• MMDAs	Number of MMDAs, RCCs & MDAs submitting APRs on time expressed as a percentage of the total number of MMDAs, RCCs & MDAs respectively	Outcome	2020	2.3%	100%	100%	100%	100%	NDPC
					-					
					8.8%	100%	100%	100%	100%	
	Percentage of institutions using the national M&E Information System <ul style="list-style-type: none">• MDAs	Count of MDAs, MMDAs and RCCs connected to and are using the National M&E	Outcome	2020	0	50%	75%	85%	100%	MDAs, MMDAs and RCCs, NDPC

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
	<ul style="list-style-type: none"> R2CCs MMDAs 	Information System to process, analyse and share information expressed as a percentage		2020	0	50%	75%	85%	100%	
				2020	0	50%	75%	85%	100%	
	Number of Government institutions conducting evaluations <ul style="list-style-type: none"> MDAs RCCs MMDAs 	Count of public institutions (MDAs, MMDAs and RCCs conducting and using evaluations	Output	2021	0	25	41	55	60	MDAs, MMDAs, RCCs, NDPC
					0	5	10	14	16	
					0	90	120	180	260	
	Percentage of annual budget utilized on M&E <ul style="list-style-type: none"> National MDAs RCCs MMDAs 	Total amount of resources spent on M&E expressed as a percentage of total annual expenditure	Input							MDAs, MMDAs, RCC, NDPC, MoF
				2020	0.9%	2.5%	3.0%	4.0%	4.0%	
				2020	0.5%	2.5%	3.0%	4.0%	4.0%	
				2020	0.5%	2.5%	3.0%	4.0%	5.0%	
Focus Area 3: Production and Utilisation of Statistics										
Strengthen production and utilisation of statistics	Number of MMDAs with district statisticians	Count of MMDAs with district statisticians	Input	2020	216	230	245	254	260	MMDAs, GSS, NDPC, OHLGS
Focus Area 4: Development Finance and Cooperation										
Improve resource mobilization and effectively manage its utilization	Proportion of financial assistance (loans & grants) from development partners to national revenue	Share of financial assistance (loans & grants) from development partners to total national revenue expressed as a percentage	Outcome	2021	70%	60%	50%	40%	30%	MoF Bank of Ghana
Focus Area 5: Knowledge Management and Learning										
Enhance knowledge management and learning	Number of Government institutions with digitized documentation systems <ul style="list-style-type: none"> MDAs RCCs MMDAs 	Count of Government institutions that have automated their work processes including conversion of documents and storage of electronic	Output	-	-	45	50	55	55	MDAs, MMDAs, RCCs

POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		TARGETS				DATA SOURCE
				YEAR	DATA	2022	2023	2024	2025	
		files				10	12	16	16	
						230	245	261	261	
	Proportion of technical staff without access to official computers	Count of technical staff without access to official computers expressed as a percentage of total staff establishment	Output	-	-	45	50	55	55	MDAs, MMDAs, MLGDRD, OHCS, OHLGS
	• MDAs					10	12	16	16	
	• RCCs					230	245	261	261	
	• MMDAs									
Number of learning products created	Count of knowledge and learning products (i.e., reports, policy briefs, research finding, documentaries, guidelines, manuals, bulleting, etc.) developed and shared	Output	2021	3	3	3	4	4	MDAs, RCCs, MMDAs, NDPC	

