



MINISTRY OF FOREIGN AFFAIRS

MEDIUM-TERM DEVELOPMENT PLAN (MTDP) 2026 – 2029

**RESETTING-GHANA AGENDA: CREATING JOBS,
ENSURING ACCOUNTABILITY AND PROMOTING
SHARED PROSPERITY (2026 – 2029)**

FOREWORD

The Ministry of Foreign Affairs stands at an opportune moment and is ready to navigate a global landscape marked by rapid geopolitical shifts, global economic uncertainty, and evolving security challenges. It is within this dynamic context that we present the Medium-Term Development Plan (MTDP) for 2026–2029, a strategic blueprint designed to reset and reposition Ghana’s foreign policy to effectively serve our national development aspirations.

This Plan is not conceived in isolation but is meticulously aligned with the national “Resetting-Ghana Agenda,” which prioritises job creation, accountability, and shared prosperity. Our foreign policy must be a proactive and powerful engine for achieving these domestic goals. Over the next four years, our mission is clear: to translate diplomatic engagements into tangible benefits for the Ghanaian people by attracting investments, expanding trade opportunities, safeguarding our citizens abroad, and amplifying Ghana’s voice on the global stage.

The MTDP 2026–2029 is built upon a candid assessment of our performance from the previous planning cycle. We acknowledge the constraints, including budgetary limitations and capacity gaps, which hindered the full realisation of our objectives. Learning from these experiences, this Plan introduces robust and SMART interventions focused on key objectives: Promote a globally competitive Foreign Service; enhance Ghana’s international image and influence; Promote Ghana’s political and economic interests; Leverage the Ghanaian Diaspora for Economic, Political and Cultural development.

A cornerstone of this Plan is the landmark STRIDE Initiative (Strategic Transition from Renting to Infrastructure Development), which embodies our commitment to fiscal prudence and long-term operational efficiency by progressively acquiring properties for our Missions abroad. Furthermore, we will deepen engagement with the Ghanaian Diaspora, recognising their immense potential as partners in national development.

I extend my gratitude to the dedicated staff of the Ministry, our Missions abroad, and all stakeholders whose invaluable contributions have shaped this document. The successful implementation of this Plan demands a collective effort, unwavering commitment, and the timely provision of necessary resources.

As we look forward to 2029, we are confident that this Medium-Term Development Plan will guide the Ministry in building a more resilient, impactful, and globally competitive Foreign Service, fully equipped to secure Ghana's interests and contribute meaningfully to a prosperous and secure future for all Ghanaians.

Hon. Samuel Okudzeto Ablakwa (MP)
Minister for Foreign Affairs of the Republic of Ghana.

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List of Acronyms

MTDP	Medium-Term Development Plans
MFA	Ministry of Foreign Affairs
MTNDPF	Medium-Term National Development Policy Framework
CPESDP	Coordinated Programme of Economic and Social Development Policies
ECOWAS	Economic Community of West African States
AU	African Union
UN	United Nations
AfCFTA	African Continental Free Trade Area
KPIs	Key Performance Indicators
SDGs	Sustainable Development Goals
STRIDE	Strategic Transition from Renting to Infrastructure Development
WASH	Water, Sanitation and Hygiene
OoP	Office of the President
MoTCCA	Ministry of Tourism, Culture and Creative Arts
KAIPTC	Kofi Annan International Peacekeeping Centre
MoCDI	Ministry of Communication, Digital Technology and Innovation
NCCE	National Commission for Civic Education
EC	Electoral Commission
NIA	National Identification Authority
GRA-CD	Ghana Revenue Authority – Customs Division
MoTAI	Ministry of Trade, Agribusiness and Industry
OAGMOJ	Office of the Attorney-General and Ministry of Justice
MoLNR	Ministry of Lands and Natural Resources
SMART	Specific, Measurable, Achievable, Realistic and Time-Bound
IMF	International Monetary Fund
MDAs	Ministry's, Departments and Agencies
PACs	Passport Application Centres
UEMOA	West African Economic and Monetary Union

Executive Summary

The Ministry of Foreign Affairs (MFA) remains central to advancing Ghana’s national interests in a rapidly changing global environment. The 2026–2029 planning cycle coincides with heightened regional security challenges, growing economic competition, climate change, and the need for deeper ECOWAS and AU cooperation. This Plan ensures that Ghana’s foreign policy is strategically aligned with the national development agenda, Government priorities such as the 24-hour economy, the Big PUSH agenda, trade and investment, and the Coordinated Programme of Economic and Social Development Policies (CPESDP).

Context & Rationale

Ghana begins the 2026-2029 period amid significant regional and global shifts: evolving geopolitical dynamics in West Africa; increasing importance of economic diplomacy; climate change challenges; migration pressures; rising demands for greater regional integration and peace and security cooperation. Globally, competition for investment, trade, and influence is intensifying, necessitating that Ghana’s foreign policy framework be agile, well-resourced, and strategic.

Domestically, lessons from the 2022-2025 national development policy frameworks (e.g. the “Agenda for Jobs II”) and evaluations show gaps in institutional capacities, coordination, timely execution, and measurable impact of foreign policy tools in contributing to national socio-economic outcomes.

Vision & Mission Alignment

Building on the Ministry’s vision of being “a well-resourced Foreign Ministry capable of establishing, developing and sustaining international goodwill, solidarity and support for national development,” this plan aligns with Ghana’s broader national aspirations. The mission—to advise the Government on foreign policy and implement its objectives efficiently and cost-effectively—provides the foundation for the interventions outlined herein.

Strategic Goals

The Report outlines a number of specific goals around the following themes:

1. **Economic Diplomacy** – Secure investments, expand export markets, and negotiate agreements that directly support industrialization and job creation;
2. **Regional and Multilateral Engagements** – Strengthen Ghana’s leadership in ECOWAS, AU, UN, and AfCFTA, while promoting peace, security, and regional integration;
3. **Consular and Diaspora Services** – Improve protection and welfare of Ghanaians abroad, modernize consular operations, and leverage the diaspora for development;
4. **Institutional Strengthening** – Build a modern, well-resourced Foreign Service through training, ICT upgrade and infrastructure development;
5. **Public and Cultural Diplomacy** – Enhance Ghana’s global image, promote cultural diplomacy, and deepen partnerships with the diaspora; and
6. **Contemporary Issues** – Position Ghana as a credible voice on climate change, sustainable development, and global health cooperation.

Strategic Interventions

The Report details some practical steps that are smart, measurable, achievable, realistic and time-bound (SMART) to achieve the above strategic goals under the following interventions:

- Establish an Economic Diplomacy Coordinating Team to link foreign missions with investment and trade agencies;
- Roll out digital consular platforms for efficiency and transparency in service delivery;
- Prioritize training in trade negotiations, conflict resolution, and climate diplomacy;
- Rationalize foreign missions and align resources with strategic national interests; and
- Expand structured engagement with the Diaspora for investment and skills transfer.

Monitoring & Accountability

The Monitoring and Accountability actions for the Medium Term Development Plan are as follows:

- Annual performance reviews presented to the National Development Planning Commission (NDPC) and the Office of the Head of Civil Service (OHCS);
- Key performance indicators (KPIs) tied to investment inflows, trade growth, consular response times, and regional and multilateral leadership roles; and
- Risk mitigation strategies for fiscal constraints, geopolitical instability, and staff capacity gaps.

Expected Outcomes by 2029

By the end of 2029, the Ministry aims for measurable improvements in:

- Greater inflows of foreign direct investment and increased export diversification;
- Faster, more reliable consular services, with stronger diaspora engagement;
- Enhanced Ghanaian leadership in UN, AU, ECOWAS and global forums;
- A modern, professional, and well-equipped Foreign Service as well as stronger institutional capacity, with well-trained personnel and improved infrastructure;
- Stronger alignment of foreign policy with national economic and security priorities; and
- Elevated international profile and enhanced contributions to global contemporary issues (climate, health, security, etc.).

CHAPTER 1: GENERAL INTRODUCTION

1.1 Introduction

The Ministry of Foreign Affairs of the Republic of Ghana is the principal organ of Government responsible for managing the country's external relations and advancing its foreign policy objectives. Established at independence in 1957, the Ministry plays a central role in promoting Ghana's interests abroad, protecting the welfare of Ghanaian citizens overseas and strengthening the country's image on the international stage. The Ministry further coordinates bilateral and multilateral relations, oversees Ghana's missions abroad and provides protocol and consular services. The Ministry, guided by principles of peaceful coexistence, regional integration, and international cooperation, works to foster partnerships that contribute to national development, peace, and global security.

The Ministry of Foreign Affairs derives its mandate from Chapter Six (6), Article 40 and Chapter Eight (8) Articles 73-75 of the 1992 Constitution of the Republic of Ghana, which deals with the Directive Principles of State Policy.

1.2 Statement of Mission, Vision, Functions and Core Values

Mission

To advise Government on Ghana's foreign policy and implements its objectives in the most efficient and cost-effective manner.

Vision

To build a well-resourced institution capable of establishing, developing and sustaining international goodwill, solidarity and support for national development.

Core Functions of the Ministry

The functions of the Ministry of Foreign Affairs include the following roles:

- Initiate, formulate, coordinate and implement Ghana's Foreign Policy objectives;
- Advance Ghana's economic, political, and social interests at both bilateral and multilateral levels;

- Develop and maintain cordial bilateral relations with friendly countries in all fields of endeavour;
- Develop institutional frameworks, including Joint Commissions for Cooperation and bilateral consultation mechanisms for the conduct of productive and mutually beneficial relations;
- Maximize Ghana's representation and participation in international legal fora and related bodies;
- Improve the quality of consular services provided by the Ministry and its Diplomatic Missions and Consular Posts and maintain close contacts with Ghanaian communities around the world, including immigrant groups; and
- Contribute to greater public awareness of Ghana's international rights and obligations.

Core Values

The core values of the Ministry include:

- Excellence;
- Loyalty;
- Dedication;
- Diligence; and
- Selflessness.

Implied Values from Ghana's Foreign Policy & Practice

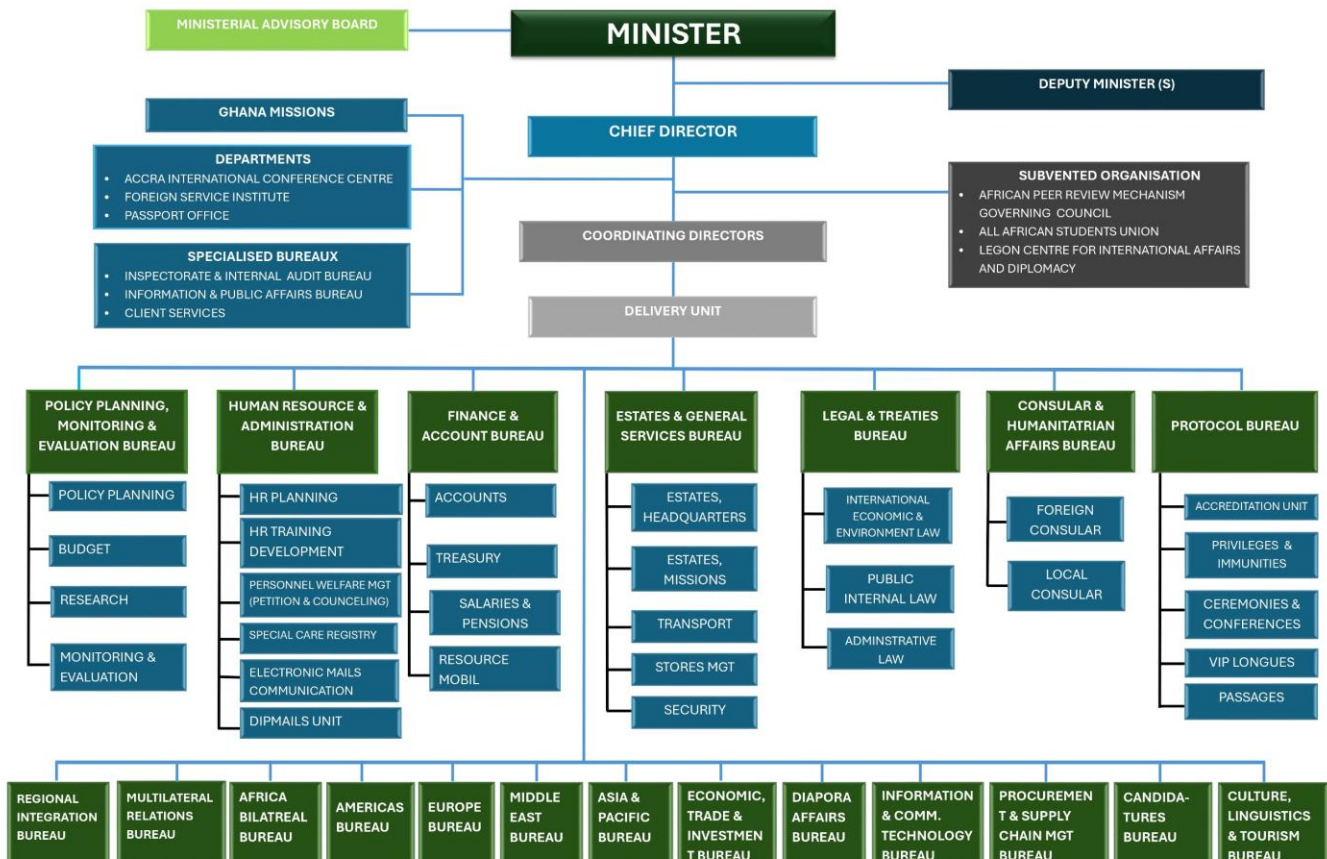
In addition to the core values stated above, the Ministry's foreign policy objectives and public pronouncements suggest it also upholds values such as:

- **Good Neighbourliness** — maintaining peaceful, cooperative relations with neighbouring states;
- **Regional Integration** — commitment to working within ECOWAS and other regional bodies;
- **International Goodwill and Solidarity** — building alliances, goodwill, and support internationally;
- **Economic Diplomacy** — using diplomacy to further trade, investment and prosperity; and

- **Protection of Nationals Abroad** — caring for the rights and welfare of Ghanaians overseas.

1.3 Organogram – Organisational Structure

The Ministry has 27 Bureaux, and these are structured as follows:



1.4 Description of the Organogram

Table 1 provides details on the description of the organogram

BUREAU	FUNCTIONS
Protocol	<ul style="list-style-type: none"> • Facilitates the conduct of relations between the Government and the diplomatic and consular missions located in and accredited to Ghana. • Ensures that members of the diplomatic and consular corps understand and comply with local laws and regulations.

	<ul style="list-style-type: none"> • Administers the extension of privileges to the diplomatic and consular corps as Contained in the Manual, Privileges, and Immunities for the diplomatic Missions, Consular posts, and international organisations. • Advises the Office of the President, Ministries, Departments and Agencies (MDAs), and the Diplomatic Corps on matters relating to protocol, ceremony, privileges, and immunities. • Administers the formalities associated with the appointment of heads of diplomatic missions and consular posts to and from Ghana. • Develop and implement protocol policies and procedures in line with the Government's policies and in accordance with international practice. • Advises Ghanaian overseas mission on matters relating to Ghana's protocol diplomatic privileges, and immunity. Ensure Ghanaian overseas posts display the same standards of conduct as is expected of foreign missions in Ghana. • Co-ordinates the practical arrangements for conferences held in Ghana when required and advises the Ministry of its Conference commitments. • In co-operation with State Protocol is involved in organizing state official and other visits to Ghana of Heads of States and other States and official visits. • Facilitate the presentation of open letters and credentials by Ambassador/High Commissioner designates to the Honourable Minister for Foreign Affairs and the President of the Republic. • Facilitate extension of airport and protocol courtesies to high-level foreign dignitaries during official visits to Ghana. • Facilitate events organised by or including the participation of the Diplomatic Corps, including but not limited to; National Day Celebrations, Independence Day Celebration, State of the Nation Address, New Year's Greetings and Inauguration Ceremony.
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Human Resource & Administration	<ul style="list-style-type: none"> • Responsible for the human resource needs of the Ministry • Develop policies on HR Planning, Succession Planning, Training and Development, and Performance Management. • Ensures that there is in place an effective and stable management framework consistent with the overall manpower needs of the Ministry. • Ensures that facilities necessary to support the administrative and other functions of the Ministry are available
Policy Planning, Monitoring and Evaluation	<ul style="list-style-type: none"> • Leads the technical processes for the development of policies, plans, programmes, and budgets of all activities of the Ministry. • Caters for the design and application of monitoring and Evaluation systems for purposes of assessing the operational effectiveness of the Ministry's strategies and interventions.
Europe	<ul style="list-style-type: none"> • Provides policy advice and recommendations to the Government in its relations with countries of Europe, particularly with those countries with whom Ghana has exchanged diplomatic missions. • Provides a point of co-ordination for all Government bodies with interests in the countries of the Europe Bureau; • Provides briefing and speech material for ministers, senior officers and missions; • Works with missions in maintaining oversight of Ghana's interests and advise on where Ghana's national advantage lies in case of conflict of objectives. • Provides a contact on policy issues for foreign diplomatic missions in Ghana; • Provides consultation with missions, and policy advice on the deployment of the Government's resources in external information and public relations. • Respond promptly to reports and dispatches submitted by missions to ensure that dispatches contribute to policy formulation and provide advice and guidelines where necessary to assist in performing this task.

	<ul style="list-style-type: none"> • Co-ordinates the process of assessing external trends in Europe of importance to Ghana. • Takes cognizance of Article 3 of the Vienna Convention on Diplomatic Relations. • Providing timely information to the Minister on relations between Ghana and European countries for effective engagements with Ghana's European partners; • Facilitating and coordinating the Ministry's effective participation in bilateral activities and events between Ghana and her European partners; and • Liaising with European Diplomatic Missions accredited to Ghana and Ghana's Missions accredited to European countries in facilitating and arranging the exchange of high-level visits between Ghana and European countries.
Africa Bilateral	<ul style="list-style-type: none"> • Providing policy advice and recommendation to the government with respect to countries under the purview of the Bureau; • In close coordination with relevant Missions abroad, provide timely and informed updates to the Government on pertinent developments within their respective countries, in accordance with the Bureau's mandate; • Coordinate and oversee the implementation of Ghana's foreign policy in relation to the respective African countries, in alignment with national strategic objectives; • Prepare comprehensive briefs, suggested talking points, and draft statements or speeches for Heads of Ghana's Delegation, including the Presidency, Ministers, and Senior Officials for bilateral engagements such as Permanent Joint Commissions for Cooperation (PJCC), Binational Commissions (BNC), summits, conferences, and other high-level meetings; • Collaborate with Ghana's Missions to safeguard and advance national interests, and provide strategic advice on areas where Ghana's national advantage may be asserted, particularly in situations involving conflicting objectives;

	<ul style="list-style-type: none"> • Act as a focal point for engagement on policy-related matters with foreign diplomatic missions; • Act as the principal coordinating interface for Ministries, Departments, and Agencies in matters relating to their interactions with the respective African countries; • Initiate and facilitate the hosting of Permanent Joint Commission for Cooperation (PJCC) between Ghana and countries under the purview of the Bureau.
Americas	<ul style="list-style-type: none"> • Provides policy advice and recommendations to the Government with respect to countries of the Bureau. • Provides a point of co-ordination for all Government bodies with interests in the countries of the Americas Bureau; • Provides briefing and speech material for ministers, senior officers, and missions; • Works with missions in maintaining oversight of Ghana's interests, and advise on where Ghana's national advantage lies in case of conflict of objectives; • Provides a contact on policy issues for foreign diplomatic missions; • Provides, in consultation with missions, policy advice on the deployment of the Government's resources in external information and public relations; • Monitors mission's workload and provides back-up and advice to assist missions in their performance; • Takes cognizance in its work plan and policy advice of Article 3 of the Vienna Convention on Diplomatic Relations.
Middle East	<ul style="list-style-type: none"> • Provide policy advice and recommendations to the Government with respect to countries in the Bureau. • Provides a point of co-ordination for all Government bodies with interests in the countries of the Middle East Bureau; • Provides briefing and speech material for ministers, senior officers, and missions;

	<ul style="list-style-type: none"> • Works with missions in maintaining oversight of Ghana's interests, and advise on where Ghana's national advantage lies in case of conflict of objectives; • Provides a contact on policy issues for foreign diplomatic missions; • Provides, in consultation with missions, policy advice on the deployment of the Government's resources in external information and public relations; • Monitors missions workload and provides back-up and advice to assist missions in their performance; • Takes cognizance of Article 3 of the Vienna Convention on Diplomatic Relations.
Asia and Pacific	<ul style="list-style-type: none"> • Provides policy advice and recommendations to the Government with respect to countries in the Bureau. • Provides a point of co-ordination for all Government bodies with interests in the countries of the Asia and Pacific Bureau; • Provides briefing and speech material for ministers, senior officers, and missions; • Works with missions in maintaining oversight of Ghana's interests, and advise on where Ghana's national advantage lies in case of conflict of objectives; • Provides a contact on policy issues for foreign diplomatic missions; • Provides, in consultation with missions, policy advice on the deployment of the Government's resources in external information and public relations; • Monitors mission's workload and provides back-up and advice to assist missions in their performance; • Takes cognizance of Article 3 of the Vienna Convention on Diplomatic Relations.

Regional Integration	<ul style="list-style-type: none"> • Inform Government on developments in the African Union (AU) particularly progress in achieving a Union Government for Africa; • Advises the Government on how to protect and promote its interests in the AU; • Co-ordinates and directs the implementation of Ghana's policies through the AU; • Conveys overall policy advice to and co-ordinates the activities of Ghana's Missions abroad in so far as they are involved in carrying out Ghana's policy in the AU; • Acts as a point of co-ordination for other Ministries, Departments, and Agencies in their dealings with the AU; • Provides other MDAs with advice on the political dimensions of their dealings with the AU; • Inform Ghanaians about the AU and Ghana's involvement in it. • Provides specialized briefing on matters relating to foreign policy for Ghana's delegations to the AU; • Advises missions on Ghana's opportunities in the AU where this is relevant to their work; • Monitor workloads and activities of those missions dealing with the AU and provides backup and advice to assist in their performance; • Co-ordinates the process of assessing trends in the AU which are of importance to Ghana
Multilateral Relations	<ul style="list-style-type: none"> • Informs and advises the Government on developments in bodies within the United Nations system, Non-aligned Movement, and the Commonwealth in particular those developments which affect Ghana's interests; • Informs and advises the Government on developments within other governmental and non-governmental organizations of international scope, which affect Ghana's interests; • Advise Government on how to protect and promote Ghana's interests through these organizations;

	<ul style="list-style-type: none"> • Implements the Government's membership obligations to these organisations; • Co-ordinates and directs the implementation of Ghana's policies through these organisations; • Conveys overall policy advice to and co-ordinates the activities of overseas posts in so far as they are involved in carrying out Ghana's policy in multilateral organisations; • Provide other departments with advice on the political dimensions of their dealings with these organisations; • Informs Ghanaians about international organizations and Ghana's involvement in them; • Provides specialized briefing on matters relating to foreign policy for Ghana's delegations to these organisations; • Advises regional divisions and missions on Ghana's opportunities in multilateral bodies where this is relevant to their work; • Monitors posts workload and activities and provides back-up and advice to assist in their performance; • Co-ordinates the process of assessing trends in international organizations of importance to Ghana.
Legal and Treaties	<ul style="list-style-type: none"> • Provides legal advice to the Ministry in respect of Acts Parliament administered by the Ministry of Foreign Affairs and other legal matters relating to the Ministry's functions and responsibilities; • Advises the Government on those areas of international law in which Ghana's interests are engaged; • Implements Government policy by providing specialists to participate in the development and codification of relevant areas of international law; • Participates in the negotiation and interpretation of international agreements;

	<ul style="list-style-type: none"> • Advises the Government of existing treaty obligations and the legal implications of any proposed treaty action regardless of which government department is proposing the action; • Prepares Instruments of Ratification for various Agreements signed on behalf of Government by some sector Ministries; • Co-ordinates issues arising from Ghana being a state party to the Law of the Sea Convention; • Monitors the legislative proposals and administrative practice of the Ministry of Foreign Affairs and other Government MDAs to ensure they are compatible with treaty obligations; • Provides the Ministry with legal advice on any matter relating to the management of the Ministry or its conduct of foreign policy; • Arranges on a cost recovery basis for the service overseas of legal documents on behalf of Ghana law firms. • Compiles the Ghana Treaty Series.
<p>Consular and Humanitarian Affairs</p>	<ul style="list-style-type: none"> • Provides Ghana's citizens overseas with consular protection and assistance; • Advises the Government on external development affecting Ghanaian citizens in other countries; • Co-ordinates and directs the activities of overseas posts in the exercise of consular functions; • Implements Government policy decisions on consular matters; • Informs Ghanaians on matters relating to consular protection overseas; • Advises the Ministry of Foreign Affairs and overseas missions on developments in immigration policy which have a bearing on Ghana's overseas interests; • Acts as a point of co-ordination for other departments where their activities have a bearing on consular work overseas; • Administers the provisions of the Consular Relations Decree NLCD 150 and the Consular Manual.

	<ul style="list-style-type: none"> • Advises on the implementation of the manual on the privileges and immunities to the diplomatic corps consular post and international organization.
Economic, Trade and Investment	<ul style="list-style-type: none"> • Promotes Ghana’s economic interest abroad through our Diplomatic Missions and Consular posts by providing, facilitating and coordinating all economic activities between Ghana and its bilateral, regional and multilateral partners; • Contributes to the formulation and administration of policies relating to Ghana’s multilateral trade and economic interests; • Collaborates with relevant Ministries, Departments and Agencies (MDAs) in promoting Ghanaian exports, tourism, attracting foreign investment, and seeking scientific, technological and cultural links between Ghana and other countries; • Conduct market research and acts as a primary point of contact and as a source of information for private sector commercial interests who require information or assistance within the Ministry of Foreign Affairs’ area of responsibility; • Facilitates and coordinate trade missions in Ghana and abroad; • Facilitates and coordinate the organisation of trade fairs and exhibitions outside; • Facilitates all economic activities between Ghana and its Bilateral and Multilateral partners, in close collaboration with key stakeholders; • Supports implementation of policies with other MDAs for Joint Permanent Commission for Cooperation (PJCCs) and Business Missions; • Provides support for organisations such as the Association of Ghana Industry (AGI), the Ghana Chamber of Commerce and Industries (GNCCI), Ghana Export Promotion Authority (GEPA), Ghana Export Promotion Centre (GIPC), Ghana Tourist Authority (GTA), among others, in their international activities, in collaboration with our Missions abroad;

	<ul style="list-style-type: none"> • Develops and coordinates Ghana’s role and negotiating position at Regional, Continental and International conferences, meetings and fora to ensure that the outcomes serve Ghana’s national interests; • Participates in bilateral political/economic dialogues and consultative meetings; and • Actively support Ghana’s re-branding as the ultimate investment destination in Africa.
Inspectorate and Internal Audit	<ul style="list-style-type: none"> • Ensures systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and the administrative process at the Ministry; • Advises management on how to better execute their responsibilities and duties; • Appraises and report on the soundness and application of the system of controls operating in the covered entity; • Evaluate the effectiveness of the risk management and governance process of a covered entity and contribute to the improvement of that risk management and governance process; • Provides assurance on the efficiency, effectiveness, and economy in the administration of the programmes and operations of a covered entity; • Evaluate compliance of a covered entity with enactments, policies, standards, systems, and procedures.
Finance and Accounts	<ul style="list-style-type: none"> • Leads the administration of accounts preparation and treasury management at the Ministry; • Safeguards the interest of the Ministry in all financial transactions relating to revenue and expenditure; • Ensures the practice of proper financial administration; • Advises on all financial matters relating to the Ministry.
Passport Office	<ul style="list-style-type: none"> • Responsible for the issuance of passports and other travel documents of Ghana to Ghanaian Citizens;

	<ul style="list-style-type: none"> • Provides files and documents in respect of passports under investigation by the Interpol, the Bureau of National Investigation (BNI), and the Ghana Police Service; • Embassies and High Commissions accredited to Ghana also request the Passport Office for confirmation of the personal details of Ghanaians who apply to these Missions for visas.
Estates and General Services	<p>Estates Unit: This Unit provides advice on estate management issues and ensures that repairs and works on facilities and equipment are properly carried out in the Ministry's headquarters. It also provides advice on estate management issues and ensures that repairs and works on facilities and equipment are properly carried out in the Missions abroad.</p> <p>Transport Unit: The Unit is responsible for the proper management and provision of an efficient transport system for the Ministry.</p> <p>Security Unit: The unit is responsible for ensuring the safety of all staff and property in the Ministry.</p>
Diaspora Affairs	<ul style="list-style-type: none"> • Works to establish a comprehensive database of Ghanaians abroad which would be updated regularly. • Encourages the active involvement of the Ghanaian Diaspora in the socio-economic activities of the country. • Identifies Ghanaian professionals in the Diaspora in order to tap their expertise for national development. • Conducts research to inform policy on the effective participation of the Ghanaian Diaspora in national development. • Disseminates accurate and timely information on government programmes and policies to the Ghanaian communities abroad through the Bureau's website and other social media platforms. • Mobilise Ghanaian communities abroad to build and sustain a good country image. • Implements through the Diaspora Affairs Section of Ghana Missions abroad a robust engagement with the Diaspora community in accordance with annual strategic work plans.

	<ul style="list-style-type: none"> • Initiates policies needed to harness the potential of the Ghana Diaspora networks and organisations. • Handles all international migration and development subjects and representations within the remit of the Ministry such as the Global Migration Group (GMP) and the United Nations High Level Dialogue on Migration and Development. • Coordinates activities between the Ministry and the International Organisation for Migration (IOM). • Liaises between different Ministries, Departments, and Agencies (MDAs and the Ghanaian Diaspora as well as organize monthly international meetings to enhance the contribution of the Ghanaian Diaspora in the development efforts of the country. • Participates in dialogues and meetings with the Governments of destination countries as well as Regional and Sub-regional Organisations such as ECOWAS, AU, and EU on Diaspora matters.
Information and Public Affairs	<ul style="list-style-type: none"> • Links with other Bureaux to ensure that information from their respective Bureau which will be brought to the public is properly coordinated and structured; • Develops, implements, and reviews communication strategies to market and communicate the Ministry's policies, programmes, projects, and activities to the public; • Receives and manages client responses and enquiries.
Accra International Conference Centre	<ul style="list-style-type: none"> • Contributes to the promotion and building of a stronger platform for Ghana's international, political, and economic diplomacy engagements; • Contributes to the tourism, cultural and hospitality growth and advancement of Ghana; • Coordinates the implementation of sustainable and innovative institutional development policies, programmes in building and expanding a state-of-the-art facility to support clients' demands and expectations;

	<ul style="list-style-type: none"> • Promotes and institutionalises notch top-notch conducive environment for the AICC.
Candidatures	<ul style="list-style-type: none"> • Develops a strategy to ensure Ghana's visibility, presence and influence within international organisations and regional bodies • Establishes medium-to-long-term forecasts on vacancies for positions and membership of bodies; • Requests Ghana missions abroad to provide regular and reports on all existing and upcoming vacancies and advice dynamics at play to inform decision-making; • Identifies vacancies in international organisations and regional bodies, including through active searches on the websites of such organisations/bodies and from recognized publications; • Sensitizes the general public on employment opportunities and recruitment into international organisations and regional bodies and on the need to have second language; • Publicizes vacancies within international organisations and collaborate with the Public Services Commission, the Office of the Head of Civil Service, the National Youth Employment Agency and other Government agencies to advertise all vacancies in the international organisations and regional bodies of which Ghana is a member.
Information and Communication Technology	<ul style="list-style-type: none"> • Custodian of all Ministry's / Missions digital equipment • Update the Ministry's ICT network to align with Government's ICT policy. • Assist officers to work efficiently through the use of ICT
Delivery Unit	<ul style="list-style-type: none"> • Develop Key Performance Indicators (KPIs) for Heads of Mission. • Monitor the implementation and performance of the established KPIs by the Heads of Mission.
Procurement and Supply Chain Management	<ul style="list-style-type: none"> • Responsible for managing the procurement services and providing technical support on procurement processes for the

	<p>Ministry. It also ensures the proper storage of all goods procured and ensures that stocks are replaced on time at the Ministry.</p> <ul style="list-style-type: none">• Provide the procurement policy framework for the Ministry.• Manage the preparation, development, implementation, and monitoring of the Ministry's procurement plan.• Participate in the preparation of the annual procurement budget.• Organise Meetings of and serve as the Secretariat for the Entity Tender Committee.• Ensure the proper receipt and storage of all goods procured as well as the timely replenishment of stocks of the Ministry.• Liaise with service providers and development partners to fully implement procurement processes.• Participate in the formulation of policy and plans of the Ministry• Ensure the proper management of contracts, logistics and disposals in the Ministry.• Liaise with the Ministry's Departments and Agencies to ensure the accountability of projects as well as prudent contract management strategies.• Interact with key players of the Ministry's implementing Departments and Agencies to enhance service delivery.• Review Project Estimates, Contract Agreements and Guarantees from the Agencies on engagement of Contractors and Consultants for projects.• Advise on the sector procurement policies and strategies.• Implement procurement procedures and guidelines for the employment of Contractors, Consultants, and Suppliers in accordance with the Public Procurement Act, 2003 (Act 663), as amended, and public procurement guidelines.
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	<ul style="list-style-type: none"> • Collate, prepare, co-ordinate and monitor the annual procurement plan for all services, goods and works of the Ministry. • Review standard procurement documents and agreements for consultants, contractors and suppliers. • Review evaluation reports on engagement of consultants, contractors, and suppliers for the Ministry and its Agencies. • Facilitate annual procurement audits of all processes and procedures of the Ministry and its Agencies. • Prepare and submit an annual programme of activities, both recurrent and investment, relating to the Bureau for the ensuing year, not later than the end of the 3rd quarter of the year.
Culture, Linguistics and Tourism	To be operationalized in 2026

1.5 Location

- **Ministry of Foreign Affairs**

Post Office Box M53, Accra – Ghana

Street Name: - No. 5, Agostinho Neto Road, Airport

GPRS Address: GA-057-0036

- **Accra International Conference Centre**

Castle Road, Opposite the Parliament House of Ghana

- **Foreign Service Institute**

Shiashie, Accra

- **A.L. Adu Lodge**

Castle Road

- **Passport Application Centres**

- ✚ Accra PAC- near Department of Feeder Roads
- ✚ Kumasi PAC – Guggisberg Road, opposite PWD, Adum, Ministries
- ✚ Takoradi PAC- Ghana Immigration Head Quarters (within the Regional Administration)
- ✚ Sunyani PAC- Adjacent jubilee (shares a wall with the Park)
- ✚ Ho PAC- Regional Administration (shares building with Immigration)
- ✚ Tamale PAC- opposite Police Regional Headquarters (old Library) or the Jubilee Park
- ✚ Tema PAC – Former IRS Office, Community 4, Tema
- ✚ Koforidua PAC- PWD Office, SSNIT Office Area, Koforidua
- ✚ Cape Coast PAC- Opposite Ford Station
- ✚ WA PAC – Block C, Regional Coordinating Council, WA
- ✚ Premium PAC- Accra- Accra Digital Centre, Adjacent State Housing Company, Ring Road West, Accra
- ✚ Premium PAC- Kumasi – 2nd Floor, Thankful Heights Building, Adum, Kumasi
- ✚ Premium PAC- Tamale – 2nd Floor, Pension Tower, Tamale

1.6 Structure of the Plan

The Medium-Term Development Plan (2026-2029) of the Ministry consists of Eight (8) Chapters. These include;

- Chapter 1 - General information of the Ministry
- Chapter 2 – Situational Analysis of the Ministry
- Chapter 3 - Key Development Priorities
- Chapter 4 – Development Goals, Objectives and Strategies
- Chapter 5 – Composite Development Programmes
- Chapter 6 – Annual Action Plans
- Chapter 7 – Monitoring and Evaluation Agreements
- Chapter 8 – Development Communication Strategy

CHAPTER 2: SITUATIONAL ANALYSIS OF THE MINISTRY

2.1 Introduction

The period 2022 to 2025 was marked by the post Covid-19 effects on national and global economy, the Russia- Ukraine conflict, sustained Middle East tensions, geopolitical tensions between Russia and the West as well as between China and the West, global economic downturn, the fragmentation of the Economic Community of West African States (ECOWAS), two Presidential and Parliamentary elections, fall in commodity prices such as that of cocoa and an International Monetary Fund (IMF) bailout among others. In the midst of these external shocks and internal developments, the Ministry of Foreign Affairs satisfactorily implemented its Medium-Term Development Plan for the period 2022-2025. The assessment of implementation is presented under the performance review. This is followed by the situational analysis.

2.2 Performance Review

The Ministry of Foreign Affairs has strived over the past four years to implement all the objectives of its current Medium -Term Development Plan albeit with mixed results. On the whole, the Ministry achieved a considerable number of the policy goals with the help of modest yearly budget allocations from the Ministry of Finance. On average, about 60% of annual budgets of the approved budget by Parliament was released by the Ministry of Finance thereby hampering the Ministry’s full implementation of its Medium-Term Development Plan. Table 1 presents the Performance Review for the period 2022-2025.

2.2.1 Performance Review (2022 – 2025)

Table 1: Performance Review of the Ministry 2022-2025

DEVELOPMENT DIMENSION	INDICATOR	BASELINE (2021)	2022 – 2025 MEDIUM-TERM TARGET	CUMULATIVE ACHIEVEMENT		REMARKS
				YEAR	DATA	
	Number of meetings/seminars to enhance foreign policy objectives held	15	70	As of 31 st August 2025	92	

Enhance Ghana's International Image and influence in International Organization	Number of International Treaties/Protocols/Conventions ratified	3	70	As of 31st August 2025	23	
	Number of Agreements/MoUs/Contracts reviewed	29	65	As of 31st August 2025	150	
	No. of Candidates from Ghana elected to positions in International Organizations	3	49	As of 31st August 2025	28	
	Number of New Diplomatic Missions/Consulates established	0	11	As of 31st August 2025	9	
	Number of High-level visits to Ghana to strengthen Bilateral Cooperation	22	144	As of 31st August 2025	138	

Passport and Consular services delivery (SDG 16,17)	Number of new Passport Application Centre (PACs) created	0	17	As of 31st August 2025	0	
	Number of Missions providing biometric passports services increased	25	ALL	As of 31st August 2025	ALL	
	Number of PACs providing online services	0	ALL	As of 31 st August 2025	ALL	
	Processing time for biometric passports reduced	10 Days	15 Working Days	As of 31 st August 2025	10 Working Days	
	Processing time for Consular ID CARDS	12hrs	12 Hours	As of 31 st August 2025	8 Hours	
	Processing time for visa application reduced	72hrs	36 Hours	As of 31 st August 2025	5 Working Days	

Promote International Trade and Investment (SDC 2,9,17)	Number of PJCCs and Political Consultations held	2	57	As of 31 st August 2025	24	
	Number of Ghanaian goods and services promoted through Diplomatic Missions	2	52	As of 31 st August 2025	34	
	Number of Trade Missions and Ghanaian exhibitions held abroad	0	53	As of 31 st August 2025	47	

Human Resource and Administration	Number of Officers Recruited/ Replaced	0	210	As of 31 st August 2025	154	
	Number of Officers trained (locally)	300	1,250	As of 31 st August 2025	1,394	
	Number of Officer trained (Abroad)	5	90	As of 31 st August 2025	89	
	Number of Staff appraised	327	2,197	As of 31 st August 2025	2,338	
	Number of Staff promoted	0	541	As of 31 st August 2025	372	
	Number of Officers converted	3	25	As of 31 st August 2025	12	
	Number of decisions of management meetings implemented	60%	42	As of 31 st August 2025	29	
	Number of press encounters held	48	185	As of 31 st August 2025	127	
	Annual Budget estimates submitted	30 th September	31 st October	As of 31 st August 2025	31 st October	

Finance and Accounts	Budget execution report submitted	Monthly	Monthly	As of 31 st August 2025	Monthly	
	Accounting returns submitted by Missions	15 th of Every Month	15 th of Ensuing Month	As of 31 st August 2025	15 th of Ensuing Month	
	Annual Financial statements submitted by Ministry	31 st January	28 th February	As of 31 st August 2025	28 th February	

Estates and General Services	Number of fixed assets training held	2	17	As of 31 st August 2025	14	
	Number of officers trained in fixed assets	170	590	As of 31 st August 2025	850	
	Number of properties refurbished	12	55	As of 31 st August 2025	24	
	Number of properties acquired	5	24	As of 31 st August 2025	5	
	Procurement plan prepared by	31 st August	31 st August	As of 31 st August 2025	31 st March	
	Number of Entity Tender Committee meetings held	4	18	As of 31 st August 2025	16	
Implementation, Coordination and Monitoring and Evaluation						

2.2.2 Factors that contributed to the attainment of the outcomes

The factors that contributed to the attainment of the outcomes are multifaceted and interconnected. These include;

- i. Dedication and innovation of Foreign Service Staff towards achieving the outcomes;
- ii. Internally Generated Funds;
- iii. Donor-funding, grants etc received from international partners such as the construction of Ministry's annex building;
- iv. Scholarships from partner countries, meetings, conferences sponsored by GoG and International Organizations; and
- v. Modest Financial Resources released by the Ministry of Finance.

2.2.3 What Factors Worked Against the Development Efforts

A wide range of challenges worked against the realization of some of the goals and targets set under the Ministry's Medium Term Development Plan (2022-2025).

These challenges include:

- i. Low levels of budgetary allocations to the Ministry;
- ii. Untimely release of the inadequate financial resources allocated to the Ministry by the Ministry of Finance;
- iii. Low revenue generated by Missions abroad during the period 2022 -2025;
- iv. Inadequate human resource to facilitate implementation of some of the objectives of the plan;
- v. International conflicts such as Russia-Ukraine War and Middle East tensions which disrupted global supply chain and its impact on the domestic economy.
- vi. MDA's unresponsiveness to requests from the Ministry.

2.2.4 Lessons learnt for the Medium Term Development Plan 2026-2029

The need to:

- i. Introduce cost saving measures to address critical issues such as high rent across Missions and high fuel consumption both locally and internationally;
- ii. Develop a Comprehensive Foreign policy framework which will ensure coordinated, structured and concerted prosecution of Ghana's foreign policy objectives;
- iii. Develop Key Performance Indicators (KPIs) for Ghana's envoys to strengthen accountability and delivery;

- iv. Improve efficiency in service delivery to maximize revenue; and
- v. Recruit additional staff and conduct training to build capacity for effective implementation of the Ministry’s plan.

2.3 Financial Performance (2022 – 2025)

Table 2: Financial Performance of the Ministry 2022-2025

SOURCE OF FUNDS	TOTAL ESTIMATED COST OF PLAN (A)	TOTAL AMOUNT RECEIVED (B)	VARIANCE (C) = (A-B)
GOG	4,257,269,451.27	3,081,778,260.37	1,175,491,190.90
IGF	896,852,645.47	658,033,414.62	238,819,230.85
DACF	-	-	-
DACF-RFG	-	-	-
DPs	329,578,713.25	-	329,578,713.25
ABFA	-	-	-
Others (Specify)	-	-	-
TOTAL	5,483,700,809.99	3,739,811,674.99	1,743,889,135.00

2.4 Situational Analysis

The existing conditions of the Ministry are analysed under Passport Administration, Acquisition of Properties for Missions Abroad, Staffing and Human Resources, Enhance Ghana’s International Image and Influence, Promote Ghana’s Political and Economic Interests Abroad and Reposition the Diaspora to contribute to National Development. These themes fall largely under the development dimension on Governance, Corruption and Public Accountability, specifically addressing focus area on Ghana’s role in international affairs.

2.4.1 Passport Administration

Passport administration in Ghana is undergoing digital transformation and service expansion to address existing operational and financial constraints. From 2022 to 2024, the Ministry of Foreign Affairs embarked on a significant reform agenda by successfully introducing an online application system and expanding its network of Passport Application Centres (PACs) from a centralised office to thirteen (13) regional capitals, significantly improving geographic access for citizens. This expansion was complemented by a strategic push to equip seventy-one (71) Missions and Consulates abroad with biometric capture capacity, designating fourteen (14) key

Missions as printing hubs to serve the diaspora. The most forward-looking initiative, the transition to a new ICAO-compliant chip-embedded passport system, represents a crucial step towards enhancing the global integrity and security of the Ghanaian passport. Following the roll-out of the chip-embedded passports in 2025, the number of passports issued globally is 276,015. This includes ordinary (274,745), service (335) and diplomatic passports (935).

However, this progress is undermined by challenges with internet connectivity and functionality of the Missions' websites. In addition, inaccurate information provided by applicants has affected the efficient delivery of printed passports. These operational failures have an impact on citizens accessing Ghanaian passports. The public dissatisfaction generated by these delays have created a parallel economy where middlemen exploit desperate applicants thereby compromising the integrity of the system.

Recognizing that the previous subsidized fee structure was a root cause of the funding shortfall, the government approved a significant increase in passport fees to make the service financially sustainable in 2024. The fees for ordinary passports increased from GHS100 to GHS500 (for 32-paged booklet) and from GHS150 to GHS644 (for 48-paged booklet). From 2025, a proposal has been submitted to Parliament for a reduction in passport fees for the 32-paged booklet. Since 2025, there has been significant capital investment in the state-of-the-art printing infrastructure which has markedly improved the printing and delivery of passport services.

2.4.2 Acquisition of Properties for Missions Abroad

The long-standing policy of acquiring properties, as opposed to renting, is economically sound. This is aimed at stemming the massive annual outflow of foreign exchange — funds that could otherwise be channelled into domestic development projects — into rental payments for properties for our Missions abroad. From 2022 to 2024, the Ministry made some progress, undertaking renovation projects in key Missions like Seoul, Rome, Nairobi, and London, and utilizing the 50-million Bridge Facility from Societe General for purchases/construction in Addis Ababa, Geneva and Brussels. However, the reality is that the majority of Ghana's 71 missions still operate from rented facilities due to a fundamental lack of a dedicated capital budget for property acquisition. The core challenge lies in the inability of diplomatic missions, due to their legal status, to secure mortgages in host countries, coupled with the Ministry of Finance's constrained capacity to provide the substantial upfront capital required for outright purchases in major global cities. This creates a cycle where the government continues to pay

exorbitant rents because it cannot afford the capital investment to stop renting, directly impacting national development by perpetuating a wasteful drain on scarce foreign reserves and hindering the operational efficiency and security of the nation's primary agents for attracting foreign investment and promoting trade.

In a significant step toward long-term fiscal prudence and enhanced global representation, Cabinet has approved in 2025 the Ministry's Strategic Transition from Renting to Infrastructure Development (STRIDE) Initiative. Under this landmark policy, the Ministry will progressively reduce its reliance on rented facilities for its missions abroad by acquiring and developing permanent, state-owned properties as well as renovating existing properties. The STRIDE Initiative demonstrates the Ministry's commitment to sustainable diplomacy, fiscal responsibility, and the dignified presentation of Ghana's image internationally.

2.4.3 Enhance Ghana's International Image and Influence

Ghana's international image and influence from 2022 to 2024 is a story of remarkable diplomatic prestige juxtaposed with the underlying strain of sustaining it. This period marked a zenith in Ghana's modern diplomatic history, characterized by a highly successful tenure on the UN Security Council where it chaired key committees and provided principled leadership on African peace and security issues. This was followed by a series of strategic electoral victories, including securing a seat on the UN Human Rights Council with a resounding 94.21% of the vote in 2023 and winning positions on the Executive Council of the UN World Tourism Organisation (UNWTO) and several UNESCO subsidiary bodies. Furthermore, Ghana solidified its reputation as a premier host for international events by successfully organizing the UN Peacekeeping Ministerial in December 2023 and the AU Mid-Year Coordination Meeting in July 2024. However, this elevated stature creates its own set of challenges, primarily the immense financial burden of hosting such events and meeting the assessed contributions and operational costs of active participation in numerous international organizations, often amid domestic budgetary constraints. The implication for development is the risk of a gap between diplomatic and tangible national benefit; if this hard-won influence is not strategically leveraged by a well-resourced economic diplomacy apparatus to secure concrete investments, technology transfers, and preferential market access, then the considerable expenditure and effort risk becoming a costly performance that yields limited dividends for the average Ghanaian citizen.

2.4.4 Promote Ghana's Political and Economic Interests Abroad

The promotion of Ghana's political and economic interests abroad is characterized by a whirlwind of high-level diplomatic activity that has yet to be fully translated into broad, measurable economic outcomes. The period from 2022 to 2024 saw an exceptionally high level of engagements, with the Ministry facilitating over 35 Permanent Joint Commissions for Cooperation (PJCCs) and Political Consultations, resulting in the signing of dozens of Memoranda of Understanding (MoUs) across diverse sectors from agriculture to technology. A notable highlight was the revitalization of the "Made-in-Ghana" Bazaar in May 2024, which attracted 223 exhibitors and directly facilitated business deals, including a single contract worth \$2 million for a Ghanaian company. This active bilateralism was supported by a pragmatic expansion of visa waiver agreements to 39 countries to ease travel for business and tourism. The persistent challenge, however, is the "MOU syndrome"—a tendency for agreements signed at high-level meetings to stall at the implementation phase due to a lack of dedicated follow-up mechanisms, poor coordination with relevant Ministries, Departments, and Agencies (MDAs), and absent dedicated funding and monitoring frameworks. This operational gap means that while diplomatic ties are strengthened politically, the potential for these relationships to catalyse significant foreign direct investment, diversify Ghana's export base beyond traditional commodities, and create sustainable jobs remains largely untapped. The implication for Ghana's development is that a tremendous amount of diplomatic capital and resources is being expended for a suboptimal return, failing to fully harness international engagement as a powerful engine for domestic economic transformation and resilience against global commodity price shocks.

2.4.5 Reposition the Diaspora to contribute to National Development

The effort to reposition the diaspora is currently in a transitional phase, having achieved a critical policy milestone but still grappling with the formidable task of implementation. The landmark launch of the Diaspora Engagement Policy in December 2023 provided the first comprehensive framework to move beyond symbolic gestures like the "Year of Return" towards structured, mutually beneficial partnerships in investment, knowledge transfer, and philanthropy. This policy represents a crucial recognition of the diaspora's vast potential as a source of foreign direct investment, expertise, and global advocacy for Ghana. However, the existing condition is one of potential rather than realization, as the policy currently lacks the essential machinery for effective execution. The absence of a dedicated implementation

secretariat, a clear funding stream, and streamlined legal and logistical frameworks to facilitate diaspora investment, property acquisition, and the full benefit of dual citizenship creates a significant barrier to engagement. The critical challenge of building a comprehensive and reliable database of diaspora professionals and investors further hinders targeted and effective outreach. The profound implication for Ghana's development is the continued loss of a transformative resource; without the operational structures to channel diaspora goodwill and capital into productive sectors of the economy.

2.4.6 Staffing and Human Resources

The existing condition of staffing within the Ministry is one of a dedicated but critically overstretched workforce attempting to rebuild after a prolonged period of attrition. A significant achievement between 2021 and 2023 was the recruitment of 94 new officers across all branches, a vital step towards reversing a debilitating hiring freeze that had left the Ministry and its missions severely understaffed. This effort was bolstered by the inauguration of the Foreign Service Institute (FSI) in August 2023, which provides a foundational platform for standardizing diplomatic training and fostering a globally competitive service. Concurrently, the Ministry strengthened its performance culture, with 107 senior officers signing performance agreements. Despite these advances, the service remains plagued by a deeply entrenched structural issue: a top-heavy establishment with 118 Directors that stifles career progression for mid-level officers and creates a looming leadership vacuum as a significant cohort approaches retirement. This is compounded by a critical shortage of specialized skills, particularly in legal, linguistics and ICT fields, which are essential for modern diplomacy. The implication of this human resource crisis for national development is profound: an understaffed, unevenly skilled, and demotivated foreign service lacks the capacity to effectively execute the complex economic diplomacy required to negotiate favourable trade deals, provide swift consular support to Ghanaian businesses abroad, or leverage international partnerships, directly resulting in missed opportunities for investment, market access, and knowledge transfer that are crucial for the nation's socio-economic advancement.

2.5 List Of Development Issues

The following highlights the current developmental issues of the Ministry:

- Poor state of physical infrastructure in Ghana Missions;
- High rental charges due to inadequate government-owned properties at Missions;
- Inadequate release of goods and services as well as CAPEX;
- Inadequate resources to implement Foreign Policy objectives to meet national development agenda;
- Provide adequate capacity building for staff;
- Establish new diplomatic and consular missions;
- Enhance focus on issues such as Climate Change, cultural diplomacy, peace and security, to respond to national development goals;
- Implement Foreign Service Regulation and improved conditions of service;
- Promote Economic diplomacy and trade;
- Ratify International Agreements/protocols/Conventions signed;
- Delayed and non-payment of assessed contributions;
- Align policies and strategies for Ghana's engagement with the global community;
- Foster Pan-Africanism and diaspora engagements;
- Threats of global and regional terrorism; and
- Engage modern strategy, including technology for service delivery.

CHAPTER 3: KEY DEVELOPMENT PRIORITIES

3.0 Introduction

This Chapter outlines the Ministry's key development priorities for the 2026–2029 planning period. These priorities are derived from a rigorous situational analysis, performance review of the 2022–2025 plan as well as stakeholder consultations. The Ministry's priorities are aligned with the Medium-Term National Development Policy Framework (MTNDPF), 2030 Agenda for Sustainable Development, AU Agenda 2063 and ECOWAS protocols. It also presents the key priorities and how the prioritization was done.

3.1 Key Development Priorities

The list of priorities for the sector following the prioritization process are as follows:

1. Poor state of physical infrastructure in Ghana Missions;
2. High rental charges due to inadequate government-owned properties at missions;
3. Inadequate release of goods and services as well as CAPEX;
4. Inadequate resources to implement Foreign Policy objectives to meet national development agenda;
5. Implement Foreign Service Regulation and improved conditions of service;
6. Delayed and non-payment of assessed contribution;
7. Foster Pan-Africanism and diaspora engagements;
8. Threats of global and regional terrorism;
9. Engage of modern strategy, including technology for service delivery;
10. Provide adequate capacity building for staff;
11. Align policies and strategies for Ghana's engagement with the global community;
12. Promote Economic diplomacy and trade;
13. Ratify International Agreements/protocols/Conventions signed;
14. Establish new diplomatic and consular missions;
15. Enhance focus on issues such as Climate Change, cultural diplomacy, peace and security, to respond to national development goals.

3.2 Prioritization Process

The guidelines provided the criteria for prioritizing the key development issues based on:

- Severity and diversity of the problem and intended benefits (social, economic, environmental, etc.) of addressing it;
- Significant multiplier effect on economic efficiency, e.g., attraction of investors, job creation, increases in incomes and growth;
- Significant linkage to meeting basic human needs and rights; and
- Significant multiplier effects in the sustainable spatial development of designated spaces or corridors.

Opportunities for addressing key cross-cutting development themes such as;

- a) Marginalised and vulnerable groups;
- b) Gender equality and equity with respect to practical and strategic needs and interests; and
- c) Environmental concerns including climate, biodiversity, disaster risk reduction, etc.

The issues were scored based on weak relationship (1), medium relationship (2) and strong relationship (3).

Following this, the scores were tallied to identify the highest-ranking issues, the second ranking issues and the least ranking issues. Issues 1 – 9 emerged as top-most priority, 10 – 13 second highest ranking issues and 14 – 15 as the least. The prioritized issues are linked to the Sustainable Development Goals 16 (on Peace, Justice and Strong Institutions) and 17 (Partnerships for the Goals). These priorities will be the focus of the Ministry for the Medium-Term Development Plan 2026 – 2029.

CHAPTER 4: DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.1 Introduction

The Chapter presents the formulated development goals, objectives and strategies. These have been aligned to the Medium-Term National Development Policy Framework 2026-2029 focusing on the dimension of international affairs. The development programmes have also been aligned to the National Development objectives.

4.2 Statement of Development Goals

The goal of the Ministry of Foreign Affairs is to have a transformed Foreign Service capable of being competitive globally, and effective in enhancing Ghana's economic integration with other regional and sub-regional states to place the country on a path of a sustained accelerated growth and poverty reduction.

4.3 Objectives and Strategies

The formulated objectives and strategies of the Sector are as follows:

Objective: Develop a 100% capacity of Ghana's Foreign Service to be globally competitive by the end of 2029

Strategies:

- Contribute effectively to bilateral and multilateral arrangements;
- Improve efficiency and effectiveness of Ghana Missions;
- Expand market for intra-regional trade and economic cooperation;
- Reposition the Economic Trade and Investment Bureau (ECTIB) to serve as the link between Ghana's Missions abroad and MDAs and other stakeholders at home;
- Establish Office of Inter-Ministerial Coordination (OIMC) on foreign affairs and related issues; and
- Develop and adopt a national framework on appointments and training for the foreign service.

Objective: Safeguard 100% Ghana's international image and influence by the end of 2029

Strategies:

- Leverage Ghana's democratic credentials to enhance international image;

- Promote the engagement of Ghanaians in leadership roles regionally and internationally;
- Maintain an identity-based population register for the effective management of immigration;
- Make Ghana a preferred destination for business, education and tourism;
- Ensure commitment to relevant regional and international organizations;
- Support Ghana's involvement in South - South and triangular cooperation;
- Improve Ghana's role in a strong and vibrant regional market;
- Support democracy in all parts of the world;
- Promote international peace, security and justice; and
- Strengthen collaboration with neighbouring countries on development and management of trans-boundary resources.

Objective: Achieve 100% advance in implementation of all MoUs emanating from bilateral and multilateral engagements by the end of 2029

Strategies:

- Support implementation of policies to create a favourable legislative and business environment attractive to domestic and foreign investors;
- Review relevant policies to keep abreast with emerging international and regional developments;
- Reduce Ghana's vulnerability to shocks and threats from the international system;
- Defend Ghana's interests, and maintain its sovereign independence;
- Develop markets for Ghanaian goods and services abroad;
- Support Ghanaian businesses to partner with foreign counterparts in strategic alliances;
- Facilitate linkages between Ambassadors and High Commissioners and MMDCs with a view to maximizing investment and trade opportunities for local authorities; and
- Create incentives for diaspora investment, trade and technology transfer.

Objective: Operationalise 100% of the diaspora engagement policy by the end of 2029

Strategies:

- Ensure participation of Ghanaians abroad in national development through the implementation of the diaspora engagement policy;

- Reposition Diaspora Affairs Bureau to effectively support the Diaspora;
- Promote and protect the welfare of Ghanaian nationals abroad;
- Attract and retain mutually beneficial and sustainable partnerships with Ghanaians in the Diaspora;
- Facilitate the implementation of Representation of the People Amendment law (ROPAL);
- Create database of all Ghanaians outside Ghana linked to the national identification system;
- Enhance advocacy on implementation of the Dual Citizenship Law; and
- Create a conducive environment for return of Ghanaian emigrants and their reintegration.

Objective: Maintain 100% timely delivery of consular services and responsiveness to requests and welfare assistance to Ghanaians living abroad by the end of 2029

Strategies:

- Improve efficiency and effectiveness in service delivery
- Timely response to consular requests
- Reduce the turnaround time for passport and visa issuance

4.4. Linking Objectives and Strategies to National Objectives and Programmes

The sector objectives and strategies have been linked to the national objectives. The alignment also shows the programmes linked to national objectives. Table 4 shows the alignment of objectives and strategies to national programmes.

Table 4: Alignment of objectives and strategies to national programmes

ISSUES	OBJECTIVE	NATIONAL OBJECTIVES	STRATEGIES	PROG.
<ul style="list-style-type: none"> • Inadequate staff capacity in delivery service • Outdated conditions of service • Delay in consular service delivery due to outdated technology • Inadequate resources to implement Foreign Policy objectives to meet national development goals 	<p>Develop a 100% capacity of Ghana's Foreign Service to be globally competitive by the end of 2029</p>	<p>Promote a globally competitive Foreign Service</p>	<ul style="list-style-type: none"> • Contribute effectively to bilateral and multilateral arrangements • Improve efficiency and effectiveness of foreign missions • Expand market for intra-regional trade and economic cooperation • Reposition the Economic Trade and Investment Bureau(ECTIB) to serve as the link between Ghana's 	<p>Policy, Planning, Implementation and Coordination</p>

			<p>Missions abroad and MDAs and other stakeholders at home</p> <ul style="list-style-type: none"> • Establish Office of Inter-Ministerial Coordination (OIMC) on foreign affairs and related issues • Develop and adopt a national framework on appointments and training for the foreign service 	
<ul style="list-style-type: none"> • Poor state of physical infrastructure in Ghana's Missions • Lack of diplomatic presence in some jurisdictions 	Safeguard 100% Ghana's international image and influence by the end of 2029	Ghana's international image and influence.	<ul style="list-style-type: none"> • Leverage Ghana's democratic credentials to enhance international image 	International Cooperation and Multilateral Engagements

<ul style="list-style-type: none"> • Weak focus on issues such as Climate Change, cultural diplomacy, peace and security, to respond to national development goals • Threats of global and regional terrorism • Over-dependence on rented facilities for Ghana’s missions abroad • Non-ratification of signed International Agreements/Protocols/Conventions 			<ul style="list-style-type: none"> • Promote the engagement of Ghanaians in leadership roles regionally and internationally • Maintain an identity-based population register for the effective management of immigration • Make Ghana a preferred destination for business, education and tourism • Ensure commitment to relevant regional and international organizations 	
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			<ul style="list-style-type: none"> • Support Ghana's involvement in South - South and triangular cooperation • Improve Ghana's role in a strong and vibrant regional market • Support democracy in all parts of the world • Promote international peace, security and justice • Strengthen collaboration with neighbouring countries on development and management of 	
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			trans-boundary resources.	
<ul style="list-style-type: none"> • Delays and non-payment of assessed contributions • Inadequate promotion of Ghanaian exports and investments opportunities • Unpredictable global environment, undermining Ghana's foreign policy objectives 	Achieve 100% advance in implementation of all MoUs emanating from bilateral and multilateral engagements by the end of 2029	Promote Ghana's economic interests	<ul style="list-style-type: none"> • Support implementation of policies to create a favourable legislative and business environment attractive to domestic and foreign investors • Review relevant policies to keep abreast with emerging international and regional developments • Reduce Ghana's vulnerability to shocks and threats 	International Trade and Investment

			<p>from the international system</p> <ul style="list-style-type: none"> • Defend Ghana's interests, and maintain its sovereign independence • Develop markets for Ghanaian goods and services abroad • Support Ghanaian businesses to partner with foreign counterparts in strategic alliances • Facilitate linkages between Ambassadors and High Commissioners and MMDCEs with a view to maximizing 	
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			<p>investment and trade opportunities for local authorities</p> <ul style="list-style-type: none"> • Create incentives for diaspora investment, trade and technology transfer 	
<ul style="list-style-type: none"> • Waning verve in Pan-Africanism • Weak engagement of diaspora in national development 	Operationalise 100% of the diaspora engagement policy by the end of 2029	Leverage the Ghanaian Diaspora for Economic, Political and Cultural development	<ul style="list-style-type: none"> • Ensure participation of Ghanaians abroad in national development through the implementation of diaspora engagement policy • Reposition Diaspora affairs Bureau to effectively support the Diaspora • Promote and protect the welfare of 	Diaspora Engagement

			<p>Ghanaian nationals abroad</p> <ul style="list-style-type: none"> • Attract and retain mutually beneficial and sustainable partnerships with Ghanaians in the Diaspora • Facilitate the implementation of Representation of the People Amendment law (ROPAL) • Create database of all Ghanaians outside Ghana linked to the national identification system • Enhance advocacy on implementation of 	
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			<p>the Dual Citizenship Law</p> <ul style="list-style-type: none"> • Create a conducive environment for return of Ghanaian emigrants and their reintegration 	
<ul style="list-style-type: none"> • Unsatisfactory delivery of consular services 	<p>Maintain 100% timely delivery of consular services and responsiveness to requests and welfare assistance to Ghanaians living abroad by the end of 2029</p>	<p>Ghana's international image and influence</p>	<ul style="list-style-type: none"> • Improve efficiency and effectiveness in service delivery • Timely response to consular requests • Reduce the turnaround time for passport and visa issuance 	<p>Passport and Consular Services.</p>

CHAPTER 5: COMPOSITE DEVELOPMENT PROGRAMMES

5.1 Introduction

This Chapter contains the broad development programmes to be pursued by the Ministry of Foreign Affairs within the medium-term period from 2026 to 2029. These Developmental Programmes are aimed at ensuring a systematic approach towards the implementation of adopted strategies by the Ministry. Joint developmental programmes are also formulated to indicate the level and extent of collaboration with other MDAs in the implementation of the Medium-Term Development Policy Framework.

5.2 Developmental Programmes

The following are the formulated programmes of the Ministry aimed at achieving the medium-term development objectives:

- i. Policy, Planning, Implementation and Coordination;
- ii. International Cooperation and Multilateral Engagements;
- iii. International Trade and Investment;
- iv. Passport and Consular Services; and
- v. Diaspora Engagement.

5.3 Assumptions and Methodologies for Costing

5.4 Ministry's Programme of Action (2026 – 2029)

The Broad Sector Programme of Action (PoA), covering the 2026 – 2029 planning period consists of a set of Sector Programmes and their cost, which are intended to enhance the achievement of the prioritised objectives of the Ministry under the MTNDPF (2026-2029). The Programme of Action provides the essential steps for ease of implementation, as well as monitoring and evaluation. Table 5 presents the Programme of Action:

Table 5: Programme Of Action (PoA)

NO	OBJECTIVES	DEVELOPMENT PROGRAMME	PROJECTS	ACTIVITIES	TIME FRAME				COST		Programme Status			Implementation Institution / Department	
					2026	2027	2028	2029	GoG	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
1.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	STRIDE Initiative		1.56B	1.17B	1.17B	-			3.9B	✓		MFA	MoF, Banks, Beijing Construction Group (BCEG)
2.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Open New Missions		59.74m	29.87m	29.87m	29.87m	149.35m			✓			
3.	Enhance delivery of consular services and improve the welfare of Ghanaians	Passport and Consular Services	Establishment Of Passport Application Centres in Seven (7) Regions		2.69m	-	-	-		2.69m			✓	MFA	BTS, Ghana Post
4.	Enhance delivery of consular services and improve the welfare of Ghanaians	Passport and Consular Services	Introduction of E-Visa		-	-	-	-				✓		MFA	Ghana Missions, GIS
5.	Promote a globally competitive	Policy, Planning,	Renovation Of Accra		48.83m	-	-	-	40.83m	0.80m		✓			AESL

	Foreign Service	Implementation and Coordination	International Conference Centre (AICC)												
6.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Purchase Of E-Vehicles for Ministry, Missions, and PACs		82.23m	41.12m	41.12m	41.12m	154.18 m		51.39m	✓			GAC Motors
7.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Installation Of Solar System for Ministry Main, Annex Building and PACs		132.62 m	-	-	-	132.62 m			✓			Huawei
8.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Data Centre		288.87 m	288.87 m	-	-	577.74 m			✓			
9.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	CCTV Upgrade and Electric Fencing		0.802m	-	-	-		0.802m		✓			

10.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Renovation of Ministers' Residence		0.494m	-	-	-		0.494m		✓			
11.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Firewall Box and Licenses		1.17m					1.17m		✓			
12.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	MS OFFICE 365 7 TEAMS		0.30m					0.30m		✓			
13.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	SD-WAN SOLUTION		106.29 m					106.29 m		✓			
14.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Annual Comprehensive Insurance for Official Vehicles (Headquarters & Departments)		19.30m	19.30m	19.30m	19.30m	3.43m	15.87m		✓			

15.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Furnishing of the Ministry's Gymnasium		0.44m					0.44m		✓			
16.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Operationalization of The Ministry's Clinic		3.50m						3.50m		✓		
17.	Enhance Ghana's international image and influence.	International Cooperation and Multilateral Engagements	High Level Visits Participation in multilateral and bilateral engagements		66.28m	66.28m	66.28m	66.28m	66.27m		198.83m		✓		
18.	Re-position the Ghanaian Diaspora to contribute to national development	Diaspora Engagement	Mobilise diaspora support for national development		2.10M	2.20M	2.50M	3.00M		9.80M			✓		
19.	Promote Ghana's political and economic interests abroad.	International Trade and Investment	Promote made-in-Ghana products		1.25M	1.50M	1.75M	2.00M		6.50M			✓		

5.5 Programme of Financing

Between 2026 and 2029, the Ministry will undertake a series of targeted programmes in pursuit of the goals and objectives outlined in the Ghana Reset Agenda. The successful implementation of these programmes, projects, and related activities over the four years is projected to require a total estimated allocation of GH¢ xxx.

This amounts to an annual resource requirement of GH¢ xxx per annum.

TABLE 3: PROGRAMME FINANCING

DEVELOPMENT PROGRAMME	PROGRAMME COST (A)	EXPECTED REVENUE AND SOURCES OF FUNDING							TOTAL (B)	GAP (C) =N(B-A)
		GoG	IGF	DA CF	DAC F-RFG	ABF A	DP s	Others (Specify)		
Policy, Planning, Implementation and Coordination	5,139.20B	7.36B	1.44B	-	-	-	-	1.56B	10.6B	5.46B
Passport and Consular Services	2.69M	0.092M	17.97M	-	-	-	-	-	18.06M	15.37M
International Cooperation and Multilateral Engagements	265.10M	0.92M	179.73M	-	-	-	-	-	180.65M	(84.49 M)
Diaspora Engagement	9.80M	0.46M	89.86M	-	-	-	-	-	90.32M	80.52M
International Trade and Investment	6.50M	0.37M	71.89M	-	-	-	-	-	72.26M	65.76M

5.6 Resource Mobilisation Strategies

The Ministry's resource mobilisation strategies are as follows:

- Commercialization mobile passport services;
- Reduction in processing time of passport applications to four (4) or five (5) days;
- Enhancement of the 24-hour operations at the Passport offices;
- Reduction of proposed 32-page passport fee from GHS500 to GHS350 to increase demand;
- Operationalization of the Ministry's premium service centres; and
- Expedited passport service (same day) at a fee of GHS 2,000.

5.7 Strategic Environmental Assessment of the Programmes

Table 7: Strategic Environmental Assessment of the Programme

Scale	0	1	2	3	4	5
Effect	Not Relevant	Works strongly against the aim	Works against the aim	On balance has neutral effects on the aim	Supports the aim	Strongly supports the aim
Colour:	Black	Red	Red	Yellow	Green	Green

Programme: POLICY, PLANNING, IMPLEMENTATION AND COORDINATION								
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS		PERFORMANCE MEASURE					
EFFECT ON NATURAL RESOURCES			(0)	1	2	3	4	5
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps					Yellow		
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map					Yellow		
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified						Green	
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified							Green
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials					Yellow		
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set							Green
EFFECT ON SOCIAL AND CULTURAL CONDITIONS			(0)	1	2	3	4	5
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed							Green
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.					Yellow		
Gender: The activity should empower women.	Number of women empowered							Green
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed						Green	
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed					Yellow		
Access to Land: Activity should improve access to land.	Number of the poor to be assisted					Yellow		

Access to Water: Activity should improve access to water.	Number of the poor to be assisted						
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted						
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted						
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms						
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced	Occurrence to be noted and monitored						
EFFECTS ON THE ECONOMY		(0)	1	2	3	4	5
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated						
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources						
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy						
Programme: PASSPORT AND CONSULAR SERVICES							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
EFFECT ON NATURAL RESOURCES		(0)	1	2	3	4	5
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps						
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map						
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified						
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified						
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials						
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set						
EFFECT ON SOCIAL AND CULTURAL CONDITIONS		(0)	1	2	3	4	5
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed						
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.						

Gender: The activity should empower women.	Number of women empowered						
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed						
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed						
Access to Land: Activity should improve access to land.	Number of the poor to be assisted						
Access to Water: Activity should improve access to water.	Number of the poor to be assisted						
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted						
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted						
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms						
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced	Occurrence to be noted and monitored						
EFFECTS ON THE ECONOMY		(0)	1	2	3	4	5
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated						
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources						
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy						
Programme: INTERNATIONAL COOPERATION AND COORDINATION							
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
EFFECT ON NATURAL RESOURCES		(0)	1	2	3	4	5
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps						
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map						
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified						
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified						
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials						

Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set							
EFFECT ON SOCIAL AND CULTURAL CONDITIONS		(0)	1	2	3	4	5	
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed							
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.							
Gender: The activity should empower women.	Number of women empowered							
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed							
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed							
Access to Land: Activity should improve access to land.	Number of the poor to be assisted							
Access to Water: Activity should improve access to water.	Number of the poor to be assisted							
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted							
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted							
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms							
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced	Occurrence to be noted and monitored							
EFFECTS ON THE ECONOMY		(0)	1	2	3	4	5	
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated							
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources							
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy							
Programme: DIASPORA ENGAGEMENT								
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE						
EFFECT ON NATURAL RESOURCES		(0)	1	2	3	4	5	
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps							

Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map						
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified						
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified						
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials						
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set						
EFFECT ON SOCIAL AND CULTURAL CONDITIONS		(0)	1	2	3	4	5
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed						
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.						
Gender: The activity should empower women.	Number of women empowered						
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed						
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed						
Access to Land: Activity should improve access to land.	Number of the poor to be assisted						
Access to Water: Activity should improve access to water.	Number of the poor to be assisted						
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted						
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted						
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms						
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced	Occurrence to be noted and monitored						
EFFECTS ON THE ECONOMY		(0)	1	2	3	4	5
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated						
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources						
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy						

Programme: INTERNATIONAL TRADE AND INVESTMENT

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
		(0)	1	2	3	4	5
EFFECT ON NATURAL RESOURCES		(0)	1	2	3	4	5
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps						
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map						
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified						
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity/type of pollutants and waste to be identified						
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials						
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set						
EFFECT ON SOCIAL AND CULTURAL CONDITIONS		(0)	1	2	3	4	5
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed						
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.						
Gender: The activity should empower women.	Number of women empowered						
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed						
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed						
Access to Land: Activity should improve access to land.	Number of the poor to be assisted						
Access to Water: Activity should improve access to water.	Number of the poor to be assisted						
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted						
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted						
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms						
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced	Occurrence to be noted and monitored						

EFFECTS ON THE ECONOMY		(0)	1	2	3	4	5
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated						
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources						
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy						

5.8 Asset Management

The Ministry is in the process of developing its assets management system.

CHAPTER 6: ANNUAL ACTION PLANS

6.1 Introduction

The implementation of the Annual Action Plan will be based on the effective continuation and collaboration between the Ministry and other stakeholders. The successful implementation of planned activities would be enhanced by timely releases of resources to support the implementation of planned activities. This chapter shows the annual activities to be undertaken for the medium term (2026 – 2029).

6.2 Annual Action Plans

The annual action plans for 2026, 2027, 2028, 2029 are presented as follows:

TABLE 4: Annual Action Plan for 2026

NO	OBJECTIVES	DEVELOPMENT PROGRAMME	PROJECTS	ACTIVITIES	TIME FRAME				COST		Programme Status			Implementation Institution / Department	
					Q1	Q2	Q3	Q4	GoG	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
1.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	STRIDE Initiative		0.47M	0.47M	0.31M	0.31M				✓		MFA	MoF, Banks, Beijing Construction Group (BCEG)
2.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Open New Missions		17.92M	17.92M	11.95M	11.95M	59.74M			✓			

3.	Enhance delivery of consular services and improve the welfare of Ghanaians	Passport and Consular Services	Establishment Of Passport Application Centres in Seven (7) Regions		0.81 M	0.81 M	0.54 M	0.54 M		2.69 M			✓	MFA	BTS, Ghana Post
4.	Enhance delivery of consular services and improve the welfare of Ghanaians	Passport and Consular Services	Introduction Of E-Visa									✓		MFA	Ghana Missions, GIS
5.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Renovation Of Accra International Conference Centre (AICC)		14.65M	14.65M	9.77M	9.77M	40.83M	0.80M		✓			AESL
6.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Purchase Of E-Vehicles for Ministry, Missions, and PACs		24.67M	24.67M	16.45M	16.45M	82.23M			✓			GAC Motors
7.	Promote a globally	Policy, Planning,	Installation Of		39.79M	39.79M	26.52M	26.52M	132.62M			✓			Huawei

	competitive Foreign Service	Implement ation and Coordinati on	Solar System for Ministry Main, Annex Building and PACs												
8.	Promote a globally competitive Foreign Service	Policy, Planning, Implement ation and Coordinati on	Data Centre		86.6 6M	86.6 6M	57.7 7M	57.7 7M	288.8 7M			✓			
9.	Promote a globally competitive Foreign Service	Policy, Planning, Implement ation and Coordinati on	CCTV Upgrade and Electric Fencing		0.24 M	0.24 M	0.16 M	0.16 M		0.80 M		✓			
10.	Promote a globally competitive Foreign Service	Policy, Planning, Implement ation and Coordinati on	Renovatio n of Ministers' Residence		0.15 M	0.15 M	0.10 M	0.10 M		0.49 M		✓			
11.	Promote a globally competitive Foreign Service	Policy, Planning, Implement ation and Coordinati on	Firewall Box and Licenses		0.35 M	0.35 M	0.23 M	0.23 M		1.17 M		✓			

12.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	MS OFFICE 365 7 TEAMS		0.09 M	0.09 M	0.06 M	0.06 M		0.30 M		✓			
13.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	SD-WAN SOLUTION		31.8 9M	31.8 9M	21.2 6M	21.2 6M		106.2 9M		✓			
14.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Annual Comprehensive Insurance for Official Vehicles (Headquarters & Departments)		5.79 M	5.79 M	3.86 M	3.86 M		19.30 M		✓			
15.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Furnishing of the Ministry's Gymnasium		0.13 M	0.13 M	0.08 M	0.08 M		0.44 M		✓			
16.	Promote a globally	Policy, Planning,	Operationalization		1.05 M	1.05 M	0.70 M	0.70 M		3.50 M			✓		

	competitive Foreign Service	Implementation and Coordination	of The Ministry's Clinic												
17.	Enhance Ghana's international image and influence.	International Cooperation and Multilateral Engagements	High Level Visits Participation in multilateral and bilateral engagements		19.8 8M	19.8 8M	13.2 6M	13.2 6M		66.28 M			✓		
18.	Re-position the Ghanaian Diaspora to contribute to national development	Diaspora Engagement	Mobilise diaspora support for national development		0.63 M	0.63 M	0.42 M	0.42 M		2.10 M			✓		
19.	Promote Ghana's political and economic interests abroad.	International Trade and Investment	Promote made-in-Ghana products		0.38 M	0.38 M	0.25 M	0.25 M		1.25 M			✓		

TABLE 5: Annual Action Plan for 2027

NO	OBJECTIVES	DEVELOPMENT PROGRAMME	PROJECTS	ACTIVITIES	TIME FRAME				COST			Programme Status		Implementation Institution / Department	
					Q1	Q2	Q3	Q4	GoG	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
1.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	STRIDE Initiative									✓		MFA	MoF, Banks, Beijing Construction Group (BCEG)
2.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Open New Missions										✓		
3.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Purchase Of E-Vehicles for Ministry, Missions, and PACs									✓			GAC Motors
4.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Data Centre									✓			

5.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Annual Comprehensive Insurance for Official Vehicles (Headquarters & Departments)									✓			
6.	Enhance Ghana's international image and influence.	International Cooperation and Multilateral Engagements	High Level Visits Participation in multilateral and bilateral engagements	<ul style="list-style-type: none"> • Provision of protocol services • Conferences and Summits • Candidature • Treaties, Agreements, Protocols, MoUs, Conventions, Ratifications 									✓		
7.	Re-position the Ghanaian Diaspora to contribute to national development	Diaspora Engagement	Mobilise diaspora support for national development	<ul style="list-style-type: none"> • Participation in Exhibitions, • Fairs 									✓		

				And Trade Missions											
8.	Promote Ghana's political and economic interests abroad.	International Trade and Investment	Promote made-in-Ghana products	<ul style="list-style-type: none"> • Diaspora Summit • Consular Outreach 								✓			

TABLE 6: Annual Action Plan for 2028

NO	OBJECTIVES	DEVELOPMENT PROGRAMME	PROJECTS	ACTIVITIES	TIME FRAME				COST			Programme Status		Implementation Institution / Department	
					Q1	Q2	Q3	Q4	GoG	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
1.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	STRIDE Initiative									✓		MFA	MoF, Banks, Beijing Construction Group (BCEG)
2.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and	Open New Missions										✓		

		Coordinati on													
3.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordinati on	Purchase Of E-Vehicles for Ministry, Missions, and PACs								✓				GAC Motors
4.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordinati on	Data Centre								✓				
5.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordinati on	Annual Comprehensive Insurance for Official Vehicles (Headqu arters & Departme nts)								✓				
6.	Enhance Ghana's international image and influence.	Internation al Cooperatio n and Multilatera l	High Level Visits Participation in multilateral	• Provision of protocol services								✓			

		Engagements	and bilateral engagements	<ul style="list-style-type: none"> • Conferences and Summits • Candidature • Treaties, Agreements, Protocols, MoUs, Conventions, Ratifications 										
7.	Re-position the Ghanaian Diaspora to contribute to national development	Diaspora Engagement	Mobilise diaspora support for national development	<ul style="list-style-type: none"> • Participation in Exhibitions, • Fairs And Trade Missions 								✓		
8.	Promote Ghana's political and economic interests abroad.	International Trade and Investment	Promote made-in-Ghana products	<ul style="list-style-type: none"> • Diaspora Summit • Consular Outreach 								✓		

TABLE 7: Annual Action Plan for 2029

NO.	OBJECTIVE HAPES	DEVELOPMENT PROGRAMME	PROJECTS	ACTIVITIES	TIME FRAME				COST			Programme Status		Implementation Institution / Department	
					Q1	Q2	Q3	Q4	GoG	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
1.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	STRIDE Initiative									✓		MFA	MoF, Banks, Beijing Construction Group (BCEG)
2.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Open New Missions										✓		
3.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Purchase Of E-Vehicles for Ministry, Missions, and PACs									✓			GAC Motors

4.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Data Centre									✓			
5.	Promote a globally competitive Foreign Service	Policy, Planning, Implementation and Coordination	Annual Comprehensive Insurance for Official Vehicles (Headquarters & Departments)									✓			
6.	Enhance Ghana's international image and influence.	International Cooperation and Multilateral Engagements	High-Level Visits Participation in multilateral and bilateral engagements	<ul style="list-style-type: none"> • Provision of protocol services • Conferences and Summits • Candidature • Treaties, Agreements, Protocols, MoUs, Conventions, 									✓		

				Ratifications											
7.	Re-position the Ghanaian Diaspora to contribute to national development	Diaspora Engagement	Mobilise diaspora support for national development	<ul style="list-style-type: none"> • Participati on in Exhibition s, • Fairs And Trade Missions 									✓		
8.	Promote Ghana’s political and economic interests abroad.	International Trade and Investment	Promote made-in-Ghana products	<ul style="list-style-type: none"> • Diaspora Summit • Consular Outreach 									✓		

CHAPTER 7: MONITORING AND EVALUATION ARRANGEMENT

7.1 Introduction

The responsibility for overseeing the monitoring and evaluation of Medium-Term Development Plans (MTDPs) rests primarily with Ministries, Departments and Agencies (MDAs) and their decentralized structures at the regional and district levels. In accordance with the statutory framework, these duties are anchored in Section 10 of the National Development Planning (Systems) Act, 1994 (Act 480), which obliges MDAs to track the execution of their SMTDPs and to furnish periodic implementation reports to the National Development Planning Commission (NDPC) in the formats prescribed. Complementing this mandate, Section 12 (1)(b) of the Civil Service Law, 1993 assigns each Ministry the functions of planning, coordination, monitoring and evaluation, thereby requiring the establishment of a dedicated Policy Planning, Monitoring and Evaluation Directorate (PPMED) within every Ministry or Agency to discharge these responsibilities.

The Sector Medium-Term Development Plan for 2026–2029 will be subject to a rigorous monitoring and evaluation regime to guarantee prudent and effective utilization of resources in pursuit of its stated objectives. The Policy, Planning, Monitoring and Evaluation Bureau (PPMEB) will serve as the principal body charged with coordinating, supervising and assessing the sector’s policies, programmes and activities throughout the implementation period.

7.2 Stakeholder Analysis

Table 11: Stakeholder Analysis

No.	Stakeholder	Interests/Roles/Responsibilities
1.	Cabinet	Responsible for the co-ordination of Government machinery, and sets policy goals for all MDAs in the country. It also Evaluates and Monitors the performance of all sectors and oversees the implementation of Government policy by all MDAs. The Ministry submits Information Papers, Memorandum and Advice to Cabinet as necessary.

2.	Parliament	Responsible for enacting legal statutes, approves the appropriation bill in which the Ministry's budget is embedded, Plays a key role in the ratification of conventions, protocols and treaties through the process of incorporation of international agreement into domestic law. Parliament makes it possible for citizens to claim the benefits of these agreements. The parliament also has oversight responsibilities over the Executive.
3.	Office of the Head of Civil Service (OHCS), Public Services Commission (PSC)	Supervise the management function of the Ministry and advise government on all manpower issues, Both are deeply involved in the entire management of the Public Sector Manpower.
4.	Ministry of Finance	Provide resources to implement the Ministry's programmes and projects. Utilisation of the relevant financial data generated.
5.	Controller and Accountant-General's Department	Information on releases of funds, Utilisation of the relevant financial data generated.
6.	Bank of Ghana	Transfer of released funds to Missions abroad.
7.	National Development Planning Commission(NDPC)	Assist the Ministry in the preparation of its Sector Medium-Term and M&E Plans. Utilizes information generated by the Ministry as part of its national development plan.
8.	Ministry of Trade, Agribusiness and Industry	Providing Trade Attaches for promoting Ghana's exports, provision of trade intelligence and information, collaborating for the development of new markets and in the organisation of Trade Fairs and Exhibitions outside Ghana.
9.	Ministry of the Interior	Ministry of the Interior provides and processes information on dual citizenship, provides quality assurance on internal security.
10.	Ministry of Defence	Promotion of bilateral military cooperation. Collaborate with the Ministry on peace-building, peace enforcement and peace-keeping issues.

11.	Attorney-General and Ministry of Justice	<p>Plays a key role in the signing of Memorandum of Understanding (MoU), collaborate in the ratification of Protocols, conventions and Treaties.</p> <p>They give quality assurance on all government legal matters such as protocols and conventions.</p> <p>They provide quality assurances on government contract including international agreements.</p>
12.	Ghana Investment Promotion Centre (GIPC)	<p>GIPC provides information on investments and tax incentives in Ghana.</p> <p>Ministry utilises information from GIPC for the promotion of inward investments.</p>
13.	Ministry of Tourism, Culture and Creative Arts (MOTCCA)	<p>Promotion of tourism. Provides information on tourist sites, hospitality facilities in Ghana.</p> <p>Ministry utilises the information to promote inward flows of tourists into Ghana</p>
14.	Ministry of Communication, Digital Technology & Innovation	<p>Informs Ministry of Government's policies which are utilised by Ghana Missions abroad to enhance the reporting obligations to host authorities.</p>
15.	Ministry of Gender, Children and Social Protection	<p>Co-ordinates the welfare and protection of the vulnerable population in the Ghanaian society, eg. Women, children, aged and persons with disability.</p> <p>Negotiates international agreements for the protection of these segments of the Ghanaian population. The two Ministries collaborate on trans-border crimes affecting these vulnerable populations.</p>
16.	Legon Centre for International Affairs and Diplomacy (LECIAD)	<p>Trains Foreign Service Officers and provides academic opinion for the Ministry on emerging international issues.</p>

17.	All African Students Union (AASU), African Peer Review Mechanism (APRM)	Collaborates with Ministry on issues involving international students' welfare. APRM provides quality assurance in good governance, and informs the Ministry about international best practices for the consolidation of Ghana's democracy.
18.	Internal Audit Agency	Provides quality assurance (value for money) in financial administration.
19.	Scholarships Secretariat	Utilises information from the Ministry on scholarships received from countries abroad.
20.	Media	Disseminate information of the Ministry to the general public.
21.	Births and Deaths Registry	Provides information on births and deaths. The data on births is utilized by the Ministry for passport processing and the data on deaths is used to recall diplomatic and service passports.
22.	Diplomatic Corps	Ministry is responsible for granting privileges and immunities to the Diplomatic Missions and international organisations in Ghana. The Diplomatic Corps facilitates the strengthening of bilateral and multilateral relations between Ghana and the sending countries or international organisations.

Table 12: Monitoring Matrix

OBJECTIVE: DEVELOP A 100% CAPACITY OF GHANA’S FOREIGN SERVICE TO BE GLOBALLY COMPETITIVE BY THE END OF 2029										
PROGRAMME: MANAGEMENT AND ADMINISTRATION										
INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2025 As of 31 August 2025	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2026	2027	2028	2029			
Staff Strength Augmented	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	9	100	60	60	75	Number of Officers Recruited /Replaced	Quarterly	Admin

Staff Skills Enhanced/Developed	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	243	568	628	688	763	Number of Officers trained (Locally)	Quarterly	Admin
		OUTPUT	14	30	40	45	45	Number of Officers trained (Abroad)	Quarterly	Admin
Staff Appraised	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13,	OUTPUT	660	887	947	1,007	1,082	Number of staff appraised	Quarterly	Admin

	17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)									
Staff Promoted	Improve Efficiency and effectiveness within the Ministry/Missio ns (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	7	80	213	110	100	Number of Staff Promoted	Quarterly	Admin
			6	10	10	10	10	Number of Staff Converte d		

Decisions of management meetings implemented	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	6	10	15	15	15	Number of decisions of management meetings implemented	Quarterly	Admin
Press encounters held	To inform and increase the Ministry's visibility	OUTPUT	17	25	25	30	30	Number of Press Encounters Held	Quarterly	Admin

Table 13: Monitoring Matrix

OBJECTIVE: DEVELOP A 100% CAPACITY OF GHANA'S FOREIGN SERVICE TO BE GLOBALLY COMPETITIVE BY THE END OF 2029										
PROGRAMME: FINANCE AND ACCOUNTING										
INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2025 As of 31 August 2025	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2026	2027	2028	2029			
Annual budget Estimates	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	31 st October	✓	✓	✓	✓	Annual budget estimates submitted by	Annually	PPMEB/ F&A

Budget Execution report	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	Monthly					Budget execution report submitted	Monthly	F&A
Accounting Returns	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	15 th of Ensuing Month	10	15	15	15	Accounting returns submitted by Mission	Monthly	Internal Audit

Annual financial Statements	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	28 th February	25	25	30	30	Number of Press Encounters Held	Annually	F&A
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Table 13: Monitoring Matrix

OBJECTIVE: DEVELOP A 100% CAPACITY OF GHANA'S FOREIGN SERVICE TO BE GLOBALLY COMPETITIVE BY THE END OF 2029										
PROGRAMME: ESTATES AND GENERAL SERVICES										
INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2025 As of 31 August 2025	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2026	2027	2028	2029			
Fixed Assets training held	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16.	OUTPUT	2	9	10	12	12	Number of Fixed assets training held	Quarterly	Estates Bureau

	17.17; AU Target 19; ECOWAS Protocol Arts.23,28)									
Officers trained on fixed assets	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	250	300	350	350	350	Number of Officers trained in Fixed Assets	Quarterly	Estates Bureau
Assets Refurbished	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	6	13	14	18	21	Number of Properties refurbished	Monthly	Estates Bureau
Assets purchased/constructed	Improve Efficiency and effectiveness within the		0	2	8	10	15	Number of	Annually	Estates Bureau

	Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT						properties acquired		
Procurement Plan	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	30 TH Nov	✓	✓	✓	✓	Plan Prepared by	Annually	Estates Bureau
Entity Tender Committee Meeting	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	5	6	5	6	6	Number of Entity Tender Committee meetings held	Quarterly	Estates Bureau

Table 14: Monitoring Matrix

OBJECTIVE: DEVELOP A 100% CAPACITY OF GHANA'S FOREIGN SERVICE TO BE GLOBALLY COMPETITIVE BY THE END OF 2029										
PROGRAMME: INTERNAL AUDIT										
INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2025 As of 31 August 2025	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2026	2027	2028	2029			
Audit Plan	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	15 th January	✓	✓	✓	✓	Audit plan submitted by	Annually	Internal Audit
Audit reports	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19;	OUTPUT	Submitted Three (3) Audit Reports within 243 Days	Twenty (20) Audit Reports to be submi	✓	✓	✓	Audit reports prepared and submitted within	Quarterly	Internal Audit

	ECOWAS Protocol Arts.23,28)			tted within 365 Days						
Audit Recommendations Implemented	Improve Efficiency and effectiveness within the Ministry/Missions (SDG Targets 17.13, 17.16. 17.17; AU Target 19; ECOWAS Protocol Arts.23,28)	OUTPUT	74%	100%	100%	✓	✓	Percentage of Audit recommendations implemented	Quarterly	Internal Audit
Missions Audited	✓	✓	3	20	20	20	20	Number of missions Audited	Quarterly	Internal Audit

Table 15: Monitoring Matrix

OBJECTIVE: ACHIEVE 100% ADVANCE IN IMPLEMENTATION OF ALL MOUS EMANATING FROM BILATERAL AND MULTILATERAL ENGAGEMENTS BY THE END OF 2029										
PROGRAMME: LEGAL AND CONSULAR										
INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2025	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2026	2027	2028	2029			

			As of 31 August 2025							
International Treaties, protocols and conventions ratified	Commitment to Regional Bodies and International Organisations	OUTPUT	13	8	8	8	8	Number of international treaties/protocols/conventions ratified	Quarterly	Legal & Treaties Bureau
OBJECTIVE: LEVERAGE THE GHANAIAN DIASPORA FOR ECONOMIC, POLITICAL & CULTURAL DEVELOPMENT										
Consular and welfare and Diaspora Issues	Protection of Ghanaians and ensure their participation in National Development (SDG tARGET 16.7; ECOWAS Protocol Article 23)	OUTPUT	30,073	46,852	54,085	58,420	60,021	Number of Consular/welfare issues received	Quarterly	CoHaB
		OUTPUT	28,073	40,820	48,800	55,400	59,420	Number of Consular/Welfare Issues resolved	Quarterly	CoHaB
	✓	OUTPUT	0	1	1	1	1	Number of Diaspora home	Annually	Diaspora

								summits held		Affairs Bureau
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Table 16: Monitoring Matrix

GOAL:										
OBJECTIVE: ACHIEVE 100% ADVANCE IN IMPLEMENTATION OF ALL MOUS EMANATING FROM BILATERAL AND MULTILATERAL ENGAGEMENTS BY THE END OF 2029										
PROGRAMME: REGIONAL INTEGARATION										
INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2025 As of 31 August 2025	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2026	2027	2028	2029			
Report on Statutory and Technical meetings	Enhance Ghana's image and influence abroad (SDG 4, 6, 8, 10, 12, 13)	OUTPUT	7	9	9	9	9	Number of ECOWAS, AU and other Statutory and Technical meetings reported on.	Quarterly	RIB/AFRIC A BILATERAL

Protocols Implemented	✓	OUTPUT	7	7	9	9	9	Number of Sub-regional and regional protocols implemented	Quarterly	RIB/AFRICA BILATERAL
Coordination meetings held	✓	OUTPUT	32	50	55	60	65	Number of meetings held to coordinate Government positions	Quarterly	RIB/AFRICA BILATERAL

Table 17: Monitoring Matrix

GOAL:										
OBJECTIVE: ACHIEVE 100% ADVANCE IN IMPLEMENTATION OF ALL MOUS EMANATING FROM BILATERAL AND MULTILATERAL ENGAGEMENTS BY THE END OF 2029										
PROGRAMME: ECONOMIC DIPLOMACY										
INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2025 As of 31 August 2025	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2026	2027	2028	2029			
Trade Tourism and	Create opportunities	OUTPUT	8	30	45	60	72	Number of		ECTIB

Investment Promotion	for Missions abroad to maximize investments and trade opportunities for local businesses(SDG Target 16.6, 17.11 and ECOWAS Protocol Article 23)							Exhibitions held	Quarterly	
	✓	OUTPUT	45	70	40	78	45	Number of Foreign Service Officers trained in Investment Promotion	Quarterly	✓
	✓	OUTPUT	10	15	25	30	45	Number of Number of trade Missions undertaken	Quarterly	✓
	✓		15	30	45	50	55	Number of Inter-sectoral		✓

								meeting held		
	✓		5	19	28	11	10	Number of PJCC's and political consultations held		✓

Table 18: Monitoring Matrix

GOAL:										
OBJECTIVE: ACHIEVE 100% ADVANCE IN IMPLEMENTATION OF ALL MOUS EMANATING FROM BILATERAL AND MULTILATERAL ENGAGEMENTS BY THE END OF 2029										
PROGRAMME: BILATERAL AND MULTILATERAL RELATIONS										
INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2025 As of 31 August 2025	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2026	2027	2028	2029			
Ghana's diplomatic representation enhanced	Enhance Ghana's image and influence abroad (SDG 4, 6, 8, 10, 12, 13)	OUTPUT	72	77	80	82	84	Number of Diplomatic Missions maintained	Anually	PPMEB
		OUTPUT	1	5	3	2	2	Number of new Diplomatic Missions established	Anually	PPMEB

High Level Visits	✓	OUTPUT	29	31	28	30	34	Number of High-level visits	Quarterly	OHM
Bilateral and Multilateral meetings attended	✓	OUTPUT	76	93	97	103	110	Number of bilateral and multilateral meetings /conference attended and reports submitted	Quarterly	Political & Multilateral Bureaus
Ghanaians in leadership/management positions in the International system	✓	OUTPUT	8	15	16	18	20	Number of Ghanaians elected into positions in International Organisations	Annually	Candidatures
International Organisations Boards	✓	OUTPUT	3	5	6	7	9	Number of Boards/Committees of international Organisations Ghana is currently serving on	Annually	Candidatures

Table 19: Monitoring Matrix

GOAL:										
OBJECTIVE: DEVELOP A 100% CAPACITY OF GHANA’S FOREIGN SERVICE TO BE GLOBALLY COMPETITIVE BY THE END OF 2029										
PROGRAMME: PASSPORT ADMINISTRATION										
INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2025 As of 31 August 2025	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2026	2027	2028	2029			
Passport Application Centers established in all regional capitals	Maintain an identity-based population register for effective management of immigration (SDG targets 10.7, 116.9, ECOWAS supplementary protocol Art.1)	OUTPUT	0	7	All Regions	All Regions	All Regions	Number of biometric Passport Application Centres established across Ghana	Annually	Passport office
Issuance of chip-embedded passports extended to Ghana	✓	OUTPUT	66	ALL	ALL	ALL	ALL	Number of Ghana Missions issuing	Quarterly	✓

Missions Abroad								biometric passports		
Processing time for chip-embedded passports reduced	✓	OUTPUT	5 working days (Ghana) 15 working days (Missions abroad)	✓	✓	✓	✓	Time taken to process biometric passports	Quarterly	✓
Passports Issued Globally	✓	OUTPUT	253,405	350,000	450,000	550,000	650,000	Number of Passports issued globally	Quarterly	✓

Table 20: Knowledge Mapping Matrix

KNOWLEDGE AREA	KNOWLEDGE HOLDERS	KNOWLEDGE SOURCES	KNOWLEDGE GAPS
Lecture Series	Foreign Service Institute	Resource Persons	Contemporary Issues
Short/Long Academic Courses for Branch A Officers	Human Resource & Administration Bureau	Universities (Home & Abroad)	International Affairs & Related Fields
Directors Performance Appraisal Training	PPMEB	Office of the Head of Civil Service	Integration of Work Schedules
Fixed Assets Training	Estates Bureau	Manuals/ Laws/Regulations	Completion of Fixed Asset Register

Training for Branches B & C	Human Resource & Administration Bureau/FSI	Training Institutions	Capacity Building
Scheme of Service Training for FSO A2 and below	OHCS	Online Self-paced platform	Capacity Building and Promotion

Table 21: Competency Matrix for Learning

COMPETENCY	TRAINING PROGRAMME	EVALUATION CRITERIA	LEARNING OBJECTIVES
Leadership	Civil Service Promotion	Examination/interview	Officers are taught the principles of leadership and how to apply them.
Organisation and Management	✓	✓	Officers are taught principles such as planning and coordination to enhance efficiency
Communication	✓	✓	Officers are equipped with clear and effective communication skills to improve understanding and collaboration between teams.

7.3 Evaluation and Learning

Purpose

Evaluation and learning are integral to evidence-based decision-making and the continuous improvement of programmes and projects under the 2026–2029 Sector Medium-Term Development Plan (SMTDP). This section outlines how the Ministry will conduct

evaluations, embed participatory approaches, ensure sustainability and accountability, and capture lessons learned to inform future programming.

7.4 Evaluation Framework

To measure effectiveness and generate actionable insights, the Ministry will implement a **two-stage evaluation cycle**:

Table 22: Evaluation Framework

Programme	Mid-Term Evaluation (Key Questions & Indicators)	Purpose	Terminal Evaluation (Key Questions & Indicators)	Purpose
Policy Planning, Implementation & Coordination	<ul style="list-style-type: none"> • Relevance of objectives to current government policy (evidence of updates to reflect global shifts) • Percentage of planned activities completed vs. annual work plan. • Timeliness of inter-departmental coordination meetings and decisions. 	Check alignment with national foreign-policy priorities and identify coordination gaps.	<ul style="list-style-type: none"> • Extent to which SMTDP goals were achieved • Degree to which new policies and guidelines are institutionalised 	Determine overall effectiveness and sustainability of MFA’s planning and coordination mechanisms.

	<p>Methods: Document review of sector policies, interviews with departmental heads, budget-execution analysis.</p>		<ul style="list-style-type: none"> • Cost-effectiveness of coordination mechanisms. <p>Methods: Endline policy audit, stakeholder surveys (other MDAs, NDPC), cost-benefit analysis.</p>	
International Cooperation & Multilateral Engagements	<p><input type="checkbox"/> Progress in negotiating/renewing bilateral and multilateral agreements.</p> <p><input type="checkbox"/> Ghana's participation level and leadership roles in AU, UN, ECOWAS, Commonwealth forums.</p> <p><input type="checkbox"/> Stakeholder perception of Ghana's diplomatic visibility.</p> <p>Data Sources: MFA treaty database, records of international meetings, partner feedback.</p>	✓	<p><input type="checkbox"/> Number and strategic value of agreements concluded and implemented.</p> <p><input type="checkbox"/> Tangible benefits to national security, trade, and development from multilateral engagements.</p> <p><input type="checkbox"/> Sustainability of alliances and partnerships beyond the plan period.</p> <p>Methods: Impact assessment of key agreements, media and partner-country analysis.</p>	✓

<p>International Trade & Investment</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Growth in trade missions, investment forums, and business-to-business linkages. <input type="checkbox"/> Early evidence of foreign direct investment (FDI) commitments traced to MFA facilitation. <input type="checkbox"/> Collaboration with Ministry of Trade and GIPC. <p>Indicators: Value of MoU-based investment pledges; number of trade delegations supported.</p>	<p>✓</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Total FDI and trade volume attributable to MFA interventions. <input type="checkbox"/> Long-term partnerships established (e.g., joint ventures, industrial projects). <input type="checkbox"/> Cost-effectiveness of promotional activities. <p>Methods: Economic impact study, investor surveys, Ghana Revenue Authority trade data.</p>	<p>✓</p>
<p>Diaspora Engagement</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation status of diaspora policy and outreach programmes. <input type="checkbox"/> Participation rates in diaspora investment schemes and cultural events. <input type="checkbox"/> Feedback from diaspora communities on government responsiveness. <p>Methods: Surveys through embassies, analysis of remittance and investment flows.</p>	<p>✓</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Quantifiable outcomes: increase in diaspora remittances, investment projects, skills transfer initiatives. <input type="checkbox"/> Institutionalisation of diaspora networks (e.g., permanent advisory councils). <input type="checkbox"/> Lessons on sustaining diaspora interest and trust. 	<p>✓</p>

			Methods: Remittance trend analysis, qualitative interviews, case-study documentation.	
Passport and Consular Services	<input type="checkbox"/> Efficiency of passport issuance and consular support (average processing time, backlog levels). <input type="checkbox"/> Client satisfaction with service delivery (embassies, missions, passport offices). <input type="checkbox"/> Effectiveness of digitalisation and anti-fraud measures. Methods: Service-delivery surveys, IT system analytics, mystery-client assessments.	✓	<input type="checkbox"/> Overall reduction in processing time and increase in customer satisfaction since baseline. <input type="checkbox"/> Sustainability of e-passport/e-visa and other reforms. <input type="checkbox"/> Financial performance of fee-based services. Methods: Comparative time-and-motion study, audit of revenue and cost savings, beneficiary focus groups.	✓

Each evaluation will apply internationally recognised standards and will draw on both quantitative (indicator-based) and qualitative (stakeholder perception) evidence.

7.5 Participatory Monitoring & Evaluation (PM&E)

The Ministry will institutionalise Participatory M&E to ensure that beneficiaries and key stakeholders are active contributors to learning.

The following methods will be deployed:

- **Techniques and Tools:** community engagement, focus-group discussions, structured beneficiary surveys, and digital feedback platforms.
- **Stakeholder Involvement:** targeted programme beneficiaries, civil society partners, private-sector collaborators, and development partners will participate in data collection, analysis workshops, and validation of findings.
- **Feedback Loops:** results of PM&E exercises will be presented in stakeholder forums and incorporated into annual performance reviews.

7.6 Sustainability of the M&E System

To ensure the longevity and relevance of M&E practices, the Ministry will:

- **Integrate New Initiatives with Existing Systems:** Align all M&E activities with the National Development Planning Commission (NDPC) frameworks and the Ministry's Policy Planning, Monitoring and Evaluation Bureau (PPMEB) procedures to avoid duplication and promote coherence;
- **Capacity Building:** Deliver comprehensive staff training to build ownership and technical competence in M&E methods;
- **Digital Tools and Data Platforms:** Deploy secure, cloud-based data platforms and mobile data-collection applications to improve accuracy, accessibility, and timeliness of information;
- **Stakeholder Collaboration:** Forge partnerships with academic institutions, development agencies, and civil-society organisations to share resources and knowledge products, enhance synergies and learning; and

- Institutional Culture: Mainstream M&E into management decision-making by incorporating evaluation findings into quarterly management meetings and annual policy reviews.

7.7 Accountability Mechanisms

Accountability will be reinforced through:

- SMART Indicators: All programmes will maintain specific, measurable, achievable, relevant, and time-bound indicators as set out in the monitoring matrices;
- Regular Disclosure: Key evaluation findings and progress reports will be disseminated to Cabinet, Parliament and the public through annual reports, the Ministry's website, and press briefings;
- External/Independent Evaluations: Selected projects will undergo independent evaluations every two years to provide objective assessments of performance and impact; and
- Adaptive Management: Evaluation results will feed directly into programme reviews, enabling timely adjustments to objectives, budgets, or implementation strategies.

7.8 Lessons Learned and Knowledge Management

Systematic learning will strengthen future planning and policy formulation through the following:

- Recording and Analysis: Successes, challenges, and emerging best practices will be documented continuously by programme leads and synthesised in quarterly briefs;
- After-Action Reviews: At the close of major initiatives, multi-stakeholder sessions will identify what worked well, what did not, and how future interventions can improve;

- **Knowledge Dissemination:** Insights and case studies will be shared through internal learning events, policy dialogues, and publications accessible to national and international partners; and
- **Institutionalisation of Learning:** Key lessons will be incorporated into organisational policies, guidelines, and training curricula to ensure that knowledge gained informs the design of subsequent medium-term plans.

7.9 Responsibilities and Timelines

The Policy Planning, Monitoring and Evaluation Bureau (PPMEB) will coordinate all evaluation activities in collaboration with the Delivery Unit, Internal Audit Bureau and relevant line bureaux.

- **Annual Evaluation Calendar:**
 - **Q1:** Plan and budget for ex-ante and mid-term evaluations;
 - **Q2–Q3:** Conduct participatory monitoring exercises and mid-term evaluations; and
 - **Q4:** Consolidate lessons learnt and present them to senior management and stakeholders.

8.0 Expected Outcome:

Through this integrated evaluation and learning framework, the Ministry will strengthen accountability, improve service delivery, and ensure that the objectives of the 2026–2029 MTDP contribute effectively to Ghana’s national development priorities and international commitments.

CHAPTER 8: DEVELOPMENT COMMUNICATION STRATEGY

8.1 Introduction

This Chapter outlines the Development Communication Strategy of the Ministry of Foreign Affairs through a framework that is designed to strengthen how the Ministry communicates Ghana's foreign policy priorities, deepens engagement with its citizens at home and abroad and project Ghana's image on the global stage.

In an era of rapid change and interconnected challenges, effective communication is central to advancing Ghana's diplomatic objectives, building trust with stakeholders, and ensuring accountability in how the Ministry serves the nation. This strategy therefore outlines how the Ministry will leverage traditional and digital platforms to enhance transparency, engage the diaspora as well as development partners, and position Ghana as a reliable, democratic, and investment-friendly country.

Finally, the Strategy reaffirms the Ministry's commitment to a transparent, participatory, and people-centred approach to diplomacy—where Ghanaians are not only well informed about external engagements but are also active beneficiaries of the opportunities created through international cooperation.

8.2 Communication Goals

The Ministry's communication goals include the following:

- **Enhance Public Understanding of Foreign Policy:** Clearly communicate Ghana's foreign policy objectives and their relevance to citizens' daily lives;

- Promote Transparency and Accountability: Regularly share updates on diplomatic engagements, agreements, and outcomes to build public trust;
- Strengthen Ghana's International Image and Reputation: Use public diplomacy, media, and cultural exchanges to project Ghana as a stable, democratic, and investment-friendly country;
- Improve Consular Communication with Citizens Abroad: Establish efficient, accessible, and user-friendly channels for consular services and emergency support for the Ghanaian diaspora;
- Foster Regional and International Partnerships through Strategic Messaging: Effectively position Ghana in ECOWAS, AU, UN, and AfCFTA dialogues with clear, consistent communication of national priorities;
- Leverage Digital Platforms and E-Diplomacy: Expand the Ministry's online presence to engage citizens, diaspora, and global partners more effectively;
- Engage the Ghanaian Diaspora as well as Development Partners: Develop targeted communication campaigns to involve the diaspora in investment, skills transfer, and national initiatives;
- Support Internal Communication and Staff Cohesion: Strengthen internal communication systems within the Ministry and missions abroad to ensure staff are well-informed and aligned with strategic objectives;
- Crisis and Reputation Management: Develop proactive communication strategies to address misinformation, manage crises, and safeguard Ghana's diplomatic standing; and
- Promote Cross-Ministerial Coordination: Ensure consistent messaging and collaboration with other ministries (Trade, Finance, Defence, Information, etc.) to align foreign policy with national development priorities.

Table 23: Communication Goals, Strategy & Key Tools

COMMUNICATION GOALS	STRATEGY	KEY TOOLS
Enhance Public Understanding of Foreign Policy	Simplify and explain foreign policy for citizens	Policy briefs, infographics, explainer videos, public forums
Promote Transparency and Accountability	Provide regular updates to ensure transparency	Annual Foreign Policy Report, monthly press briefings, newsletters
Strengthen Ghana's International Image and Reputation	Project Ghana positively abroad	Cultural diplomacy events, Ghana Day exhibitions, international media features
Improve Consular Communication with Citizens Abroad	Modernize consular communications	24/7 hotlines, mobile apps, automated SMS/email updates, WhatsApp channels
Foster Regional and International Partnerships through Strategic Messaging	Position Ghana as a reliable regional/international partner	Policy dialogues, joint communiqués, ministerial op-eds, summit speaking roles
Leverage Digital Platforms and E-Diplomacy	Expand digital presence	Social media campaigns, livestreams, digital diplomacy blogs, interactive website portals
Engage the Ghanaian Diaspora as Development Partners	Strengthen diaspora engagement	Investment newsletters, webinars, diaspora portal, annual Ghana-Diaspora Forum
Support Internal Communication and Staff Cohesion	Improve staff cohesion and alignment	Intranet, weekly circulars, staff retreats, video-conference briefings
Crisis and Reputation Management	Manage crises effectively	Rapid response media team, crisis communication manual, social media monitoring
Promote Cross-Ministerial Coordination	Coordinate cross-ministerial messaging	Communication taskforce, joint press releases, shared digital platforms

8.3 Expected Outcomes (By 2029)

It is envisaged that by the completion of the 2026-2029 MTDP, the Ministry would have achieved the following results:

- Citizens are better informed on Ghana's foreign policy and its benefits;
- Increased public trust through transparent reporting;
- Stronger visibility of Ghana in international and regional affairs;
- Modern, responsive consular services for Ghanaians abroad;
- Enhanced diaspora participation in national development;
- Improved staff alignment and internal efficiency;
- Effective crisis response and safeguarded international reputation; and
- Coherent government-wide messaging on foreign policy priorities.