



Republic of Ghana

## IMPLEMENTATION OF THE MEDIUM-TERM NATIONAL DEVELOPMENT AGENDA

**THE AGENDA FOR JOBS II:  
CREATING PROSPERITY AND EQUAL OPPORTUNITY FOR ALL  
(2022-2025)**



# 2023 NATIONAL ANNUAL PROGRESS REPORT

June 2024



**National Development  
Planning Commission**

Republic of Ghana

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# List of Acronyms and Abbreviations

1D1F	One District One Factory
1D1W	One District One Warehouse
AAC	Annual Allowable Cut
AAP	Annual Action Plan
ABFA	Annual Budget Fund Amount
ADB	Agricultural Development Bank
ADR	Alternative Dispute Resolution
AES	Agricultural Extension Services
AESL	Architectural and Engineering Services Limited Ghana
AfCFTA	African Continental Free Trade Area
AFFSO	Association of Former Foreign Service Officers
AFJ	Aquaculture for Food and Jobs
AIDS	Acquired Immunodeficiency Syndrome
ALP	Alternative Livelihood Programme
AMISOM	United Nations Multidimensional Integrated Stabilization Mission
AOR	Address of Record
APR	Annual Progress Report
ART	Antiretroviral Therapy
ASM	Artisanal and Small-Scale Mining
BAC	Business Advisory Centre
BAU	Business-as-usual
BDR	Birth and Death Registry
BECE	Basic Education Certificate Examination
BIDECs	Bulk Import, Distribution and Export Companies
BOD	Biological Oxygen Demand
BOG	Bank of Ghana
BPA	Bui Power Authority
BRT	Bus Rapid Transit
CA	Council of Administration
CAGD	Controller and Accountant-General's Department
CAIDI	Customer Average Interruption Duration Index
CAP	Coronavirus Alleviation Programme
CAP-BuSS	Coronavirus Alleviation Programme Business Support Scheme
CAPEX	Capital Expenditure



CARES	COVID-19 Alleviation and Revitalization of Enterprises Support
CBOs	Community Based Organizations
CBT	Cognitive Behavioural Therapy
CE	Capital Expenditure
CEC	Civic Education Club
CGIAR	Consortium of International Agrucultural Research Centres
CHPS	Community-based Health Planning and Services
CHRAJ	Commission for Human Rights and Administrative Justice
CID	Criminal Investigation Department
CIDA	Construction Industry Development Authority
CLASS	Complementary Livelihood and Asset Support Scheme
CNS	Communication, Navigation and Surveillance
COLANDEF	Community Land and Development Foundation
COVAX	COVID- 19 Vaccines Global Access
COVID-19	Corona Virus Disease 2019
CPESDP	Coordinated Programme of Economic and Social Development Policies
CPI	Corruption Perception Index
CRC	Constitution Review Commission
CSAU	Client Service Access Unit
CSCOL	Civil Society Coalition on Land
CSIR-WRI	Council for Scientific and Industrial Research's Water Research Institute
CSOs	Civil Society Organisations
CSPG	Cross-Sectoral Planning Group
CST	Communications Service Tax
CTVET	Commission for Technical and Vocational Education Training
CWSA	Community Water and Sanitation Agency
DAs	Development Authorities
DACF	District Assemblies Common Fund
DACF-RFG	District Assemblies Common Fund Responsiveness Factor Grant
DDF	District Development Facility
DMTDP	District Medium-Term Development Plan
DOVVSU	Domestic Violence and Victim Support Unit
DPAT	District Performance Assessment Tool
DPCU	District Planning Coordinating Unit
DPs	Development Partners
DRC	Democratic Republic of Congo



DSWDCD	Department of Social Welfare and Community Development
DUR	Department of Urban Roads
DVLA	Driver and Vehicle Licensing Authority
EC	Electoral Commission
ECF	Extended Credit Facility
ECG	Education Capitation Grant
ECG	Electricity Company of Ghana
EFOT	ECG Financial and Operational Turnaround project
ECOSOC	Economic and Social Council
ECOWAS	Economic Community of West African States
EMT	Emergency Medical Technicians
EOCO	Economic and Organised Crime Office
EPA	Environmental Protection Agency
EPMA	Electronic Property Mass Appraisal System
ERCC	Eastern Regional Coordinating Council
EU	European Union
FAGE	Federation of Association of Ghanaian Exporters
FAWAG	Furniture and Wood Workers Association of Ghana
FBOs	Faith Based Organizations
FDI	Foreign Direct Investment
FGD	Focus Group Discussion
FI	Financial Institutions
FNS	Food and Nutrition Service
FPPs	Flagship Programmes and Projects
FSHSP	Free Senior High School Programme
FSNMS	Food Security and Nutrition Monitoring System
GAB	Ghana Association of Bankers
GAC	Ghana Aids Commission
GAF	Ghana Armed Forces
GAMA	Greater Accra Metropolitan Area
GBP	British Pound Sterling
GCI	Global Competitiveness Index
GDP	Gross Domestic Product
GEA	Ghana Enterprise Agency
GELIS	Ghana Enterprise Land Information System
GEMS	Ghana Economic Management Strengthening
GEPA	Ghana Export Promotion Authority



GER	Gross Enrolment Rate
GES	Ghana Education Service
GGE	Global Green Economy
GGEI	Global Green Economy Index
GHA	Ghana Hydrological Authority
GHG	Greenhouse Gas
GHS	Ghana Health Service
GIAA	Ghana Internal Audit Agency
GIBA	Ghana Independent Broadcasters Association
GIDC	Ghana Infectious Disease Centre
GII	Global Innovation Index
GIID	Ghana Integrated Infrastructure Database
GIPC	Ghana Investment Promotion Centre
GIR	Gross International Reserves
GIS	Ghana Immigration Service
GiZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GJA	Ghana Journalists Association
GLC	General Legal Council
GLSS	Ghana Living Standards Survey
GMeT	Ghana Meteorological Agency
GMEM	Ghana Macro Economic Model
GNFS	Ghana National Fire Service
GoG	Government of Ghana
GPrS	Ghana Prisons Service
GPS	Ghana Police Service
GPSNP	Ghana Productive Safety Net Project
GRIDCo	Ghana Grid Company Limited
GSA	Ghana Standards Authority
GSAM	Ghana Social Accountability Mechanism
GSCSP	Ghana Secondary Cities Support Programme
GSE	Ghana Stock Exchange
GSFP	Ghana School Feeding Programme
GSS	Ghana Statistical Services
GTEC	Ghana Tertiary Education Commission
GVCTF	Ghana Venture Capital Trust Fund
GWCL	Ghana Water Company Limited
GWh	Gigawatt hours



HDPE	Human Development Productivity and Employment
HIV	Human Immunodeficiency Virus
HLPF	High-Level Political Forum
HR	Human Resource
HRMIS	Human Resource Management Information System
ICT	Information, Communication and Technology
IDG	Institute of Democratic Governance
IGF	Internally Generated Funds
IGFF	Inter-Governmental Fiscal Framework
IGFT	Inter-Governmental Fiscal Transfers
IGIs	Independent Governance Institutions
IMF	International Monetary Fund
IMMR	Institutional Maternal Mortality ratio
IPEP	Infrastructure for Poverty Eradication Programme
IPR	Institute of Public Relations
IPRT	Integrated Planning and Reporting Toolkit
ISS	Integrated Social Services
ISSOP	Inter-Sectoral Standard Operating Procedure
ITU	International Telecommunication Union
JHS	Junior High School
JS	Judicial Service
KAIPTC	Kofi Annan International Peacekeeping Training Centre
Ktoe	Kilotonnes of oil Equivalent
LAP	Land Administration Project
LC	Lands Commission
LEAP	Livelihood Empowerment Against Poverty
LI	Legislative Instrument
LIPW	Labour-Intensive Public Work
LoCAL	Local Climate Adaptive Living Facility
LUSPA	Land Use and Spatial Planning Authority
M & E	Monitoring and Evaluation
MAG	Modernising Agriculture in Ghana
MASLOC	Microfinance and Small Loans Centre
MCAS	Mineral Cadastre Administration System
MCP	Master Crafts Person
MDAs	Ministries, Departments and Agencies
MDSI	Ministry of Special Development Initiative





MELR	Ministry of Employment and Labour Relations
MESTI	Ministry of Environment, Science, Technology and Innovation
MFARI	Ministry of Foreign Affairs and Regional Integration
MINCOM	Minerals Commission
MINTER	Ministry of the Interior
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilisation Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilisation Mission in Mali
MLGDRD	Ministry of Local Government, Decentralisation and Rural Development
MLGRD	Ministry of Local Government and Rural Development
MLNR	Ministry of Land and Natural Resources
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCE	Metropolitan, Municipal and District Chief Executives
MMTL	Metro Mass Transit Limited
MNS	Ministry of National Security
MoBD	Ministry of Business Development
MoCD	Ministry of Communication and Digitalisation
MoCRA	Ministry of Chieftaincy and Religious Affairs
MoD	Ministry of Defence
MoE	Ministry of Education
MoEn	Ministry of Energy
MoF	Ministry of Finance
MoFA	Ministry of Food and Agriculture
MoFAD	Ministry of Fisheries and Aquaculture Development
MoGCSP	Ministry of Gender, Children and Social Protection
MoH	Ministry of Health
MoI	Memorandum of Intent
MOI	Ministry of Information
MOJA	Movement for Justice in Africa
MoJAGD	Ministry of Justice and Attorney-General's Department
MoME	Ministry of Monitoring and Evaluation
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of Congo
MOT	Ministry of Transport
MoTCCA	Ministry of Tourism, Culture and Creative Arts



MoTI	Ministry of Trade and Industry
MoU	Memorandum of Understanding
MOYS	Ministry of Youth and Sports
MPC	Monetary Policy Committee
MPR	Monetary Policy Rate
MPR	Multidimensional Poverty Report
MRH	Ministry of Roads and Highways
MSMEs	Micro, Small and Medium Enterprises
MSWR	Ministry of Sanitation and Water Resources
MT	Metric tons
MTNDPF	Medium-Term National Development Policy Framework
MtCO <sub>2e</sub>	Metric Tonnes of Carbon Dioxide Equivalent
MWH	Ministry of Works and Housing
MWp	Megawatts Power
NABCO	Nation Builders Corps
NACAP	National Anti-Corruption Action Plan
NaCC	Narcotic Control Commission
NADMO	National Disaster Management Organisation
NAELP	National Alternative employment and Livelihood Programme
NaMEIS	National Monitoring and Evaluation System
NAP	National Action Plan
NASTAG	National Seed Trade Association of Ghana
NBSSI	National Board for Small Scale Industries
NBUs	Nation Building Updates
NCCE	National Commission for Civic Education
NCPD	National Council for Persons with Disability
NCSALW	National Commission on Small Arms and Light Weapons
NCTE	National Council for Tertiary Education
NDC	Nationally Determined Contribution
NDPC	National Development Planning Commission
NED	Northern Electricity Department
NEDCo	Northern Electricity Distribution Company
NEIP	National Entrepreneurship and Innovation Programme
NER	Net Enrolment Rate
NES	National Electrification Scheme
NGO	Non-Governmental Organisation
NHIA	National Health Insurance Authority



NHIS	National Health Insurance Scheme
NHMF	National Housing and Mortgage Fund
NHMS	National Housing and Mortgage Scheme
NIA	National Identification Authority
NIB	National Investigations Bureau
NIR	National Identity Register
NITA	National Information Technology Agency
NIVS	National Identification Verification System
NMC	National Media Commission
NORPREVS	Preventing Electoral Violence and Providing Security for the Northern Border Regions of Ghana
NPA	National Petroleum Authority
NPA	National Paralympic Authority
NPL	Non-performing Loans
NPPFG	National Public Policy Formulation Guidelines
NPRA	National Pensions Regulatory Authority
NRSA	National Road Safety Authority
NSA	National Sports Authority
NTC	National Tripartite Committee
NTEs	Non-Traditional Exports
NVI	Negative Volume Index
NVTI	National Vocational Technical Institute
NYA	National Youth Authority
NYC	National Youth Council
OADACF	Office of the Administrator of District Assemblies Common Fund
ODF	Open Defecation-Free
OECD	Organisation for Economic Cooperation and Development
OGM	Office of Government Machinery
OHCS	Office of the Head of Civil Service
OHLGS	Office of the Head of Local Government Service
OICG	Opportunities Industrialization Centre Ghana
ONA	Organizational Network Analysis
OPD	Out-Patient Department
PAC	Public Accounts Committee
PACs	Passport Application Centres
PC	Petroleum Commission
PCR	Polymerase Chain Reaction



PEF	Peak Expiratory Flow
PFJ	Planting for Food & Jobs
PHC	Population and Housing Census
PIs	Partner Institutions
PLHIV	Persons Living with Human Immunodeficiency Virus
PM	Particulate Matter
PMTCT	Prevention of Mother-to-Child Transmission of HIV
PO	Passport Office
PPE	Personal Protective Equipment
PPS	Paperless Port System
PRINPAG	Private Newspaper Publishers Association of Ghana
PSC	Public Services Commission
PTA	Parent -Teacher Association
PURC	Public Utilities Regulatory Commission
PWDs	Persons with Disabilities
R&D	Research and Development
RCCs	Regional Coordinating Councils
RECOVR	Research for Effective COVID-19 Responses
REP	Rural Electrification Project
RIAPs	Revenue Implementation Action Plans
RING	Resiliency In Northern Ghana
ROPAA	Representation of the People's Amendment Act
RPCUs	Regional Planning Coordinating Units
RRI	Rights and Resources Initiative
RTI	Right to Information Bill
SAATM	Single African Air Transport Market
SDFs	Spatial Development Frameworks
SDGs	Sustainable Development Goals
SHC	State Housing Company
SHEP	Self-Help Electrification Programme
SHS	Senior High School
SHSP	Strategic Highway Safety Plan
SIGA	State Interests and Governance Authority
SIP	Savannah Investment Programmes
SLTF	Students Loan Trust Fund
SMEs	Small and Medium Enterprises
SOEs	State Owned Enterprises



SONA	State of the Nation Address
STI	Science, Technology and Innovation
STIs	Sexually Transmitted Infections
TA	Traditional Authorities
TDCL	Tema Development Corporation Limited
TEU	Twenty-foot Equivalent Unit
TFR	Total fertility rate
TOR	Tema Oil Refinery
TVET	Technical and Vocational Education and Training
UHC	Universal Health Coverage
UK	United Kingdom
UNAMID	United Nations African Union Mission in Darfur, Sudan
UNCRC	United Nations Convention on the Rights of the Child
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNMISS	United Nations Mission in South Sudan
UNODC	United Nations Office on Drugs and Crime
UNSC	United Nations Security Council
UPU	United Postal Union
USAID	United States Agency for International Development
VEAG	Violent Extremists Armed Groups
VNR	Voluntary National Review
VRA	Volta River Authority
WANEP	West African Network for Peacebuilding
WAPP	West Africa Power Pool
WASSCE	West African Senior School Certificate Examination
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organisation
WRM	Water Resources management
YD	Yamoussoukro Decision
YDI	Youth Development Index
YEA	Youth Employment Agency
YES	Youth Enterprise Scheme
YLSTI	Youth Leadership and Skills Training Institutes



# Executive Summary



The 2023 National Annual Progress Report (APR) assesses the implementation of policies and strategies outlined in the Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All Policy Framework (2022-2025). It is the second assessment of the progress of implementation of the framework, and the 22<sup>nd</sup> in the series of APRs prepared since 2002.



The overall goal of the Agenda for Jobs II policy framework is to build a prosperous country, create opportunities for all Ghanaians, safeguard the natural and built environment, maintain a stable, united, and safe country, build resilience to withstand threats of different dimensions, including COVID-19, and improve efficient delivery of development outcomes and ensure value for money. Policy measures implemented for the attainment of these goals are prioritised in six development dimensions including Economic Development; Social Development; Environment, Infrastructure and Human Settlement; Governance, Corruption and Public Accountability; Emergency Planning and Preparedness; and Implementation, Coordination, Monitoring and Evaluation.

The 2023 APR presents result of the status of indicators and targets adopted for monitoring the progress of key policy and programme interventions undertaken in the year. It also documents key policy measures and strategies implemented during the year which brought about the expected changes in these indicators.

A total of 300 indicators were assessed out of which 24.3 percent showed significant progress or achieved targets, compared to 26.9 percent in 2022, while 17.0 percent made steady progress compared to 12.5 percent in 2022. The number of indicators whose targets were not achieved or recorded slow progress declined, from 45.6 percent in 2022 to 45.2 percent in 2023 while those that lacked data decreased from 15.1 percent in 2022 to 8.9 percent in 2023. The following sections present a summary of progress made in the key development dimensions.

## Economic Development Dimension

The overall goal of the Economic Development dimension was to build a prosperous society. This was to be achieved through broad objectives across six focus areas namely: Strong and Resilient MacroEconomy, Industrial Transformation, Private Sector Development, Agriculture and Rural Development, Fisheries and Aquaculture Development, Tourism and Creative Arts Development

Some key indices measured under the Economic Development dimension revealed an overall decline in Real GDP to 2.9 percent from 3.8 percent<sup>1</sup> in 2022. The Industrial sector recorded a negative growth of 1.2 percent in 2023 from 0.6 in 2022. End of year inflation for 2023 was at 23.2 percent while the Ghana Cedi depreciated by 27.8 percent against the US dollar in 2023.

The performance of other indices includes a decrease in interest for 91-day and 182-day treasury bill to 29.4 percent and 31.7 percent in 2023 from 35.5 percent and 36.2 percent in 2022 respectively. Tourist arrival increased to 1,206,261 in 2023 from 914,892 in 2022. There was increase in crop yields for major staples such as maize, rice and soya in 2023; and food self-sufficiency achieved in major food staples such as cassava, yam and plantain.

1 November 2022, The Budget Statement and Economic Policy of the Government for the 2023 financial year

Some of the challenges were the high public debt-to-GDP ratio, relatively high inflation and depreciation rate of the Ghana Cedi, contraction in the cocoa sector, inadequate reserves and high responsiveness of Ghana's economy to external shocks, unsustainable debt burden, fiscal stress, and limited access to private sector loans.

Key policy recommendations include: enhance governance and transparency in public financial management to minimise corruption and misappropriation of funds, strengthen key growth-oriented programmes, strengthen efforts to increase domestic revenue through effective tax administration, broaden the tax base, and reduce tax evasion, ensure balance between the monetary and fiscal measures to control inflation, develop a capital account control strategy to strengthen the value of the Ghana Cedi, promote Ghana's cocoa as a premium and sustainable value-added product for the global market, promote domestic tourism, promote import-substitution products and sustain public finances through implementing prudent fiscal policies.

## Social Development Dimension

This dimension measures the progress of key social development indicators under the MTNDPF (2022-2025). The progress of these indicators was measured through 14 focus areas. The achievements under this dimension include an increase in the number of students enrolled in tertiary institutions to 711,695 in 2023 from 634,999 in 2022 with 364,840 males and 346,855 females. Net enrolment declined at the basic level during the year with substantial regional disparities but increased at the SHS level from 40.1 percent in the 2021/2022 academic year to 41.2 percent in the 2022/2023 academic year. The implementation of the Free SHS may have contributed to the improved enrolment at the SHS level. Transition rate improved to 98.9 percent in the 2022/2023 academic year from 91.9 percent in the 2021/2022 academic year for primary to JHS.

Subscription to the National Health Insurance Scheme increased marginally to 55.0 percent in 2023 from 54.5 percent in 2022 improving access to health services across the country. Doctor- population ratio improved to 1:4,992 in 2023 from 1:5,880 in 2022 but skewed towards the urban localities. Similar situation was observed for nurse-population ratio in terms of regional distribution. Nurse-population ratio deteriorated to 1:524 in 2023 from 1:502. Institutional maternal mortality worsened in 2023 (109 per 100,000 live births from 102.6 per 100,000 live birth).

Notwithstanding these successes, substantial challenges include inadequate supervision and monitoring of schools, inadequate funding for education, limited access to Teaching and Learning Materials (TLMs) in schools – particularly for Persons with Disabilities (PWDs), poor attitude of citizens towards development, inadequate food and nutrition education and poor coordination of support for sexual-based gender violence victims.

The key policy recommendations proposed are strengthening supervision, management, and accountability at all levels of the educational system, ensuring adequate allocation of funds to implement the inclusive education policy, facilitating the provision of TLMs in schools, promoting nutrition education and sensitisation, promoting good citizenship campaigns, and strengthening awareness and advocacy on sexual-based violence and other harmful cultural practices.



## Environment, Infrastructure and Human Settlements

The objectives of the dimension were to safeguard the natural environment and ensure a resilient built environment. These were to be achieved through broad objectives across 18 focus areas. Key achievements in 2023 included: verified planting of 10,704,897 seedlings, establishment of 47,994.6ha of forest plantation, creation of 1,036,295 jobs in 2023 with 36,295 in the large-scale extractive industry and 100,000 jobs in the small-scale extractive industry, reduction of the turnaround time for land title registration, and creation of 55,686 jobs for rural communities through rural sub-projects.

Challenges including poor and outdated spatial and structural maps, indeterminate land boundaries, inadequate housing and rural infrastructure, increasing urban sprawl, uncompleted affordable housing projects, unavailability of district's local and settlement plans, inadequate basic social infrastructure and services, and high proportion of people living in slum areas still persist.

Key policy recommendations proposed under this dimension include: expedite on-going land administration reform to address title and ownership rights, accelerate the digitisation of land records and automation of land service delivery, update spatial and structural maps and develop new ones, expand and improve basic rural infrastructure, improve linkages between emerging secondary cities and towns, create a credible mortgage regime on the pension fund, and accelerate investment in local economic development in zongos and inner cities.

## Governance, Corruption and Public Accountability

The goal of this dimension was to maintain a stable, united and safe country. This was to be achieved through broad objectives across 13 focus areas. Some observable achievements were:

Parliament of Ghana held 64 plenary sittings and considered 260 papers, including 37 Agreements, 17 Auditor-General's Reports, 154 Annual Statements by Audit Committees, and 52 Committee Reports; successful organisation of two by-elections by the Electoral Commission at Kumawu and Assin North constituencies to fill in vacant seats, successful organisation of district level elections by the Electoral Commission; and hosting of 12 Heads of States.

The rest included the recovery of GHS38,808,074.14 from some high-profile corruption cases involving accused persons charged with causing financial loss to the State, money laundering, and procurement breaches; initiation of legal proceedings against public officers and private individuals including a former Minister of State.

The Audit Service published the 2022 Audit report and the Public Accounts Committee conducted 38 public sittings to consider the Auditor General's Reports and made seven recommendations to retrieve misappropriated public funds. The Narcotics Control Commission made progress in narcotics control by seizing approximately 8,982.35 kilograms of various drugs, with the total value of USD2,266,004. This led to the arrest of 49 people for various narcotic-related offenses. Reported crime cases declined to 171,718 in 2023 from 194,416 in 2021. The Police officer-citizen ratio declined to 1:712 in 2023 from 1:694 in 2022 falling below the UN policing standard of 1:500.

These notwithstanding, there are problems of insufficient funding of development communication, ineffective advocacy strategies by relevant institutions responsible for public education, delay in establishment of a database on Ghanaians in the Diaspora, slow pace of the National Identification Verification System (NIVS) on-boarding process, delays in the release of central government transfers to Metropolitan, Municipal and District Assemblies (MMDAs) in total national receipt and human right issues in the business environment.

Recommendations include: strengthen capacity of the media to play watchdog role, establish an appropriate framework for collaborative engagement with the media, provide sustainable

financing for development communication, increase trading in the African Continental Free Trade Area (AfCFTA) in partnership with local assemblies and the private sector, develop a resilient National Action Plan (NAP) to combat modern slavery that will eliminate discrimination against vulnerable persons to promote decent work, expedite the NIVS on-boarding process, implement relevant recommendations of the review of government flagship programmes and evaluating Ghana COVID-19 Alleviation and Revitalisation Support (CARES) Programme.

## Emergency Planning and COVID-19 Response

The dimension focused on building resilience to withstand threats of different kinds including COVID-19. The achievements were measured through seven focus areas. Achievements for the year include engagement of 6,926 communities out of a target of 7,208 on information sharing on Disaster Risk management, 2,504 emergency and rescue missions undertaken, undertook two full scale and 66 table-top simulation exercises on floods and other disasters, reduction in the number of deaths, missing persons, and directly affected persons by disaster per 100,000 population and conducted new national disaster preparedness baseline assessment to help build its capacity to reduce risks from multiple hazards.

Challenges included increased incidence of disasters across the country, limited knowledge in the design and construction of earthquake resistance structures, and delayed assessment of COVID-19 initiatives.

Recommendations include: provide timely and precise forecast in anticipation of disaster, intensify public education on earthquake awareness and pre-disaster drills and building codes, improve capacity of engineers, architects and other stakeholders on earthquake-resistance construction, and accelerate the processes for the evaluation of the post COVID-19 initiatives.

## Implementation, Coordination, Monitoring and Evaluation

The dimension evaluated the progress in implementation, coordination, monitoring and evaluation of the MTNDPF (2022-2025) at all levels in 2023. The objectives were to improve plan implementation and coordination; strengthen monitoring and evaluation systems at all levels; enhance the production and utilisation of statistics; improve resource mobilisation and effectively manage its utilisation; and enhance knowledge management and learning.

Achievements for the year include: high implementation rate of development plans across districts, regions and Ministries, Department and Agencies (MDAs) despite resource constraints; improved IGF collection in some MMDAs; introduction of new innovative revenue generation strategies; creation of PPMED platform and RCC platform to discuss issues around development coordination and duplication of efforts by development actors and publication of quarterly GDP figures by Ghana Statistical Service and Bank of Ghana.

Challenges include: no systematic mechanisms for revenue estimates at the MMDAs and RCCs; low Internally Generated Fund (IGF) mobilisation for local development, over reliance on central government transfers, and leakages in IGF collection; and the unavailability knowledge management and learning centres.

Key recommendations include: conduct valuations and re-valuation of residential and commercial properties to enable MMDAs charge the right property rates and fees; digitisation of revenue collection to reduce excessive leakages in IGF collection; innovate and diversify revenue sources; ensure timely submission and reviews of Annual Action Plans (AAPs); and introduction of electronic receipt mechanisms to ensure proper accountability.

## Capital Budget Allocation and Implementation

This chapter of the report assesses the allocation and implementation of government capital budgets on development projects in the 261 MMDAs and 43 MDAs with cost centres in 2023. The key achievements include; expenditure of GHS18.6 billion on capital expenses in 2023 to cover capital projects financed under the Annual Budget Funding Amount (ABFA), Internally Generated Funds and other Government of Ghana (GoG) capital expenses by MDAs and MMDAs.

In 2023, the number of projects identified and aligned with MDAs and MMDAs capital budgets was 4,989. A total of 3,788 of capital projects aligned with social development strategies and goals under the Agenda for Jobs II policy framework representing 78.2 percent. 788 capital projects in MDA's 2023 budgets also aligned with sector strategies and policy objectives of the Environment, Infrastructure and Human Settlement dimension and 246 and 167 projects were identified under Economic Development dimension and Governance, Corruption and Public Accountability Development dimension respectively. Middle Belt Development Authority initiated the highest number of projects followed by Coastal Development Authority and Northern Development Authority.

The country's ability to pay outstanding commitments and start new projects in the future improves in the medium term. MDAs take, on average, seven years and five months to complete investment projects planned for two years. The delay in project implementation is associated with high time overruns. The cost overruns range from 20 percent to over hundred percent increment in the original contract sum depending on the nature of the capital budget and envelope. Whilst some MDAs spent all their capital envelope on active projects, others spent more on starting new projects at the expense of completing existing ones.

The challenges include difficulties in accessing project data from the implementing agencies and the inability of the development authorities to properly align their strategic plans with MMDAs development plans and action plans. The difficulties in coordinating the work of the development authorities and MMDAs' AAPs also contribute to delays associated with the interventions and thus reduce their effectiveness. The National Development Planning Commission should ensure that the strategic plans of the development authorities are in line with medium-term development plans prepared by MDAs and MMDAs.

## Status of Flagship Projects and Programmes

This chapter of the report assesses the status of GoG's Flagship Projects and Programmes (FPPs) in 2023. It examines the adequacy of the financial provisions made for the flagship interventions and determine their achievements and constraints.

GoG allocated GHS8.9 billion for all the flagship initiatives in 2023 and released GHS13.5 billion to the implementing institutions representing a 52.2 percent performance over the estimated budget. The allocation, release and payment for interventions showed GoG's intent to improve infrastructure, particularly road and rail; enhance access to quality education through the Free Senior High School (SHS) and improve food security through the Planting for Food and Jobs (PFJ). Expenditure on road infrastructure was 52.19 percent of the total payments made for all flagship projects and programmes in 2023 representing 81.8 percent of the total allocation for the Environment, Infrastructure and Human Settlement Development dimension.

Free Senior High School received the highest amount of GHS2.6 billion in 2023 among the interventions identified under the Social Development Dimension representing 57.1 percent of the total payment under the dimension. Planting for Food and Jobs received the highest amount of GHS867.7 million under the Economic Development Dimension representing 85.3 percent of the total dimensional release.

The Ministry of Roads and Highways (MRH) signed a Master Project Support Agreement (MPSA) with Sinohydro Corporation Limited under the Agenda for Jobs II policy framework to support priority infrastructure projects across the country. The projects completed by December 2023 included the Tamale Interchange, construction of Hohoe-Jasikan-Dodi Pepesu Road, and the Western Region and Cape Coast Inner City Roads.

The implementation of the Greater Accra Metropolitan Area (GAMA) and Greater Kumasi Metropolitan Area (GKMA) Water and Sanitation Project increased access to improved sanitation and water supply in Greater Accra and Ashanti Regions. A total of 42,000 onsite household toilets, 12,000 in GAMA and 30,000 in GKMA were provided in low-income communities to cater for the targeted 252,000 beneficiaries in 24 MMDAs in the Greater Accra Region and 16 MMDAs in Ashanti Region.

The Zongo Development Fund (ZDF) was allocated GHS9.8 million for various projects across the country in 2023. An amount of GHS11.9 million was disbursed by the end of the year and the Fund completed and handed over 487 projects in 227 communities in more than 120 districts.

The challenges included limited releases for the implementation of FPPs, the difficulties involved in accessing data on FPPs at the district level, delay in submission of reports on FPPs and the limited sector budget allocations and untimely releases.

The key policy recommendations include evaluation of all FPPs, monitoring and reporting on the implementation and financing of FPPs, and identifying other sources of funding to support sector initiatives.

**Professor George Gyan-Baffour**  
**Chairman, NDPC**

**Kodjo Esseim Mensah-Abrampa, PhD.**  
**Director General, NDPC**

# Chapter 1: Introduction

## 1.0. Background

The Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All is the sixth in the series of medium-term national development policy frameworks prepared and implemented since 2000. The policy framework outlines policies and strategies to achieve the objectives of the President's Coordinated Programme of Economic and Social Development Policies (CPESDP). It builds on the successes as well as the lessons learnt from the implementation of the predecessor medium-term national development policy framework, Agenda for Jobs I (2018-2021). It informs the sector and district medium-term development plans prepared by MDAs and MMDAs, which form the basis for the annual national budget. It has six development dimensions four of which are aligned to the priority areas of the government agenda for change summarised in Table 1.1 Implementation, Coordination, Monitoring and Evaluation cuts across all sectors.

**Table 1. 1 Government's Agenda for Change**

Priority Areas	Development Dimensions
1. Creating opportunities for all Ghanaians	Social Development
2. Building a prosperous nation	Economic Development
3. Safeguarding the natural environment and ensuring a resilient built environment	Environment, Infrastructure and Human Settlement Emergency Planning and COVID-19 Response
4. Maintaining a stable, united and safe country	Governance, Corruption and Public Accountability

The 2023 Annual Progress Report (APR) is an assessment of the implementation of policies and strategies outlined in the Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All Policy Framework, during the year 2023. It uses a set of performance indicators with their corresponding baselines and targets to assess the progress of implementation of the framework. The report serves as a single source of information on the progress the country is making in achieving its development goals and objectives.

The report covers the following broad areas: Economic Development; Social Development; Environment, Infrastructure, and Human Settlements; Governance, Corruption, and Public Accountability; Emergency preparedness and response, Implementation, Coordination, Monitoring and Evaluation, CAPEX budget allocation and implementation

as well as status of government flagship programmes and projects.

## 1.2 Objectives

The overall vision of the Agenda for Jobs II policy framework is to create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all.

The intention of the 2023 national APR is to present the assessment results of selected indicators and targets adopted for monitoring the progress of key policies and programme interventions undertaken in 2023 to facilitate the achievement of this national vision.



The specific objectives are:

- i. Assess whether the national developmental targets are being met;
- ii. Identify achievements, constraints and failures so that improvements can be made to the sector and district medium-term development plans and project designs to achieve better impacts at all levels;
- iii. Document lessons learnt from the implementation of programmes and projects and promote good implementation practices;
- iv. Improve service delivery and influence allocation of resources;
- v. Improve fiscal projections for planning and public investment as well as better allocation of CAPEX; and
- vi. Demonstrate results to stakeholders as part of transparency and accountability.

## 1.3 Preparation Process

The process for preparing the 2023 APR was very participatory. The Commission engaged as many stakeholders as possible during the APR preparation processes. The Cross Sectoral Planning Groups (CSPGs) whose membership includes actors from MDAs, MMDAs, CSOs, the private sector, Think Tanks, research institutions, and academia were engaged to support the preparation of the report. The broad strategy included desk reviews, data collection and analysis, stakeholder meetings and workshops. The preparation of the APR was led by NDPC within the framework of the CSPGs. The process involved the engagement of technical experts with the relevant background and knowledge to review, analyse and report on progress in the implementation of policies, strategies and programmes using agreed sets of national indicators. The APR Technical Committee of NDPC coordinated the collation of data for the preparation of the report.

As part of the data collection process, templates were developed to ensure that data collected covered all relevant areas. This was followed by actual data collection from the relevant stakeholders through the sector and district APRs. Based on the data received from

stakeholders, draft reports were prepared for each development dimension. These draft reports were shared with stakeholders and a meeting was organised for validation of the report. After the validation meeting, comments from stakeholders were incorporated into the report, and a revised draft report was produced. The revised draft report was then shared with the Governing Body of NDPC for their review and approval. During the APR preparation process, orientations were given to NDPC staff, MDAs and MMDAs to facilitate data collection and preparation of the various drafts. Weekly review meetings were held by the drafting team to address any emerging issues promptly. Technical support was provided to MDAs, RCCs and MMDAs to help them finalise their respective 2023 sector, regional and district APRs since these reports are the source of data for the national APR.

## 1.4 Data Availability, Quality and Reliability

Data used in the preparation of this report were collected primarily from MDAs and MMDAs. The challenges encountered in the preparation of the APR were similar to those in the previous years. Availability of up-to-date and accurate data continued to pose a challenge. Other challenges identified during the collection of data included:

- i. Inadequate data on a number of indicators;
- ii. Inconsistencies in data collected from MDAs for the same variables for the same period;
- iii. Delays by MDAs in providing requisite data due to ineffective coordination;
- iv. Inadequate technical and financial resources to conduct monitoring and evaluation activities at all levels and/or to undertake regular and systematic studies; and
- v. Different reporting formats and cycles, particularly among MDAs, which make harmonisation of data and alignment to other government processes difficult.

As part of the efforts to address these challenges, several changes were introduced:

- i. Data on indicators were collected from supplementary sources and referenced for accuracy and consistency;
- ii. Additional agencies were contacted to fill data gaps;
- iii. Relevant agencies were added to the data validation sessions; and
- iv. The write-ups for the various thematic areas were peer reviewed by the technical experts.

Timely access to quality, credible and reliable data from MDAs, DAs, RCCs and MMDAs hindered the preparation of the 2023 APR. Thirty-four MDAs submitted APRs. They were:

- 1) Ministry of Finance (MoF)
- 2) Ministry of Energy (MoEn)
- 3) Ministry of Foreign Affairs and Regional Integration (MFARI)
- 4) Ministry of Chieftaincy and Religious Affairs (MoCRA)
- 5) Ministry of Environment Science, Technology and Innovation (MESTI)
- 6) Ministry of Gender, Children and Social Protection (MoGCSP)
- 7) Ministry of Local Government, Decentralisation and Rural Development (MLGDRD)
- 8) Office of the Attorney General and Ministry of Justice (OAGMoJ)
- 9) Public Services Commission (PSC)
- 10) Ministry of Trade and Industry (MoTI)
- 11) Office of the Head of Civil Service (OHCS)
- 12) Ministry of Roads and Highways (MRH)
- 13) Ministry of Works and Housing (MWH)
- 14) Ministry of Defence (MoD)
- 15) National Commission for Civic Education (NCCE)
- 16) Ministry of Health (MoH)
- 17) Ministry of Lands and Natural Resources (MLNR)
- 18) Ministry of Food and Agriculture (MOFA)
- 19) Ministry of Transport (MoT)
- 20) Ministry of Sanitation and Water Resources (MSWR)
- 21) Ministry of Tourism, Culture and Creative Arts (MTCCA)
- 22) Ministry of Information (MOI)
- 23) Ministry of Employment and Labour Relations (MELR)
- 24) Ministry of Fisheries and Aquaculture Development (MoFAD)
- 25) Ministry of Youth and Sports (MoYS)
- 26) Ministry of Communications (MoC)
- 27) Ministry of Education (MOE)
- 28) Ministry of Railway Development (MRD)
- 29) Ministry of National Security (MNS)
- 30) Ministry of Parliamentary Affairs (MoPA)
- 31) Office of Government Machinery (OGM)
- 32) National Media Commission (NMC)
- 33) National Development Planning Commission (NDPC)
- 34) Commission on Human Rights and Administrative Justice (CHRAJ)

The underlisted MDAs did not submit the 2023 APR:

- 1) Parliament of Ghana
- 2) Ghana Audit Service (GAS)
- 3) District Assemblies Common Fund (DACF)
- 4) Electoral Commission (EC)



- 5) Ghana Revenue Authority (GRA)
- 6) National Labour Commission (NLC)
- 7) Office of the Special Prosecutor (OSP)
- 8) Legal Aid Commission (LAC)
- 9) Judicial Service (JS)

Twelve out of the 16 RCCs and 238 out of the 261 MMDAs submitted their 2023 APRs as inputs for the preparation of the national APR.

The underlisted RCCs did not submit the 2023 APR:

- 1) North East Region
- 2) Upper East Region
- 3) Upper West Region
- 4) Volta Region

The details on MMDAs APR submissions are presented in Table 1. 2 and Table 1. 3

**Table 1. 2 MMDAs APR Submission Status**

Regions	No. District	No. APR		N o . o f Region	No. of APRs	
		2022	2023		2022	2023
Western North	9	9	9	1	1	1
Western	14	14	14	1	1	1
Oti	9	9	9	1	1	1
Volta	18	18	18	1	1	0
Upper West	11	11	10	1	1	0
Upper East	15	15	10	1	1	0
Savannah	7	7	7	1	1	1
North East	6	6	2	1	0	0
Northern	16	16	12	1	1	1
Greater Accra	29	29	29	1	1	1
Eastern	33	33	33	1	1	1
Central	22	22	22	1	1	1
Ahafo	6	6	6	1	1	1
Bono East	11	11	11	1	1	1
Bono	12	12	12	1	1	1
Ashanti	43	43	34	1	1	1
<b>Total</b>	<b>261</b>	<b>261</b>	<b>238</b>	<b>16</b>	<b>15</b>	<b>12</b>

\* 1=submitted, 0=No submission

**Table 1. 3 MMDAs that failed to submit their 2023 district APR:**

Region	MMDAs
Upper West	Lawra Municipal
North East	Bunkpurugu Nyankpanduri District
	Chereponi District
	East Mamprusi Municipal
	Mamprugu Moagduri District
Upper East	Binduri District
	Nabdam District
	Pusiga District
	Bolgatanga East District
	Garu District
Northern	Karaga
	Nanumba South
	Saboba
	Tolon
Ashanti	Ahafo Ano South West
	Asokore Mampong
	Atwima Mponua
	Bosomtwe
	Ejura Sekyeredumase
	Atwima Nwabiagya Municipal
	Kwabre East Municipal
	Offinso North
	Atwima Nwabiagya North

The Commission augmented data from MDAs and MMDAs with data from other relevant sources for preparing the 2023 APR. These sources included the budget statements, budget implementation and performance reports, Auditor-General's report, reports received from development partners especially the International Monetary Fund (IMF), the United Nations Children Fund (UNICEF), the World Health Organisation (WHO) and the World Bank.

## 1.5 Arrangements of the Chapters

There are five chapters in the 2023 National APR. A summary of the report and an explanation of the methods used to prepare it were given in Chapter One. Chapter Two provides assessment of performance under the six dimensions:

- i. Economic Development;
- ii. Social Development;
- iii. Environment, Infrastructure and Human Settlement;
- iv. Governance, Corruption and Public Accountability;
- v. Emergency Planning and COVID-19 Response; and

vi. Implementation, coordination, monitoring and evaluation.

Chapter three provides an assessment of the capital budget performance at the MDAs, RCCs and MMDAs level and to ascertain the efficiency and effectiveness of CAPEX utilisation. Chapter four focuses on the status of flagship projects and programmes to determine their status of implementation. Each broad area described the specific policy objectives and assessed how well interventions under the policies were implemented using a set of indicators.

# Chapter 2: Implementation of the Medium-Term National Development Policy Framework

This Chapter assesses progress in the six development dimensions of the Agenda for Jobs II National Development Policy Framework (2022-2025). This section of the report details the progress of implementation in Economic Development; Social Development; Environment, Infrastructure and Human Settlements; Governance, Corruption and Public Accountability; Emergency Preparedness and Response; and Implementation, Coordination, Monitoring and Evaluations.

## 2.1. Economic Development

### 2.1.1 Introduction

The Economic Development dimension of the report assesses the country's achievements and constraints in the real, fiscal, monetary and external sectors. The others are agriculture and rural development, fisheries and aquaculture development and tourism and creative art sectors. The analysis was done based on the set of indicators identified in the Agenda for Jobs II (2022-2025) policy framework. The achievements recorded under these indicators are compared with targets set in the Agenda for Jobs II Policy framework and the 2023 national budget to determine if progress has been made towards the achievements of policy objectives and goals set for the medium-term.

The overall medium-term goal of the Economic Development dimension under the Agenda for Jobs II is to establish a prosperous nation through strategies that enhance fiscal performance and boost international trade. The attainment of a stable macroeconomic environment was envisaged to support economic activities and increase per capita income to USD3,500 by 2024 from USD 2,422 in 2021 against the backdrop of slow economic recovery after the COVID-19 pandemic outbreak in 2020. Ghana's recovery from the global shocks in 2023 was slow due to weak fiscal performance exacerbated by limited access to funds from the International Capital Market (ICM) and the subscription to the International Monetary Fund (IMF) Extended Credit Facility (ECF). The 2023 National Budget was prepared and presented

to Parliament to address the effects of the global emergencies and internal fiscal constraints. The key macroeconomic targets were:

- i. Overall Real GDP growth of 2.3 percent;
- ii. Non-Oil Real GDP Growth rate of 2.8 percent;
- iii. End-period inflation of 18.9 percent;
- iv. Revenue generation of GHS134.9 billion;
- v. Total revenue of 18.0 percent of GDP;
- vi. Capital expenditure of 3.3 percent of GDP;
- vii. Overall fiscal deficit (on commitment basis) of 5.9 percent of GDP and 7.7 percent of GDP on cash basis;
- viii. Primary balance (on commitment basis) of a surplus of 0.7 percent of GDP and a deficit of 1.1 percent of GDP on cash basis; and
- ix. Gross International Reserves (excluding oil funds, encumbered assets, and pledged assets) sufficient to cover at least 0.8 months of imports of goods and services.
- x. The developments in both global and the domestic economic environment including subscription to the IMF programme necessitated a revision of some key macroeconomic indicator targets. The targets included: a real GDP growth of 1.5 percent (overall) and 1.5 percent (non-oil); end-period inflation of 31.3 percent; overall budget deficit of 5.7 percent of GDP (on commitment basis), 1.2 percent (on cash basis) and gross

International Reserves (excluding oil funds, encumbered assets, and pledged assets) sufficient to cover not less than 0.8 months of imports. The performance of the selected indicators in the economic development dimension including the macroeconomic development are discussed.

## 2.1.2 Key Performance indices

The key performance indices in 2023 are:

- Overall real GDP growth of 2.9 percent;
- Non-oil real GDP growth of 3.3 percent;
- End period inflation rate of 23.2 percent;
- Overall budget deficit, -3.7 percent of GDP; and
- Gross International Reserves to cover not less than 2.4 months of imports.

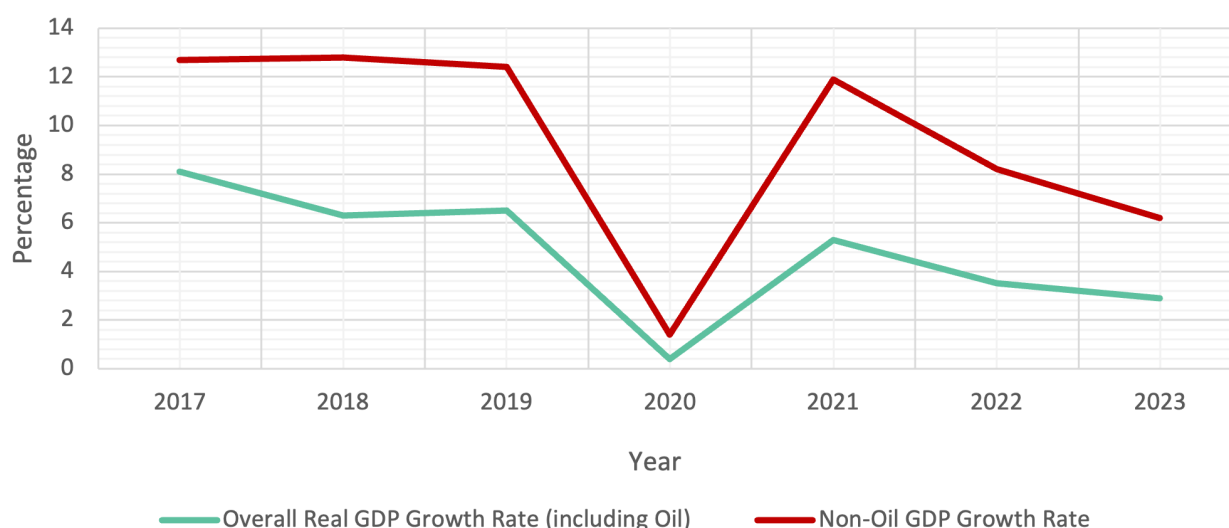
## 2.1.3 Progress of Implementation

This section reviews the progress of implementation in the areas of building strong and resilient macro economy; industrial transformation; private sector development; agriculture and rural development; fisheries and aquaculture development; and tourism and creative industry development.

### 2.1.3.1 Real Sector Performance

Ghana's economic growth is driven by the agriculture, industry, and services sectors, with services and industry sectors expanding in recent times. An assessment of progress in 2023 shows an overall real GDP growth rate of 2.9 percent. Although this growth rate was much higher than the budgeted growth of 1.5 percent for 2023, it fell short of the Agenda for Jobs II targeted growth of 7 percent. The framework envisaged real GDP growth of 7 percent by 2023 to facilitate the achievement of per capita income of USD3,500 by 2024. The deployment of fiscal and monetary policy measures in 2022 and 2023, especially under the IMF programme, largely accounted for the gradual economic recovery. The non-oil growth increased to 3.3 percent in 2023 from 4.7 percent in 2022 and performed better than the revised target of 1.5 percent (Figure 2.1.3.1).

Figure 2.1.3.1 Trend in Real GDP Growth



Source: MOF, 2023 APR

The Services sector contributed more to GDP growth (5.5%) compared to the Agriculture sector (4.5%) and Industry sector (1.2%) in 2023. The growth in the Services and Agriculture sectors were the key drivers. Agricultural commodity exports, improved post harvest practices, and livestock production mainly drove the growth in Agriculture sector. The Industry sector experienced significant challenges during the year and contracted by 1.2 percent falling below

the target of 1.4 percent. Declines in key subsectors such as Construction and Electricity largely accounted for the underperformance of industrial sub-sector (Table 2.1.3.1).

**Table 2.1.3.1 Real Sector Growth Rates (percent), 2021-2023**

Indicators	Performance			Target	Performance
	2020	2021	2022	2023 Target	2023 Status
Real GDP (percent)					
Agriculture Sector	7.3	8.5	4.2	1.8	4.5
Industry	-2.5	-0.5	0.6	1.4	-1.2
Manufacturing	1.9	8.1	-2.5	-0.7	0.9
Electricity	9.9	7.9	-3.5	-1.2	-10.9
Services	0.7	9.4	6.3	1.4	5.5
Overall GDP Growth Rate (incl. Oil)	0.5	5.1	3.8	1.5	2.9
Non-Oil GDP Growth Rate	1.0	6.6	4.7	1.5	3.3

Source: MOF, 2023 APR

## Agriculture

The medium-term objective in this sector under the Agenda for Jobs II is to accelerate the transformation of agriculture to drive productivity and output, create jobs, increase incomes, and ensure food security. The growth of the sector in 2023 was much higher than the target set under the Agenda for Jobs II and the 2023 Budget Statement of 2.6 percent. The increased growth was mainly driven by the Livestock and Crops subsectors, which recorded growth rates of 6.5 percent and 4.8 percent respectively, compared to 5.5 percent and 3.8 percent respectively in 2022 (Table 2.1.3.2).

**Table 2.1.3.2 Agriculture Sector Growth, 2017-2023**

Sector/ Subsectors	2017	2018	2019	2020	2021	2022	2023
<b>Agriculture</b>	<b>6.2</b>	<b>4.9</b>	<b>4.7</b>	<b>7.3</b>	<b>8.5</b>	<b>4.2</b>	4.5
Crops	7.2	5.8	5.3	8.6	8.9	3.8	4.8
o/w Cocoa	9.2	3.7	5.4	1.4	10.4	0.9	-0.3
Livestock	5.7	5.4	5.4	5.4	5.5	5.5	6.5
Forestry and Logging	3.4	2.4	-1.7	-9.4	4.4	1.7	-5.0
Fishing	-1.4	-6.8	1.7	14.1	14.2	8.8	4.1

Source: MoF, 2023

## Industry

The Industry sector was projected to play a pivotal role in the attainment of accelerated job creation and economic transformation envisaged under the Agenda for Jobs II policy framework. The sector was projected to contract by 0.3 percent under the framework and grow by 1.4 percent in the 2023 Budget Statement.

Assessment of progress in 2023 shows the Industry sector contracted by 2.2 percent, driven by contractions in all subsectors except mining and quarrying as well as manufacturing which expanded by 2.5 percent and 0.9 percent respectively. The positive growth recorded for mining and quarrying however, was lower than the 8.9 percent recorded in 2022.

Electricity, Water and Sewerage, and Construction subsectors contracted in 2023 by 10.9 percent, 0.4 percent, and 9.9 percent respectively, compared to a contraction of 3.5 percent, 4.8 percent, and 6.8 percent respectively for the same period in 2022 (Table 2.1.3.3).

**Table 2.1.3.3 Real Industry Sector Growth Rates (percent), 2017-2023**

Sector/ Subsectors	2017	2018	2019	2020	2021	2022	2023
<b>Industry</b>	15.60	10.50	6.40	-2.50	-0.50	0.60	-1.20
Mining and Quarrying	30.80	23.30	12.60	-9.20	-12.20	8.90	2.50
o/w Oil***	80.30	7.90	14.40	-4.60	-12.60	-8.50	-3.30
Manufacturing	9.50	4.10	6.30	1.90	8.10	-2.50	0.90
Electricity	19.40	5.50	6.00	9.90	7.90	-3.50	-10.90
Water and Sewerage	6.10	-3.60	-4.40	2.20	26.00	-4.80	-0.40
Construction	5.10	1.10	-4.40	3.10	6.00	-6.80	-9.90

Source: MoF, 2024

## Services

The Services sector was envisaged, under the Agenda for Jobs II to lead the growth of the economy over the Agriculture and Industry sectors. The main drivers in this sector were improvement in International Travel and Tourism, Information and Communication, Financial Intermediation, Business and Real Estate Developments, especially on account of the increasing demand by the growing middle class (Table 2.1.3.4).

**Table 2.1.3. 4 Real Service Sector Growth Rates (percent), 2021-2023**

Sector/ Subsectors	2017	2018	2019	2020	2021	2022	2023
<b>Services</b>	3.40	2.80	7.60	0.70	9.40	6.30	5.50
Trade; Repair of Vehicles, Household Goods	8.20	2.80	3.70	-2.90	6.30	1.30	0.30
Hotels and Restaurants	7.60	3.20	6.00	-37.00	4.70	0.00	4.10
Transport and Storage	8.90	1.10	4.30	4.10	7.20	4.00	5.60
Information and communication	4.20	13.10	46.50	21.50	31.70	21.20	18.00
Financial and Insurance Activities	-17.70	-8.00	1.60	9.30	2.40	9.80	2.90
<b>Real Estate</b>	3.80	-6.50	19.90	11.70	8.90	-3.90	4.10
Professional, Administrative & Support Service activities	2.90	0.30	5.10	-6.20	10.80	-7.80	4.20
Public Administration & Defence; Social Security	4.20	4.30	3.70	10.00	25.50	6.10	4.50
<b>Education</b>	6.30	3.90	9.40	7.80	-3.90	10.20	4.40
Health and Social Work	14.10	22.60	10.40	5.90	7.60	9.20	8.30
Other Service Activities	5.30	3.10	2.60	-17.20	11.10	-1.30	3.90

Source: MoF, 2024

The sector was projected to grow at 5.9 percent in 2023 under the Agenda for Jobs II framework and 1.4 percent in the 2023 Revised Budget. However, assessment of progress shows a



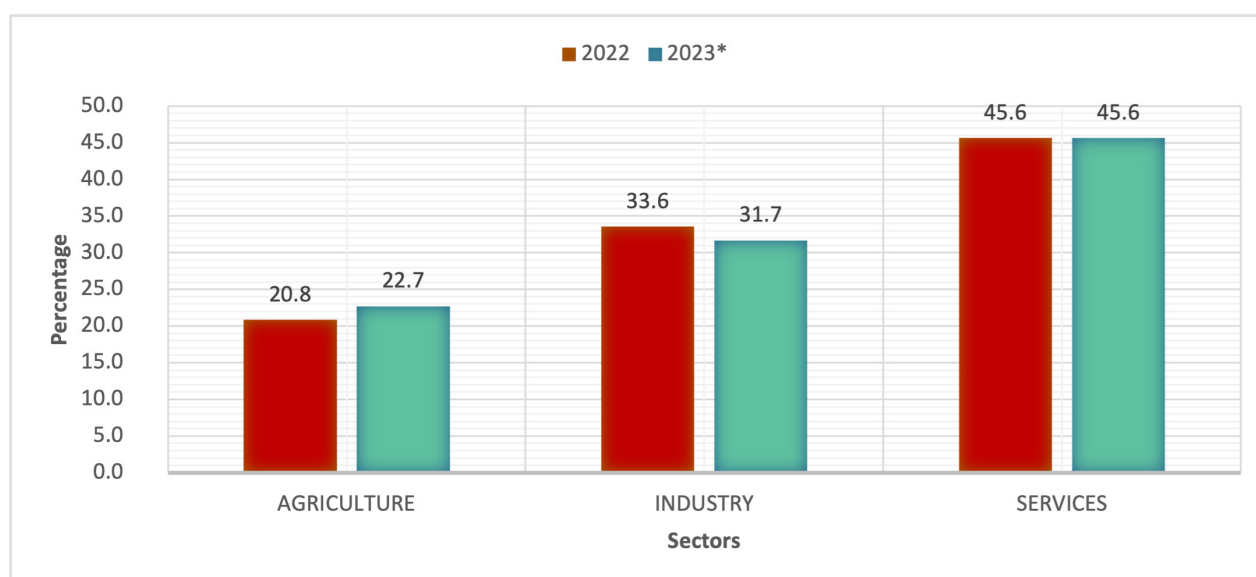
decline in sectoral growth to 5.5 percent in 2023 from 6.3 percent in 2022. The growth recorded in the sector was largely driven by expansion in the Information and Communication (18.0%), Health and Social Work (8.3%) and the Transport and Storage (5.65%) subsectors.

### 2.1.3.2 The Structure of the Economy

The structure of the economy was projected to comprise of expanded Industry sector that would contribute about 27 percent to national output; Services sector that would contribute about 56 percent of the national output, and a more productive Agriculture sector with a significant share of about 21 percent of the national output. The development of infrastructure, oil and gas production and integrated aluminium industry on the back of adequate and affordable energy supply are projected to have great prospects for the long-term industrial transformation of the economy.

The 2023 outturn suggests the economy followed the projected pattern in the medium-term. Services remains the largest contributor to GDP. However, its share of GDP remained unchanged at 45.6 percent from 2022 to 2023 against the Agenda for Jobs II target of 55.1 percent (Table 2.1.3.1). The share of the Industry sector however decreased from 33.6 percent to 31.7 percent over the same period.

**Figure 2.1.3. 2 Sectoral Distribution of Nominal GDP, 2022-2023**



Source: MoF, 2024

The Agriculture sector's contribution increased marginally to 22.7 percent in 2023 from 20.8 percent in 2022. Although the pattern of change in the Services and Agriculture sectors is consistent with what was envisaged under the Agenda for Jobs II, the anticipated high productivity in the agriculture sector and the expanded Industry sector driven by the manufacturing sub-sectors, were not attained.

### 2.1.3.2 Monetary Discipline and Financial Stability

#### Key Monetary and Financial Policies and Strategies implemented in 2023

To improve monetary policy management and develop the financial market, the following specific policy measures were pursued in 2023:

- Preparation of the post-COVID-19 Programme for Economic Growth (PC-PEG) as a blue print to address the economic challenges, restore macroeconomic stability, bring debt to sustainable levels in the medium-term, support structural reforms, promote growth and ensure that the poor and vulnerable are protected;
- Undertaking of fiscal adjustment through revenue and expenditure measures to

improve debt sustainability and restore macroeconomic stability;

- iii. Implementation of a prudent debt management strategy whilst ensuring that impact on the economy in general and on the financial sector in particular is minimised;
- iv. Pursuing of macro-critical structural reforms to address bottlenecks including SOE contingent liabilities, expenditure commitment controls and arrears accumulation, domestic revenue mobilisation, compensations management, and labour productivity;
- v. Mobilisation of concessional financing from multilateral and bilateral partners for the budget;
- vi. Safeguard social protection programmes and ensure the burden of adjustment is fairly distributed;
- vii. Pursuing of key interventions in the real

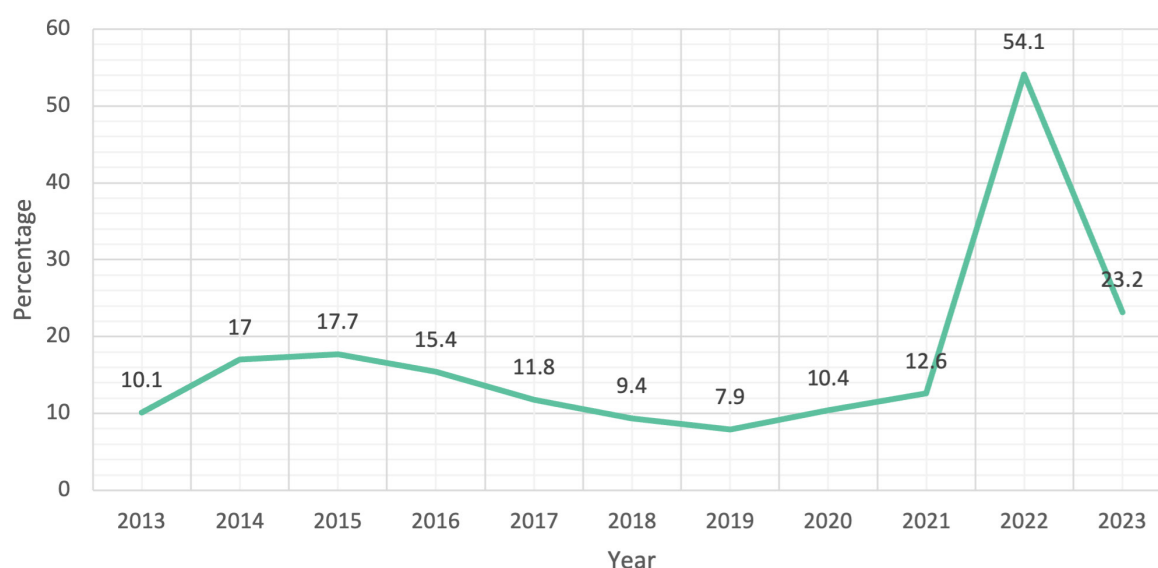
sector to enhance domestic productive capacity and improve competitiveness towards the production of value-added exports and goods and services for domestic consumption;

- viii. Enhance monetary policy interventions to address inflation and exchange rate depreciation issues; and
- ix. Fasttrack the IMF Programme negotiations to conclude by year-end.

### Trends in Inflation

The medium-term target for inflation under the Agenda for Jobs II (2022-2025) was to attain a single-digit year on year inflation rate (8+/-2 percent). In 2023, inflation dropped to 23.2 percent from 54.1 percent in 2022. The decline was broad-based with both non-food and food inflation easing.

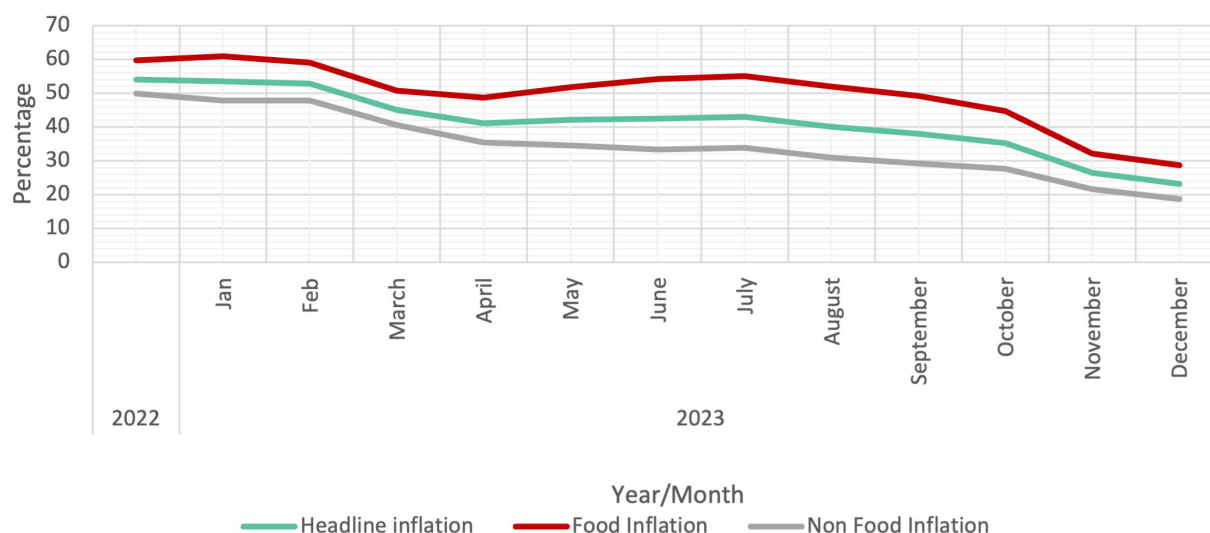
**Figure 2.1.3.3 Inflation Rate (Year-on-Year), 2013-2023 (percent)**



Source: Bank of Ghana, APRs-2013-2024

Food inflation dropped to 28.7 percent in December 2023 from 59.7 percent in December 2022, and non-food inflation also dropped to 18.7 percent from 49.9 percent over the same comparative period. In the same direction as headline inflation, all the core inflation measures also trended downwards. The fall in headline inflation reflected the passthrough effects on the back of a tight monetary policy stance by the central bank, a relatively stable exchange rate, increased sterilisation to mop up excess liquidity and stable adjustments in ex-pump petroleum prices (Figure 2.1.3.4).

**Figure 2.1.3.4 Headline, Food and Non-Food Inflation trend: 2020 - 2023**



Source: Summary-of-Economic-and-Financial-Data-January-2024

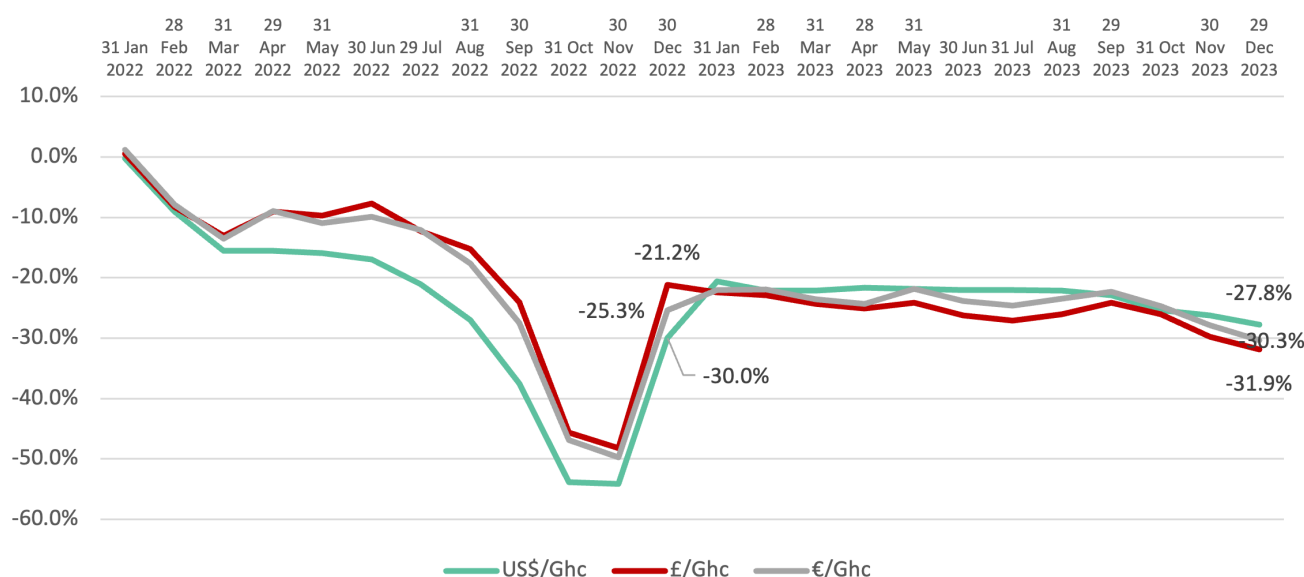
The Bank of Ghana (BOG) and the Ministry of Finance (MOF) continued to implement a set of monetary and fiscal policies to bring down inflation. The downward trend in inflation was largely driven by tight monetary policy and fiscal consolidation policies. The Gold for Reserve, and the Gold-for-Oil (G40) Programmes also contributed to the downward trend in inflation for the year.

### Exchange Rates

The year-on-year depreciation of the Ghana Cedi against the major trading currencies are as follows: against the US Dollar, it declined to 27.8 percent in 2023 from 30 percent in 2022; against the Pound Sterling, it increased

to 31.9 percent in 2023 from 21.2 percent in 2022; against the Euro, it rose to 30.3 percent in 2023 from 25.3 percent in 2022. However, excluding the sharp January depreciations of 20.6 percent (USD), 22.8 percent (GBP), and 22.2 percent (EUR), the cedi was largely stable compared to the same period in 2022. From February to December 2023, depreciation against the USD was 9.1 percent, compared to 29.8 percent over the same period in 2022. Depreciation against the Pound Sterling was 12.2 percent in 2023, compared to 21.6 percent over the same period in 2022, and against the Euro, it was 10.7 percent, compared to 26.2 percent over the same period in 2022 (Figure 2.1.3.5).

**Figure 2.1.3.5 Exchange Rate Performance, 2022-2023**



Source: BoG Summary-of-Economic-and-Financial-Data-January-2024

The relatively stable performance of the Ghana Cedi against the US Dollar could be due to programmes such as domestic gold purchase programme which was launched in 2021. It was to provide foreign exchange financing for the importation of petroleum products and to help reduce demand for US dollars from the Bulk Import, Distribution and Export Companies (BIDECs) particularly, those who would have otherwise gone to the market to source forex for the importation of petroleum products.

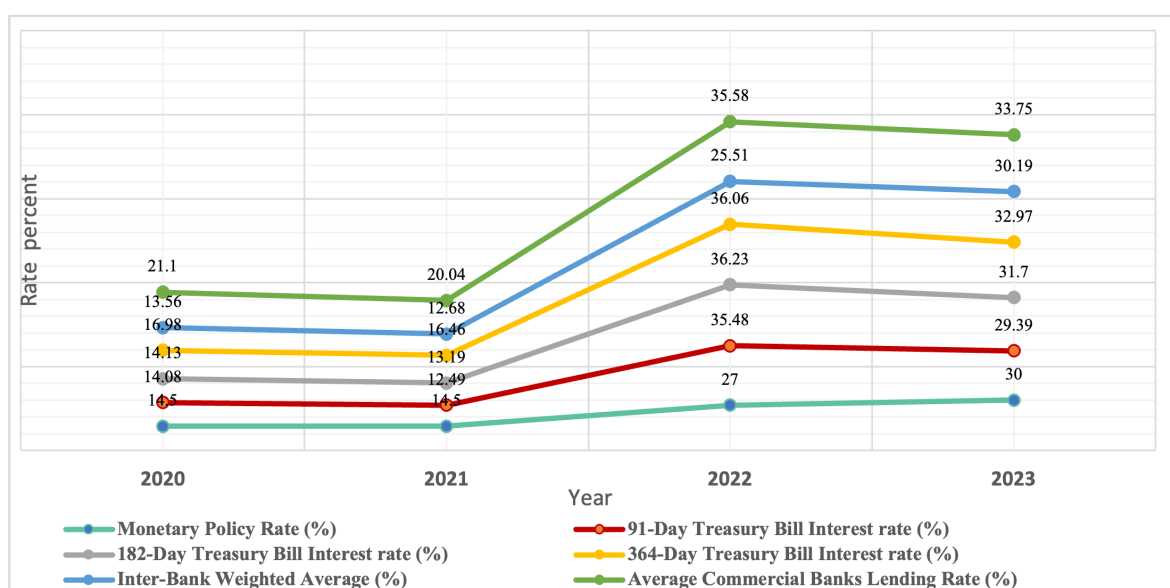
In late 2022, following the increases in the ex-pump prices of petroleum products as a result of the depreciation of the Cedi and the resultant impact of the forward pricing mechanism employed by the Bulk Import, Distribution and Export Companies (BIDECs) in the determination of prices of petroleum products, government introduced the G40 programme. The G40 Programme has contributed to the stabilization of the cedi/

dollar exchange rate (GHS17 in November 2022 to GHS12 in November 2023 to the dollar) leading to a reduction of petroleum (Gas Oil) from GHS23 per litre to GHS12 per litre. Twenty-three cargoes (circa 800,000 Mt) of Gasoline and Gas Oil, an equivalent of 30 percent of national consumption has so far been imported as a result of the G40 programme. Since inception of the gold for reserves programme, the Bank of Ghana has also purchased a total quantity of 17.89 tonnes (USD1.14 billion) of gold to boost its gold reserves<sup>2</sup>.

## Interest Rate

The medium-term target for the Monetary Policy Rate (MPR) is  $8 \pm 2$ . The MPR as at December 2023 was 30 percent from 27 percent in 2022. This is outside the medium-term band target.

Figure 2.1.3. 6 MPR, Lending, Interbank and T-bill Rates (%)



Source: BoG Summary-of-Economic-and-Financial-Data-January-2024

Interest rates performance showed mixed trends amongst the various instruments. The 91-day and 182-day Treasury bill rates respectively decreased to 29.4 percent and 31.7 percent in 2023 from 35.5 percent and 36.2 percent in the corresponding period of 2022. In contrast, the rate on the 364-day instrument decreased to 30.2 percent in 2023 from 30.24 percent in 2022.

Coupon rates on the pre-DDEP bonds remained relatively stable due to discontinuation of the

issuance of these bonds during the review period. However, the DDEP bonds recorded significant increase in yields relative to the coupon rates in March 2023 when these bonds were first issued.

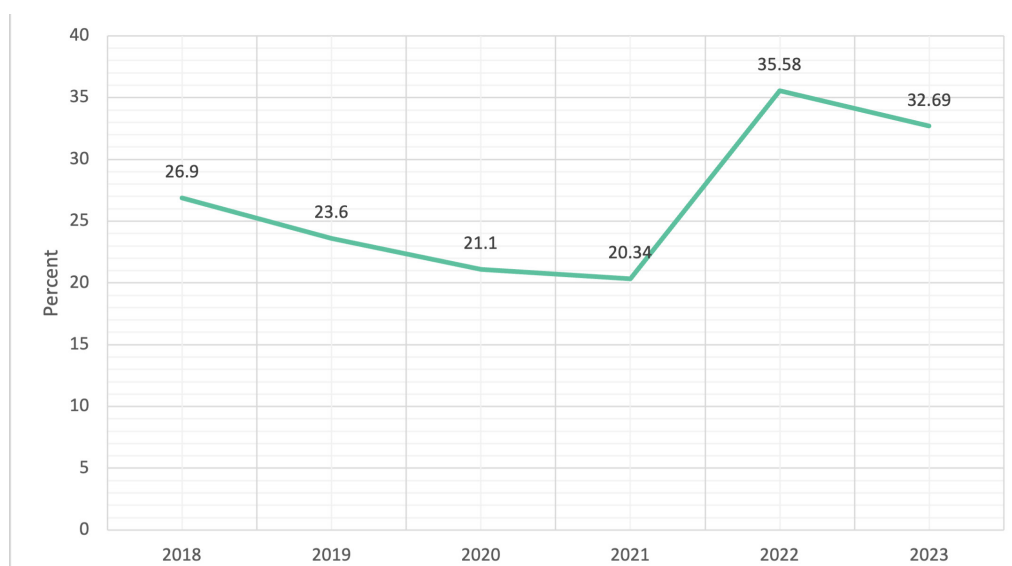
The government's reduction of its borrowing on the short-end of the market pushed interest rates on the 91-day and 182-day Treasury bills downwards as compared to 2022. To compensate for the reduction, the government issued longer dated securities

in 2023 at relatively attractive rates. The longer dated securities that were issued were heavily oversubscribed, especially by foreign investors in search of high yields. Yields on short-term government securities decreased, while those of medium to long-term GoG bonds increased. This is consistent with government policy to properly align the yield curve and extend the maturity profile.

### Average Lending Rate

Bank of Ghana's average lending rate declined marginally to 32.69 percent in December 2023 from 35.58 percent in December 2022. Despite the marginal decline, the lending rate still remained high and did not facilitate private sector investments leading to slow economic growth (Figure 2.1.3.7).

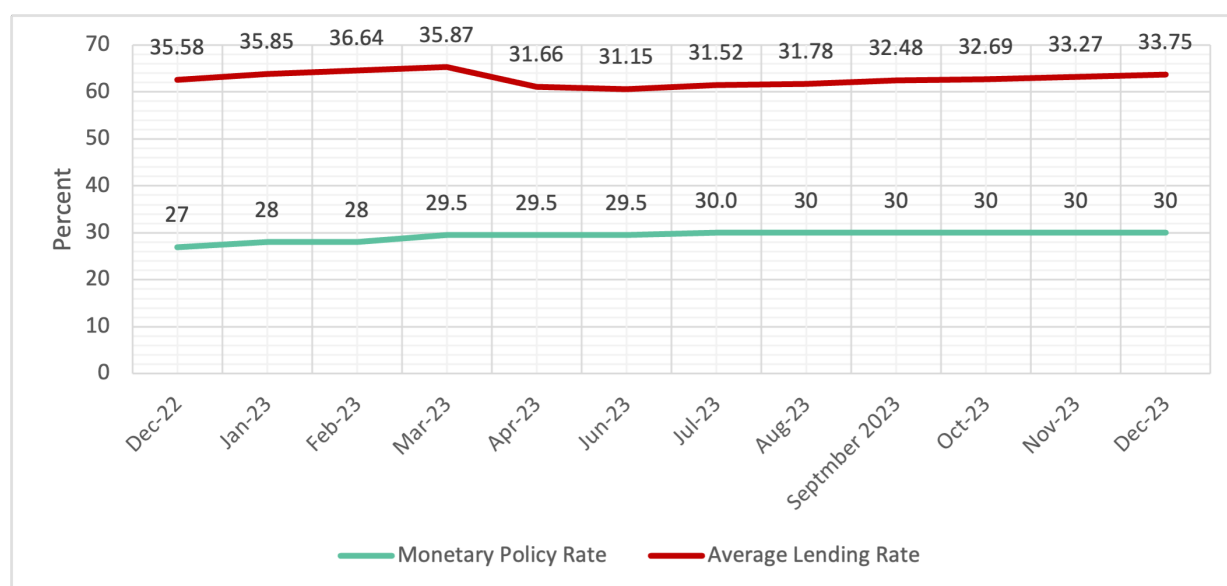
**Figure 2.1.3.7 Lending Rate performance, 2018-2023**



Source: MoF annual progress reports, 2021, 2022, 2023

Bank of Ghana increased the monetary policy rate by several base points as a measure to bring down the soaring inflation. This however slowed down economic activities and discouraged private sector investments. The month-by-month performance of average lending rate shows that an enabling environment was not created for the private sector to invest in different sectors of the economy (Figure 2.1.3.8).

**Figure 2.1.3.8 Month by Month Performance of monetary policy rate and average lending rates, 2022-2023**



Source: Summary-of-Economic-and-Financial-Data-January-2024



## Improved access to financial services

**Mobile Money Transactions:** Effective use and access of available, affordable and sustainable financial services contribute to wealth creation and economic growth. Access to financial services is key to ensuring monetary discipline and financial stability, and aims to support Micro, Small and Medium Scale Enterprises (MSMEs). Ghana experienced substantial growth in the mobile money space since 2020 as a result of increasing financial literacy and drive towards cashless transactions, reflecting an increasing reliance on digital financial services. The expansion of this sector is evidenced by significant increases in the number of registered and active mobile money accounts and the volume and value of transactions.

The number of registered mobile money accounts saw a consistent upward trend, rising to 65.6 million in 2023 from 55.3 million in December 2022. Active mobile money accounts, which indicate actual usage by consumers, also increased to 22.8 million in 2023 from 17.1 million in 2020. This growth suggests a deepening penetration of mobile financial services among the Ghanaian population, supported by broader accessibility and enhanced trust in digital financial platforms.

Mobile money transactions grew steadily

yearly to 657 million transactions in 2023 from 301 million transactions in 2020. More notably, the total value of these transactions exhibited a dramatic rise to GHS199.3 billion in 2023 from GHS67.7 billion in 2020. This sharp increase in transaction value indicates a higher frequency of mobile money usage and a greater acceptance of mobile money for larger transactions, signifying a shift in consumer behaviour towards digital finance.

Interoperability between mobile money services has also seen progress, though with some fluctuations. The total number of interoperable transactions increased to 16.7 million in 2023 from 12.0 million in 2022. However, the total value of these interoperable transactions decrease to GHS2.3 billion in 2023 after peaking at GHS2.6 billion in 2022.

This pattern shows that while more transactions are becoming interoperable, the average value per transaction might be decreasing, or there could be fluctuations in the types of transactions being conducted largely due to the implementation of E-Levy.

Developing and promoting interoperability among different mobile money services can facilitate smoother transactions across different platforms, enhance user convenience and expand the network effects of mobile money (Table 2.1.3.5).

**Table 2.1.3.5 Growth Trends in Mobile Money Transactions**

Indicators	2020	2021	2022	2023
Registered mobile money accounts (million)	38.50	48.30	55.30	65.60
Active mobile money accounts (million)	17.10	17.90	20.40	22.80
Total number of transactions (million)	301.00	401.00	488.00	657.00
Total value of transactions (GHS billion)	67.70	82.90	122.00	199.30
Mobile Money Interoperability				
Total number of transactions (million)	6.30	12.20	12.00	16.70
Total transaction value (GHS billion)	1.10	2.40	2.60	2.30

Source: Bank of Ghana, 2024

Deposit Money Bank (DMB) rates followed the general increasing trend in interest rates. The average 6-month time deposit rate was unchanged at 14.5 percent while the savings rate, increased marginally to 7.6 percent from 6.05 percent over the same period. The average lending rates decreased to 32.7 percent in December 2023 from 35.6 percent in December 2022 due to relatively stable MPR.

### 2.1.3.3 Fiscal Sector Developments

The focus of the medium-term fiscal policy interventions aimed at improving the management of: fiscal resource mobilisation; public expenditure; capacity for effective public sector debt; and strengthening capacity for economic policy. This entails maintaining the wage bill within globally accepted levels; improving revenue mobilisation to levels commensurate with Ghanaian income status; instituting mechanisms to ensure rapid disbursements of loans and grants; and instituting efficient expenditure control measures.

#### Revenue Performance

In 2023, total revenue and grants amounted to GHS136.0 billion (16.2% of GDP) above the 2023 target of GHS134.9 billion (15.8% of GDP). This performance shows a 40.7 percent increase from GHS96.7 billion recorded in 2022. Tax revenue constituted the highest share of revenue in 2023 with a total GHS110.0 billion exceeding annual target of GHS108.5 billion by 1.4 percent. This could be attributed to enhanced revenue administration measures and vigorous efforts on domestic revenue mobilization.

Oil Receipt, Social Contribution and ESLA Proceeds for the year, amounted to GHS133.4 billion (15.8% of GDP), above the target of GHS132.4 billion (15.5% of GDP) by 0.7 percent and 39.6 percent higher than outturn for the same period in 2022. The performance of domestic revenues was largely due to higher-than-anticipated non-oil tax and oil revenues, while non-oil tax revenue was

largely on target.

Strategic approaches carried out during the year to improve resource mobilisation and management include the passage of laws such as the Excise Duty (Amendment) Act, 2023 (Act 1093), Growth and Sustainability Levy Act, 2023 (Act 1095), Ghana Revenue Authority (Amendment) Act, 2023 (Act 1096), to give legal backing for the imposition and payment of taxes and fees. The Independent Tax Appeals Board (ITAB) was inaugurated in January 2023 in accordance with the 4th Schedule of the Revenue Administration Act, 2016 (Act 915), as amended by the Revenue Administration (Amendment Act), 2020 (Act 1029). Broadening the tax base to include emerging sectors and untapped areas can provide a more stable and increased revenue stream. Additionally, implementing more effective tax compliance measures, such as using technology to track transactions and optimise collection processes, could significantly improve domestic revenue mobilisation.

#### Expenditure Control

In 2023, government expenditure (on commitment basis) increased to a total amount of GHS 167.5 billion (19.9% of GDP), down from GHS168.9 billion (27.5% of GDP) in 2022. However, the expenditure outturn was contained within the targeted GHS189.9 billion (21.5% of GDP) for 2023, reflecting expenditure rationalisation measure to address fiscal challenges (Table 2.1.3. 6).

**Table 2.1.3.6 Summary of Central Government Revenues and Grants, 2023(GHS)**

In GHS unless otherwise stated	2023	2023	2023	2023
	Budget	Revised	Provisional outturn	Difference
<b>I. REVENUES</b>				
<b>Total Revenue &amp; Grants</b>	<b>143,956,437,532</b>	<b>134,912,606,013</b>	<b>136,011,248,142</b>	<b>1,098,642,128</b>
(percent of GDP)	18.0	15.8	16.2	0.4
<b>Domestic Revenue</b>	<b>141,552,710,996</b>	<b>132,438,418,310</b>	<b>133,359,579,499</b>	<b>921,161,189</b>
<b>Tax Revenue</b>	<b>112,357,901,731</b>	<b>108,481,763,898</b>	<b>110,019,286,882</b>	<b>1,537,522,985</b>





<b>Taxes on Income and Property</b>	<b>59,813,213,354</b>	<b>52,875,516,633</b>	<b>56,519,916,671</b>	<b>3,644,400,039</b>
Personal	16,536,358,232	18,740,031,919	16,966,801,039	-1,773,230,880
Company Taxes	23,947,401,904	22,741,189,104	25,162,111,059	2,420,921,955
Company Taxes on Oil	8,589,676,365	3,702,887,178	4,965,129,207	1,262,242,029
Other Direct Taxes	10,739,776,853	7,691,408,433	9,425,875,367	1,734,466,934
<b>Taxes on Domestic Goods and Services</b>	<b>44,888,824,961</b>	<b>47,572,632,268</b>	<b>45,726,408,771</b>	<b>-1,846,223,496</b>
Excises	6,333,937,923	6,520,752,485	5,586,760,886	-933,991,599
VAT	23,715,017,064	26,180,027,573	25,547,160,649	-632,866,924
National Health Insurance Levy (NHIL)	4,644,363,009	5,129,006,911	5,334,301,700	205,294,790
GETFund Levy	4,644,363,009	5,129,006,911	5,335,810,331	206,803,420
Communication Service Tax	782,286,974	938,050,102	663,219,400	-274,830,702
E-Transaction Levy	2,235,108,261	1,111,284,831	1,150,899,889	39,615,058
Covid-19 Health Levy	2,533,748,723	2,564,503,455	2,108,255,917	-456,247,539
<b>International Trade Taxes</b>	<b>14,015,787,079</b>	<b>14,617,669,695</b>	<b>13,933,245,965</b>	<b>-684,423,731</b>
Import Duties	14,015,787,079	14,617,669,695	13,933,245,965	-684,423,731
<b>Tax Refunds</b>	<b>-6,359,923,663</b>	<b>-6,584,054,698</b>	<b>-6,160,284,525</b>	<b>423,770,173</b>
<b>Social Contributions</b>	<b>630,716,370</b>	<b>666,770,898</b>	<b>635,000,000</b>	<b>-31,770,898</b>
<b>Non-Tax Revenue</b>	<b>23,043,666,473</b>	<b>17,769,457,093</b>	<b>17,645,673,386</b>	<b>-123,783,707</b>
<b>Other Revenue</b>	<b>5,520,426,421</b>	<b>5,520,426,421</b>	<b>5,059,619,231</b>	<b>-460,807,191</b>
<b>Grants</b>	<b>2,403,726,536</b>	<b>2,474,187,703</b>	<b>2,651,668,643</b>	<b>177,480,939</b>
Project Grants	2,403,726,536	1,887,087,703	2,651,668,643	764,580,939
Programme Grants	0	587,100,000	0	-587,100,000
<b>II. EXPENDITURE</b>	<b>205,347,724,640</b>	<b>189,864,039,275</b>	<b>163,998,116,291</b>	<b>-25,865,922,983</b>
<b>Total Expenditure</b>	<b>190,912,391,306</b>	<b>183,864,039,275</b>	<b>154,649,224,022</b>	<b>-29,214,815,253</b>
(percent of GDP)	23.8	21.5	18.4	-3.1
Compensation of Employees	45,522,728,119	51,346,295,029	50,807,756,032	-538,538,997
Wages & Salaries	39,263,480,707	45,020,519,839	45,353,594,809	333,074,970
(percent of GDP)	4.9	5.3	5.4	0.1
Social Contributions	6,259,247,412	6,325,775,190	5,454,161,223	-871,613,966
Use of Goods and Services	8,578,823,367	8,578,823,367	8,445,600,632	-133,222,735
Interest Payment	52,550,368,539	44,866,243,609	29,347,777,112	-15,518,466,497
Domestic	31,297,838,102	27,796,680,847	27,572,863,867	-223,816,981
External	21,252,530,437	17,069,562,762	1,774,913,245	-15,294,649,517
Subsidies	350,548,297	350,548,297	0	-350,548,297
Grants to Other Government Units	30,078,760,145	30,996,290,530	31,172,763,527	176,472,996
Social Benefits	545,070,000	545,070,000	428,870,802	-116,199,198
Other Expenditure	26,739,907,256	26,739,907,256	13,335,160,094	-13,404,747,162

o/w Energy Sector Payment Shortfalls	23,652,600,000	23,652,600,000	8,769,486,180	-14,883,113,820
Capital Expenditure	26,546,185,584	20,440,861,187	21,111,295,823	670,434,636
Domestic Financed	10,537,633,612	10,537,633,612	9,147,540,199	-1,390,093,413
Foreign Financed	16,008,551,971	9,903,227,574	11,963,755,624	2,060,528,049
<b>Discrepancy</b>	<b>0</b>	<b>0</b>	<b>-12,865,071,980</b>	<b>-12,865,071,980</b>
<b>Payables/Arrears Clearance (Net)</b>	<b>-14,435,333,333</b>	<b>-6,000,000,000</b>	<b>3,516,179,711</b>	<b>9,516,179,711</b>
o/w Clearance of Arrears	-14,435,333,333	-6,000,000,000	-10,436,451,598	-4,436,451,598
o/w Payables build-up	0	0	<b>13,952,631,309</b>	<b>13,952,631,309</b>
o/w Change in payables build-up reported in GIFMIS	0	0	13,952,631,309	13,952,631,309
<b>Overall balance (incl. Divestiture and Discrepancy)</b>	<b>-61,391,287,108</b>	<b>-54,951,433,261</b>	<b>-15,121,796,169</b>	<b>39,829,637,092</b>

Source: Budget Statement, MOF, 2024

## Budget Deficit

Ghana's fiscal space has significantly improved over the last three years, particularly in reducing the budget deficit. The fiscal balance (on commitment basis) saw a substantial reduction to a deficit of 3.7 percent in 2023 from deficit of 11.8 percent of GDP in 2022, and below the targeted deficit of 5.7 percent. This represents a fiscal effort of 8.0 percentage point of GDP over the period and indicates fiscal consolidation and prudent budget management.

Despite these positive developments, public debt vulnerabilities persist as a significant concern, exacerbated by exchange rate fluctuations and financing challenges. These vulnerabilities highlight the ongoing risks associated with fiscal management in an environment of economic uncertainty and external pressures including the implementation of ongoing debt restructuring initiatives.

There has been a notable shift towards domestic sources in financing the deficit. Net domestic financing accounted for 2.0 percent of GDP in 2023, down from 9.0 percent in 2022. Specifically, net domestic financing amounted to GHS16.8 billion, while net foreign financing operations totaled GHS11.2 billion.

## Public Debt and Debt Service

In 2023, the country experienced an increase in its total public debt, to GHS611.2 billion from GHS447.0 billion in 2022. Despite this rise, the total public debt as a percentage of GDP declined, decreasing to 72.6 percent in 2023 from 72.8 percent in 2022. Analysis of the debt situation reveals that the external component of public debt increased to GHS351.1 billion in 2023 from GHS241.4 billion in 2022. As a percentage of GDP, external debt increased to 41.7 percent in 2023 from 39.3 percent in 2022. Domestic debt increased to GHS260.2 billion in 2023 from GHS205.6 billion in 2022. As a percentage of GDP, domestic debt experienced a reduction, decreasing to 30.9 percent in 2023 from 33.5 percent in 2022.

The decline in public debt was due to the fiscal adjustment efforts under the IMF-Supported PC-PEG programme. The completion of the DDEP lowered the Present Value (PV) of debt-to-GDP ratio to 81 percent and further to 71 percent compared to the pre-restructuring debt path which would have resulted in a PV of debt-to-GDP ratio of 109 percent by 2028.

The macroeconomic situation worsened in 2022 as a result of elevated fiscal and high public debt levels together with the global

monitoring policy tightening. This caused significant losses in international reserves, a sharp depreciation of the exchange rate and soaring inflation, an increase in Eurobond spreads to distressed levels, and extremely constrained domestic financing conditions. External shocks, along with pre-existing fiscal and debt vulnerabilities, increased external debt in 2023. Ghana received a 32-month suspension from the international bond market due to downgrade by international credit rating agencies in 2023. Despite the Domestic Debt Exchange Programme, the country's debt status remains unchanged. The cedi depreciation led to a significant growth in external debt.

The IMF Executive Board approved Ghana's 3-year extended credit facility, USD 3 billion IMF-supported Post Covid-19 for Economic Growth (PC-PEG) on the 17<sup>th</sup> of May 2023 after the Government of Ghana secured a staff level

agreement on the Programme in December 2022. Based on the IMF's assessment after the first review, Ghana successfully met six of the Quantitative Performance Criteria (QPCs), two out of the three Indicative Targets, and almost all Structural Benchmarks due by end-June and end-September 2023. This paved way for Ghana to reach a Staff Level Agreement (SLA) with IMF on the 6<sup>th</sup> of October 2023. Coupled with the completion of the prior actions including securing an agreement with the Official Creditor Committee (OCC) on debt relief by Ghana's bilateral official creditors consistent with parameters under the IMF-supported programme, the IMF's Executive Board approved Ghana's 1<sup>st</sup> Review and subsequently disbursed the second tranche of USD 600 million. The above was underpinned by the continued implementation of the Ghana CARES "Obaatan Pa" Programme (Table 2.1.3.7).

**Table 2.1.3.7 Summary of Central Government Fiscal Developments for 2021-2023**

Indicators	2021 Outturn	2022 Outturn	2023 Target	2023 Outturn
Budget deficit (commitment) as a percentage of GDP	-8.40	-11.80	-5.70	-3.70
Net Domestic Financing as a percentage of GDP	4.80	9.00	5.40	2.00
Nominal total government revenue (GHS billion)	70.90	96.70	134.90	136.00
Total revenue as percent of GDP	15.40	15.70	15.80	16.20
Domestic revenue as percent of GDP	15.20	15.60	15.50	15.80
Total Tax Revenue (GHS billion)	57.10	75.50	109.50	110.00
Nominal total government expenditure (commitment) (GHS billion)	109.50	168.80	183.90	167.50
Total expenditure as percent of GDP	23.90	27.50	21.50	19.90
Total public debt (GHS billion)	362.90	446.30	N/A	611.20
Total public debt as a percentage of GDP	78.60	72.80	N/A	72.60
External debt (GHS billion)	170.00	241.40	N/A	351.10
External debt as a percent of GDP	36.80	33.50	N/A	41.70
Domestic debt (GHS billion)	192.90	205.40	N/A	260.20
Domestic debt as a percent of GDP	41.80	33.70	N/A	30.900
Debt-service ratio	66.80	55.70	46.10	25.20

Source: MoF, Budget Statement, 2024

### 2.1.3.4 External Sector Developments

The medium-term objective of the external sector policy under the Agenda for Jobs II is to intensify the efforts at improving Ghana's

export competitiveness; diversifying and increasing exports and markets; accelerating economic integration with other regional and/or sub-regional; as well as building gross

international reserves adequate to cushion the economy against external shocks.

## Merchandise Exports

From 2020 to 2023, Ghana's merchandise exports demonstrated significant fluctuations, due to the nature of global commodity markets. Strong gold and oil exports accounted for the total exports of USD17.49 billion in 2022. However, there was a slight decline in 2023, with exports totaling USD16.66 billion.

The value of gold export increased to USD7.60 billion in 2023 from USD6.61 billion in 2022, despite a dip in 2021. The increase in gold value can be attributed to favorable market prices and enhanced mining output. On the other hand, cocoa exports have not fared as well, peaking at USD 2.85 billion in 2021 and then declining to USD2.12 billion in 2023. The downturn in cocoa exports is primarily due to global price fluctuations, affecting revenue from this key agricultural commodity.

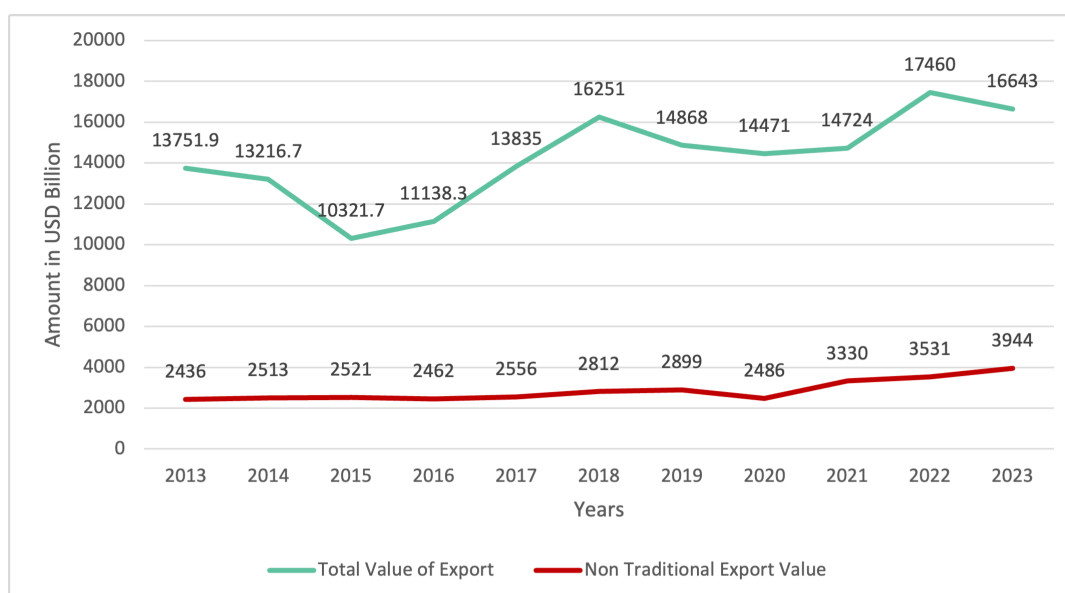
Similarly, oil exports decreased to USD3.84 billion in 2023 from USD 5.43 billion in 2022. This was driven by high global oil prices and optimal production levels. These trends

reflect Ghana's export sectors' inherent challenges and opportunities, particularly in adapting to external economic pressures and seizing market opportunities.

Iron/steel circles, rods, sheets, and billets toppled cocoa paste to emerge as the top Non-Traditional Exports (NTEs) earner, generating USD 447.80 million in 2022. Ghana could benefit from diversifying into other export sectors, such as agriculture, manufacturing and services, to reduce its reliance on traditional commodities including gold, oil, and cocoa.

Available data on nontraditional commodity trade in 2023 shows there was a remarkable increase of 11.75 percent in NTEs earnings, reaching approximately USD 3.9 billion. This accounts for 24 percent of total merchandise exports and marks significant progress towards the achievements of the 2029 target of USD25.3 billion. The driving force behind this expansion was the rise in exports of iron/steel circles, rods, sheets, and billets. This could mitigate the impact of price volatility in any single commodity market (Figure 2.1.3.9).

**Figure 2.1.3.9 Total value of export and Non-Traditional Export, 2013-2023**



Source, GEPA, 2023

The Non-Traditional Exports (NTEs)<sup>3</sup> sector in Ghana encompasses four primary sub-sectors: Agriculture, Manufactures/Semi-Processed, Industrial Art & Craft (Handicrafts), and Services.

<sup>3</sup> NTE is defined by Ghana Export Promotion Council as all products other than cocoa beans, logs and lumber, unprocessed gold and other minerals and electricity. Examples are horticultural products, fish and seafood, handicrafts, beverages, etc.

The statistical data available indicates a consistent increase in earnings across the various sub-sectors, as illustrated in Table 2.8. Equally important is understanding the percentage contribution of each sub-sector to the overall NTEs.

Notably, the Manufactures/Semi-Processed sub-sector played a significant role, contributing 84.35, 83.25, 85.01 percent to the NTEs portfolio in 2021, 2022 and 2023 respectively. The Agricultural and Industrial Art & Craft (Handicrafts) sub-sectors contributed 12.57 percent and 2.43 percent, for 2022 and 2023 respectively (Table 2.1.3.8).

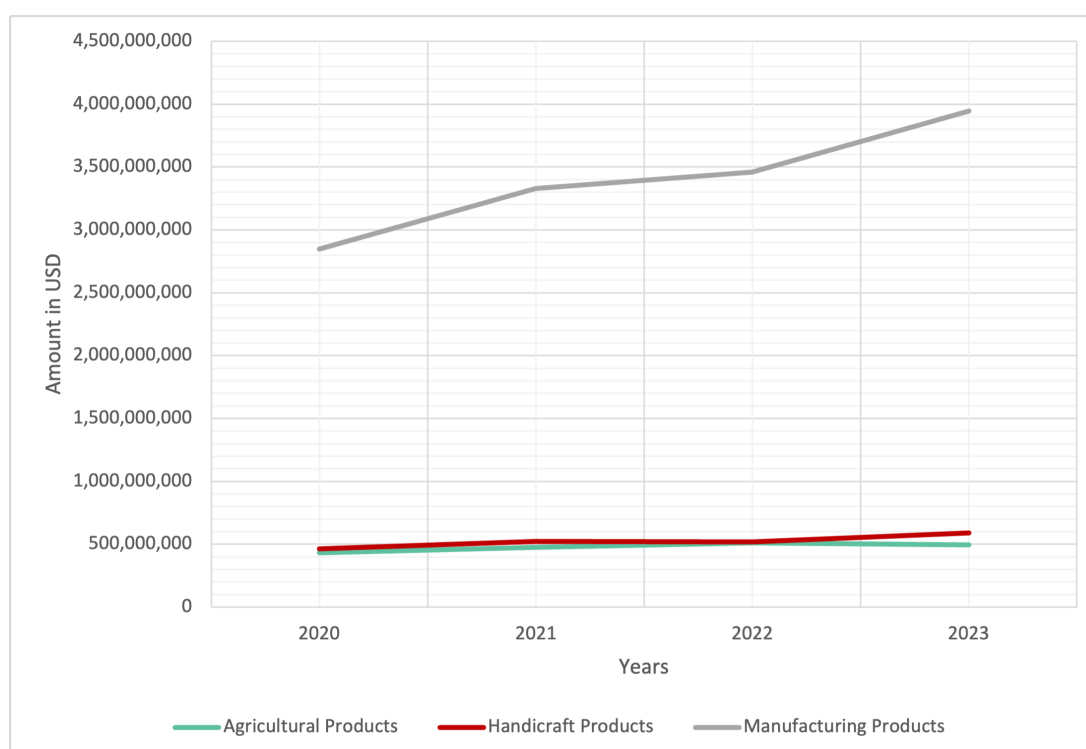
**Table 2.1.3.8 Contributing Sectors of Non-Traditional Export**

Sector	2020	2021	2022	2023	Growth	Contribution To NTE
Agricultural Products	433,015,533	476,007,805	511,267,229.00	494,115,223.00	-3.02	12.56
Handicraft Products	30,630,413	45,198,590	8,123,510.00	95,736,322.00	17.85	2.43
Manufacturing Products	2,382,989,904	2,809,111,193	2,938,545,897.00	3,354,295,172.00	14.15	85.00

Source: GSS

The sustained dominance of the manufactures and semi-processed sub-sector underscores the critical need for prioritising value addition and industrialization initiatives by the government. Industry players' commitment to enhancing value within the Manufacturing sector directly correlates with increased export earnings (Figure 2.1.3.10).

**Figure 2.1.3. 10 Contribution of Agricultural, Industrial Art & Craft (Handicrafts) sub-sectors to Non-Traditional Exports**



Source: GSS

## Merchandise Imports

Ghana's merchandise imports have been experiencing a modest decline to USD14.01

billion in 2023 from USD14.62 billion in 2022. This indicates a progressive increase in domestic demand influenced by local



consumption needs and global price variations over these years.

The dynamics within specific import categories highlight significant trends, particularly in oil imports, which more than doubled to USD4.48 billion in 2023 from USD1.89 billion in 2020. This substantial increase reflects the unstable nature of the global oil market and the corresponding increase in domestic energy requirements. The sharp rise in oil imports indicates Ghana's growing energy needs and vulnerabilities to global oil price shocks. The available data indicates that, the non-oil imports reached its highest at USD10.9 billion in 2021, decreasing to USD9.9 billion and USD9.54 billion in 2022 and 2023 respectively (Table 2.1.3.9).

Ghana could focus on increasing energy efficiency and investing in alternative and renewable energy sources to mitigate the impact of unstable oil prices. This would reduce dependency on imported oil and align with global sustainability trends. Strengthening local industries to meet domestic demand can decrease import dependency, improve trade balance, and stimulate local economic growth. Policies that support local businesses, provide financial incentives and facilitate technology transfer could be crucial.

### Trade Balance

The trade balance improved to a surplus of 2.6 percent of GDP as of end-August 2023 from 3.9 percent of GDP surplus at the end-December 2022. This highlights the strategic importance of Ghana's key export commodities, such as gold, cocoa, and oil, and non-traditional export commodities such as iron/steel circles, rods, sheets, and steel billets on the global market.

### Current Account Balance

The current account turned positive of 1.1 percent of GDP at end-June 2023. This shows a significant improvement from a deficit of 2.1 percent at end-December 2022. The following factors may have accounted for the current account surplus; contraction in trade imports, increase in inward remittances and a halt in the external interest payment on external debt in December 2022 after joining the IMF extended credit facility programme. Additionally, improved trade balances contributed to this positive

outcome, reflecting a stronger external sector performance. The transition from deficits to a surplus signifies an enhanced management of external payments. Debt restructuring prevented large outflows affecting the current account. The negotiated favourable loan terms and managing the timing of payments have mitigated the impact on foreign reserves.

### Capital and Financial Account

Ghana's capital and financial account exhibited volatility for the comparative years. The account started off strong, posting a robust surplus of USD2.89 billion in 2020, which slightly increased to USD3.27 billion in 2021, corresponding to 4.2 percent and 4.3 percent of GDP, respectively. These figures indicated a healthy influx of capital, reflecting confidence in Ghana's economic prospects and investment climate.

A sharp reversal occurred in 2022, with the account plunging into a deficit of USD2.14 billion, representing a negative outturn of 2.9 percent of GDP. The capital account in 2023 narrowed down to a deficit of USD0.76 billion (-1.0% of GDP).

The downturn over these years can primarily be attributed to significant fluctuations in portfolio investments, which experienced a substantial downturn, recording a deficit of USD2.06 billion in 2022 and slightly improving to a deficit of USD0.27 billion in 2023. Foreign Direct Investment (FDI) exhibited a decline in net inflows, decreasing to USD1.29 billion in 2023 from USD2.41 billion in 2021.

The economy's rebound, backed by enhanced macroeconomic stability, improved regulatory frameworks, and incentives that attract and retain foreign investors, is expected to reverse the negative trends in portfolio investments and FDI. Furthermore, broadening the sources of investment by targeting emerging markets and sectors such as technology and renewable energy could help stabilise the financial account. Promotional efforts and partnerships in these sectors can attract new streams of capital investment.

### Balance of Payments

Ghana's Balance of Payments (BOP) from 2020 to 2023 demonstrated significant fluctuations mirroring the country's dynamic and sometimes challenging external economic conditions. The BOP started

positively with a surplus of USD0.38 billion in 2020, slightly improving to USD0.51 billion in 2021, representing 0.6 percent and 0.7 percent of GDP, respectively. These figures suggest a relatively stable external sector, characterised by balanced international transactions during these years.

However, 2022 marked a drastic shift in the BOP dynamics, as it plunged into a substantial deficit of USD3.41 billion, equating to a negative outturn of 4.6 percent of GDP. This sharp downturn indicated intense external pressures from global market volatilities and domestic economic challenges, leading to significant financial outflows. The severity of this deficit highlighted vulnerabilities in Ghana's external financial stability and underscored the need for enhanced management of foreign transactions and

debts.

In 2023, the BOP showed moderate improvement, achieving a slight surplus of USD0.46 billion. Despite this recovery, the BOP still represented a negative 0.6 percent of GDP, suggesting that while the external economic situation has begun to stabilise, ongoing challenges still need to be addressed to ensure long-term stability.

Government should continue to promote the export base diversification beyond traditional commodities to stabilise foreign earnings and reduce vulnerability to global price fluctuations. Building and maintaining robust foreign exchange reserves can also buffer against external shocks and help stabilise the BOP during global financial instability (Table 2.1.3.9).

**Table 2.1.3.9 Balance of Payment Account, 2020-2023**

Indicator	2020	2021	2022	2023
Merchandise Exports f.o.b (USD billion)	14.47	14.74	17.49	16.66
Gold Exports (USD billion)	6.80	5.08	6.61	7.60
Cocoa Exports (USD billion)	2.33	2.85	2.30	2.12
Oil Exports (USD billion)	2.91	3.95	5.43	3.84
Merchandise Imports f.o.b. (USD billion)	12.43	13.63	14.62	14.01
Oil Imports (USD billion)	1.89	2.72	4.61	4.48
Non-Oil Imports (USD billion)	10.54	10.91	9.99	9.54
Merchandise Trade Balance f.o.b (USD billion)	2.04	1.10	2.87	2.65
percent of GDP	3.00	1.50	3.90	3.40
Current Account Balance (USD billion)	-2.14	-2.49	-1.51	1.11
percent of GDP	-3.10	-3.30	-2.10	1.40
Inward Remittances (USD billion)	4.29	4.17	4.34	4.94
Capital and Financial Account Balance (net) (USD billion)	2.89	3.27	-2.14	-0.76
percent of GDP	4.20	4.30	-2.90	-1.0
FDI (net) (USD billion)	1.33	2.41	1.47	1.29
Portfolio Investments (net) (USD billion)			-2.06	-0.27
Overall BOP (USD billion)	0.38	0.51	-3.41	0.46
percent of GDP	0.60	0.70	-4.6 percent	-0.6 percent
Official International reserves (USD'b)	8.62 (4 months of import cover)	USD 9.7 (4.4 months of import cover)	USD 6.25 (2.7 months of import cover)	USD 5.91 (2.4 months import cover)

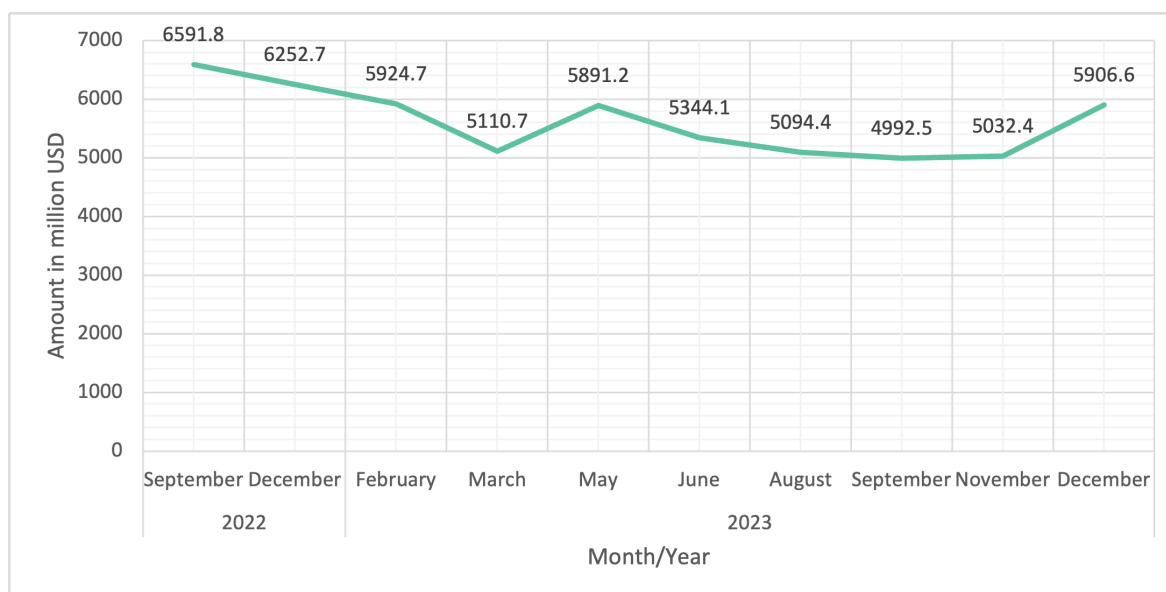
Source: Bank of Ghana, 2024



## Gross International Reserves

The country's Gross International Reserves (GIR) declined to USD5.9 billion in 2023 from USD5.6 billion at the end of December 2022. This was only sufficient to provide cover for 2.4 months of imports of goods and services in 2023 compared to 2.7 months in December 2022. The GIR for both years fell below the minimum three-month cover of imports (Figure 2.1.3.11). The stock of Net International Reserves (NIR) on the other hand increased to USD3.1 billion in December 2023 from USD2.76 billion at the end of December 2022.

Figure 2.1.3.11 Gross International Reserve, 2022-2023



Source: Bank of Ghana, 2024

This progressive reduction in reserves underscores growing vulnerabilities within Ghana's external sector, potentially diminishing the country's ability to manage external shocks effectively, and could put a downward pressure on exchange rate, causing the Ghana Cedi to depreciate. This decline reflects the financial challenges indicated by the fluctuations in the BOP, where increased deficits might have necessitated the use of reserves to stabilise the currency and manage international payments. Diversifying and increasing foreign exchange sources through improved exports and attracting strategic FDIs can help increase reserves.

### 2.1.3.5 Industrial Transformation

#### Strategic National industrial initiatives

In 2023, Ghana's commitment to revitalising its industrial sector led to some progress under the One District One Factory (1D1F) initiative. One hundred and sixty-nine projects are operational, a notable increase from 126 at the end of 2022. An additional 152 factories are under construction, expected

to become fully operational by 2025.<sup>4</sup> The project has resulted in creating about 169,840 jobs cumulatively since its inception. The Government set up certain industrial parks across the country to boost industrial drive. These parks have led to creating over 35,000 jobs around the country. The estimated value of export earnings from the free zones enterprises in 2023 was USD 2.05 billion signifying an increase from USD1.89 billion recorded in 2022.

#### Enhance business enabling environment

Developments in the automotive sector have strengthened the environment for business operations and growth. Notably, the inauguration of Rana Motors' assembly plant for KIA vehicles highlights Ghana's emerging status as an automotive hub in the subregion. As of December 2023, six global vehicle manufacturers operated assembly plants in Ghana, producing eleven brands. Toyota Ghana and the School of Engineering Sciences at the University of Ghana have strengthened education and industry partnerships by establishing a modern auto engineering training centre. This facility aims

to enhance applied auto engineering skills for students and industry professionals. The implementation of the AfCFTA Market Expansion Programme has aided Ghanaian manufacturers and exporters to penetrate African markets, offering duty-free and quota-free access. In 2023, 51 companies received AfCFTA Rules of Origin Certification for 300 products, while 63 companies explored market opportunities in Kenya, interacting with potential buyers.

Under the Ghana Export Promotion Authority's (GEPA) initiatives, support was provided to agricultural sectors: 10 million pineapple suckers and 500,000 coconut seedlings were distributed, which benefited 5,000 farmers and created 15,700 jobs. The Ghana Free Zones Authority licensed 29 new companies in 2023, attracting a capital investment of USD180 million and generating 2,500 jobs. To ensure industry compliance with standards and enhance consumer protection the Ghana Standards Authority (GSA) under Act 1072 also trained 300 Trading Inspectors.

## Business Financing and Development of MSMEs

The private sector's vitality is critical for sustaining the economy. However, high cost of credit remains a significant challenge for many businesses, particularly to MSMEs. The decline in real credit extended to the private sector to GHS352 million in 2023 from GHS392 million in 2022, illustrates this issue. This reduction could be attributed to the rising interest rates and increased credit defaults by private businesses, which has made lending to the government more attractive to financial institutions. This highlights the need for targeted interventions to improve access to finance for private sector entities, especially MSMEs.

The GEA trained 23,695 beneficiaries under the World Bank sponsored YouStart Jobs and Skills while the NEIP trained about 2,000 beneficiaries with funding from the Government. The GEA also commenced disbursement of the Grants to 7,975 beneficiaries who completed the Intermediate and Advanced Levels of training.

The NEIP provided startup capitals to about 200 beneficiaries who successfully completed the training. Under the Commercial Programme, Government in collaboration

with the Ghana Association of Banks trained the Participating Financial Institutions (PFIs) and completed the design of a technology platform to receive applications. The National Banking College took part in the YouStart Commercial Programme to train beneficiaries on behalf of the participating banks.<sup>5</sup>

## Support to Entrepreneurs

**YouStart Programme:** As part of efforts to address the high rate of youth unemployment in the country, Government designed the YouStart initiative with the aim of creating 1 million jobs in the economy. Government intended to provide training, funding, access to market and technology to the youth (between the ages of 18-40 years) and youth-led businesses to assist them start, build and grow their own businesses. The Programme is anchored on three sub-programmes namely: the YouStart District Entrepreneurship Programme, Commercial Programme and the YouStart Grace Programme. The District Entrepreneurship Programme targets micro and small businesses, commercial Programme targets medium companies while the YouStart Grace targets individuals and vocational skills trainees.

A total of 29,287 beneficiaries comprising 22,239 females, 7,048 males, and 508 persons with disability had completed the Basic Entrepreneurship training programme in 260 districts across the country by December 2023. Another 9,312 beneficiaries comprising 6,248 females, 3,064 males, and 370 persons with disability had completed the Intermediate Entrepreneurship training programme. Moreover, a total of 4,514 beneficiaries comprising 2,835 females, 1,679 males, and 370 persons with disability had completed the Advance Entrepreneurship training. The performance under the programme indicate progress but fall short of the annual target of 30,000 beneficiaries.

### 2.1.3.6 Agriculture and Rural Development

The agriculture sector's objective of attaining food security covers access to supply of quality meat, animal and dairy products to ensure healthy diet and adequate nutrition for the people. Strategies outlined to achieve this objective include initiating research into large scale breeding and production of guinea

5 Ghana Enterprises Agency (Youstart Ghana Jobs and Skills Project)

fowls, cattle, sheep, and goats especially in the northern regions; supporting large scale cultivation of maize and soya-beans for the formulation of animal feed to improve access to quality feeding and watering resources; improve the dispensation of animal health services; and improve access of operators to technology and appropriate financial instruments to enhance their competitiveness.

### Modernise and Enhance Agricultural Production Systems

Modernisation of agriculture entails improvements in productivity enhancing measures along the value chain. These measures include: the adoption of high yielding crop varieties; mechanisation services; improved extension services; upgrading skills of operators; and access to inputs, markets and finance.

The key components of the agriculture modernisation strategy included improving agricultural productivity; increasing agricultural competitiveness and enhanced

integration into domestic and international markets; reducing production and distribution bottlenecks in Agriculture and Industry; focus on selected crops development; livestock and poultry development; promotion of fisheries development; and improving institutional coordination.

### Agricultural Outputs

The contribution of crops to GDP increased to 19.4 percent in 2023 from 17.5 percent in 2022. Contribution of cocoa to Ghana's GDP has been fluctuating over the years. It was 1.8 percent in 2020, increased to 2.2 percent in 2021, then decreased to 1.8 percent in 2022 before slightly rising again to 1.9 percent in 2023. This was attributed to climate change, smuggling of cocoa, ageing cocoa trees and destruction of farms by illegal mining activities. Livestock's contribution to GDP is relatively smaller compared to food crops and cocoa, but it remains relatively stable over the years. It started at 1.7 percent in 2020 and remained at 1.3 percent in both 2022 and 2023 (Table 2.1.3.10).

**Table 2.1.3.10 Contribution of Crops, Cocoa, and Livestock to GDP**

Indicator	2020	2021	2022	2023
Crops	16.20	17.20	17.50	19.40
Cocoa	1.80	2.20	1.80	1.90
Livestock	1.70	1.70	1.30	1.30

Source: Ministry of Food and Agriculture, 2023

The government continued to invest in increased crop production through the provision of improved inputs and transfer of enhanced and new crop production technologies to farmers in 2023.

Rice production surged by 15 percent, rising to 1,472.61Mt in 2023 from 1,283Mt in 2022. Maize production experienced an 11 percent increase, reaching 3,619.02Mt compared to 3,255Mt in 2022. Soya production also increased by 33 percent from 258Mt in 2022 to 343.01Mt in 2023. Sorghum production also saw an increase of 9 percent, with levels rising from 401Mt to 439.07Mt.

Cassava, a staple crop in Ghana, saw a 7 percent growth in production, reaching 27,855.37Mt in 2023 compared to 26,077Mt

in 2022. Yam production experienced a marginal increase of 3 percent, with output reaching 11,468.85Mt in 2023 compared to 11,138Mt in 2022. The most substantial growth was in plantain production, increasing by 23 percent to 7,363.25Mt in 2023 from 5,965Mt in 2022. These trends signify a positive momentum in Ghana's agricultural sector, contributing to food security and economic development. The introduction of the new input policy in 2023 may have accounted for the improvement in total agriculture outputs (Table 2.1.3.11).

**Table 2.1.3.11 Total Output by year-selected crops ('000 Mt)**

Crops	2022	2023
Rice	1,283	1,324

Maize	3,255	3,522
Soybean	258	291
Sorghum	401	441
Cassava	26,077	27,462
Plantain	5,965	6,264
Yam	11,138	11,816
Tomato	468	541
Onion	178	198
Pepper	153	177

Source: Ministry of Food and Agriculture, 2023

## Climate change and Sustainable Agriculture

In 2023, a total of 15,025 farmers, comprising 7,143 men and 7,882 women, benefited from training programmes focused on conservation agriculture and environmental management practices, and promoting sustainable agricultural production. Additionally, 196 members of staff of MoFA were trained in Participatory Watershed Management Planning which resulted in the preparation of 163 Community Watershed Management Plans across 26 districts.<sup>6</sup> These initiatives targeted the enhancement of conservation and food climate resilience in agriculture.

An innovative electronic learning platform (Ghana Electronic Agricultural Project) was launched, offering free short courses and demonstration videos on key agricultural topics such as Climate Smart Agriculture, mulching, and Fall Army Worm management.

This platform catered for farmers, extension agents, youth in agriculture, and other interested individuals, by providing accessible knowledge and skills for sustainable agricultural practices.

The climate of Ghana is tropical. The eastern coastal belt is warm and comparatively dry. The south west corner is hot and humid, and the north is hot and dry. Annual average temperatures range from 26.1°C in places near the coast to 28.9 °C in the extreme north. It is usually breezy and sunny. Day time temperatures may rise above 40°C in the north. There are two rainy seasons in the south from March to July and from September to October (bimodal rainfall system). The northern part of the country, on the other hand, has only one rainy season, from July to September (mono-modal rainfall system). These define the farming seasons of Ghana (Major and Minor seasons).

Table 2.1.3.12 shows the regional disaggregation of the 2023 performance of selected crops in agricultural production for 2023 (Mt). An analysis of the data shows that the main production areas of legumes such as cowpea and soybeans are largely in the northern zones while the middle and southern zones are dominant in the production of tubers and plantain. Cereal production is fairly scattered across all three zones of the country. The crop with the highest production was Cassava at 7,110,503Mt by the Eastern region. The crop with the least production was Sorghum at 2,530Mt by the Eastern region.

**Table 2.1.3.12 Regional performance in agricultural production, 2023 (Mt)**

Region	Maize	Rice	Millet	Sorghum	Cassava	Yam	Cocoyam	Plantain	G'nuts	Cowpea	Soyabean
Western	141,197	42,785			1,234,289	9,852	49,421	385,628			
Central	408,401	19,220			3,554,736	12,370	64,613	331,392			
Greater Accra	20,687	18,393			125,119			6,344			
Volta	108,595	207,487			1,149,850	222,452	22,640	44,135	3,470	17,366	
Eastern	402,711	46,933			7,110,503	920,971	272,102				
Ashanti	641,478	80,177			4,806,023	883,331	582,450	2,160,085	13,236	10,973	
Bono	440,074	19,370		2,530	1,857,933	725,224	160,340	530,157	4,387	2,579	
Bono East	279,669	49,982		4,894	2,513,686	3,211,741	4,804	40,387	26,038	12,241	
Ahafo	129,891	109,270			1,244,880	92,516	259,054	1,331,935			
Northern	304,287	294,858	67,784	111,957	955,106	1,892,921			143,724	83,951	127,566



Upper East	132,959	128,236	49,720	75,393	1,402,828				57,793	38,378	33,059
Upper West	238,849	28,831	64,757	171,349	138,422				155,208	117,004	106,052
Western North	69,410	101,049	897,509			403,636	1,477,368	18,812	3,216		
Oti	134,208	136,886	8,244	1,585,571	905,323	50,874	68,176	31,124	6,192	5,415	
North East	73,213	92,510	41,477	28,978	13,475	14,510	69,104			41,173	44,301
Savannah	93,389	96,625	19,860	35,722	806,685	1,036,384	77,883			22,593	26,615
Total	3.619.018	1.472.612	243.598	439.067	27.855.365	11.468.845	1.869.934	6.375.607	600.779	355.666	343.008

Source: Ministry of Food and Agriculture, 2023

### Food Self-sufficiency<sup>7</sup> in selected commodities

The agriculture outputs discussed above contributed immensely in improving the country's food sufficiency. Sufficiency in Cassava, Maize, Yam and Plantain exceeded 100 percent whilst rice and soya beans recorded significant improvement. The details are shown in Table 2.1.3.13.

**Table 2.1.3.13 Food Sufficiency in selected commodities, 2022-2023**

Outcome Indicator Description	2022	2023
Rice	48.00	57.00
Maize	114.00	121.00
Soybean	90.00	96.00
Sorghum	84.18	79.76
Cassava	113.68	117.39
Plantain	115.69	116.94
Yam	104.91	102.77
Tomato	27.00	32.00
Onion	41.89	46.81
Pepper	38.49	43.64

Source: Ministry of Food and Agriculture, 2023 (Millet and Gnats will be added)

### Total volume and value of Export Commodities

The total quantity of processed agricultural products exported in 2023 was estimated at 926,349,135 kg, representing about 12 percent increase over the 2022 quantity of 825,152,619 kg. This amounted to total export value of USD1.3 billion representing about 7.96 percent decline below the 2022 level of USD1.4 billion. Even though the volume exported increased, there was no corresponding increase in value. The key products include processed cocoa, cashew, coffee, shea-nut, maize, yam, exotic vegetables, pineapples, pawpaw, banana, fish and sea food and rice (milled) (Figure 2.1.3.12).

**Figure 2.1.3. 12 Volume and value of products exported**

<sup>7</sup> Food sufficiency is the ability of the country to produce enough food to meet the nutritional needs of the people, ensuring affordability, safe, and nutritious foods for all Ghanaians.





Source: GEPA, 2023

In addition to earnings from the export of general agricultural commodities and processed products, an amount of USD7,486,512 was realised from the export of some selected raw materials including raw cotton, cotton fibre, and groundnut.

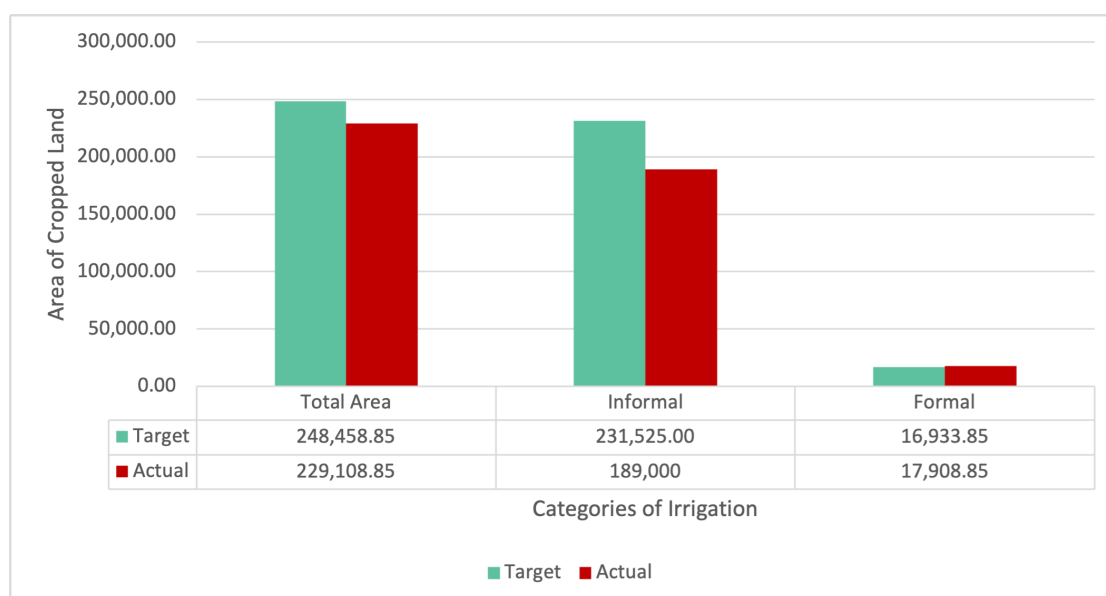
### Irrigation and Cropped Land

Both formal and informal irrigation are practiced in all regions of the country. Irrigation may be classified as formal, where funding is from the public sector, and facilities/infrastructure are permanent, while informal irrigation refers to individuals/groups cultivating areas through the use of simple or sophisticated semi-permanent to permanent structures and equipment for water storage, conveyance and distribution. Under informal irrigation, funding sources are the private sector.

The combined developed land area under irrigation (formal and informal) was 229,108.85 hectares in 2023. These hectares of land area for irrigation have not changed since 2021. The total area cropped under formal irrigation constitutes 17,908.85 hectares representing 7.8 percent of the total cropped land. The informal irrigated lands constitute 189,000.00 hectares and represent the largest share of cropped land in 2023.

The performance of formal and informal cultivated land areas (combined) fell below the Agenda for Jobs II targets which expected total cropped lands, to reach 248,458.85 hectares by 2023. Formal cropped land was expected to reach 16,933.85 hectares whilst informal cropped land was targeted to reach 231,525.00 hectares of land by the end of December 2023 (Figure 2.1.3.13).

Figure 2.1.3.13 Cultivated lands under irrigation (area developed for irrigation/ha)



Source: Ministry of Food and Agriculture, 2023

The Ghana Irrigation Development Authority (GIDA) is developing small earth dams in the Northern, Upper East, Upper West, and Savannah Regions to support the 'One-Village One-Dam' (1V1D) Initiative. Construction of small-earth dams are at various stages of completion at Sunyeri, Tousal/Jeyiri, Tasundo, Gilang, Kpalbutabu and Duadinyediga. At full completion, a total of 110ha of irrigable land will be available for dry season farming. In addition, some of the dams will serve as flood adaptation measures and provide adequate water for domestic, fisheries and aquaculture, and livestock use.

### Agricultural Productivity

Cassava continued to record the highest yield of 24.4Mt/ha in 2023 compared to 24.1Mt/ha in 2022, while the lowest yield of 1.76Mt/ha continued to be recorded in millet for 2023. The average yields of roots and tubers in 2023 was estimated at 16.4Mt/ha compared to 13.14Mt/ha in 2022, while that for the cereals were estimated at 2.2Mt/ha in 2023 compared with 2.1Mt/ha in 2022 (Table 2.1.3.15).

**Table 2.1.3.15 Average Productivity of Selected Crops (Mt/Ha), 2022 and 2023**

Crops	Years	
	2022	2023
Maize	2.60	2.70
Rice (Milled)	3.36	3.35
Millet	1.63	1.76
Sorghum	1.74	1.87
Cassava	24.17	24.4
Yam	18.86	18.46
Cocoyam	7.72	8.16
Plantain	14.82	14.63
Groundnut	1.81	2.00
Cowpea	1.73	1.78
Soya Bean	1.78	1.81
Average	7.30	7.40

Source: Ministry of Food and Agriculture, 2023

The increase in overall food production observed in 2023 could largely be attributed to improvement in yield due to intensification of land use rather than land expansion as observed in previous years when increases in output was attributed to both land intensification and expansion.

### Agriculture as a viable business among the youth

Government undertook a comprehensive review of the first phase of the Planting for Food and Jobs (PFJ) flagship programme in April 2023 to build on the successes and address gaps and challenges identified



over the six-year period of implementation. Key milestones attained during the implementation of the first phase of PFJ include food self-sufficiency in major food staples such as maize, sorghum and plantain, reduction in the importation of rice and increase in non-traditional agriculture exports. PFJ contributed substantially to crop output. For example, by 2020, PFJ contributed 42.6 percent to maize output and 44.3 percent to rice output relative to a hypothetical without-PFJ baseline. This resulted in improved food security, with a net addition of 313 kilocalories from maize and rice available per person per day, or 12.5 percent of daily calorie needs. Results also reveal that the value of marginal crop output associated with PFJ roughly equals the public and private costs of PFJ, which indicates the program essentially broke even. The PFJ encountered some limitations during its implementation including limited access to agricultural credit; limited adoption and application of the value chain methods; limited focus on large scale commercial farmers; budgetary strain on government; poor quality of seed supplied; and low prioritisation of national food storage capacity<sup>8</sup>. This culminated in the introduction of PFJ 2.0, a five-year transformative initiative anchored on four main principles: private sector focused, value chain approach, market driven and inclusivity.

**Figure 2.1.3. 14 His Excellency President Akufo Addo and the Minister for Food and Agriculture Dr. Bryan Acheampong at the launch of PFJ 2.0**



The PFJ 2.0 is designed to accelerate modernisation and competitiveness of the food and agricultural sector. The PFJ

2.0 would consider an input credit system instead of input subsidy as a means of supporting farmers to increase productivity and production of food crops. The input credit system is linked to structured market arrangements.

The programme focused on 11 selected commodities which are being promoted with set targets for the short, medium and long term. Strategically, these commodities comprise staples such as: maize, rice, soybean, sorghum, tomato, pepper, onion, cassava, yam, plantain and broiler chicken.

Government, through the Ministry of Food and Agriculture, facilitated procurement processes for the provision of 9,827.5Mt of seeds comprising 5,000Mt of Maize, 450Mt of rice, 300Mt of sorghum, 4,071Mt of soya, 1.3Mt of pepper, 1.2Mt of tomato and 4Mt of onions seeds. A total of 365,165Mt of inorganic fertilizers and 7.2 million litres of pesticides were supplied to farmers for the minor planting season under the input credit model.

### **Post Harvest Loss Management and Food Security**

Data on post-harvest loss of staple crops is not available. However, MOFA continued to undertake a number of activities to develop the capacity of farmers in reducing post-harvest losses of agricultural produce, especially grains. The dissemination of pro-cocoons technology<sup>9</sup> to farmers, use of super grain bags, use of solar dryers, construction of storage barns and agro-processing storage machinery operation continued in 2023.

The National Food Buffer Stock Company (NAFCO) continued to purchase and store grains for food security and to intervene in the market when necessary to ensure competitive prices at all times. In 2023, the buffer stock facility, had in stock 12,418Mt of maize and 500Mt of rice. It offloaded several quantities of maize and rice to the market to stabilise maize prices and provided a guaranteed market for rice and maize farmers.

### **Crops, livestock and poultry development for food security and income generation**

**Tree Crops Production:** The focus of the tree crops sub-sector was on regulation,

<sup>8</sup> Presentation by Minister for Food and Agriculture on Phase 2 of Planting for Food and Jobs (PFJ) to Commissioners at the 5th regular meeting of the Commission held at the main Conference Room of NDPC

<sup>9</sup> Cocoon Technology is a storage solution designed to safely store dry agricultural commodities without the need for chemicals.

research and development. The Legislative Instrument (LI) for fees and charges schedule (L.I. 2471) has been approved by Parliament for implementation. To make a Market-led research product available to value chain actors to increase competitiveness and efficiency in the global market, the Ministry of Food and Agriculture launched bids for Technical Assistance to develop guidelines for the management of research and development in tree crops.

To boost production of priority tree crops by farmers, farmgate prices for raw cashew nut, fresh fruit bunch (Oil Palm), raw rubber cup lumps have been established and announced periodically since 2022 by the Tree Crops Development Authority (TCDA).

### Livestock and Poultry Development

The agriculture sector's objective of attaining food security covers access to supply of quality meat, animal and dairy products to ensure healthy diet and adequate nutrition for the people. Strategies outlined to achieve this objective include initiating research into large scale breeding and production of guinea fowls, cattle, sheep, and goats especially in the northern regions; supporting large scale cultivation of maize and soya-beans for the formulation of animal feed to improve access to quality feed and watering resources, dispensation of animal health services; and access of operators to technology, and appropriate financial instruments to enhance their competitiveness.

In pursuit of enhanced poultry production, a multifaceted programme has been instituted with specific key activities and targets. The activities commenced with the goal of providing 5.5 million Day-Old Chicks (DOCs), feed, and vaccines as input credit to poultry farmers by December 2023. The initial target

encompassed 16 anchor farmers and 500 out grower farmers. As of November 2023, a total of 2.0 million DOCs were delivered.

Within the period of reporting, 11,000 women poultry farmers were supported through the provision of battery cages and 1.320-million-layer pullets. The expected outcomes of the support programme include an increase in income for women involved in poultry farming and a subsequent rise in poultry meat production. To increase poultry meat production, the programme also supported the rehabilitation of 300 out-grower poultry farms.

The Pomadze Poultry Farm was supported by government for revitalisation, following the completion of feasibility studies and the engagement of a consultant to spearhead the rejuvenation process. To fortify the overall health and hygiene within the sector, veterinary clinics were equipped with vaccines and laboratory equipment. The procurement process for these vital resources was successfully completed, marking a substantial step towards the improvement of animal and public health standards. Collectively, these activities underscored a comprehensive strategy to fortify the poultry sector, with ongoing activities demonstrating a commitment to achieving the outlined targets.

Domestic poultry production increased to 23,250Mt in 2023 from 15,000Mt representing a 55 percent improvement. The quantity of poultry consumed increased to 328,907Mt in 2023 from 324,047Mt in 2022. In the year under review, 7.07 percent of poultry consumed was produced domestically. This was an improvement over the previous year's 4.63 percent (Table 2.1.3.17).

**Table 2.1.3.17 Ghana's poultry production and consumption (metric tonnes), 2022-2023**

Outcome Indicator Description	2022 (Mt)	2023 (Mt)	Variance (Mt)	Change (%)
Quantity of poultry meat produced	15,000	23,250	8250	55
Quantity of poultry consumed	324,047	328,907	4860	1.5
Quantity of poultry meat imported	581,439	581,439	0	0

Source: Ministry of Food and Agriculture, 2023

### 2.1.3.7 Fisheries and Aquaculture Development

To promote fisheries development, the policy objectives under the Agenda for Jobs II in this area is to ensure sustainable development and management of aquaculture and this includes

- i. promoting the general principles of responsible fishery with emphasis on the enforcement and compliance with the maximum allowable fish catches that will enable the resources to renew themselves;
- ii. promoting private investment in aquaculture;
- iii. developing aquaculture infrastructure including fish hatcheries; and
- iv. promoting the improvement in fish husbandry practices and fish health management.

The fisheries sub-sector provides fish, a much-needed low-cost protein source that enhances Ghana's food security. With a recommended per capita consumption of 40kg/annum, the total annual fish requirement for Ghana was estimated to be 900,030.95Mt in 2023, while the annual domestic production was estimated at 773,879.47Mt. This left a deficit of 126,151.48Mt.

In 2023, the Consortium of International Agricultural Research Centres (CGIAR) Initiative on Aquatic Foods partnered with the Council for Scientific and Industrial Research's Water Research Institute (CSIR-WRI), the Fisheries Commission, and collaborated with MMDAs and local communities to implement fish cage culture in selected small reservoirs in Ghana.<sup>10</sup> The initiative piloted fish cage farming in four small dams in the North-East Region, where community youth groups received training and funding support to start their own fish businesses. The pilot sites were Langbinsi, Nalerigu, Nasoni, and Tombu in the East Mamprusi and Chereponi districts. The youth groups are expected to use the profits

from the first cycle of fish production to invest in the next cycles, creating a sustainable and scalable model. The initiative also uses remote sensing and socio-economic data for fish production in small reservoirs across northern Ghana, saving time and money for potential investors and implementers.<sup>11</sup>

The four communities stocked small local reservoirs with 48,000 fingerlings of the Akosombo strain of Nile tilapia, as part of a pilot project involving the country's Fisheries Commission, CSIR-Water Research Institute and the Aquatic Foods Initiative of CGIAR. The Tilapia fingerlings were sourced from the CSIR Water Research Institute in Tamale. The work supports Ghana's Aquaculture Development Plan, which aims to increase production of farmed fish from around 90,000 tonnes in 2021 to over 210,000 tonnes by 2027.<sup>12</sup>

**Fisheries Contribution to GDP:** The fisheries contribution to GDP increased to 1.01 percent in 2023 from 0.93 percent in 2022. The breakdown of the subsectors within the fisheries sector reveals that marine fisheries accounted for 0.64 percent of the GDP, inland fisheries by 0.25 percent, and aquaculture by 0.12 percent. The dwindling nature of the fisheries contributions to GDP may be attributable to impacts of challenges in the fisheries sector which include disease outbreak in the aquaculture sub-sector, overexploitation in the capture and inadequate data collection specifically in the inland sub-sector (Table 2.1.3.16).

**Table 2.1.3.16 Fisheries Sub-Sector Share of GDP (Percentage)**

Sub-Sector	2020	2021	2022	2023
Marine	0.61	0.60	0.46	0.64
Inland	0.21	0.30	0.28	0.25
Aquaculture	0.15	0.16	0.19	0.12
Total	0.97	1.06	0.93	1.01

Source: Ministry of Fisheries and Aquaculture Development, 2023 APR

<sup>10</sup> Fish cage culture in small water bodies in North-East Region of Ghana: technical and institutional guiding principles for sustainable and inclusive uptake. Colombo, Sri Lanka: International Water Management Institute (IWMI). CGIAR Initiative on Aquatic Foods. 8p. <https://cgspace.cgiar.org/handle/10568/135736>.

<sup>11</sup> Reeling it in: How aquaculture is improving livelihoods and nutrition in northern Ghana <https://www.iwmi.cgiar.org/2023/11/reeling-it-in-how-aquaculture-is-improving-livelihoods-and-nutrition-in-northern-ghana/>

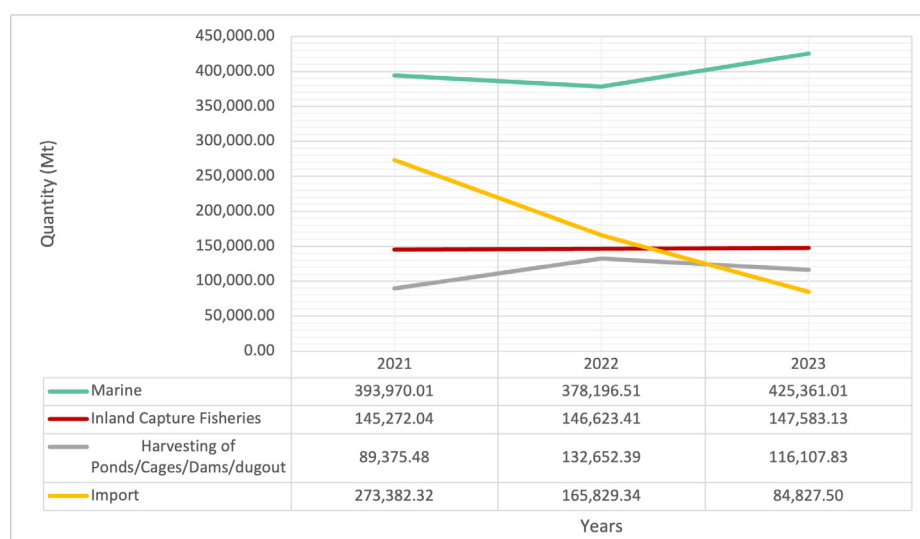
<sup>12</sup> Nile tilapia fingerling release in North-East Ghana aims to boost incomes and food. <https://www.cgiar.org/news-events/news/gift-fingerling-release-in-northeast-ghana-aims-to-boost-incomes-and-food/>



## Marine, Inland, and Aquaculture Production

Total Annual Fish Production increased by 1.8 percent to 668,984.19Mt in 2023 from 657,472.31Mt in 2022. The increase was mainly due to expansion in marine fish production during the reporting period.<sup>13</sup> (Figure 2.1.3. 15).

**Figure 2.1.3. 15 Quantity of Fish Supply by Source, 2021-2023**

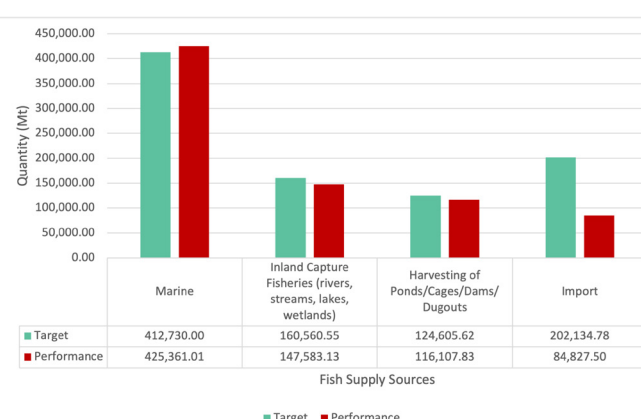


Source: Ministry of Fisheries and Aquaculture Development, 2023 APR

Marine production increased to 425,361.01Mt in 2023 from 378,196.51Mt in 2022, compensating for the decrease in production in the inland and aquaculture subsectors. The increase in the marine sector could be partly attributed to government support, including provision of enhanced administrative infrastructure that facilitated improvement in data collection, and the positive impact of the implementation of the annual closed fishing season, which allowed for the recovery and natural growth of major fish species.

The total output levels in all the subsectors do not meet the fish food security for the Ghanaian population. In 2023, fish imports declined to 84,827.50Mt from 165,829.34Mt in 2022, falling short of the 2023 annual target of 202,134.78Mt. This reduction could be partly attributed to the increase in port charges and other taxes including increased fish import levies, which discouraged many businesses from importing fish to Ghana. Figure 2.1.3.16 shows the deficiencies in production.

**Figure 2.1.3. 16 Fish supply by sources, 2023.**



Source: Ministry of Fisheries and Aquaculture Development, 2023 APR

## Infrastructure and Training Initiatives

In 2023, significant strides were made in developing Ghana's aquaculture infrastructure with the completion and commissioning of the National Aquaculture Centre. The centre contributed to the sector by supporting the first batch of 24 trainees (equal males and females) who underwent a 13-week training covering essential aspects of aquaculture, such as fish production, farm management, fish health, feed formulation, and processing. The second batch of 24 trainees graduated in December 2023.



*Commissioning of National Aquaculture Centre by H.E. the President, 2023*

### Operationalisation of Public Hatcheries and Pilot Projects:

The operationalisation of public fish hatcheries at Dormaa Ahenkro and Sefwi Wiawso in 2023 strengthened the production and supply of quality fingerlings, vital for supporting aquaculture operators in the Bono and Western North regions. Additionally, the pilot project involving fish farming on small water bodies equipped 80 farmers across four communities in the North East Region with eight cages, 32,000 tilapia fingerlings, and 200 bags of fish feed. This initiative supported aquaculture and provided training in fish farming management, ensuring project sustainability.

### Educational and Regulatory Enhancements:

The Anomabo Fisheries College stood at 97 percent completed in 2023, promising significant future contributions to fisheries education in Ghana and the West African sub-region. There has been growing international awareness of the scale and impacts of non-compliance with national laws and regulations, such as those associated with illegal, unreported and unregulated (IUU) fishing. Increasing attention is focusing on how public authorities of coastal states respond to this challenge, including on their ability to enforce compliance and administer effective and fair criminal justice. No government record of convictions for major offences in the fisheries sector could be found. There are multiple agencies involved in law enforcement in fisheries, including the Navy, Customs, the Maritime Authority and the Police Marine Unit. An interagency approach is coordinated through the Fisheries Enforcement Unit that is coordinated by the MoFAD.<sup>14</sup>

<sup>14</sup> TAKING STOCK: Online Transparency of Fisheries Management Information assessment for the Republic of Ghana (2023)

<sup>15</sup> 2024 Budget Statement on Economic Policy

### Sustainability and Resource Management

The Ministry of Fisheries and Aquaculture Development conducted numerous inspections and initiated a closed season for fleetstorejuvenatefishstocks. These measures were complemented by implementing the Marine Fisheries Management Plan (2022–2026) and stakeholder engagement to ensure sustainable fishing practices. The fisheries sector continued to undertake continuous daily surveillance of industrial and tuna vessels exploiting the fisheries resources.

In addition, automation of premix fuel distribution was also initiated to control and facilitate real-time monitoring through web and mobile applications. Fifty out of 300 automated premix fuel outlets were installed. A three-year moratorium on New Marine Canoe Entrants into the artisanal fishery was initiated effective October, 2023 to address the issues of over-exploitation to prevent depletion of marine fish stocks. The moratorium is a strategy to compliment other sustainable fisheries management measures such as the closed season.

### Support for Fisherfolk

During the one-month closed season in 2023 for the artisanal, inshore, industrial trawlers and tuna fleets. During this period, relief items and fishing inputs support comprising 20,000 bags of rice, 8,333 cartons of cooking oil, 3,000 wire mesh, and 10,000 basins were distributed to the fisher folks in the four coastal regions to mitigate the impact of fishing restrictions.<sup>15</sup> Four Non-Governmental Organisations (NGOs) funded by the Norwegian Agency for Development

Cooperation (NORAD), have begun the mapping and legal documentation of landing beaches across the coastal regions of Ghana. As part of the three-year Sustainable Oceans Project, the NGOs – Environmental Justice Foundation (EJF), Friends of the Nation, Hen Mpoano and Central and Western Fishmongers Improvement Association (CEWEFIA)- are assisting in facilitating the process in 292 landing beaches across the Western, Central, Volta and Greater-Accra Regions.

## sector

As part of efforts to improve the production of safe and quality fish and reduce post-harvest losses and empower actors within the value-chain, training and sensitization of fisheries officers and fisherfolk in hygienic fish handling and processing, group dynamics, business management and financial literacy, and gender mainstreaming were carried out during the year under review. Summary of capacity enhancement programmes is indicated in Table 2.1.3.17.

## Postharvest Management in the fisheries

**Table 2.1.3.17 Summary of capacity enhancement programmes in 2023**

No.	Focus Area	Number of activities	Number of Beneficiaries		
			Male	Female	Total
1	Safe fish certification Scheme	4	43	64	107
2	Sensitisation on hygienic fish handling and group dynamics	15	224	1,023	1,247
3	Group dynamics only	1	6	18	24
4	Business management only	1	5	29	34
5	Workshop on inclusion of small fish in Ghana school feeding program	4	43	135	178
Total		21	321	1,269	1,590

Source: Ministry of Fisheries and Aquaculture Development, 2023 APR

## Tourism Industry for Economic Development

In 2023, Ghana undertook several initiatives to diversify and expand its tourism industry for economic development. The government, through the Ghana Tourism Development Project (GTDP) under the Ministry of Tourism, Arts and Culture (MoTAC), launched a USD10 million grant scheme and a policy initiative dubbed “See, Eat, Wear, Feel Ghana” Campaign aimed at enhancing products and services within the tourism sector. These initiatives were part of a broader strategy to position Ghana as the preferred tourism destination and stimulate growth in the industry.

The grant scheme encompassed various components, including the COVID-19 Relief Grant (CRG) and the Small to Medium-scale Enterprises Grant (SMEG). These grants were designed to provide financial assistance to businesses severely impacted by the pandemic, thereby ensuring their survival and continuity in the tourism sector.

The introduction of the Site Upgrade Grant

(SUG) was another significant step taken to improve tourism infrastructure and enhance the overall visitor experience. MoTAC observed the “Ghana-Month” in March to promote Ghanaian culture and heritage products through the “See, Eat, Wear, Feel Ghana” Campaign. The GTA collaborated with some of the media houses to sensitise the public on the need to patronise Made-in-Ghana products and services.

Among the many events organised to commemorate the month was the “Rep your Region” which compelled hosts and lead actors in the media houses to wear Ghanaian apparel from any of the regions. By upgrading tourism sites across the country, Ghana aimed to attract more tourists and increase revenue generation within the sector. These initiatives signify Ghana’s commitment to diversifying and expanding its tourism industry, thereby contributing to economic development, and fostering sustainable growth.

Tourism-related employment increased to 389,000 in 2023 from 386,000 in 2022. In



2023, Ghana was ranked 111<sup>th</sup> out of 137 countries compared to the rank of 101<sup>st</sup> in 2022 on the Global Travel and Tourism Competitiveness Index.

**Number of Tourist Arrivals:** The number of tourist arrivals, both domestic and international, increased to 1,206,261 in 2023 from 914,892 in 2022, indicating significant progress likely attributed to policy implementations within the tourism sector. These advancements are credited to various initiatives such as the renovation of key tourist sites like the Kwame Nkrumah Museum and other infrastructural enhancements including the expansion of feeder roads to tourist destinations. However, there was a notable decrease in the percentage change of tourist arrivals, dropping to 31.85 percent in 2023 from 46.73 percent in 2022 (Table 2.1.3.18). This decline suggests a trend of diminishing growth in tourist arrivals over time.

Similarly, the percentage change in international tourism receipts also experienced a decline, falling to 67.97 percent in 2023 from 107.7 percent in 2021. Despite these positive trends in visitor numbers and revenue, there appears to be slow development in tourist sites. Data

indicates no observable improvements in the number of developed tourist sites from 2022 onwards.

**Tourist Site Development:** The renovation and modernization of Kwame Nkrumah Memorial Park (KNMP), a significant heritage site housing the remains of Ghana's inaugural President, Dr. Kwame Nkrumah, and his wife Fathia Nkrumah, reached completion. The park's rejuvenation encompasses enhancements to the museum, an updated administration building, the establishment of a Presidential Library, the introduction of a well-illuminated musical fountain, the addition of a VVIP Lounge, the creation of a Freedom Wall, and the establishment of an Arboretum. These developments have resulted in a recent surge in visitor numbers, with 100,000 visits recorded, accompanied by a corresponding rise in average monthly revenue to GHS1 million from GHS3,000 since the park's reopening in July 2023.<sup>16</sup> Additionally, other initiatives such as the Domestic Tourism Campaign, December in GH, the "See, Eat, Wear, Feel Ghana" Campaign, Ghana Tourism Month, Tourism Road Show, Black History Month, and PANAFEST/Emancipation have undergone rehabilitation and revitalisation.

**Table 2.1.3. 18 Status of Tourism Indicators, 2021-2023**

Indicators	Baseline 2021	Actual 2022	Target 2023	Actual 2023
Number of tourist arrivals	623,523	914,892	472,505	1,206,261
Percent change in tourist arrivals	75.59	46.73	-	31.85
Percent change in international tourist receipt	107.70	-	-	67.97
Percent change in domestic tourist receipt	88	84.94	-	-
Number of jobs created by the creative industry	385	386	-	389
Number of tourist sites developed	4	3	3	3

Source: Ministry of Tourism, Arts and Culture, 2023 APR



## 2.1.1 Key Challenges and Policy Recommendations for the Economic Dimension

The key challenges and recommendations for this dimension includes (See Table 2.1.4.1)

**Table 2.1.4.1 Key Challenges and Recommendations for Economic Development**

No	Focus Area	Challenges	Recommendations
	Real Sector	Contradictions in reporting key macroeconomic variables i.e., GDP growth, unsustainable public debt; fiscal and monetary policies; low export-oriented entrepreneurship skills; and social safety nets	NDPC should collaborate with MoF, GSS, BoG, Academia, Research Institutions, Think Tanks and other stakeholders to fast-track the implementation of the PC-PEG to: <ul style="list-style-type: none"> <li>strengthen key growth-oriented programmes</li> <li>improve the business environment</li> <li>promote entrepreneurship</li> <li>transition to a digital economy to boost productivity, tax collection and formality.</li> <li>strengthen policies to adapt and mitigate climate change for inclusive growth.</li> </ul>
	Real Sector(Agriculture)	Limited focus on large scale commercial farming	NDPC should collaborate with MoFA, MoFAD, Traditional Authorities, RCCs, MMDAs, the Northern, Middle and Coastal Development Authorities to: <ul style="list-style-type: none"> <li>build synergies for implementation of PFJ 2.0</li> </ul>
	Fiscal Sector	Limited implementation focus of Ghana CARES Obaatanpa Programme	NDPC, GSS, MoF and Academia & Research Institutions should collaborate with DPs to: <ul style="list-style-type: none"> <li>evaluate Ghana CARES Obaatanpa Programme to assess resource expenditure and efficient utilisation.</li> </ul>
	Fiscal Sector	High public-debt-to-GDP ratio.	NDPC, MoF, BoG, GRA, and other relevant institution should collaborate to: <ul style="list-style-type: none"> <li>enhance governance and transparency in public financial management to minimize corruption and misappropriation of funds.</li> <li>strengthen institutional frameworks, promote accountability, and ensure transparency in debt-related transactions</li> <li>strengthen efforts to increase domestic revenue through effective tax administration, broadening the tax base, and reducing tax evasion.</li> <li>enhance revenue collection systems, improve tax compliance</li> <li>explore innovative revenue sources to boost government income.</li> <li>conduct regular reviews and evaluations of government programs and projects to improve efficiency and effectiveness of public expenditures by Government agencies.</li> <li>encourage private sector participation through well-structured PPPs.</li> </ul>

No	Focus Area	Challenges	Recommendations
	Real Sector	Contradictions in reporting key macroeconomic variables i.e., GDP growth, unsustainable public debt; fiscal and monetary policies; low export-oriented entrepreneurship skills; and social safety nets	<p>NDPC should collaborate with MoF, GSS, BoG, Academia, Research Institutions, Think Tanks and other stakeholders to fast-track the implementation of the PC-PEG to:</p> <ul style="list-style-type: none"> <li>strengthen key growth-oriented programmes</li> <li>improve the business environment</li> <li>promote entrepreneurship</li> <li>transition to a digital economy to boost productivity, tax collection and formality.</li> <li>strengthen policies to adapt and mitigate climate change for inclusive growth.</li> </ul>
	Real Sector(Agriculture)	Limited focus on large scale commercial farming	<p>NDPC should collaborate with MoFA, MoFAD, Traditional Authorities, RCCs, MMDAs, the Northern, Middle and Coastal Development Authorities to:</p> <ul style="list-style-type: none"> <li>build synergies for implementation of PFJ 2.0</li> </ul>
	Monetary Sector	High Inflation	<p>MoF, NDPC, MoFA, NCCE, MoTI and BoG should collaborate to:</p> <ul style="list-style-type: none"> <li>ensure a balance between the monetary and fiscal measures to control inflation</li> <li>maintain a stable exchange rate</li> <li>boost local production and reduce import-dependency</li> <li>control fiscal indiscipline amongst the public sector.</li> <li>communicate Government's strategic policies clearly to general populace</li> <li>promote attitudinal change</li> </ul>
	Monetary Sector	Cedi depreciation	<p>NDPC, BoG, MoTI, MOFA and MoF should collaborate with NCCE and other relevant agencies to:</p> <ul style="list-style-type: none"> <li>enforce provisions in the exchange control act to curb foreign exchange indexation of the economy</li> <li>communicate clearly the implication of the Ghana-IMF deal.</li> <li>identify and build emerging industries in the economy for export to help boost Ghana's foreign exchange.</li> <li>develop a capital account control strategy to reduce speculation, among others.</li> <li>promote the demand for made in Ghana goods</li> </ul>

No	Focus Area	Challenges	Recommendations
	Real Sector	Contradictions in reporting key macroeconomic variables i.e., GDP growth, unsustainable public debt; fiscal and monetary policies; low export-oriented entrepreneurship skills; and social safety nets	<p>NDPC should collaborate with MoF, GSS, BoG, Academia, Research Institutions, Think Tanks and other stakeholders to fast-track the implementation of the PC-PEG to:</p> <ul style="list-style-type: none"> <li>strengthen key growth-oriented programmes</li> <li>improve the business environment</li> <li>promote entrepreneurship</li> <li>transition to a digital economy to boost productivity, tax collection and formality.</li> <li>strengthen policies to adapt and mitigate climate change for inclusive growth.</li> </ul>
	Real Sector(Agriculture)	Limited focus on large scale commercial farming	<p>NDPC should collaborate with MoFA, MoFAD, Traditional Authorities, RCCs, MMDAs, the Northern, Middle and Coastal Development Authorities to:</p> <ul style="list-style-type: none"> <li>build synergies for implementation of PFJ 2.0</li> </ul>
	Real Sector (Industry)	Inadequate support to MSMEs	<p>MoTI and relevant MDAs should collaborate with financial institutions to;</p> <ul style="list-style-type: none"> <li>design schemes to provide grants, cash advances and loans to be granted to business</li> <li>provide tax incentives, cuts, rebates, deferrals may also be used.</li> <li>source local private companies for government contract work</li> <li>improve infrastructure to spur economic growth</li> <li>advertise the products of local private businesses in other countries through the embassies.</li> <li>reduce cost of operations for MSMEs</li> </ul>
	Real Sector (Agriculture)	Slow pace of growth in the cash crops sector	<p>NDPC and MoFA should collaborate with CSIR, GIPC, GEPA, MOTI and MoF to:</p> <ul style="list-style-type: none"> <li>invest in research and development activities focused on cash crops to find innovative solutions to crop diseases and pests</li> <li>develop and improve infrastructure such as irrigation systems, roads, storage facilities, and processing units</li> <li>provide training and education programs for farmers to improve their agricultural practices, productivity, and overall knowledge of cash crop cultivation.</li> <li>improve financial programs and institutions that provide affordable credit and loans to farmers.</li> <li>strengthen market linkages that connect farmers directly with buyers, both domestically and internationally.</li> <li>promote climate-smart agriculture practices to encourage the adoption of sustainable and resilient farming techniques.</li> <li>promote large scale farming</li> </ul>

No	Focus Area	Challenges	Recommendations
	Real Sector	Contradictions in reporting key macroeconomic variables i.e., GDP growth, unsustainable public debt; fiscal and monetary policies; low export-oriented entrepreneurship skills; and social safety nets	NDPC should collaborate with MoF, GSS, BoG, Academia, Research Institutions, Think Tanks and other stakeholders to fast-track the implementation of the PC-PEG to: <ul style="list-style-type: none"> <li>strengthen key growth-oriented programmes</li> <li>improve the business environment</li> <li>promote entrepreneurship</li> <li>transition to a digital economy to boost productivity, tax collection and formality.</li> <li>strengthen policies to adapt and mitigate climate change for inclusive growth.</li> </ul>
	Real Sector(Agriculture)	Limited focus on large scale commercial farming	NDPC should collaborate with MoFA, MoFAD, Traditional Authorities, RCCs, MMDAs, the Northern, Middle and Coastal Development Authorities to: <ul style="list-style-type: none"> <li>build synergies for implementation of PFJ 2.0</li> </ul>
	Real Sector (Agriculture)	Contraction in the Cocoa Sector	MOFA should collaborate with COCOBOD, CSIR, GIPC, MOTI and GEPA to <ul style="list-style-type: none"> <li>invest in production, value addition and marketing</li> <li>intensify R&amp;D in the cocoa sector to improve disease resistance and yield.</li> <li>reclaim lands from illegal miners for cocoa farming</li> <li>curb activities of illegal mining</li> </ul>
	External Sector	Reduced Gross International Reserves	BoG, MoF, MoTI, MOTAC, MoFA, GIPC and GEPA should collaborate with relevant institution to: <ul style="list-style-type: none"> <li>reform policies to create an investor-friendly business environment</li> <li>promote tourism (domestic and international)</li> <li>promote consumption of import-substitution products.</li> <li>promote Non-Traditional Exports (Palm oil, poultry, cashews, rice, maize, shea and cocoa derivatives)</li> </ul>
	External Sector	Vulnerability of Ghana's economy to external shocks.	NDPC, MoF, MoEn, MELR, MoTI, MoFA, GIPC and GEPA need to collaborate to: <ul style="list-style-type: none"> <li>build a diversified economy.</li> <li>improve self-sufficiency</li> <li>invest in improving the competitiveness of Ghanaian exports.</li> <li>prioritise sustained public finances through prudent monetary and fiscal policies.</li> <li>develop a robust human capital development strategy.</li> <li>strengthen regional economic integration.</li> <li>take advantage of AfCFTA to boost Ghana's export drive</li> </ul>
	Real Sector (Agriculture)	Destruction of agricultural lands and food crops by illegal mining activities	MoFA should collaborate with the MLNR and GPS to: <ul style="list-style-type: none"> <li>deploy relevant technology</li> <li>minimize activities of Galamsey in the country</li> </ul>

No	Focus Area	Challenges	Recommendations
	Real Sector	Contradictions in reporting key macroeconomic variables i.e., GDP growth, unsustainable public debt; fiscal and monetary policies; low export-oriented entrepreneurship skills; and social safety nets	NDPC should collaborate with MoF, GSS, BoG, Academia, Research Institutions, Think Tanks and other stakeholders to fast-track the implementation of the PC-PEG to: <ul style="list-style-type: none"> <li>strengthen key growth-oriented programmes</li> <li>improve the business environment</li> <li>promote entrepreneurship</li> <li>transition to a digital economy to boost productivity, tax collection and formality.</li> <li>strengthen policies to adapt and mitigate climate change for inclusive growth.</li> </ul>
	Real Sector(Agriculture)	Limited focus on large scale commercial farming	NDPC should collaborate with MoFA, MoFAD, Traditional Authorities, RCCs, MMDAs, the Northern, Middle and Coastal Development Authorities to: <ul style="list-style-type: none"> <li>build synergies for implementation of PFJ 2.0</li> </ul>
	Real Sector (Agriculture)	Limited access to credit for farmers	MoFA should collaborate with GEA and other relevant agencies to aid famers form effective FBOs to: <ul style="list-style-type: none"> <li>build the credit management capacity of farmers</li> <li>improve farmers' access to credit.</li> </ul>
	Real Sector (Fisheries and Aquaculture)	Unrealistic adjustment of the ex-pump price of premix fuel	MoFAD should collaborate with relevant stakeholders to: <ul style="list-style-type: none"> <li>review the formula for pricing premix fuel improve supply of premix fuel to fisherfolk</li> <li>improve the use of remote sensing and socio-economic data for fish production in small reservoirs across the country</li> </ul>
	Real Sector (Fisheries and Aquaculture)	Limited number of Cages for aquaculture	MoFAD should collaborate with relevant stakeholders to: <ul style="list-style-type: none"> <li>Provide more cages to fish farmers for 1V1D</li> </ul>

## 2.2. Social Development

### 2.2.1 Introduction

This section of the national APR measures progress of key development indicators of the social dimension of the Agenda for Jobs II policy framework, and assesses the performance of the indicators under the 14 focus areas identified under the social development dimension.

The focus areas are education and training; health and health services; food systems transformation and nutrition security; population management and migration for development; and poverty and inequality. Others included water and environmental sanitation; child protection and development;

support for the aged; gender equality; sports and recreation; youth development; social protection; disability-inclusive development; and employment and decent work.

### 2.2.2 Key Performance Indices

#### Education

- Transition rate from JHS to SHS improved to 98.9 percent in the 2022/2023 academic year;
- Completion rate at the JHS level rose to 94.0 percent in 2023 from 83.1 percent in 2021;
- The National Teaching Council (NTC) issued licenses to 123,311 in-service

teachers;

### Health

- i. The number of doctors per 1,000 population improved to 0.2 per 1000 (1:4,992) in 2023, up from 0.17 per 1000 (1:5,880) in 2022;
- ii. About 96.7 percent of children (12-23 months) were fully vaccinated with Penta 3 against the five life-threatening diseases;
- iii. HIV prevalence declined to 1.53 percent of the total population;

### Food Systems Transformation and nutrition security

- i. The minimum dietary diversity of children (6-23 months) improved to 41.4 percent;
- ii. National grain storage capacity increased to 69 warehouses;

### Social welfare, Employment and Sports

- i. Households benefitting from the Livelihood Empowerment Against Poverty (LEAP) programme increased to 350,580;
- ii. Total number of people employed increased to 11.36 million;
- iii. Rehabilitation of Cape Coast and Baba Yara stadia; and
- iv. Construction of the Legon Sports Stadium.

## 2.2.3 Progress of Implementation

The Social Development Dimension of this chapter assesses the status of key indicators used to track progress of implementing social interventions under the framework.

### 2.2.3.1 Education and Training

The policy measures implemented in 2023 to enhance access to quality education were aimed at: increasing inclusive and equitable access to, and participation in education at all levels; strengthen competency-based skill development in technical and vocational education; promoting the teaching and learning of science, mathematics, and technology; and improving the management of education service delivery.

### Inclusive and Equitable Access to, and Participation in Education at all Levels

The set of indicators selected for monitoring progress towards the achievement of objectives under this policy area were:

- i. Net enrolment ratio (NER);
- ii. Completion rate;
- iii. Gender Parity Index (GPI);
- iv. Pass rate;
- v. Enrolment in special schools; and
- vi. Enrolment in tertiary institutions.

### Access to Basic Education

The basic education in Ghana consists of Kindergarten (KG), Primary and Junior High School. The policy interventions were aimed at providing equitable access to quality, child-friendly universal basic education.

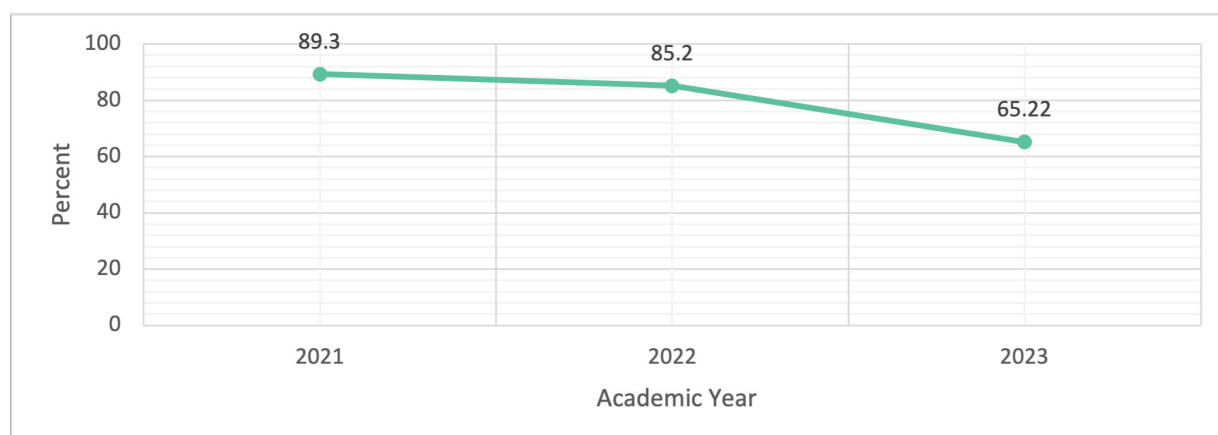
### Enrolment Rates<sup>17</sup>

**Kindergarten:** Net Enrolment Rate (NER) declined over the past three academic years; dropping to 65.2 percent in 2022/23 academic year from 85.2 percent in 2021/22 academic year missing the Agenda for Jobs II annual target of 96 percent (Figure 2.2.3.1).

<sup>17</sup> The Ministry of Education has observed a decline in all the access indicators but is yet to determine the underlying factors.



**Figure 2.2.3.1 Net Enrolment Rate at Kindergarten, 2021-2023**

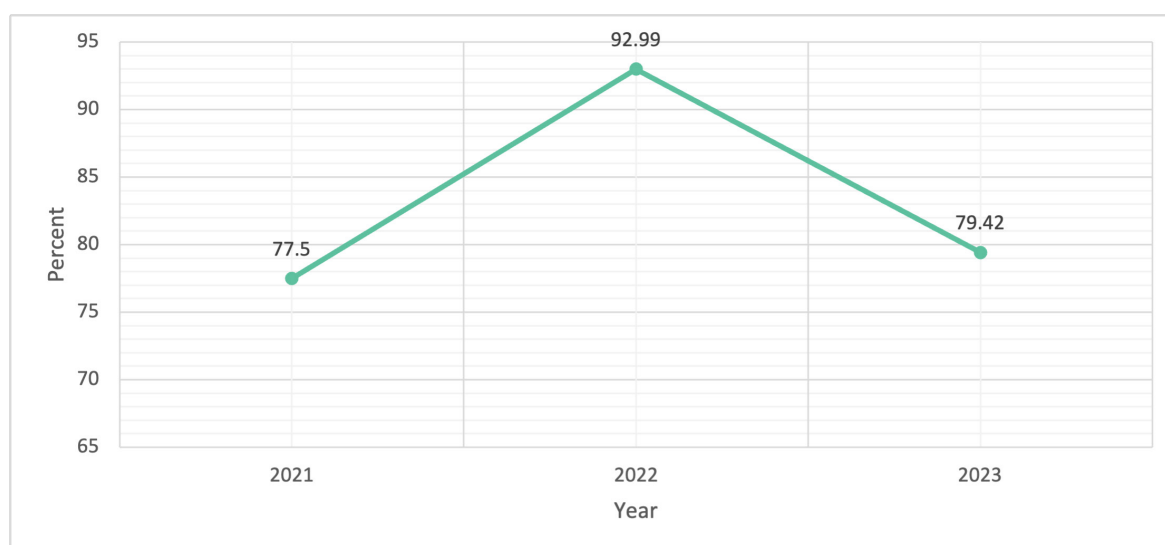


Source: Ministry of Education, 2024

## Primary School

Net enrolment rate at the primary level increased from 77.5 percent in the 2020/2021 academic year to 92.99 percent in the 2021/2022 academic year indicating that nearly all 6-11year olds in primary school are at their appropriate age. The net enrolment rate at primary level however declined to 79.42 percent in the 2022/2023 academic year from 92.99 percent in the 2021/2022 academic year as shown in Figure 2.2.3.2.

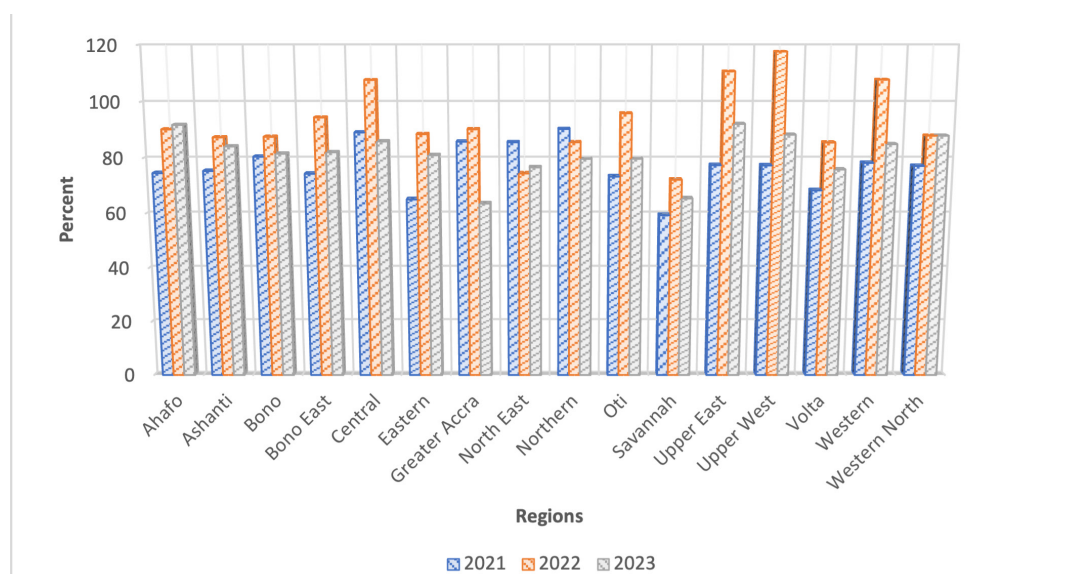
**Figure 2.2.3.2 Net Enrolment at Primary, 2021-2023**



Source: Ministry of Education

The regional distribution of NER at the primary school level was highest for the Upper East Region at 92.2 percent and lowest for the Greater Accra Region at 63.61 percent in the 2022/2023 academic year (Figure 2.2.3.3).

**Figure 2.2.3. 3 Regional Distribution of NER at Primary, 2022/21-2022/23**

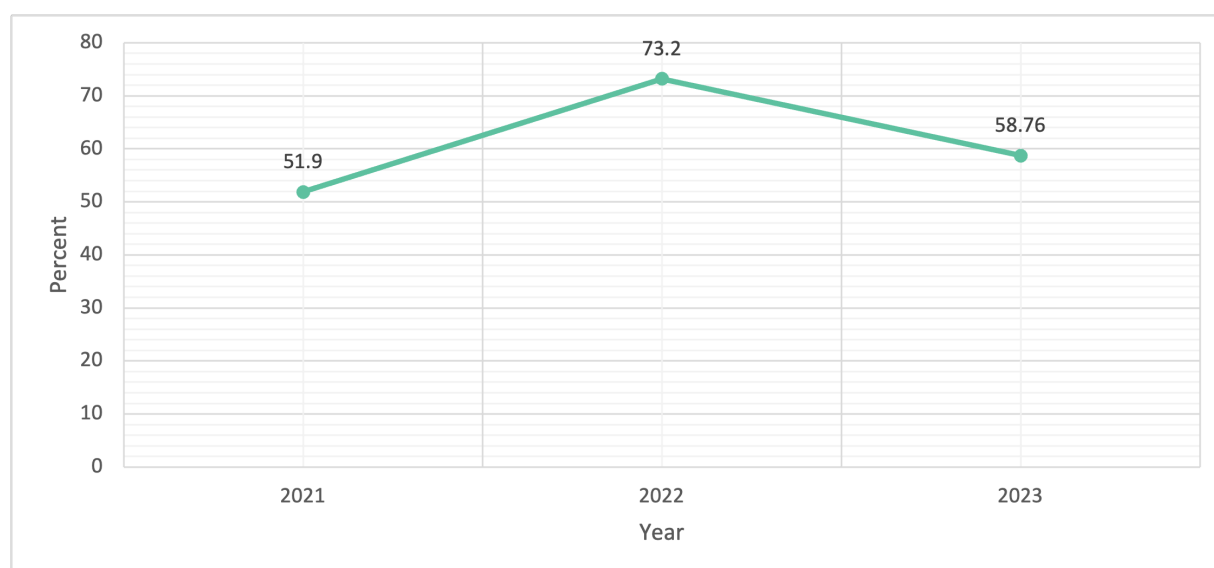


Source: Ministry of Education, 2024

## Junior High School (JHS)

Trends in JHS enrolment showed improvement from the 2020/2021 and 2021/2022 academic years, with 51.9 percent and 73.2 percent NER respectively. However, NER declined to 58.76 percent in 2022/2023 academic year, similar to the performance at the KG and Primary levels.

**Figure 2.2.3.4 Net Enrolment Rate at the JHS level, 2020/21-2022/23 Academic year**



Source: Ministry of Education, 2024

Analysis of JHS access indicators by region reveals that regional disparities exist in the distribution of NER. Ashanti Region recorded the highest NER of 87.79 percent and Savannah Region recorded the lowest rate of 23.4 percent (Table 2.2.3.1).

**Table 2.2.3.1 Regional Net Enrolment Statistics, 2021-2022/2022-2023 academic years at the primary/JHS level**

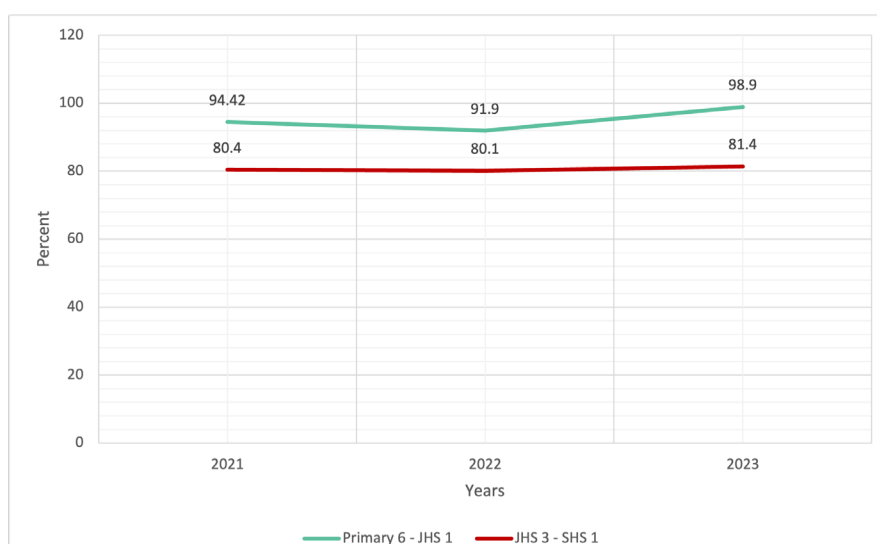
Region	Net Enrolment Ratio					
	Primary			JHS		
	2021	2022	2023	2021	2022	2023
Ahafo	74.60	90.30	91.87	43.30	83.15	65.96
Ashanti	75.40	87.43	84.19	53.00	92.77	87.79
Bono	80.50	87.63	81.59	45.10	75.73	55.36
Bono East	74.40	94.52	82.09	35.20	61.99	48.12
Central	89.20	107.79	85.99	63.30	77.97	71.52
Eastern	65.10	88.59	81.07	38.60	73.91	61.51
Greater Accra	85.90	90.34	63.61	88.20	76.93	61.87
North East	85.70	74.53	76.69	65.00	43.87	39.06
Northern	90.40	85.69	79.74	55.30	54.53	39.14
Oti	73.40	96.01	79.78	37.50	56.99	52.47
Savannah	59.40	72.23	65.46	21.40	37.65	23.40
Upper East	77.50	110.80	92.23	31.30	67.71	53.75
Upper West	77.40	117.69	88.39	30.50	61.90	48.02
Volta	68.40	85.60	75.92	39.00	61.56	55.69
Western	78.30	107.88	85.01	51.10	75.76	65.49
Western North	77.20	88.01	88.01	51.20	71.11	71.11

Source: Ministry of Education, 2024

## Transition Rate

The transition rate, which measures the proportion of Primary 6 pupils that enter JHS 1 improved to 98.9 percent in the 2022/2023 academic year from 91.9 percent in the 2021/2022 academic year, contrary to the trend observed with most of the access indicators. The analysis reveals that about seven percent of children dropped out of school after the primary level education in 2022 but not in 2023 (Figure 2.2.3. 5).

**Figure 2.2.3. 5 Trend in transition rate, primary/JHS/SHS 2021/2023**



Source: Ministry of Education, 2024

Transition rate from JHS 3 to SHS 1 rose marginally to 81.4 percent in the 2022/2023 academic year after stagnating at 80 percent in the 2021/2022 and 2020/21 academic years.

## Completion Rate

At the Kindergarten level, the completion rate declined to 112 percent in 2023 from 113 percent in 2021/2022 academic year. Completion Rate at the primary level reduced to 101 percent in 2023 from 107 percent in 2022.

However, completion rate at the JHS level rose to 94.0 percent in 2023 from 83.1 percent in 2021. There were regional disparities in completion rates at the Primary and JHS levels across the regions. The primary completion rate varied from a low of 70.7 percent in the Savannah Region to a high of 118.91 percent in the Upper East Region, while the rate at the JHS level ranged from a low of 46.8 percent in the Savannah Region to a high of 117.67 percent in the Central and Eastern Regions (Table 2.2.3.2).

**Table 2.2.3. 2 Completion Rates at Primary and JHS levels, 2021-2023**

Region	Completion Rate					
	Primary			JHS		
	2021	2022	2023	2021	2022	2023
Ahafo	102.2	102.15	115.38	84.20	98.69	110.27
Ashanti	97.10	102.29	106.77	81.50	100.22	105.15
Bono	103.10	101.97	103.46	81.20	87.26	89.44
Bono East	103.90	96.70	98.75	72.30	76.30	79.08
Central	130.500	127.23	115.8	102.60	89.94	117.67
Eastern	92.40	100.14	115.8	72.80	82.16	117.67
Greater Accra	117.4	107.73	84.57	102.00	83.46	89.70
North East	111.00	82.99	91.73	69.60	54.37	65.05
Northern	152.20	99.44	94.36	88.20	72.20	67.98
Oti	104.70	105.38	100.81	70.80	72.70	86.78
Savannah	92.60	84.15	70.68	46.20	51.80	46.78
Upper East	118.00	124.43	118.91	76.50	80.57	89.42
Upper West	111.30	127.69	110.24	74.50	79.71	83.13
Volta	98.80	97.20	102.57	75.30	75.47	99.08
Western	107.30	125.79	108.28	78.10	85.77	103.65
Western North	107.60	97.81	97.81	81.80	87.43	87.43

Source: Ministry of Education, 2024

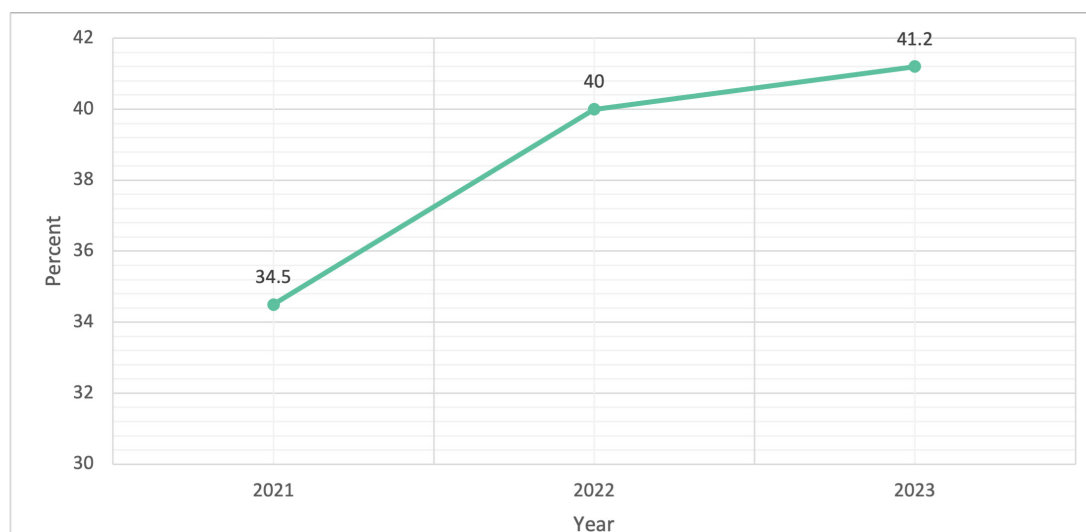
## Second Cycle Education

The second cycle education comprises Senior High Schools (SHS), Senior High Technical Schools (SHTS), Technical and Vocational Education Training institutes (TVET), and formal or informal apprenticeship programmes. The strategic goal of the education sector under the Agenda for Jobs II was to expand equitable access to high-quality second-cycle education that prepares young adults for the various options available within tertiary education and the workplace.

In contrast to the inconsistency in pattern observed in NER at primary and JHS level, NER at the SHS Level continued to experience improvement from 34.5 percent in 2020/2021 academic

year to 40 percent in 2021/2022 academic year and then to 41.2 percent in 2022/2023 academic year. The implementation of the Free SHS programme contributed towards the achievements observed in enrolment at the second cycle level (Figure 2.2.3. 6).

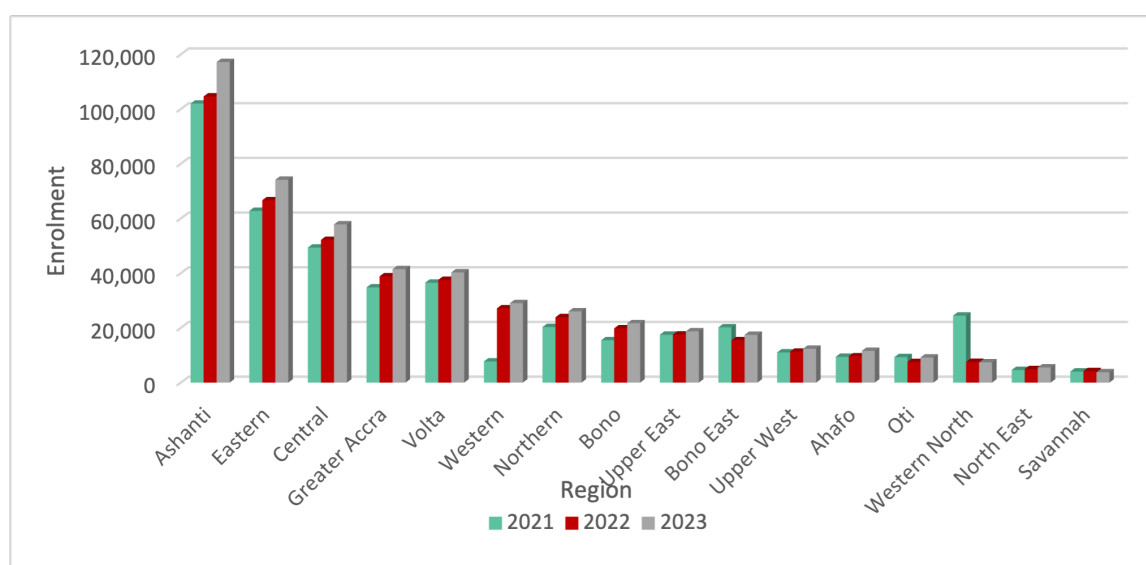
**Figure 2.2.3. 6 Net enrolment rate at the SHS level, 2020/21-2022/23**



Source: Ministry of Education, 2024

The leap in enrolment at the SHS level can largely be explained by the implementation of the Free Senior High School Programme (Free SHS). The programme was to ensure access to education at the second cycle level by reducing financial barriers to parents and guardians associated with sending their wards to school after successfully completing JHS programmes. The highest number of beneficiaries continue to enroll in the Ashanti, Eastern and Central regions with the lowest being Savannah Region (Figure 2.2.3.7).

**Figure 2.2.3.7 Regional Distribution of Free SHS Enrolment, 2020/21-2022/23**



Source: Ministry of Education, 2024

Completion Rate at the SHS level also continued to record a decline to 58.7 percent in 2022/2023 from 68.3 percent in the 2021/2022 academic year. A marginal decline was observed between 2020/2021 academic year (68.6 percent) and that of 2021/2022 academic year. The final exams pass rates in BECE improved to 98.9 percent in 2022/2023 from 98.4 percent in 2021/2022. WASSCE also improved to 45 percent in 2022/2023 from 23 percent in 2021/2022.

## Bridging the Gender Gap in Access to Basic Education

Ghana achieved the target of 1 for Gender Parity Index (GPI) at all levels except SHS which was 0.99 in 2023. Gender parity for KG was 0.98 in 2023 from 0.99 in 2022. The gender parity for primary was 1.0 in 2023 from 0.99 in 2022. The gender parity for JHS was 1.03 in 2023 from 1.02 in 2022 and that of SHS was 1.11 in 2023 from 1.05 in 2022. At the tertiary level gender parity was around 0.95 as at 2023. The overall Gender Parity Index (GPI) improved to 1.11 in 2023. Regional disparities exist in bridging the gender gap in access to basic education. All regions achieved parity at JHS level except for North East, Northern, Oti and Volta regions (Table 2.2.3.3).

**Table 2.2.3. 3 Gender Parity Index, Basic Schools, 2021-2023**

Regions	Primary			JHS		
	2021	2022	2023	2021	2022	2023
Ahafo	1.00	1.00	1.02	1.10	1.00	1.03
Ashanti	1.00	0.99	1.00	1.00	1.01	1.03
Bono	1.00	0.98	1.00	1.00	1.04	1.06
Bono East	1.00	0.93	1.05	1.00	1.04	1.06
Central	1.00	0.99	0.97	1.00	1.01	0.99
Eastern	1.10	0.98	0.97	1.00	1.01	1.00
Greater Accra	1.00	1.01	1.03	0.90	0.99	1.09
North East	1.10	0.95	0.95	1.10	0.97	0.96
Northern	1.10	0.91	0.93	1.10	0.96	0.93
Oti	1.10	0.99	1.01	1.20	0.94	0.95
Savannah	1.00	1.02	1.01	1.10	1.06	1.02
Upper East	1.00	1.03	0.99	0.90	1.18	1.09
Upper West	1.00	1.06	1.03	1.00	1.10	1.07
Volta	1.00	0.98	0.93	1.00	1.01	0.96
Western	1.00	0.99	1.07	1.00	1.02	1.10
Western North	1.00	0.98	0.98	1.10	1.00	1.00

Source: Ministry of Education, 2024

## Technical and Vocational Education and Training (TVET)

Skills training is critical for national development and TVET has enormous potential to contribute to Ghana's rapid industrialisation through the training of competent craft-persons and technicians. Pretertiary TVET in Ghana is delivered through public and private institutes, senior secondary technical schools, and informal apprenticeship training.

### Technical and Vocational Education and Training (TVET) Institutes

TVET enrolment increased to 123,836 in 2023 from 71,126 in 2022 exceeding the 2023 target of 103,270. The increment is as a result of the Free SHS/TVET programme and other TVET campaigns like "my skills my future". The total number of TVET institutes (public and private) was 709 in 2022/2023, comprising 288 public institutes and 421 private institutes. Of the public TVET institutes, there were 61 Integrated Community Centres for Employable Skills (ICCES), 47 Ghana Education Service (GES) Technical Institutions and 34 National Vocational Training Institutes (NVTI) (Table 2.2.3.4).



**Table 2.2.3.4 Types and Numbers of TVET Institutions, 2022/2023**

Type of Institution	Number
Ministry of Education	47
Ghana Education Service (GES) Technical Institutions	
Ministry of Employment and Labour Relations	98
Integrated Community Centres for Employable Skills (ICCES): 61	
National Vocational Training Institute (NVTI): 34	
Opportunities Industrialization Centre (OIC): 3	
Ministry of Gender, Children and Social Protection	20
Rehabilitation Centres: 6	
Sheltered Workshops: 2	
Vocational Training Centres: 12	
Ministry of Youth and Sports	12
Youth Training Centres :11	
National Sports College: 1	
Ministry of Trade and Industry	30
Ghana Regional Appropriate Technology Industrial Service (GRATIS) centres: 9 Rural Technology Facilities (RTFs): 21	
Ministry of Food and Agriculture	8
Farm Institutes: 3	
Colleges of Agriculture: 5	
Ministry of Roads and Highways Training Center	1
Ministry of Tourism, Culture and Creative Arts	1
Hotel Catering and Tourism Training Institute (HOTCATT)	
Ministry of Local Government and Rural Development Community Development Centres	24
Ministry of Aviation	1
Ghana Civil Aviation Training Academy (GATA)	
Ministry of Energy	1
Electricity Cooperation of Ghana (ECG) Training School	
Ministry of Health	32
Nursing Training Colleges	
Ministry of Transport	1
Ministry of Fisheries and Aquaculture Fisheries College (under construction)	1
Ministry of Information	1
Ministry of Lands and Natural Resources	1
Ghana School of Survey and Mapping (GSSM)	
Ministry of Communication	1
Ministry of Finance	1
National Banking College	

Type of Institution	Number
Ministry of Works and Housing	1
Government Secretarial Schools	6
Sub-Total	288
Private TVET Institutions	421
<b>Total</b>	<b>709</b>

Source: COTVET, Annual Report, 2023

**Table 2.2.3. 5 Summary of Enrolment Statistics, Basic Education 2021/-2023**

Indicators	2021	2022	2023
Net Enrolment Ratio			
KG	89.3	85.2	65.22
Primary	77.5	92.99	79.42
JHS	51.9	73.2	58.76
SHS	34.5	40	41.2
Transition Rate			
Primary 6 - JHS 1	94.42	91.9	98.9
JHS 3 - SHS 1	80.4	80.1	81.4
Completion Rate			
KG	98.2	113.09	112.75
Primary	108.7	107.01	101.45
JHS	83.1	84.28	94.01
SHS	68.6	68.29	58.68
Gender Parity Index			
KG	1.0	0.99	0.98
Primary	1.0	0.99	1.0
JHS	1.0	1.02	1.03
SHS	1.0	1.05	1.11

Source: Ministry of Education, 2024

In 2023, a total number of 711,695 students were enrolled across all tertiary institutions in the country. This represents a 12.08 percent increase from the 2022 performance of 634,999 students.

The proportion of tertiary enrolment in science was 43.38 percent with the remaining 56.62 percent enrolled in arts. A total of 308,738 students were enrolled in science programmes out of which 159,179 were males and 149,559 were females. This may be as a result of the **“No Guarantor Policy”** under the Student Loan Trust Fund (SLTF) as well as the student enrolment drive initiatives rolled out by the Ministry of Education and Ghana Tertiary Education Commission (GTEC) (Table 2.2.3. 6).

Despite the improvement in tertiary enrolment, two percent of male students and three percent of female students dropped out of tertiary institutions in 2023. The education expenditure as a percentage of GDP reduced to 3.1 percent in 2023 from 4.1 percent in 2022.

**Table 2.2.3. 6 Tertiary Institution Enrolment**

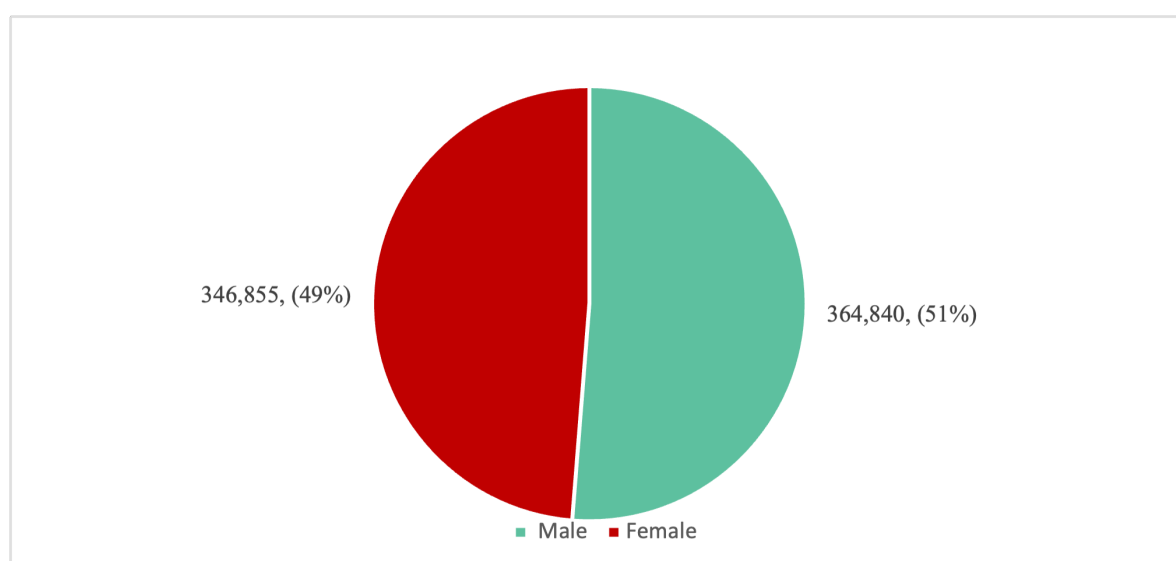
S/N	Indicator)	Baseline	Target	Actual
		2022	2023	2023
1	<b>Total enrolment in Tertiary institutions</b>			
	· Total	634,999	N/A	711,695
	· Female	392,822	N/A	346,855
	· Male	305,177	N/A	364,840
	<b>Programme</b>			
	· Male in Science	131,179	331,565** (42.5%)	159,179
	· Female in Science	115,406		149,559
	· Male in Arts	198,643	448,587** (57.5%)	205,661
	· Female in Arts	189,771		197,296
	<b>Dropout Rate</b>			
	Male	2%	-	2%
	Female	3%	-	3%
2	<b>Total enrolment in TVET institutions</b>	71,126	103, 270	123,836

\*\*Represents provisional data.

Source: MOE 2023

Tertiary enrolment statistics show that 364,840 male students representing 51 percent and 346,855 female students representing 49 percent were enrolled into tertiary institutions in 2023. Female enrolment in tertiary institutions declined to 346,855 in 2023 from 392,822 in 2022 while male enrolment increased to 364,840 in 2023 from 305,177 in 2022 (Figure 2.2.3.9).

**Figure 2.2.3.8 Tertiary Enrolment for 2023**



Source: MOE 2023

### 2.2.2.2 Health and Health Services

The health sector for the medium term (2022-2025) seeks to ensure accessible and quality Universal Health Coverage (UHC) for all; improve mental health administration and service delivery; strengthen the healthcare delivery management system; reduce disability, morbidity, and mortality; reduce noncommunicable diseases; and reduce the incidence of new STIs, HIV and AIDS and other infections, especially among vulnerable groups.

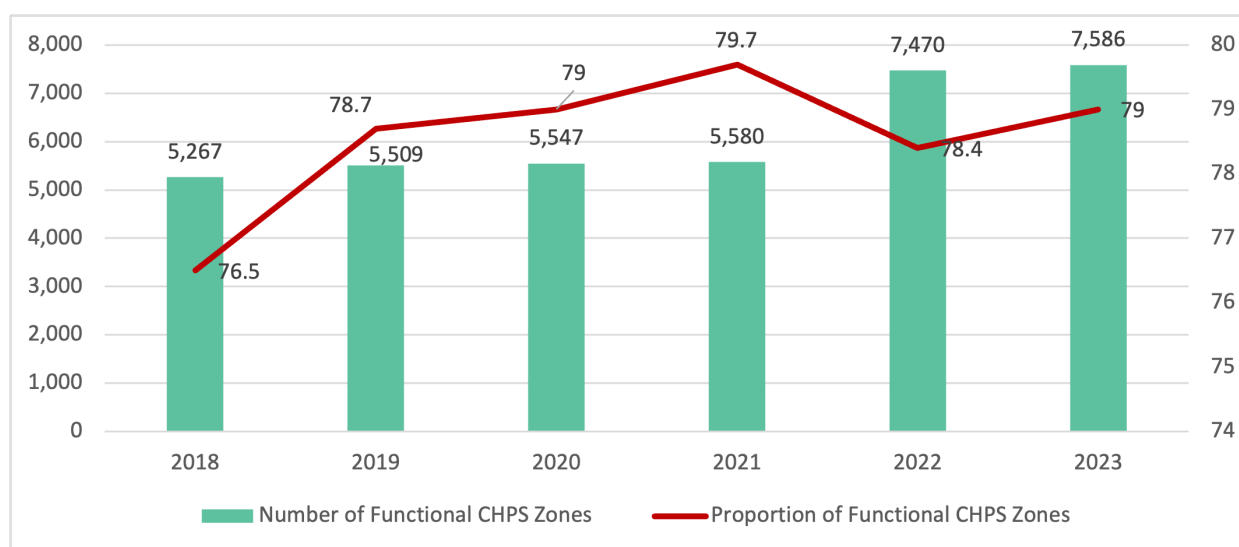
This focus area assesses the progress of key health indicators identified in the MTNDPF. These include: proportion of functional Community-based Health Planning and Services (CHPS) zones; Emergency Medical Technicians (EMTs) trained and deployed; population with valid NHIS cards; number of Out-Patient Department (OPD) visits per capita; doctor- and nurse-to-population ratio; proportion of births attended by skilled health personnel; under-five mortality ratio; infant mortality ratio; stillbirth rate; proportion of children immunised; HIV prevalence, percentage of Persons Living with HIV (PLHIV)

who received Anti Retroviral Therapy (ART) and malaria incidence rate.

### Proportion of Functional Community-based Health Planning and Services (CHPS) Zones

The proportion of functional CHPS zones increased to 79 percent (7,586) in 2023 from 78.4 percent (7,470) in 2022, falling short of the 85 percent target. Although the number of CHPS zones increased by 2,319 from 5,267 in 2018, the proportion only increased by 2.5 percentage points, as shown in Figure 2.2.3.10. Despite the growth in the number of functional CHPS zones, challenges persist in deploying and retaining Community Health Officers (CHOs) in deprived communities due to, inadequate infrastructure, logistics, and funding. Key reforms carried out to address some of the challenges include increased training of CHOs, development of prototype Compounds and provision of financial support through the World Bank and DFID assisted Maternal, Child Health and Nutrition Improvement Project (MCHNP) (Figure 2.2.3.10).

Figure 2.2.3.9 Proportion and Number of Functional (CHPS) Zones, (2018-2023)



Source: MOH, Holistic Assessment Report, 2018-2023

### Number of Emergency Medical Technicians (EMTs) Trained and Deployed

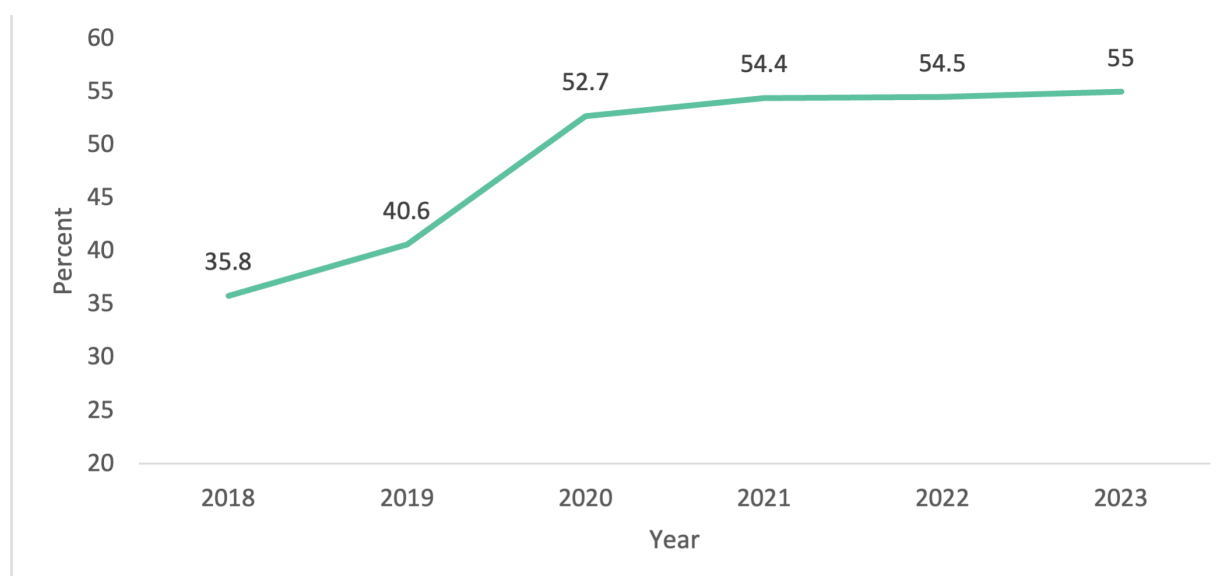
A total of 3,460 trained EMTs were deployed in 2023, a reduction from the 3,534 deployed in 2022. EMTs are required for the National Ambulance Service to provide comprehensive emergency medical services.

## National Health Insurance Scheme (NHIS)

The National Health Insurance Scheme (NHIS), now in its 20th year of operation, is a social intervention programme introduced by the Government of Ghana to provide financial access to quality health care for residents in Ghana. There has been a surge in NHIS active membership, increased to 17.8 million (55% of the population) in 2023 from 10.8 million (35.8% of the population) in 2018, marking a remarkable 64.8 percent increase, as shown in Figure 2.2.3.11.

In the year under review, 2.9 million active indigents registered or renewed their membership, an increase from 2.1 million in 2022. The progress made from 2022 to 2023 could be attributed to interventions such as the Mobile Renewal and My NHIS app (which allows for new registration and subscription renewal). Children are believed to constitute 50 percent of total NHIS membership. The scheme has been challenged with issues such as illegal charges at the health care facilities, out-of-pocket payments also known as co-payments, apathy, and unavailability of some services such as drugs shortages.

**Figure 2.2.3. 10 NHIS Population Coverage, 2018-2023**



MOH, Holistic Assessment Report, 2018-2023

The regional distribution of NHIS coverage as indicated in Table 2.2.3. 7, shows wide disparities, with the Upper West Region (82.1%) having the highest proportion of active NHIS members in 2023, followed by Ahafo Region (75.3%) and Bono East Region (70.2%).

The regions with the lowest NHIS coverage in 2023 were Oti (41.7%), Central (45.7%) and Greater Accra (45.9%). Ahafo, Volta and Eastern regions had the highest proportional increases in NHIS coverage between 2019 with increases of 68, 65 and 49 percent respectively, while Upper East (10%), Savannah (19%) and Northern (22%) Regions had the lowest increases in NHIS coverage.

**Table 2.2.3.7 NHIS Population Coverage by Region, 2019-2023**

Region	2019	2020	2021	2022	2023
Ahafo	44.75	64.86	72.70	74.40	75.30
Ashanti	38.74	49.01	54.10	53.70	54.80
Bono	58.82	83.21	80.50	80.80	80.00
Bono East	50.54	70.01	68.50	71.00	70.20
Central	35.03	45.54	44.20	46.10	45.70
Eastern	41.74	56.03	63.20	61.80	62.10

Region	2019	2020	2021	2022	2023
Greater Accra	34.76	42.35	42.70	40.60	45.90
North East	42.72	59.19	54.00	55.30	54.40
Northern	38.06	48.77	40.70	45.50	46.40
Oti	28.32	35.44	38.80	41.90	41.70
Savannah	41.00	50.03	50.40	45.20	48.60
Upper East	57.93	74.88	73.40	70.50	63.90
Upper West	57.94	78.34	79.70	80.80	82.10
Volta	41.75	52.33	64.10	62.70	68.80
Western	35.25	44.56	48.50	49.80	49.10
Western North	40.94	56.31	57.40	58.90	56.20

Source: NHIA, 2023

### Number of Out-Patient Department (OPD) visits per capita

The Out-Patient Department (OPD) visits per person per year declined to 1.10 in 2023 from 1.13 in 2022, failing to meet the target of 1.3 for 2023. This is below the World Health Organisation (WHO) standard of at least three visits per person per year to a health facility per year, and Ghana Health Service's recommended four visits per person per year.

### Mental Health Administration

Over the medium term, Ghana seeks to improve mental health administration and service delivery. Mental health has been fully integrated into the health system with every district hospital having a mental health unit. The prevalence of mental disorders recorded at health facilities, as a percentage of all reported cases was 0.25 percent in 2023, a slight improvement from 0.27 percent in 2022.

### Doctor-to-Population Ratio

Over the past four years, there has been a steady improvement in the number of doctors serving defined geographical areas and populations. The number of doctors per 1,000 population increased to 0.2 per 1000 (1:4,992) in 2023, from 0.17 per 1000 (1:5,880) in 2022 and 0.18 (1:5,705) in 2021. The 2023 doctor-to-population target of 1:4,000 was not met, falling significantly

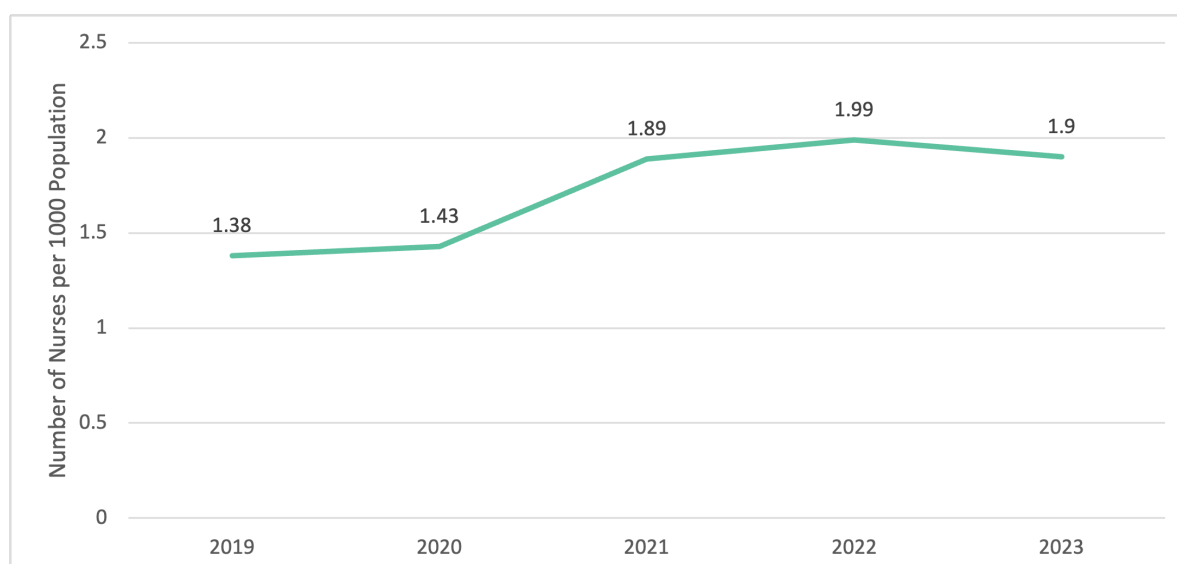
short of the WHO standard of 1:1,000. Wide regional disparities exist with the doctor-to-population ratio in the country. The majority of the country's doctors are in the Greater Accra Region (48.5%) and the Ashanti Region (20.9%). The Greater Accra and Ashanti regions have doctor-to-population ratios better than the national average. The Upper East and Upper West regions have the lowest proportion of doctors in the country and recorded the worst doctor-to-population ratios. Inadequate health facilities and accommodation in these regions accounted for the poor doctor-to-population ratios.

### Nurse-to-Population Ratio

The nurse-to-population ratio declined to 1.9 (1:524) in 2023 from 1.99 (1:502) in 2022, failing to meet the target of 2 per 1000 population (1:500) set for 2023, and dropping for the first time since 2019 as shown in Figure 2.2.3. 11. Despite having the lowest doctor-to-population ratios, Upper East and Upper West regions recorded the highest nurse-to-population ratios. Volta, Upper East, Upper West and Greater Accra regions recorded nurse-to-population ratios better than the national average. Upper East Region recorded the highest nurse-to-population ratio among all regions for the third consecutive year. Northern Region recorded the lowest nurse-to-population ratio. The midwife-to-WIFA (Women in Fertility Age) ratio worsened to 2.8 in 2023, from 3.1 in 2022.



**Figure 2.2.3. 11 Number of Nurses per 1000 Population**



Source: MOH, Holistic Assessment Report, 2019-2023

### **Proportion of Births Attended by Skilled Health Personnel**

The proportion of births in Ghana delivered with the assistance of health professionals declined to 60.6 percent in 2023 from 62.6 percent in 2022 falling short of the 62 percent target set for the year even though Ante Natal Care visits in the third trimester was 87.1 percent in 2023.

### **Stillbirth Rate**

According to the 2022 Ghana Demographic and Health Survey (GDHS), 82 percent of pregnancies in the three years preceding the survey resulted in live births, 11 percent ended in miscarriages, 7 percent were terminated through induced abortions, and 15 percent resulted in stillbirths. Institutional data from the Ministry of Health shows that despite the occurrence of stillbirth increasing to 12 per 1,000 live births in 2023, from 11.2 per 1,000 live births in 2022, the target of 12.2 per 1,000 live births in 2023 was met.

### **Infant Mortality Ratio**

The infant mortality ratio, commonly measured as the number of new-borns who die under one year of age per 1,000 live births, serves as a critical indicator of a nation's overall

health status or quality of life, as it reflects the social, economic and environmental conditions in which children live. The infant mortality ratio increased to 8.1 deaths per 1,000 live births in 2023, from 7.4 deaths per 1,000 live births in 2022.

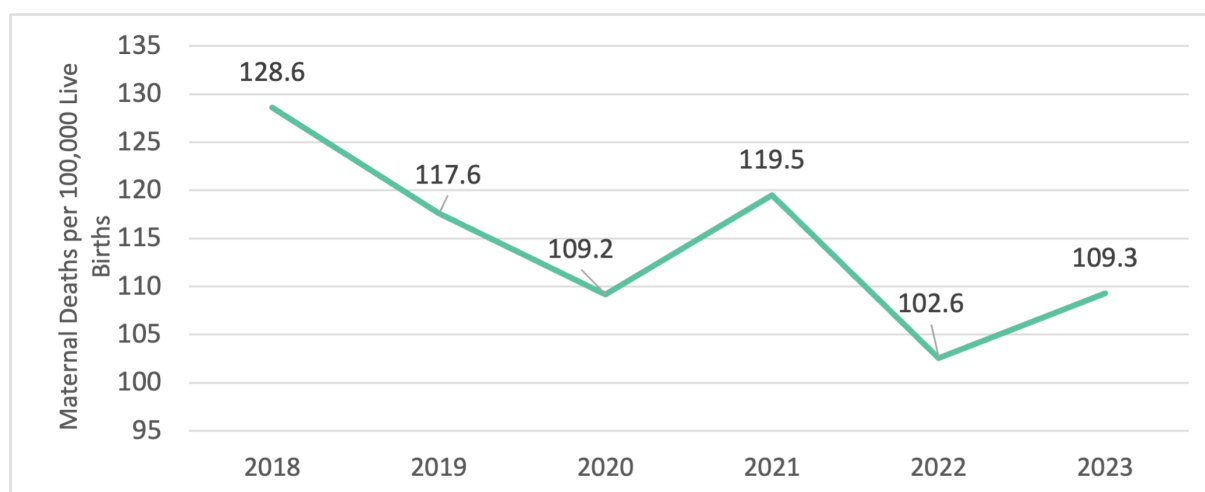
### **Under-Five Mortality Ratio**

The under-five mortality ratio represents the number of children who die before reaching the age of 5 per 1,000 live births. Ghana experienced an increase in the under-five mortality ratio to 10.9 deaths per 1,000 live births in 2023, from 9.8 deaths per 1,000 live births in 2022, failing to meet the annual target of 8.7 percent. This could be partly attributed to the shortage of vaccines used for routine immunisation of babies from birth to 18 months. The immunisation vaccines in shortage included vaccines for polio, hepatitis, measles and tuberculosis.

### **Institutional Maternal Mortality Ratio**

The Institutional Maternal Mortality Ratio (IMMR) increased to 109.3 per 100,000 live births in 2023 from 102.6 per 100,000 live births in 2022, failing to meet the target of 100 per 100,000 live births in 2023 (Figure 2.2.3.12).

**Figure 2.2.3.12 Institutional Maternal Mortality Rate, 2018-2023**



Source: Ministry of Health, 2023 APR

As Table 2.2.3.8 shows, at the regional level, the ratio worsened in Ashanti, Eastern, Northern, Ahafo and Volta regions but improved in all other regions. Ashanti Region was the worst performing, with 167.5 maternal deaths per 100,000 live births, followed by Greater Accra (154.2) and Northern Regions (136.7) in 2023. The regions with the lowest IMMR were Oti (30.7), North East (51.0), and Bono (60.1).

**Table 2.2.3.8 Institutional Maternal Mortality ratio per 100,000 Live Births by Region**

Region	2019	2020	2021	2022	2023
Ahafo	97.17	68.02	83.50	52.28	90.40
Ashanti	155.78	96.58	127.50	95.11	167.50
Bono	70.29	79.62	87.49	75.59	60.10
Bono East	105.33	91.52	71.71	81.89	97.10
Central	105.24	109.16	104.40	92.03	71.30
Eastern	139.07	143.11	112.09	119.98	102.30
Greater Accra	139.72	143.10	163.71	154.53	154.20
North East	59.86	58.79	84.46	20.35	51.00
Northern	143.98	120.23	98.60	49.81	136.70
Oti	54.93	93.93	61.08	5.19	30.70
Savannah	50.38	48.19	37.45	78.74	62.10
Upper East	79.23	90.73	97.99	65.41	79.00
Upper West	74.83	78.77	100.46	58.91	69.50
Volta	131.63	95.20	102.52	78.96	96.90
Western	106.08	113.01	118.62	85.60	83.80
Western North	34.88	60.93	75.58	57.35	74.00
Ghana	117.60	109.20	119.50	102.60	109.30

Source: Ministry of Health 2023 APR

### Proportion of Children Immunised (Penta 3)

In Ghana, routine childhood vaccination protocols encompass a range of vaccines. In 2023, 96.7 percent of children (12-23 months) were fully vaccinated with Penta 3 against the five life-threatening diseases (Diphtheria, Pertussis, Tetanus, Hepatitis B and Hib meningitis), superseding the 2023 target of 96.5 percent with 0.2 percent.

To improve Ghana's self sufficiency in providing critical vaccinations and ensuring health security, the National Vaccine Institute (NVI) was established in 2023 under Act 1097 to promote domestic vaccine manufacturing.

### Under-5 Malaria Case Fatality

The malaria case fatality rate of children under-5 was 0.06 percent in 2023, a marginal increase from 0.05 percent in 2022, performing better than the national target of 0.08 percent. Among children aged 6–59 months, 9 percent tested positive for malaria. The regional disparities were significant, with Ashanti and Upper East regions experiencing under-5 malaria case fatality rates of 0 percent, while North East and Bono East regions recorded rates of 0.34 and 0.15 percent respectively (Table 2.2.3.9).

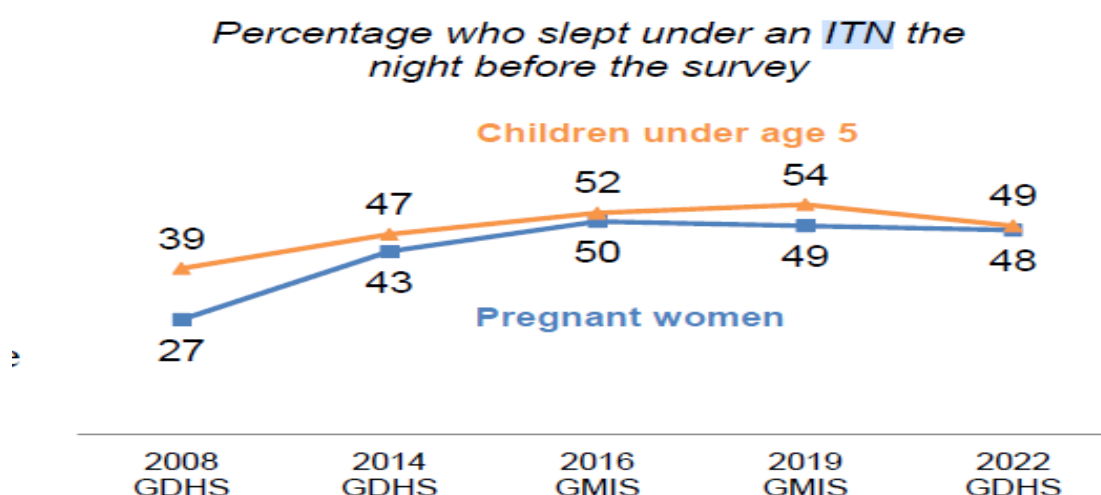
**Table 2.2.3.9 Regional Distribution of Under 5 Malaria Case Fatality Rate, 2019 -2023(%)**

Region	2019	2020	2021	2022	2023
Ahafo	0.06	0.09	0.06	0.00	0.03
Ashanti	0.05	0.07	0.02	0.02	0.00
Bono	0.17	0.13	0.14	0.05	0.03
Bono east	0.24	0.17	0.23	0.12	0.15
Central	0.07	0.13	0.05	0.02	0.04
Eastern	0.11	0.08	0.08	0.07	0.08
Greater accra	0.19	0.10	0.08	0.14	0.10
North east	0.15	0.15	0.14	0.00	0.34
Northern	0.12	0.13	0.12	0.03	0.03
Oti	0.11	0.14	0.23	0.18	0.0
Savannah	0.07	0.23	0.07	0.11	0.1
Upper east	0.01	0.00	0.02	0.03	0.0
Upper west	0.14	0.26	0.14	0.16	0.06
Volta	0.19	0.28	0.25	0.10	0.12
Western	0.09	0.08	0.07	0.05	0.04
Western north	0.07	0.13	0.06	0.09	0.05
National	0.10	0.12	0.09	0.05	0.06

Source: Ministry of Health 2023 APR

In 2023, about 7.7 million Insecticide-Treated Nets (ITNs) were distributed and hanged in sleeping places and 78 percent of children under-five years slept under Insecticide Treated nets (ITN) during the same period. The 2022 Ghana Demographic and Health Survey indicates that only 49 percent of children under 5 slept under an ITN, compared with 48 percent of pregnant women. This trend has worsened compared to 2016 and 2019 (Figure 2.2.3.13).

**Figure 2.2.3.13 Trends in Insecticide-Treated Nets Use, 2008-2022**

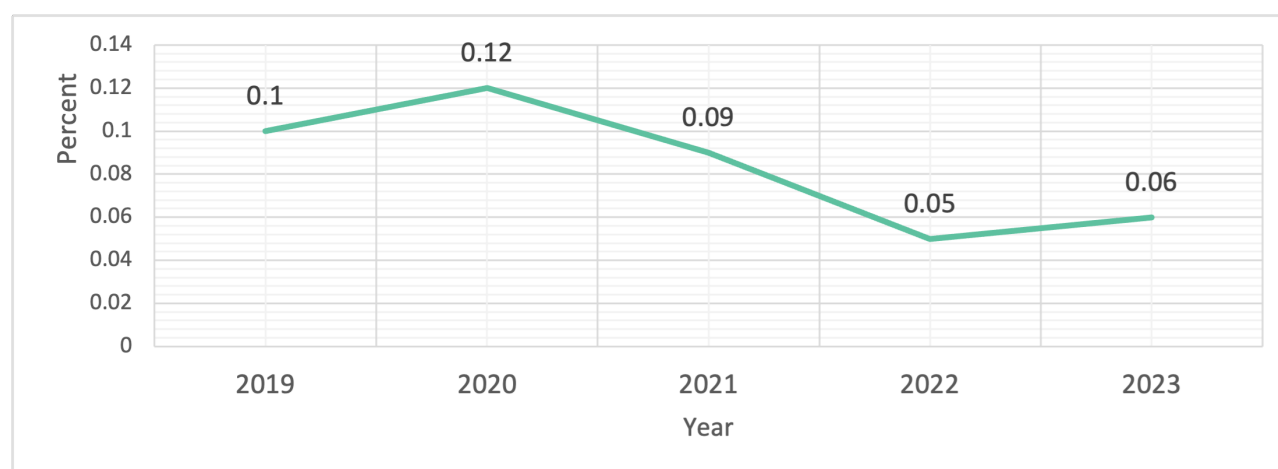


Source: GSS, 2022 GDHS

### Malaria Prevalence in Pregnant Women

Malaria prevalence among pregnant women increased marginally to 0.06 percent in 2023 from 0.05 percent in 2022. This was however much better than the 0.12 percent recorded in 2020 as shown in Figure 2.2.3.14.

**Figure 2.2.3.14 Malaria Prevalence in Pregnant Women**



Source: MMDAs APRs

### Non-Communicable Diseases

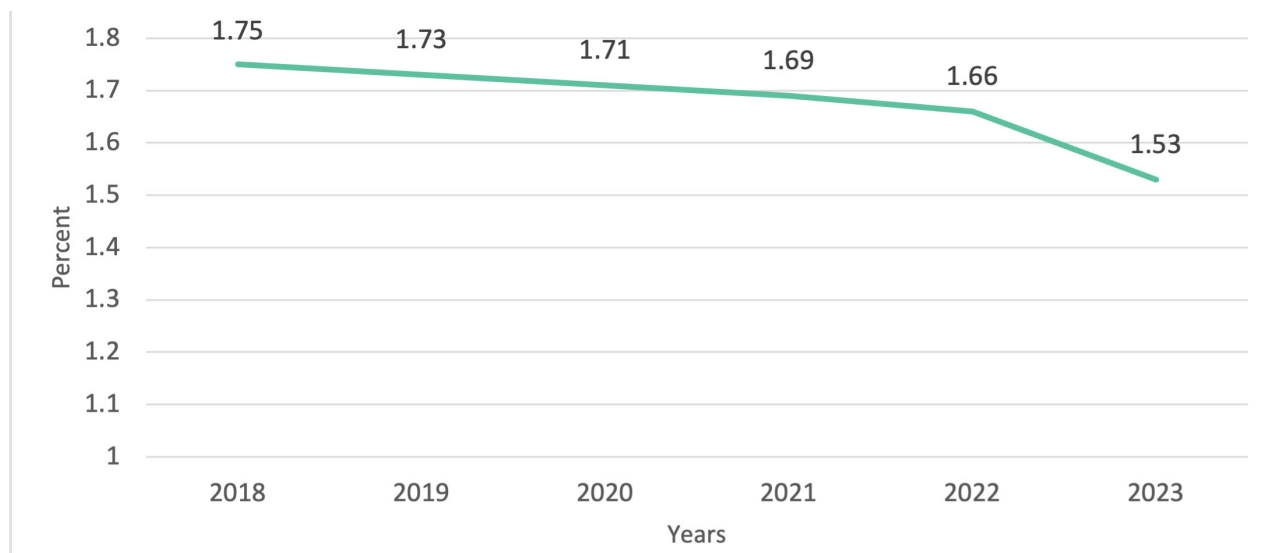
In 2023, the prevalence of hypertension was 1.7 percent and diabetes 0.6 percent. The lack of adequate data over the years can be attributed to many factors such as some doctors not coding deaths related to Non-Communicable Diseases (NCDs) in their specific category or ailments using International Classification of Diseases (ICD) coding, as well as inadequate survey and research data on NCDs.

### HIV, AIDS and STIs

The incidence of HIV per 1000 population in 2023 was 0.6, whilst the prevalence of HIV was estimated at 1.53 percent which superseded target of 1.56 percent for 2023, as shown in

Figure 2.2.3.16. Persons living with HIV who received Anti Retroviral Therapy (ART) combination dropped to 151,526 in 2023, from 244,365 in 2022. Twenty Seven percent of women and 17 percent of men who had ever had sexual intercourse reported having had a sexually transmitted infection. The Ministry of Health launched and unveiled the HIV Self-Testing Kit in 2023 to support the nation's efforts in increasing HIV testing and linking individuals to ART. This initiative aims to achieve the UNAIDS 95-95-95 18 target by the end of 2025.

**Figure 2.2.3.15 Trend in HIV Prevalence, 2018-2023**



Source: GAC 2023

### 2.2.2.3 Food Systems Transformation and Nutrition Security<sup>19</sup>

The Agenda for Jobs II seeks to: strengthen the food production sub-systems; improve the food storage, preservation, and safety subsystem; promote food transformation (processing and value-addition); ensure food availability and accessibility; promote healthy and sustainable food environment and choices; promote nutrition-specific and sensitive programmes and interventions; and improve food systems and nutrition governance. The key indicators tracked to assess progress include: food inflation (Refer to Figure 2.1.3.4); household dietary diversity; minimum dietary diversity; prevalence of malnutrition (stunting, underweight, wasting and overweight); prevalence of anaemia; and rate of exclusive breastfeeding.

#### Volume of Food Storage Capacity

The Government of Ghana initiated the One-District-One-Warehouse programme to

improve the national grains storage capacity. As of 2023, 69 out of 80 warehouses had been completed with 11 at various stages of completion.

#### Number of Food-borne Outbreak Incidents

In 2023, there were 10 national food-borne disease outbreaks. This was one more than the 9 recorded in 2022. The worsening situation requires enforcement of environmental sanitation regulations and improvements made to safety in the food value chain.

#### Household Dietary Diversity

Household Dietary Diversity refers to the number of food groups out of 12 that a household consumes as meals. A household's dietary diversity is considered low if they only consume 0-4 food groups, while those that consume from 5-8 food groups are considered to have a medium household

<sup>18</sup> The Joint United Nations Programme on HIV/AIDS (UNAIDS) launched the 95-95-95 targets. The aim was to diagnose 95% of all HIV-positive individuals, provide antiretroviral therapy (ART) for 95% of those diagnosed and achieve viral suppression for 95% of those treated by 2030.

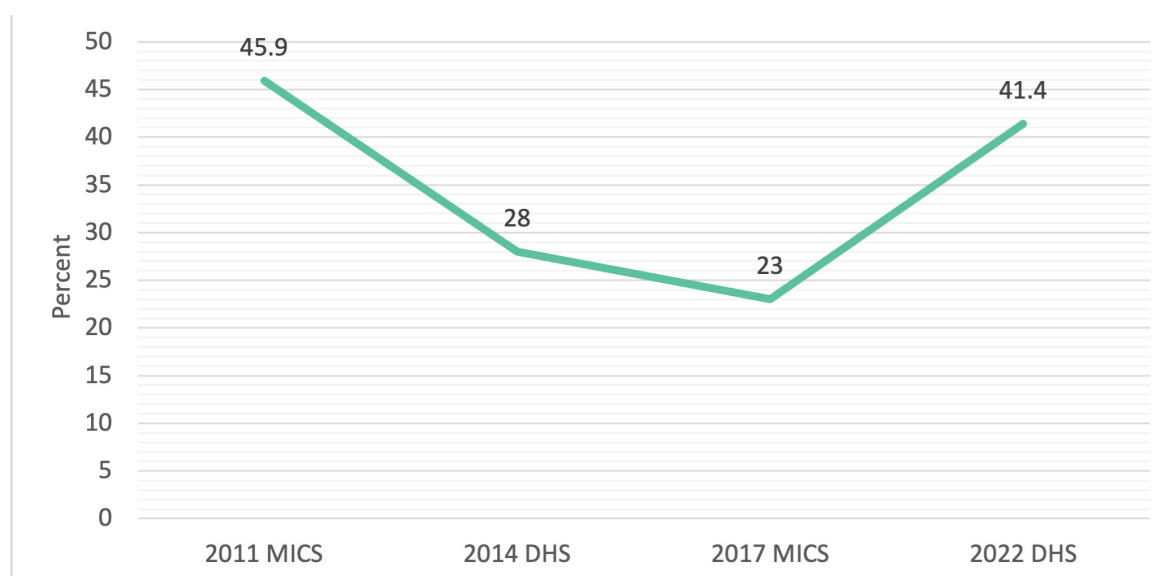
<sup>19</sup> Indicators in this focus area are survey-based and as such can only be reported on as and when new surveys are conducted.

dietary diversity. High household dietary diversity refers to households that consume from 9-12 food groups. According to the 2020 Ghana Comprehensive Food Security and Vulnerability Analysis<sup>20</sup>, 80.5 percent of households have high dietary diversity, 14.6 percent households have medium household dietary diversity, while 4.9 percent households have low household dietary diversity. Overall, food-insecure households have low household dietary diversity.

### Minimum Dietary Diversity (MDD)

Minimum Dietary Diversity (MDD) refers to the percentage of children, aged 6–23 months, who were fed a minimum of five out of eight defined food groups during the previous day, indicating the variety and micronutrient adequacy of a person's diet. These food groups include grains, legumes, dairy, meat, eggs, vegetables, and fruits. The overall MDD was 41.4 percent representing an improvement from the 23 percent in 2017 and 28 percent in 2014. (Figure 2.2.3.16).

**Figure 2.2.3.16 Minimum Dietary Diversity, 2011 - 2022**



Source: GSS, 2014 and 2022 GDHS, 2011 and 2017 MICS

### Minimum Dietary Diversity for Women

The MDD for women measures diet diversity of nonpregnant women aged 15–49, tracking the consumption of 10 food groups: grains, roots, tubers, and plantains; pulses; nuts and seeds; dairy; flesh foods; eggs; dark green leafy vegetables; vitamin-A rich fruits and vegetables; other vegetables; and other fruits. Women who consumed at least five of the 10 possible food groups 24 hours before the survey were classified as having minimally adequate dietary diversity.

In 2022, 49.9 percent of women had a minimum diet diversity, with Savannah Region having the lowest rates of 25.3 percent, followed by Upper West (34.8 %), and Bono East (37.3 %) regions. Upper East, North East and Western regions were the best performing with minimum dietary diversity rates for women of 68.1, 64.7, and 60.8

percent respectively. In addition, 49.9 percent of women aged 15–49 consumed sweet beverages, while 41.7 percent consumed designated unhealthy foods.

### Malnutrition in Children Under-5

Stunted children are referred to as children who are too short in relation to their age, a sign of faltering physiological and cognitive growth. The prevalence of stunting among children under the age of 5 decreased to 17.5 percent in 2022 from 18.8 percent in 2014. Prevalence of wasting, a form of acute undernutrition, which leads to a child being too thin for their height, increased to 6 percent in 2022 from 5 percent in 2014, but a 57 percent decrease from 1993 levels. Underweight children (too thin for their age), rose to 12 percent in 2022 from 11 percent

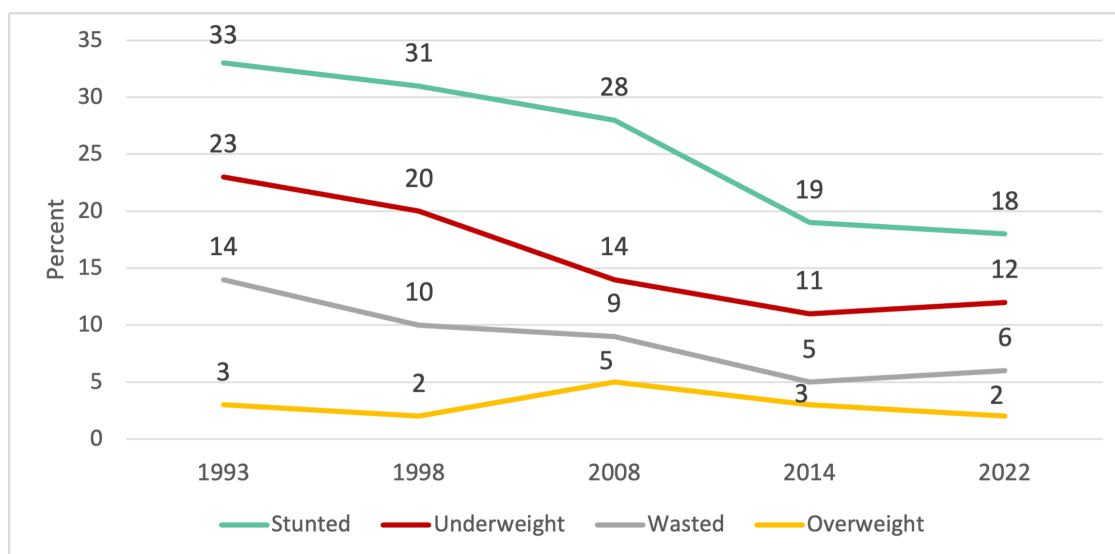
<sup>20</sup> GoG 2022, Comprehensive Food Security and Vulnerability Analysis, Accra



in 2014, a 47.8 percent decline from 1993 levels. The prevalence of overweight children has declined to 2 percent in 2022 from 3

percent in 2014 and 5 percent in 2008 (Figure 2.2.3.17).

**Figure 2.2.3.17 Nutritional Status of Children Under-5, 1993-2022**

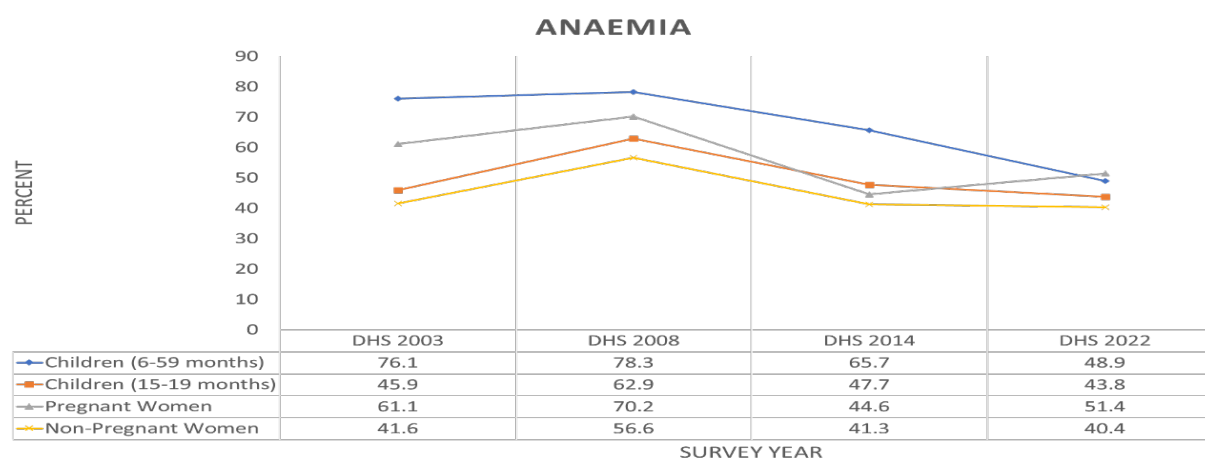


Source: GSS, Ghana Demographic and Health Surveys, 1993-2022

## Prevalence of Anaemia

Anaemia is a significant public health issue characterised by insufficient haemoglobin, affecting women and children the most. Anaemia can impair cognitive development in children, cause long-term health consequences, and even death when it is severe. In women, anaemia can cause fatigue, lethargy, reduced physical productivity, and poor work performance, while among pregnant women it can lead to increased maternal mortality and poor birth outcomes. Although anaemia rates were still excessively high among children 6-59 months in 2022 (48.9 %), the situation has improved, reducing from 65.7 percent in 2014 and 78.3 percent in 2008. As Figure 2.2.3.18 shows, more than half of all pregnant women (51.4 %), are anaemic. This is slightly higher than the 2014 rate of 44.6 percent, but much lower than the 70.2 percent recorded in 2008.

**Figure 2.2.3.18 Anaemia in Women and Children, 2003-2022**

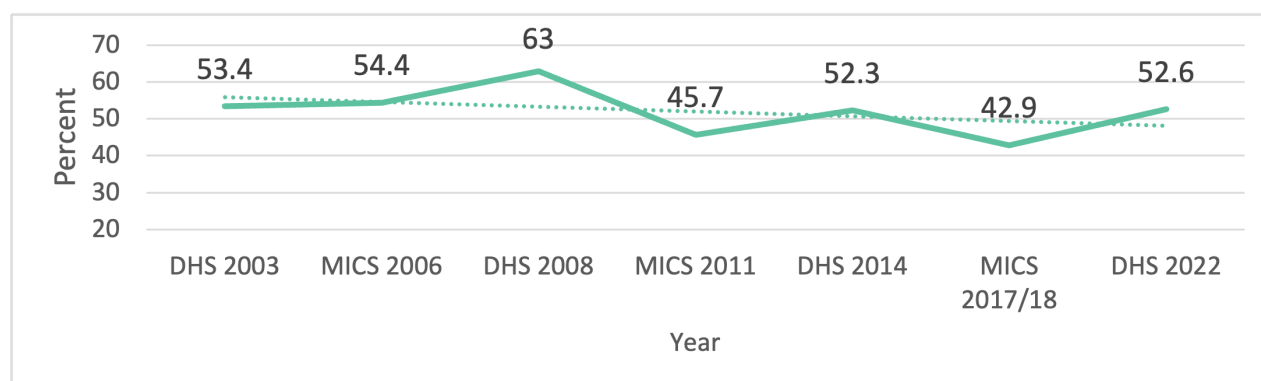


Source: GSS, Ghana Demographic and Health Surveys, 2003-2022

## Breastfeeding

Breastfeeding practices also play a crucial role in the nutritional well-being of infants and young children. Exclusive breastfeeding for children below six months was 52.6 percent in 2022, a decline of 0.8 percentage points over 20 years (Figure 2.2.3.19).

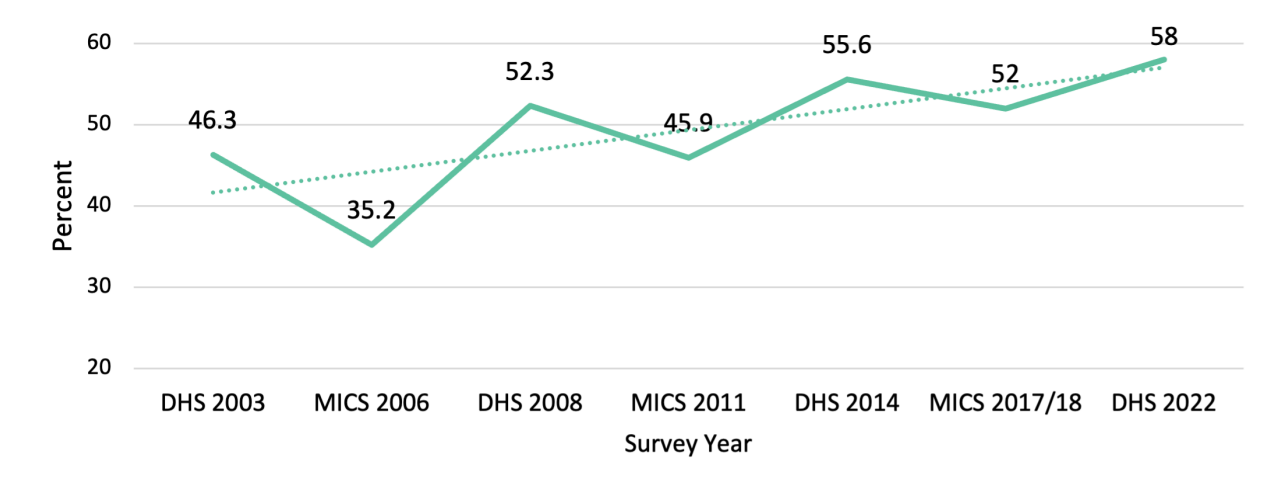
**Figure 2.2.3.19 Exclusive Breastfeeding for Children Under-6 Months, 2003-2022**



Source: GSS, Ghana Demographic and Health Surveys, 2003-2022; Multiple Indicator Cluster Surveys, 2006-2017/18

Early initiation of breastfeeding improved to 58 percent in 2022 from 52 percent recorded in 2017/18. (Figure 2.2.3.20)

**Figure 2.2.3.20 Early Initiation of Breastfeeding, 2003-2022**



Source: GSS, Ghana Demographic and Health Surveys, 2003-2022; Multiple Indicator Cluster Surveys, 2006-2017/18

## Population Overweight and Obese

The prevalence of overweight and obesity has increased from 2014 to 2022, as detailed by DHS. This trend is indicative of changing lifestyle and dietary habits, posing a public health challenge. In 2022, 17 percent of men and 28 percent of women were classified as overweight, an increase from 10 percent of men and 25 percent of women in 2014. In addition, 4 percent of men and 22 percent of women were classified as obese in 2022, an increase from 2 percent of men and 15 percent of women in 2014.

## Micronutrient Deficiencies

To address micronutrient deficiencies such as Vitamin-A, Iron, and Iodine. Deficiencies in Vitamin-A, a micronutrient that supports the immune system and plays an important role in maintaining some key tissues in the body, can cause eye damage, increase the severity of infections such as measles, and slow recovery from illnesses. Vitamin A supplementation can help reduce Vitamin-A deficiency and mortality in children. In 2022, 74.6 percent of children aged 6-59 months

were given Vitamin-A supplements in the 6 months prior.

Iron deficiency, a primary cause of anaemia, can lead to an increased risk of blood loss during labour, increased risk of preterm delivery, low birth weight, and perinatal mortality, putting the mother and the baby in danger. The provision of iron tablets or syrup and/or iron-containing multiple micronutrient supplements to pregnant women can help address maternal anaemia. In 2022, the percentage of children aged 6-59 months who were provided with iron-containing supplements in the 12 months prior was 51.3 percent.

Iodine is a micronutrient that plays an important role in thyroid function, and is critical for reproductive function, growth, and development. Fortifying household salt with iodine can help prevent goitre, brain damage, and other thyroid-related health problems. Section 107 of the Public Health Act 2012 (Act 851) requires that all salt is fortified with potassium iodate in compliance with Part Seven. In 2022, the percentage of households with iodised salt was 79.8 percent, with Central, Eastern and Oti regions having rates below 70 percent.

#### 2.2.2.4 Water and Environmental Sanitation

Over the medium term, the government sought to increase access to safe water, sanitation, and hygiene practices and sustainably manage water resources. The percentage of the population with access to drinking water sources remained the same at 87.7 percent for the years 2021 to 2023, missing the 89 percent target set for the year 2023. The population with access to improved liquid waste management remained at 25.3 percent for the years 2021, 2022, and 2023, missing the target of 41.9 percent set for 2023. The Ministry of Sanitation and Water Resources, carried out several interventions such as mainstreaming the training manual for School Health Education Project (SHEP) Coordinators, commissioning of five Integrated Recycling Compost Plants (IRECOPs) and one Wastewater Treatment

Plant in; Dambai, Goaso, Sefwi Wiawso, Damongo, James Town and Kumasi and implementing the Greater Accra Metropolitan Area (GAMA) and Greater Kumasi Metropolitan Area (GKMA) Water and Sanitation Project to increase access to improved sanitation and water supply in Greater Accra and Ashanti Regions. A total of 42,000 onsite household toilets, 12,000 in GAMA and 30,000 in GKMA will be provided in low-income communities for a total estimated 252,000 beneficiaries in 24 Metropolitan and Municipal Assemblies in the Greater Accra Region and 16 Metropolitan and District Assemblies in Ashanti Region. These interventions were undertaken to safeguard and ensure effective utilisation of water resources and improved water quality monitoring assessment. Programmes to ascertain the turbidity levels of major water bodies in the country were undertaken to determine improvement in ambient water quality.<sup>21</sup>

The management of solid waste, especially within the MMDAs over the years has been faced with a number of challenges such as high cost of solid waste management services, high open defecation rates and inadequacy of proper landfill and waste disposal sites. Uncollected solid waste ends up in drains leading to the blockage of drainage systems and cause unsanitary conditions that have a direct health impact on residents. Open burning of uncollected waste produces pollutants that are highly damaging locally and globally. Vectors such as mosquitos usually breed in blocked drainages and blocked drainages also contribute to flooding. As part of the measures to overhaul the waste management infrastructure regime in Ghana, extensive engagement with prospective local and foreign investors was undertaken to transform the existing poorly managed landfill facilities. According to a study by the Water and Sanitation Programme of the World Bank, poor sanitation costs Ghana USD290 million annually. This amount is equivalent to USD12 per person per year in Ghana which translates to 1.6 percent of the national GDP. It makes a lot of economic sense to invest in sanitation; every Dollar invested in sanitation yields USD 5 dividend.<sup>22</sup>

21 2024 Budget Statement and Economic Policy  
22 Ministry of Sanitation and Water Resources APR, 2023.

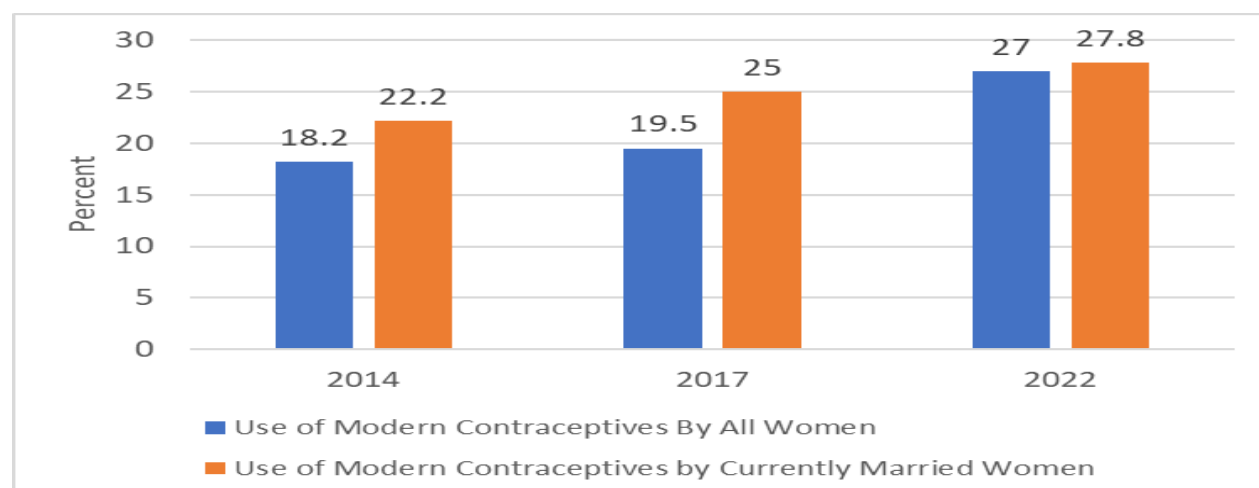
The latest MICS (2017/2018) report indicates that 22 percent of Ghanaians still practice open defecation. The Ministry, with Development Partners, created the increased demand for household toilets through the Community-Led Total Sanitation (CLTS) programme. Sanitation laws were also strengthened to punish recalcitrant landlords who failed to provide toilet facilities within their houses after several warnings. In an effort to ensure strict adherence to the various national and local environmental sanitation laws and regulations, the Ministry initiated the process of putting together a National Sanitation law.

## 2.2.2.5 Population Management and Migration for Development

### Contraceptive Prevalence

Contraceptive prevalence rate increased from 22 percent of women of reproductive age (15-49 years) who use any modern contraceptive method to 36 percent from 2014 to 2022. The use of modern contraceptives among all women was 18.2 percent in 2014 (GDHS, 2014), increasing to 19.5 percent in 2017 (GMHS, 2017), and 27.0 percent in 2022 (GDHS, 2022), an increase of 8.8 percentage points. Contraceptive use for currently married women over the same period, also increased from 22.2 percent in 2014, to 25 percent in 2017 and 27.8 percent in 2022, a 5.6 percent increase (Figure 2.2.3.21).

**Figure 2.2.3.21 Trends of Modern Contraceptive Use by all Women and Currently Married Women**

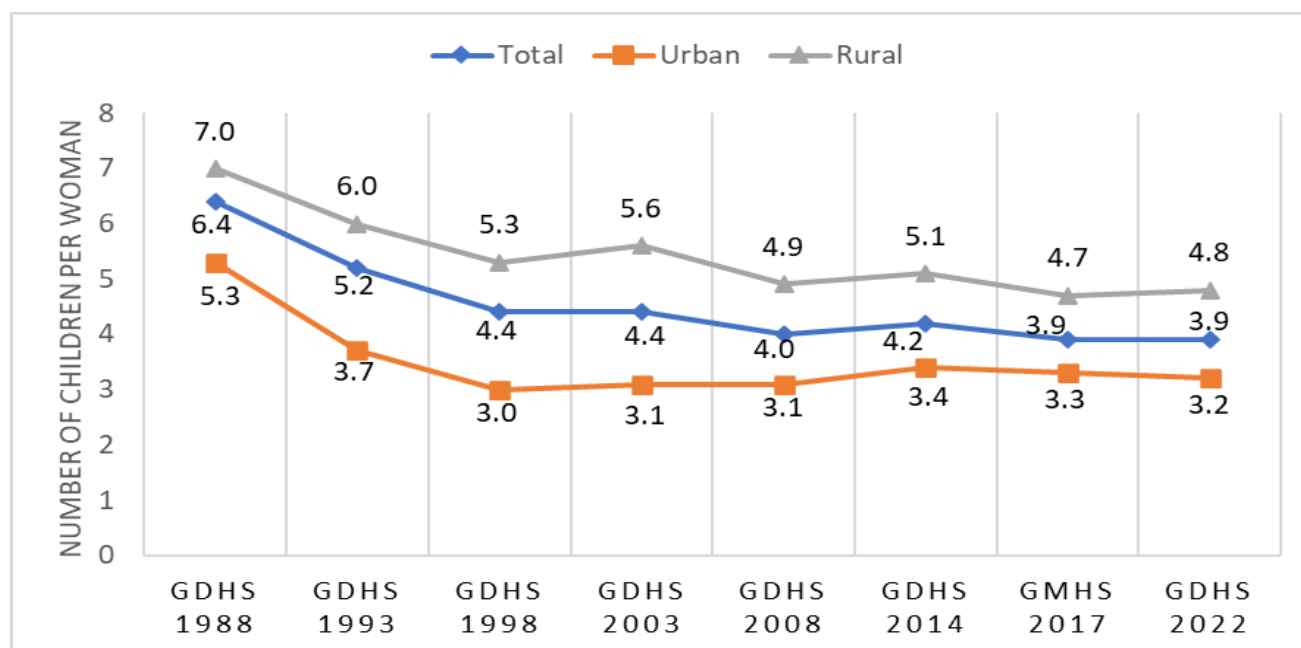


Source: GDHS 2014,2022; GMHS 2017

### Fertility Rate

The Total Fertility Rate (TFR) declined to 3.9 children per woman in 2022 from 4.2 children per woman in 2014, indicating a decline in the TFR over the last decade. (Figure 2.2.3.22.) The decline in fertility could be attributed to improvements in healthcare, education, urbanisation, and the use of family planning methods.

**Figure 2.2.3.22 Fertility Rate by Residence**

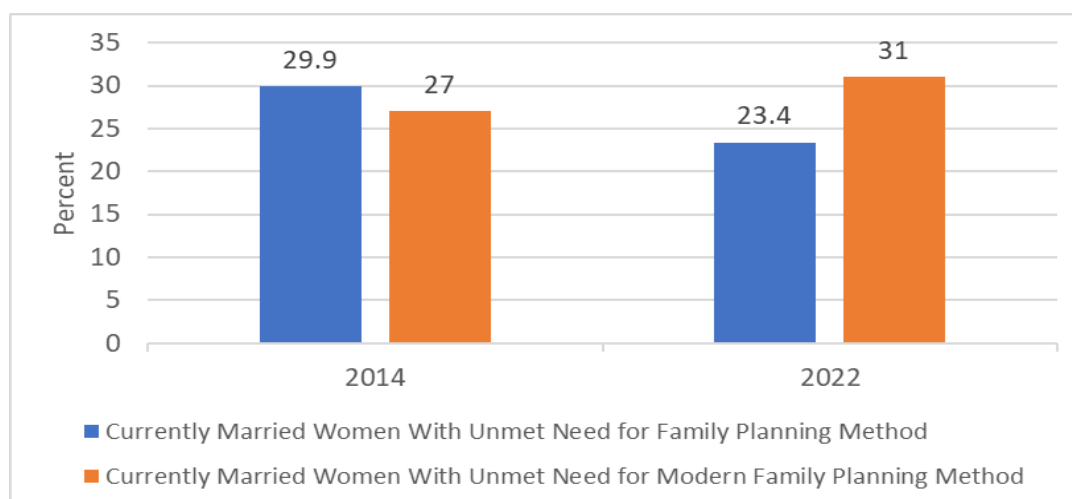


Source: GDHS 2022

## Unmet Need for Family Planning

Many women of reproductive age have an unmet need for family planning methods, including modern contraceptives. The unmet need for any family planning method among currently married women was 23.4 percent in 2022 from 29.9 percent in 2014 as shown in Figure 2.2.3.23. The unmet need for modern family planning methods among currently married women increased by 4.0 percent between 2014 and 2022, from 27.0 to 31.0 percent. The unmet needs among currently married women for any family planning method is higher than the unmet need for modern family planning methods.

**Figure 2.2.3.23 Unmet Need of Family Planning by Type of Method Among Currently Married Women**



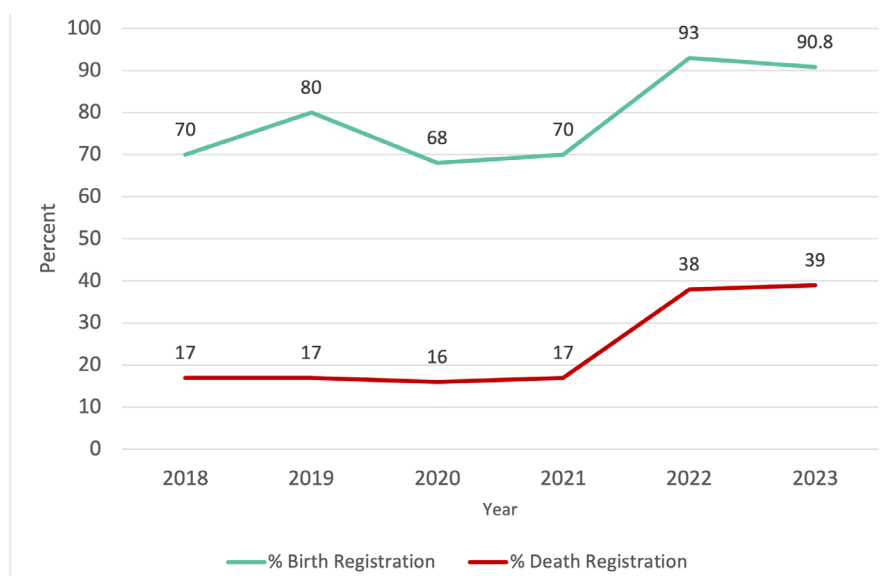
Source: GDHS 2014, 2022

## Births and Deaths

The number of registered births increased to 663,226 (90.8 %) in 2023 from 516,301 (93%) in 2022, which was below the 2023 target of 730,481. The number of deaths recorded increased to 53,671 (39.0 %) in 2023 from 46,932 (38%) in 2022. The challenge with the registration

of death cases is early burial of the deceased by families without registration. However, birth registration has increased due to the introduction of the birth registration mobile App (Figure 2.2.3.24).

**Figure 2.2.3.24 Births and Deaths (%)**



Source: Births and Deaths Registry

### 2.2.2.6 Child Development and Protection

#### Preventing Children from all Forms of Violence, Abuse, Neglect and Exploitation and Promoting their Rights

Continued improvements in early childhood development in the year included the finalisation of the reviewed Early Childhood Care and Development (ECCD) Policy, the registration of 891 new Day Care Centres and renewal of certificates of 1,779 Day Care Centres. Capacity building workshops were organised to improve implementation of the adoption regulation. Eight new Residential Homes for Children (RHC) were licensed, 212 foster parents were trained to provide care and protection to displaced children, and 55 displaced children were placed with them. “Streetism” in major cities in the country has been a pervasive issue of concern. In 2023, a Five-Year Strategic Plan for Street-Connected Children and Young Persons was developed and validated, based on which 416 street-connected persons were sensitised.

#### Improving the Policy and Legal Environment and Strengthening Institutions and Systems for Child and Family Welfare

In 2023, 170 MMDAs were trained on work

plans, budgeting and reporting; as well as the Social Welfare Information Systems (SWIMS); Inter-Sectoral Standard Operating Procedures (ISSOP) for Child Protection and Family Welfare; Referral Pathways; Social Service Directory; Case Management; and Child Protection Toolkits. About 20,130 cases were entered into the Social Welfare Information Management System (SWIMS), a platform which is being implemented in 160 MMDAs to promote responsive, accessible, coordinated, and timely delivery of social welfare services. This is an improvement in the 2022 performance as 100 MMDAs implemented SWIMS in 2022.

### 2.2.2.7 Gender Equality and Women’s Empowerment

#### Gender Equality and Equity in Political and Social Development

The National Gender Policy (2015) was reviewed in 2023 to capture emerging gender issues such as gender and climate change and response during emergency situations. The revised policy will be laid before Cabinet for consideration and approval. The Affirmative Action Bill has received approval by Cabinet and has been submitted to Parliament for



consideration and passage into law.

The percentage of women in public life, including Ministers, Deputy Ministers, Members of Parliament (MPs), Metropolitan, Municipal, and District Chief Executives (MMDCEs) generally remained unchanged in 2022 and 2023, except for the percentage of female Deputy Ministers which reduced

to 23.1 percent from 25.6 percent. The proportion of women in Judiciary increased to 42.4 percent in 2023 from 38.2 percent in 2022. This exceeded a target of 40 percent (Table 2.2.3.10). A total of 5,655 girls, surpassing a target of 5,000, benefitted from mentorship programmes.

**Table 2.2.3. 10 Women in Public Life (%)**

Positions	Baseline (percent in 2020)	Actual (percent in 2022)	Target (percent in 2023)	Actual (percent in 2023)
Ministers	25.00	20.00	20.00	20.00
Deputy Ministers	14.00	25.60	23.10	23.10
Members of Parliament	13.80	14.50	14.40	14.40
Metropolitan, Municipal and District Chief Executives	14.00	14.60	14.60	14.60
Judiciary	39.00	-	40.00	42.40
District Assembly Appointees elected	31.00	-	3.80	3.80

Source: Ministry of Gender, Children and Social Protection's Annual Progress Report 2023

A Domestic Violence Market Response Centre was established in 2023 to complement the two instituted in 2022. A total number of 1,089 trafficked victims and 254 survivors of domestic violence received care and support in 2023 as compared to 400 and 100 in 2022 respectively, showing an improvement in the reach of support provided to victims/survivors of abuse.

### **Gender Mainstreaming, Coordination and Implementation of Gender Related Interventions in All Sectors**

Interventions to strengthen gender mainstreaming in national development in 2023 included trainings on the National Framework for Engaging Traditional Authorities and Faith-Based Leaders to address gender inequalities and harmful practices in Ghana. In addition, 19,544 people comprising traditional and religious leaders and youth leaders in various communities in all regions were sensitised on Sexual and Gender-Based Violence, Adolescent Sexual and Reproductive Health and Rights, Gender Equality, and ending harmful cultural practices including child marriage. A framework and toolkit for engaging men and boys on gender

equality was developed, and trainers were trained.

### **2.2.2.8 Social Protection**

#### **Livelihood Empowerment Against Poverty (LEAP) Programme**

In 2023, the target of providing cash grants to 350,000 extremely poor households through the LEAP was exceeded by 580 households. This was an increase of 661 households, from the 346,019 in 2022. Of the 350,580 beneficiaries in 2023, 55 percent were females, a slight increase from 54.8 percent in 2021. Northern (55,618), Upper East (55,385) and Upper West (37,334) regions had the most beneficiaries. About GHS265 million was disbursed through LEAP in 2023.

#### **Proportion of LEAP Beneficiaries Exiting/ Graduating**

There have not yet been any beneficiaries who have exited or graduated from the LEAP. There are indications that two percent of LEAP beneficiaries have improved livelihoods. A total of 531 LEAP beneficiaries have been linked to productive and financial inclusion

activities. The recertification and graduation strategy for LEAP has been implemented in 10 districts.

### Number of Persons Receiving Regular Pension Payments

SSNIT had an active membership of over 1.8 million as at April, 2023 with over 235,617 pensioners who regularly received their monthly pensions. The highest-earning pensioner as of December 31, 2023 received a monthly pension of GHS169,720.65. The lowest-earning pensioner as of December 31, 2023 received a monthly pension of GHS300. The average monthly pension was GHS1,527.29 in 2023. The total benefit expenditure was GHS5.4 billion in 2023. Pensioners were paid on the third Thursday of every month. 23 Under SSNIT and CAP 30 the number of pensioners receiving regular pension payments increased by 3 percent to 302,354 in 2022, from 292,296 in 2021.

### Coverage of Informal Sector Pension Schemes

During the year under review, 56,167 workers in the informal sector were enrolled onto the 3rd Tier of the Pension Scheme. This increased the number of informal workers in the Tier 3 to 594,422, which is 6 percent of the informal sector workers. The National Pensions Regulatory Authority (NPRO) prosecuted 22 employers who defaulted in honouring their obligations to their employees.<sup>24</sup>

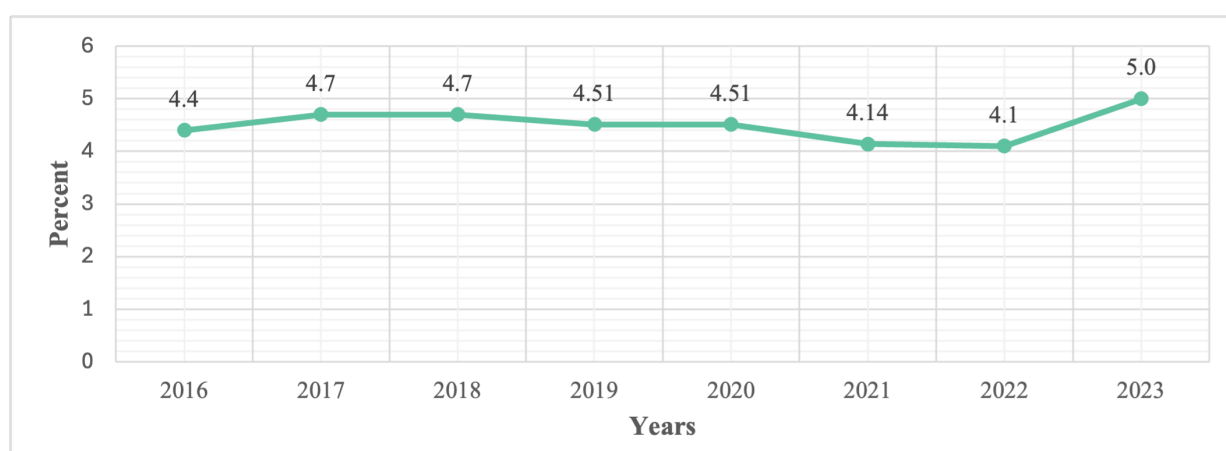
### 2.2.2.9 Disability-Inclusive Development

A tracking exercise conducted by the National Council of Persons with Disabilities (NCPD) revealed that 99 MMDAs complied with the guidelines for management and disbursement of the Common Fund for Persons with Disabilities. In addition, the guidelines were reviewed to include beneficiaries of parents and caregivers of children with disabilities; and prioritise children with high support needs. The number of persons with disabilities appointed and elected at the national (executive appointment and election) level increased to 3 in 2023 from 2 in 2022. A national validation programme on the Persons with Disabilities Bill was held in 2023.

### 2.2.2.10 Support for the aged

The proportion of vulnerable households with elderly persons 65 years and above benefitting from LEAP has remained steady at 27.07 percent over the period from 2021 to 2023. The percentage of population 70 years and above registered under the NHIS increased to 5.0 percent in 2023 from 4.1 percent in 2022 (Figure 2.2.3.25). The draft ageing bill which has been in existence since 2012 has still not been passed into law as at 2023. This delay could be attributed to non-existence of governance structures to coordinate programmes for the aged, thus limiting the adequacy and coverage of initiatives for the elderly.

Figure 2.2.3.25 Percentage of population aged 70+ with Valid NHIS card



Source: Ministry of Health 2023 APR

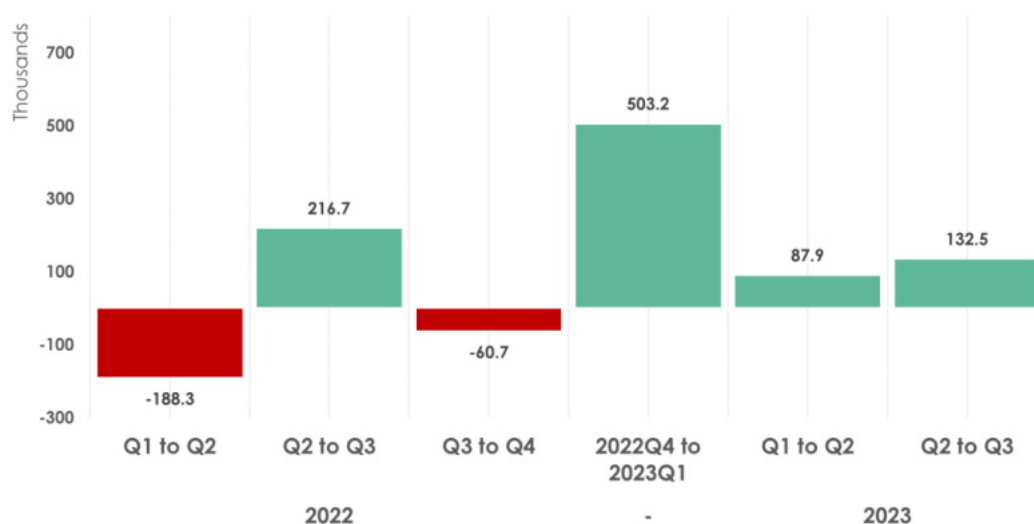
23 <https://www.ssnit.org.gh/news/ssnit-increases-monthly-pension-payment-by-15-myjoyonline-com/>

24 Government of Ghana (2024). The Budget Statement and Economic policy of the Government of Ghana for the 2024 Financial Year.

### 2.2.2.11 Employment and Decent Work

The number of employed people increased to 11.36 million by the third quarter of 2023 (53.8% employed between the second and third quarter), whilst those outside the labour force decreased to 4.51 million from 4.95 million over the same period. The number of employed persons declined by over 180,000 between the first two quarters of 2022. The number of employed persons increased consistently for the first three quarters of 2023 with the highest change seen between 2022 Q4 and 2023 Q1 (Figure 2.2.3.26).

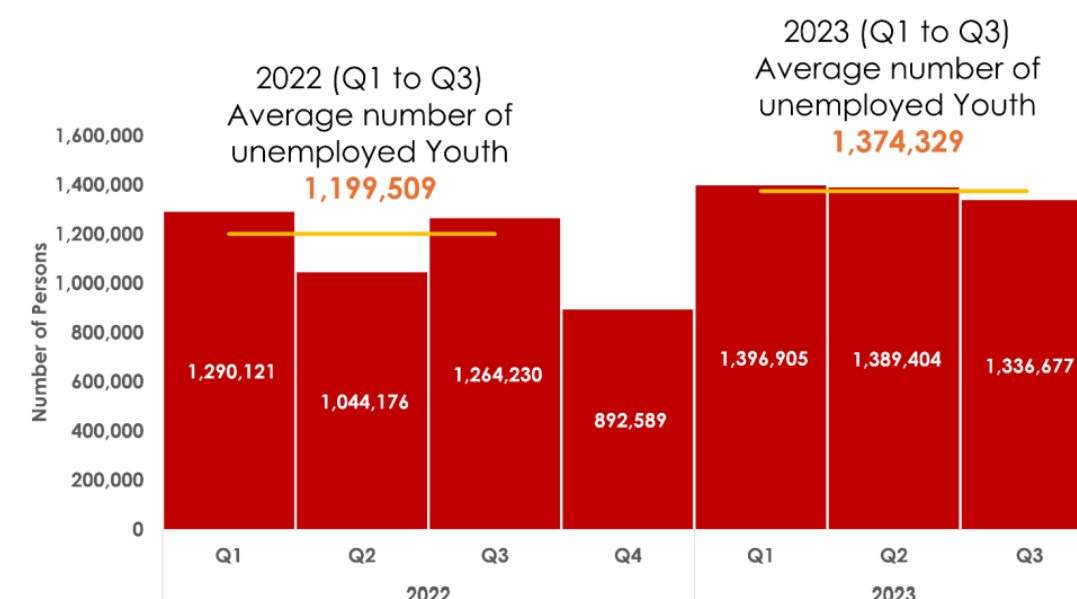
Figure 2.2.3.26 Quarter on quarter change in number of employed persons



Source: Annual Household Income and Expenditure survey: Labour Statistics 2023 Q3 Bulletin, GSS 2024

In 2023, the unemployment situation worsened, with the number of unemployed persons increasing by 74,734 between the second and third quarters. As at September 2023, 1.85 million people were unemployed, an increase from the 1.69 million people recorded in the first quarter of 2023. On average, more than three-quarters (77.4%) of the total unemployed persons in the first three quarters of 2023 comprise the youth aged 15 to 35 years (1,374,329). Between the first three quarters of 2022 and same period for 2023, youth unemployment increased by 14.6 percent (Figure 2.2.3.27).

Figure 2.2.3.27 Number of unemployed youth (15 to 35 years), 2021 Q1 to 2023 Q3



Source: Annual Household Income and Expenditure survey: Labour Statistics 2023 Q3 Bulletin, GSS 2024

In addition, the labour force participation rate was 72.9 percent in the third quarter of 2023, up from the 67.6 percent recorded over the same period for 2022. The ability of the labour market to absorb or accommodate individuals seeking employment (the labour force absorption rate) increased to 62.2 percent from 58.3 percent.<sup>25</sup>

The Ghana Enterprises Agency (GEA) implemented the Ghana Economic Transformation Project, supporting 1,349 beneficiaries with funding and 1,995 beneficiaries with training and mentoring. In addition, the Ghana Jobs and Skills Project (GJSP)/Youstart, provided 29,287 beneficiaries (22,239 females, 7,048 males, including 508 persons with disabilities) with Basic Entrepreneurship training in 260 districts across the country; 9,312 beneficiaries (6,248 females, 3,064 males, including 370 persons with disabilities) completed the Intermediate Entrepreneurship training; and 4,514 beneficiaries (2,835 females, 1,679 males, including 370 persons with disabilities) completed the Advance Entrepreneurship training.

The Ministry of Employment and Labour Relations drafted six Bilateral Labour Agreements (BLAs) between Ghana and Italy, Mauritius, Libya, Egypt, Saudi Arabia, and Kuwait. This was to guide labour export under the National Labour Migration Policy, and conveyed to the respective countries. The Labour Department undertook 1,290 workplace and establishment inspections and facilitated the placement of 10,211 persons in gainful employment through the Public Employment Centres (PECs), Private Employment Agencies (PEAs) and Job Fairs. The Department of Factories Inspectorate (DFI) undertook 3,010 safety inspections of factories, offices and shops, organised 150 safety talks and registered 403 new workplaces.

### 2.2.2.12 Youth Development and Youth in Political Life

Youth is defined as persons from the ages of 15 to 35 according to the National Youth Authority Act 2016 (Act 939). “Youth development is the process of providing opportunities which support young people

to acquire knowledge, skills, and the right attitudes needed to realise their potential for optimum productivity through adolescence to adulthood”. The YEA provided employable skills from its Modules to 93,983 people in 2023.

In 2023, nine hundred and fifty-five youth were provided with employable technical and vocational skills under the Skills Towards Employability and Productivity (STEP) programme. This is a decline when compared to the 2021 (6,849) and 2022 (3,616). The number of youth provided with employable technical and vocational skills was below the set target of 5000 because some activities previously under NYA were reassigned to TVET.

After Ghana’s last general elections, six youth were elected as members of parliament. By 2022, this number had reduced to four members due to two of them transitioning out of the youth cohort. This number remained same in 2023. Four MMDCs were appointed during the period under review, which was an increase from three in 2022. There was also an increase in the number of members of the District Assemblies to 495 in 2023 from 306 in 2022 for 10 regions out of 16 regions. However, there was no appointment at ministerial level in 2022 and 2023.

### 2.2.2.13 Sports and Recreation

Government continued with its investment in sporting infrastructure as a lever for fostering unity, improving livelihoods, promoting peace and bringing cohesion. In 2023, two stadia (Cape Coast and Baba Yara) were rehabilitated. Works on the Borteyman Sports Complex, for the 13th African Games, and the University of Ghana Sports Stadium (including the Games Village) were completed in 2023. There were also three community sports and recreational parks constructed under the Zongo Development Fund. In addition, 25 sports associations and 30 regional and district offices were equipped, while 32 sports associations were supported by the MoYS.

As part of measures to enhance the policy and legislative environment for sports development, the draft National Sports Policy was developed and submitted to the

National Development Planning Commission (NDPC) for review. In addition, the final draft Legislative Instrument (LI) for the Sports Act, 2016 (Act 934) was laid before Parliament.

In terms of event organization, the number of competitions organised or participated in at the local level increased to 184 in 2023

from 160 in 2022. This suggests a growing interest and participation in local sporting events. At the international level, participation declined slightly to 45 in 2023 from 47 in 2022. Participations in these events yielded an increase in medal haul to 236 in 2023 from 166 in 2022.

## 2.2.4 Key Challenges and Policy Recommendations

The key challenges and recommendations for this dimension are presented in Table 2.2.4 1

**Table 2.2.4 1 Key Challenges and Policy Recommendations for the Social Development Dimension**

No	Focus Area	Challenges	Recommendations
1.	Education and Training	<ul style="list-style-type: none"> <li>Inadequate supervision and monitoring of schools</li> </ul>	<p>MoE and GES should:</p> <ul style="list-style-type: none"> <li>strengthen supervision, management, and accountability at all levels of the educational system.</li> <li>improve school management systems and protocols</li> </ul>
2.	Education and Training	<ul style="list-style-type: none"> <li>Inadequate funding for education</li> <li>High demand for tertiary education, with only 40 percent of applicants finding admission, as a result of lack of capacity to admit all qualified applicants.</li> <li>High cost of private tertiary institutions</li> <li>Unavailability of a centralised admission system for tertiary institutions.</li> <li>No unified policy and system for efficient classification, recognition, and harmonisation of national qualifications.</li> <li>Gender disparity in enrolment in favour of males</li> <li>Weak mechanism for communicating the policy positions of GTEC to tertiary education institutions</li> </ul>	<p>MoF, NDPC, GTEC and MoE should ensure:</p> <ul style="list-style-type: none"> <li>adequate allocation of funds to implement the inclusive education policy</li> <li>accountability for utilisation of earmarked education resources in tandem with regulations in the Public Financial Management Act, 2016 (Act 926)</li> <li>review of the Free SHS policy increasing private sector investments fostering the provision of facilities (residential facilities) in tertiary education institutions</li> <li>promote establishment of private institutions to expand enrolments into tertiary education</li> <li>leverage on the good reputation of Ghanaian tertiary education in the sub-region to attract private funding</li> <li>ensure gender parity in enrolment</li> <li>provide a national credit transfer and accumulation system to facilitate academic mobility</li> <li>automate the entire credential evaluation and qualifications recognition processes to ensure efficient service delivery</li> <li>expand scholarships and loan schemes to support students</li> </ul>



No	Focus Area	Challenges	Recommendations
3.	Health and Health Services	<ul style="list-style-type: none"> <li>▪ Poor condition of service and pension for staff.</li> <li>▪ High attrition of staff</li> <li>▪ Difficulty in attracting and retaining critical staff in deprived areas.</li> <li>▪ Lack of LI and Governing Board for some Agencies i.e Mortuaries and Funeral Facilities Agency (MoFFA) and NMC</li> <li>▪ Weak collaboration and coordination of regulatory actions among sister agencies.</li> <li>▪ Inadequate vehicles for operational activities all agencies</li> </ul>	<p>MoH, MoE, GES, Mol, NCCE, MoGCSP and GHS should collaborate with media houses and relevant institutions to:</p> <ul style="list-style-type: none"> <li>▪ introduce district, regional and national awards to motivate hardworking staff and recognise the workers in deprived areas</li> <li>▪ CEO of MoFFA should lead on the creation of a governing body board</li> <li>▪ prioritise acquisition of logistics for all agencies</li> <li>▪ strengthen coordination and collaboration efforts among sister agencies</li> </ul>
4.	Water and Environmental Sanitation	<ul style="list-style-type: none"> <li>▪ Pollution of Water Resources</li> <li>▪ Inadequate Budget provision</li> <li>▪ Water Safety Challenges</li> <li>▪ High Indebtedness of Water Systems to Electricity Providers</li> <li>▪ High Non-Revenue Water among Piped Water Systems</li> <li>▪ High Indebtedness by Customers to the Water Systems</li> <li>▪ Inadequate Capacity of Communities to Manage Complex Water Systems</li> <li>▪ Poor Attitude of Citizenry towards Environmental Management</li> <li>▪ Theft of Solid Waste Infrastructure (Dust Bins)</li> <li>▪ Damage of Pipe Routes</li> <li>▪ Encroachment on Water Supply Systems and River Bodies</li> </ul>	<p>MSWR, MLGRD, NCCE, CSOS, FBOs, Media, CWSA and MMDAs should collaborate to:</p> <ul style="list-style-type: none"> <li>▪ enhance public education to facilitate attitudinal change</li> <li>▪ enforce sanitation laws</li> <li>▪ development local businesses in the sanitation industry</li> <li>▪ build sanitation facilities continuous investments in the water sector</li> <li>▪ investments in water treatment plants</li> <li>▪ enforcement of environmental and sanitation bye laws to address the issues of houses that do not provide toilet space</li> <li>▪ clamping down on illegal mining activities especially those within water bodies</li> <li>▪ intensify formation of green clubs in schools to promote education on environmental sanitation</li> <li>▪ promote attitudinal change campaigns on environmental sanitation</li> </ul>



No	Focus Area	Challenges	Recommendations
5.	Child Protection and Development	<ul style="list-style-type: none"> <li>▪ Inadequate number of technical Staff</li> <li>▪ Inadequate logistics</li> <li>▪ Inadequate and delay in release of funds</li> </ul>	<p>NDPC, MLGRD, MoF and Parliament should collaborate to:</p> <p>monitor release and enforce compliance</p> <ul style="list-style-type: none"> <li>▪ train more technical staff</li> <li>▪ improve provision of logistics</li> <li>▪ promote development of children rights</li> </ul>
6.	Support for The Aged		<ul style="list-style-type: none"> <li>▪ expand the Ghana School Feeding Programme be to all basic schools in Ghana and extend coverage to Junior High Schools.</li> <li>▪ implement the LEAP recertification plan be to graduate LEAP beneficiaries and place them onto existing productive/ financial inclusion programmes.</li> <li>▪ advocate for the Passage of the Social Protection, Affirmative Action and Non-Profit Organization Bills should be strengthened.</li> </ul>
7.	Gender Equality		
8.	Social Protection		
9.	Disability-Inclusive Development		
	Sports and Recreation	<ul style="list-style-type: none"> <li>▪ Inadequate resources for sports development</li> <li>▪ Inadequate support from government in developing human sports capital</li> </ul>	<p>MoYS, NSA and GFA to ensure:</p> <ul style="list-style-type: none"> <li>▪ promulgation of the sports fund</li> <li>▪ developing a strategic national framework for holistic development of sports human capital, infrastructure and maintenance Create a national sports fund</li> <li>▪ rekindle grassroot sports development (school sports, colts)</li> <li>▪ mainstream sports development in MTDPs</li> <li>▪ focus on the development of sports especially lesser-known sports</li> <li>▪ enhance transparency in sports to enhance private sector participation and corporate sponsorship</li> </ul>
	Youth Development	<ul style="list-style-type: none"> <li>▪ The centralised nature of vocational and skill training programmes limited some deprived and out-of-school youth from being beneficiaries.</li> </ul>	<p>NYA, through the MoYS, should ensure</p> <ul style="list-style-type: none"> <li>▪ adequate resources are provided to teach short-term employable skills through vocational and technical apprenticeship skill training programmes for disadvantaged youth to have a broader reach.</li> </ul>

## 2.3. Environment, Infrastructure and Human Settlements

### 2.3.1 Introduction

As stated in the Agenda for Jobs II, the environment, infrastructure and human settlements dimension measures the progress of key development indicators on both the natural and built environment. The goal of the dimension is to safeguard the natural and built environment. There are 18 focus areas under this dimension with their respective objectives. These objectives include: expand forest conservation areas; combat deforestation, desertification and soil erosion; enhance climate change resilience; promote sustainable extraction of mineral resources; ensure availability of clean, affordable and accessible energy; improve efficiency and effectiveness of road transport infrastructure and services; modernize and extend railway network; expand the digital landscape; mainstream science, technology and innovation in all socio-economic activities; and promote sustainable spatially integrated development of human settlements. The 2023 report provides analysis of these objectives by tracking the performance of 56 prioritised indicators, detailing significant achievements and challenges with proffered policy recommendations.

### 2.3.2 Key Performance Indices

#### Environment

- i. A total of 11,515,108 seedlings were distributed nationwide with 10,704,897 seedlings verified as planted during the 2023 Green Ghana Day exercise;
- ii. Out of the existing forest plantations, 47,994.6ha were maintained while 2,355ha of enrichment planting was done within partially degraded forest reserves;
- iii. Government through the Minerals Commission granted 336 mineral rights to 243 small scale and 93 large scale mining companies;
- iv. Green Minerals policy for the extraction of lithium and graphite, to support Ghana's energy transition was approved;
- v. The Environmental Protection Agency (EPA) through the Ministry of Environment

Science Technology and Innovation (MESTI) developed and passed the Environmental Protection Authority bill;

- vi. The number of industries adhering to Environmental Assessment (EA) or permitting conditions increased to 14,521 in 2023;

#### Infrastructure

- i. The National Road Safety Authority Regulations (L.I. 2468) 2022 to operationalize the National Road Safety Authority Act was passed;
- ii. Construction of the 161/34.5kV Kasoa Bulk Supply Point from GRIDCo through Achimota to Mallam substations;
- iii. GRIDCo in 2023 met the PURC transmission loss benchmark of 4.1 percent for the first time since 2016.

#### Human Settlements

- i. A total of 96 household units were constructed; and
- ii. After completing the Local Plan and initiating the construction of new buildings for victims of the Appeatse Reconstruction Project, an inventory and validation of the list of buildings that suffered various degrees of structural damage was conducted to facilitate the repair works on these buildings.

### 2.3.1 Progress of Implementation

This section reviews the progress of implementation in focus areas including: protected areas; minerals extraction; water resource management; coastal and marine management; environmental pollution; deforestation, desertification and soil erosion; drainage and flood control; infrastructure maintenance; land administration; zongos and inner cities development.

#### 2.3.3.1 Protected areas

The proportion of the total land area designated as protected areas in 2022 was 15.06 percent, which remained the same in 2023. The percentage share of degraded

forest reserves of total forest reserves increased to 34 percent in 2023 from 33.73 percent in 2022. This was a decline against the targeted value of 37.37 percent. Under the National Afforestation Programme, a total area of 10,835.6ha of forest plantation was established against an annual target of 15,000ha. In 2023, the third edition of the

Green Ghana Day initiative under the theme “Our Forests, Our Health” was marked with a tree planting exercise across the country. The 10 million seedlings target for the 2023 Green Ghana Day was exceeded, with 11,515,108 seedlings distributed and 10,704,897 seedlings verified as planted across the country (Table 2.3.3.1).

**Table 2.3.3.1 Distribution of seedlings under the Green Ghana Day initiative**

Year	Target (No.)	Seedlings Distributed (No.)	Verified Planting (No.)
2021	5,000,000	7,193,434	6,603,008
2022	20,000,000	26,563,607	24,552,956
2023	10,000,000	11,515,108	10,704,897

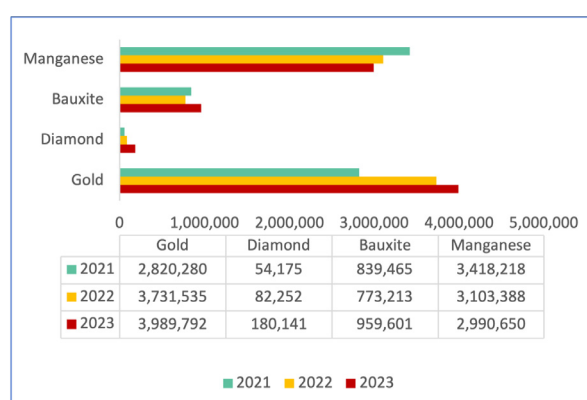
Source: Forestry Commission 2023 APR

### 2.3.3.2 Minerals Extraction

The Minerals Commission granted 336 (243 small scale and 93 large scale) mineral rights as against a target of 450 in respect of mining lease, prospecting, reconnaissance, salt, quarry, clay, sand mining, small-scale gold/diamond in 2023. The produced quantity of selected minerals such as gold, diamond and bauxite increased except for manganese. Diamond production also increased to 180,141 carats in 2023 from 82,252 carats in 2022 against a target of 50,000 carats (Figure 2.3.3.1). The value of minerals (gold, diamond, bauxite and manganese) produced increased to USD 7.5 billion in 2023 as

compared to USD 6.7 billion in 2022 (Table 2.3.3.2.).

**Figure 2.3.3.1 Quantity of minerals produced annually**



**Table 2.3.3.2 Value of minerals produced**

No.	Type of Mineral	2022 Production (USD)	2023 Production (USD)
1	Gold	6,458,821,109	7,284,284,153
2	Diamond	3,891,372	8,679,393
3	Bauxite	18,944,180	47,345,944.82
4	Manganese	187,005,118	190,201,551

Source: Minerals Commission 2023 APR

In terms of job creation, about 1,036,295 jobs were created in the extractive industry, comprising of 36,295 in large scale extraction and 1,000,000 in small scale extraction. It was estimated that 3 million people benefitted from small scale mining activities. The

percentage of mineral revenue repatriated to the Ghanaian economy (commercial banks) fell to 71 percent in 2023 from 73 percent in 2022. The percentage of mineral revenue spent on local goods fell to 53 percent in 2023 from 88.0 percent in 2022 against a

target of 70 percent.

In 2023, cabinet approved the Green Minerals policy for the extraction of lithium and graphite, to support Ghana's energy transition. The first concession for the mining of spodumene was granted in 2023, which is expected to be a major contributor to Ghana's GDP from 2025. On the Atlantic Lithium mining project, which is projected to produce some 360,000 tonnes of spodumene a year, Government negotiated a 10 percent royalty and a record-high 13 percent free carried interest for the State. In the bid to combat illegal small-scale mining known as 'galamsey', government reclaimed a total of 462.01ha of degraded mined-out areas in the Ashanti, Central and Western North regions. The implementation of the Community Mining Schemes was accelerated while propagating for the continuous use of mercury-free gold processing plant for small scale mining to reduce and eliminate the usage of mercury to enhance sustainable mineral extraction<sup>26</sup>.

### 2.3.3.3 Water Resource Management

The Ministry of Sanitation and Water Resources continued to monitor turbidity levels of water bodies in the country which has become an issue of concern due to the increased cost of water treatment for the growing population. The Ghana Water Company reported of high non revenue water of 48 percent as a result of non-metering and over-aged meters. The proportion of water bodies with good ambient water quality remained unchanged from the 57.8 percent in 2022 but better than 56.5 percent in 2021.

In 2023, the water stress level in the country however dropped to 1,698m<sup>3</sup>/person, down from 1,717m<sup>3</sup>/person in 2022, indicating that Ghana is not under water stress.<sup>27</sup> The Ministry is finalizing the Legislative Instrument on the Buffer Zone Regulations to strengthen the regulatory processes of watersheds in the country.

**Figure 2.3.3. 2 Proportion of water bodies with good ambient water quality**



Source: Ministry of Sanitation and Water Resources 2023 Annual Progress Report

### 2.3.3.4 Coastal and Marine Management

Ghana's total coastline measures about 550km out of which 377km (68.5%) is considered vulnerable to climate change and its effects such as high incidents of flooding, erosion, and unpredictable rainfall patterns. The Ministry of Works and Housing continued with the coastal protection works to protect settlements against beach erosion and flooding, while protecting lives, livelihoods and properties from tidal wave erosion. Accordingly, the Dansoman, Anomabu and Elmina (Phase III) coastal protection projects stood at the same stages of completion since 2022 at 97 percent, 75 percent and 96 percent respectively. Other projects include Cape Coast (80%), Dixcove (40%), Komenda (98%), Aboadze Phase II (61%) and Ningo-Prampram (50%).<sup>28</sup>

<sup>26</sup> 2023 Budget Statement and Economic Policy, for 2023 Financial Year

<sup>27</sup> Ministry of Sanitation and Water Resources PBB

<sup>28</sup> 2023 Budget Statement and Economic Policy, for 2023 Financial Year

### 2.3.3.5 Environmental Pollution

In 2023, the number of industries adhering to Environmental Assessment (EA) or permitting conditions significantly increased to 14,521 from 12,947 in 2022 against a 12,200 target. Additionally, 15 out of 30 E-waste facilities complied with permitting conditions in line with the Hazardous and Electronic Waste Control and Management Act, 2016 (Act 917) and L.I. 2250. One new E-waste collection and dismantling point was set up in 2023. As part of the processes of ensuring compliance by industries with permitting conditions, EPA monitored permitted facilities to ensure that their operations were within acceptable noise levels (Table 2.3.3.5).

**Table 2.3.3. 5 Regional Distribution of Facilities monitored, 2023**

No.	EPA Regions	No. of Facilities Monitored	Compliant	Non-Compliant
1.	Greater Accra East	858	462	396
2.	Greater Accra West	727	523	204
3.	Bono East	931	165	766
4.	Northern	948	274	674
5.	Bono	1620	853	767
6.	Eastern	631	195	436
7.	Ahafo	453	435	18
8.	Central	687	225	462
9.	Savannah	361	273	88
10.	Volta	632	326	306
11.	Ashanti	2881	1513	1368
12.	Tarkwa	1,143	280	863
13.	Upper East	201	69	132
14.	Upper West	730	482	248
15.	Western North	282	118	164
16.	Western	306	84	222
17.	Oti	328	74	254
18.	North-East	298	118	180
Total		<b>14,017</b>	<b>6,469</b>	<b>7,548</b>

Source: Ministry of Science Technology and Innovation 2023 Annual Progress Report

A total of 362 noise complaints were received from the public and were at various stages of resolution. Table 2.3.3.3 shows status of the complaints received.

**Table 2.3.3.3 Status of noise complaints by regions**

No.	Region	Noise Complaints			
		Total Received	Resolved	Ongoing	Referred
1.	Greater Accra	147	29	97	21
2.	Ahafo	18	5	7	6
3.	Bono East	19	16	3	-
4.	Bono	13	6	3	4
5.	Central	18	7	9	2

No.	Region	Noise Complaints			
		Total Received	Resolved	Ongoing	Referred
6.	Eastern	32	16	14	2
7.	Ashanti	47	12	32	3
8.	Northern	6	-	5	1
9.	Upper East	2	0	2	-
10.	Upper West	7	2	5	-
11.	Volta	24	23	1	-
12.	Western North	3	3	-	-
13.	Western	1	1	-	-
14.	Savanna	4	1	2	1
15.	Oti	12	7	4	1
16.	Northeast	9	3	6	-
Total		<b>362</b>	<b>131</b>	<b>190</b>	<b>41</b>

Source: Ministry of Science Technology and Innovation 2023 Annual Progress Report

Air quality monitoring was undertaken for five regulatory sites out of the planned eight sites in Accra, due to the breakdown of some monitoring equipment. The average level of particulate matter (PM<sub>10</sub> and PM<sub>2.5</sub>) or pollutants effluent quality were above EPA recommended Ghana Standards levels for air quality as shown in Table 2.3.3.4. The Graphic Road annual mean was 120.7µg/m<sup>3</sup> (which falls within 101µg/m<sup>3</sup> to 150µg/m<sup>3</sup>) which is unhealthy for sensitive groups (Table 2.3.3.4).

**Table 2.3.3. 4 Air Quality Index for Selected Sites**

Regulatory Sites	2022 Annual Mean (µg/m <sup>3</sup> )	2023 Annual Mean (µg/m <sup>3</sup> )
Kaneshie First Light	162 µg/ m <sup>3</sup>	60.6 µg/m <sup>3</sup>
Shangri La, East Airport	143 µg/ m <sup>3</sup>	N/A <sup>29</sup>
Graphic Road, Adabraka	168 µg/ m <sup>3</sup>	120.7µg/ m <sup>3</sup>
Kasoa	119 µg/ m <sup>3</sup>	45.6µg/ m <sup>3</sup>
Amasaman	106 µg/m <sup>3</sup>	N/A <sup>30</sup>

Source: Ministry of Science Technology and Innovation 2023 Annual Progress Report

The EPA undertook various

awareness raising programmes in 411 schools with 54,039 pupils participating. The awareness raising programme covered various environmental issues such as climate change, flooding, sanitation, bush fires, water pollution, noise and air pollution, deforestation and illegal mining

### 2.3.3.6 Deforestation, Desertification and Soil Erosion

Data on indicators for desertification and soil erosion was not available in 2023. The rate of deforestation stood at 21.8 percent, and the annual allowable cut, which is the volume of natural forest timber to be harvested (1,000,000m<sup>3</sup>) under sustained-yield management in one year was again exceeded in 2023 (1,688,834m<sup>3</sup>). The area of degraded forest restored or rehabilitated within forest reserves decreased to 14,169.2ha in 2023 from 27,910.5ha in

<sup>29</sup> NA – Data not available due to device malfunctioning at Shangri La

<sup>30</sup> NA – Data not available due to device malfunctioning at Amasaman site



2022 falling behind the 2023 target of 20,000ha. This was due to annual wildfires and erratic rainfall in some regions affecting plantation establishment. However, 47,994.6ha of existing forest plantations were maintained while 2,355ha of enrichment planting was done within partially degraded forest reserves. Government through the Forestry Commission facilitated the export of a total wood volume of about 293,384.6m<sup>3</sup> that yielded a revenue of €134.4 million. A wood identification laboratory was also commissioned in Takoradi to allow scientific identification of wood species and speed up business processes in 2023<sup>31</sup>. (Figure 2.3.3.3).

**Figure 2.3.3.3 Annual Allowable Cut and Volume of Timber Cut**



Source: Forestry Commission 2023 APR

### 2.3.3.7 Climate Variability and Change

To enhance institutional capacity and coordination for effective climate action, 40 MMDAs capacity were built for effective climate action in 2023 as compared to 50 MMDAs in the year 2022. MDAs with climate change adaptation measures increased to 63 percent in 2023 from 57 percent in 2022. Ghana's emissions rose to 53.4 MtCO<sub>2e</sub> against the targeted 51.2 MtCO<sub>2e</sub> and held the 98<sup>th</sup> place in the Global Green Economy Index (GGEI) with a score of 47.7 out of a total of 160 countries in 2023. In partnership with the Green Climate Fund the Ghana Shea Landscape Emission Reduction Project (GSLERP) was established at an estimated cost of USD54.5 million with the objective to increase carbon stocks by restoring 100,000ha of degraded shea parklands and restoring 200,000ha of savannah forest and woodlands. Ghana has earned USD4.8 million by reducing nearly one million tons of carbon emissions through forest conservation and degradation prevention<sup>32</sup>.

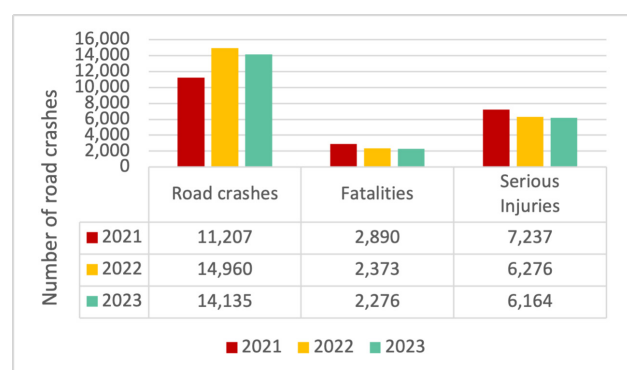
### 2.3.3.8 Transportation: Road, Rail, Air, and Water

**Road:** Ghana's total road network stood at 94,203km with less than half (48%) in good condition, 31 percent fair condition and 21 percent in poor condition in 2023. The proportion of the network maintained declined to 30 percent in 2023 from 34 percent in 2022. This could be attributed to the capping of the Road Fund. Road crashes declined to 14,135 crashes by 5.5 percent over the 2022 performance (14,960 crashes). Likewise, fatalities and serious injuries declined by 4.1 percent and 1.8 percent respectively (Figure 2.3.3.4). The decline can be partly attributed to the various sensitization and enforcement programmes carried out by the National Road Safety Authority which included a Joint "STAY ALIVE" campaign with the Police MTTD to educate drivers and passengers on safe road use.

<sup>31</sup> Forestry Commission 2023 APR

<sup>32</sup> 2024 Budget Statement and Economic Policy, for 2024 Financial Year

**Figure 2.3.3.4 Road accident statistics, 2021-2023**



Source: Ministry of Railways Development Annual Progress Report, 2023

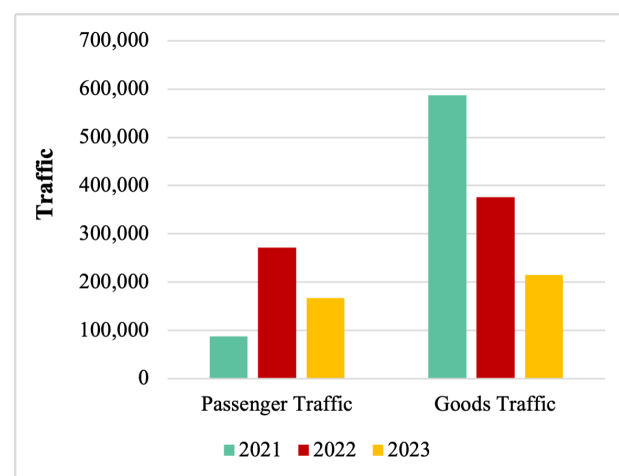
**Rail:** Passenger and freight traffic declined by 38.4 percent and 42.9 percent respectively in 2023 (Figure 2.3.3.5). The declines were due to, the operation of only two passenger routes (Takoradi-Sekondi via Kojokrom and Accra-Tema); intermittent suspension of operations to allow for construction works on the standard gauge between Kojokrom and Manso; minor derailment incidents leading to temporary suspension of service; and insufficient number of locomotives and wagons to haul larger quantities of manganese from the mines.

Despite the decline in passenger traffic, the overall revenue generated increased to GHS884,250 in 2023 from GHS709,790 in 2022. In contrast, the revenue from freight services declined to GHS14,007,100 in 2023 from GHS17,656,390 in 2022.

As part of enhancing operations, 136 km of narrow-gauge lines were maintained. These included the Accra-Tema (30km), Achimota-Dome (25km) sections of the Eastern Railway

Line, and the Takoradi-Tarkwa (66km) and Takoradi-Sekondi via Kojokrom (15km) sections of the Western Railway Line.

**Figure 2.3.3.5 Passenger and Rail Traf**



**Air:** In 2023, domestic aircraft movement and domestic passenger throughput recorded declines of 8.04 percent and 8.97 percent respectively over the 2022 performance. The declines could be attributed to the limited number of airlines, high air fares due to exchange rate fluctuations and the global economic down turn translating into reduction in individual disposable incomes.

In 2023, international aircraft movement increased by 5.9 percent to 26,072 from 24,627 in 2022. and international passenger increased by 18.8 percent to 2,138,999 from 1,800,341 in 2022. The growth was as result of the easing of COVID-19 restrictions, international conferences held in Ghana, the Christmas festive season, among others. Freight movement by air increased by 4.5 percent to 40,774 in 2023 from 38,998 in 2022. There were no recorded aircraft accidents/incidents in 2023 ( Table 2.3.3.6).

**Table 2.3.3.6 Air Transport Sector Statistics, 2021-2023**

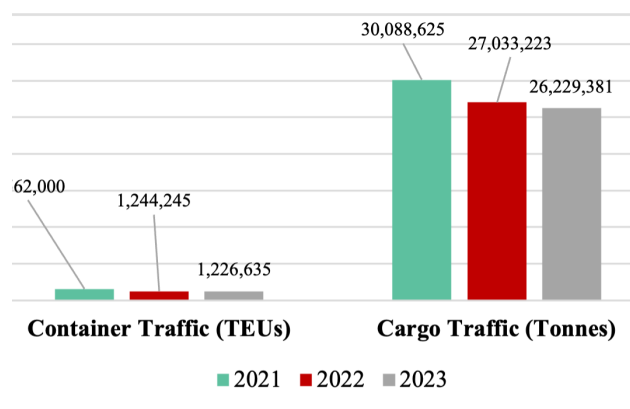
Indicators	2021	2022	2023
Domestic aircraft movement	16,596	19,343	17,786
International aircraft movement	21,274	24,627	26,072
Domestic passengers (No.)	722,721	852,101	775,662
International passengers (No.)	1,269,898	1,800,341	2,138,999
Freight movement (tonnes)	50,446	38,998	40,774

Source: Ministry of Transport 2023 Annual Progress Report

**Water:** Both container and cargo maritime traffic recorded declines in 2023. Container traffic declined by 1.4 percent to 1,226,635 Twenty-foot Equivalent Units (TEUs) while cargo traffic declined by 2.97 percent to 26,229,381 tonnes (Figure 2.3.3.6). The declines were partly due to higher tariffs, exchange rate fluctuations, and global economic down turn. The turnaround times for vessels increased to 106.52 hours in 2023 from 102 hours in 2022 for Takoradi but improved to 72.66 hours in 2023 from 91.83 hours in 2022 for Tema port. The Volta Lake is the major inland water transport system for goods and people. The Volta Lake Transport Company manages the north-south operations and the cross-lake ferry operations. Passenger traffic and vehicle ferried increased by 4.28 percent and 3.20 percent respectively in 2023. This performance was, among other things, explained by the refurbishment and

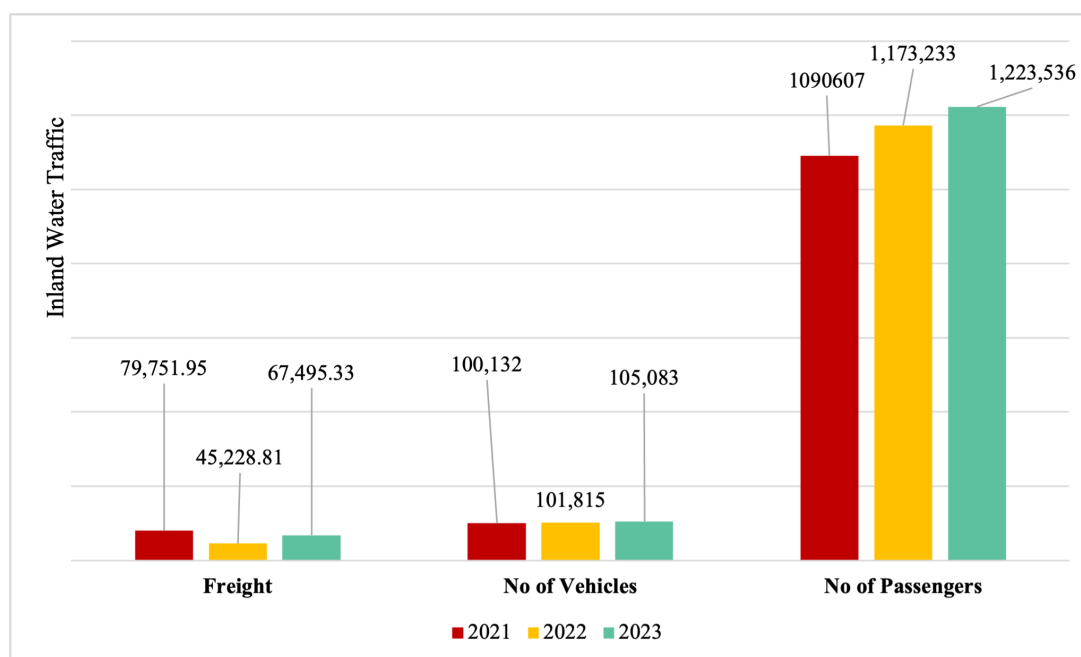
deployment of “MV Akgrade”. Similarly, Freight on the north-south services increased by 49.23 percent in 2023 (Figure 2.3.3.7).

Figure 2.3.3.6 Maritime Traffic, 2021-2023



Source: Ministry of Transport 2023 Annual Progress Report

Figure 2.3.3. 7 Inland Water Traffic, 2021-2023



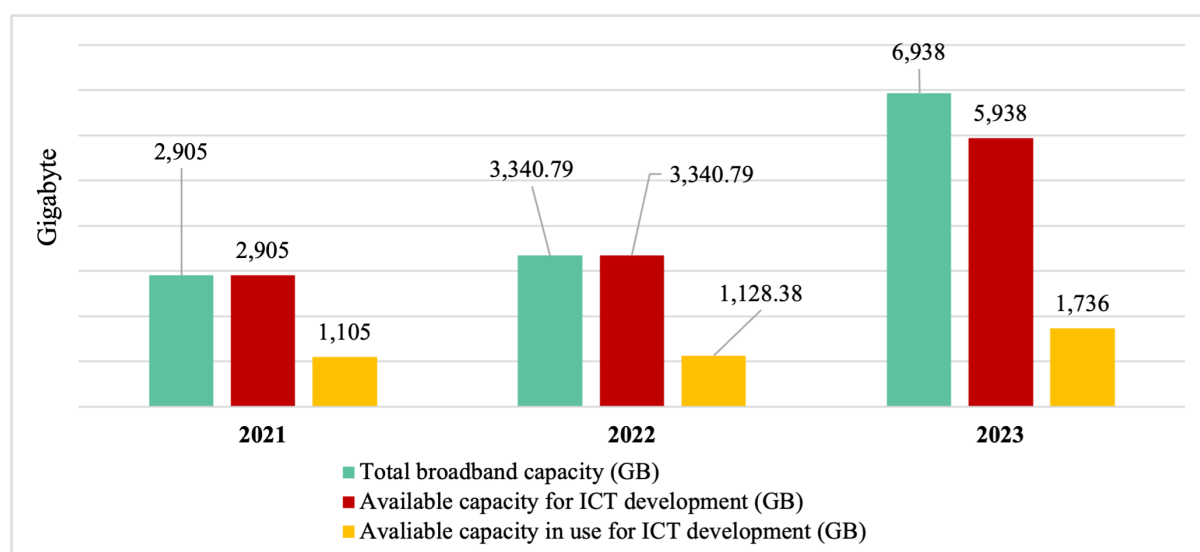
Source: Ministry of Transport 2023 Annual Progress Report

### 2.3.3.9 Information and Communication Technology Development

The ICT industry continued to contribute to the overall growth and development of the country. The share of ICT in GDP increased slightly to 3.9 percent in 2023 from 3.8 percent in 2022. The total broadband capacity recorded increase of 107.7 percent to 6,938 gigabytes. Of this capacity, 5,938 gigabytes (85.59%) were available for ICT development in 2023. The utilisation of broadband capacity for development also remains low. In 2023, only 29.24 percent of the

available capacity for ICT development were utilised. To enhance the capacity for utilisation, Ghana-India Kofi Annan Centre of Excellence in ICT (AITI-KACE) in 2023 provided training on foundation and professional digital skills to over 4,000 persons. In addition, 350 youth were provided training in digital skills (Figure 2.3.3. 8).

**Figure 2.3.3. 8 Broadband capacity for ICT development**



Source: Ministry of Communication and Digitalisation 2023 Annual Progress Report

The proportion of the population with access to internet declined to 72.6 percent in 2023 from 77.8 percent in 2022. The number of internet service providers declined to 11 from 13. However, the number of subscribers to internet increased to 25.1 million in 2023 from 24.4 million in 2022.

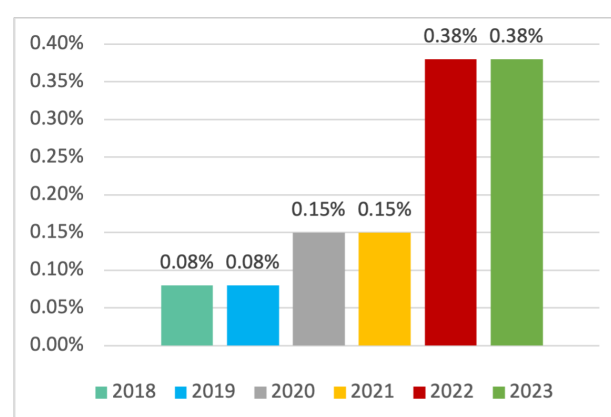
### 2.3.3.10 Science, Technology and Innovation

Mainstreaming science, technology and innovation in all socio-economic activities has been one of government development objectives for the medium term. The focus area measures progress on investments in science, technology and innovation, research findings of key national research institutions adopted by industry and new technologies commercialised.

In terms of government investment, expenditure on Research and Development (R&D) accounted for 0.38 percent of the country's GDP same as the year 2022, surpassing the 2021 figure of 0.1 percent yet below the medium-term target of 1 percent. Research findings adopted by industry decreased to 80 in 2023 from 173 in 2022. Again, 12 out of a target of 30 technologies were successfully commercialised in 2023

whereas eight technology start-up companies were established. MESTI launched two separate research calls in various thematic areas and awarded research grants to 14 beneficiaries to undertake applied scientific research for national development. The Ghana Atomic Energy Commission (GAEC), in the year under review, completed siting and feasibility studies for preferred and backup sites for the introduction of nuclear energy in Ghana. CSIR released improved crop varieties of quality protein maize, cowpea and taro to farmers for cultivation.

**Figure 2.3.3. 9 R&D Expenditure as Share of GDP**

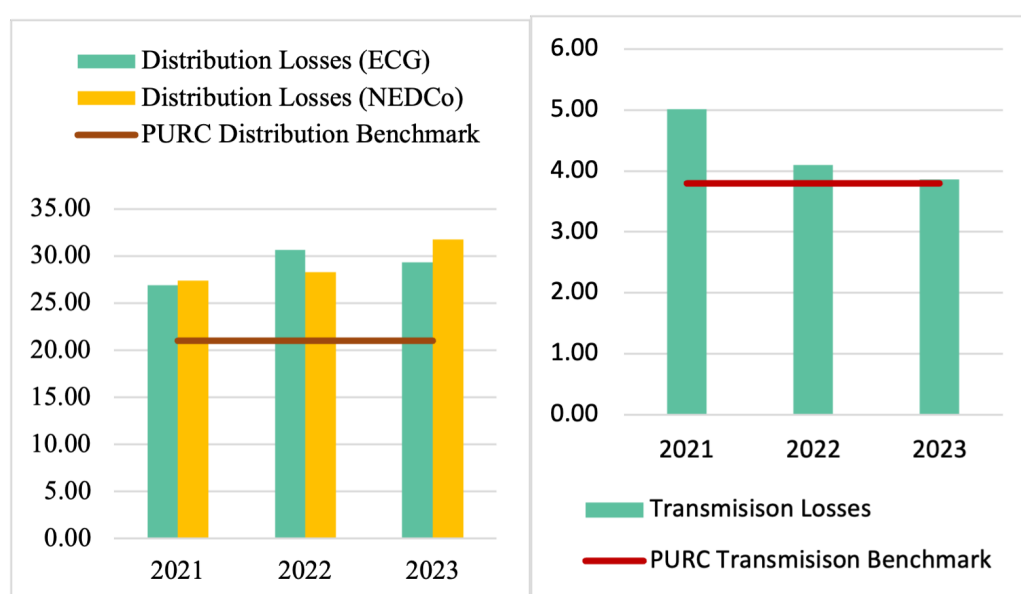


Source: Ministry of Science, Technology and Innovation 2023 APR

### 2.3.3.11 Energy and Petroleum

Ghana's population with access to electricity increased to 88.75 percent in 2023 from 87.0 percent in 2022. The improvements could be traced to the continuous expansion of transmission and distribution lines as well as the connection of 189 communities to the national grid under the Rural Electrification Programme. Distribution and transmission losses for ECG and NEDCo continued to exceed the PURC benchmark of 21 percent and 3.8 percent respectively (Figure 2.3.3.10). There was a general decline in the trend for ECG compared to NEDCo. The decline observed in ECG can be attributed to some key interventions instituted, including the Revenue Protection Visibility Project (National Task Force), metering of all distribution transformers for effective energy accounting, digitisation of ECG Assets and Customer Database (CAIMS), and Loss Reduction & Management Programme. An assessment of the EFOT project by NDPC showed that there were significant investments made in the energy sector.

**Figure 2.3.3.10 Distribution and Transmission Losses, 2021-2023**

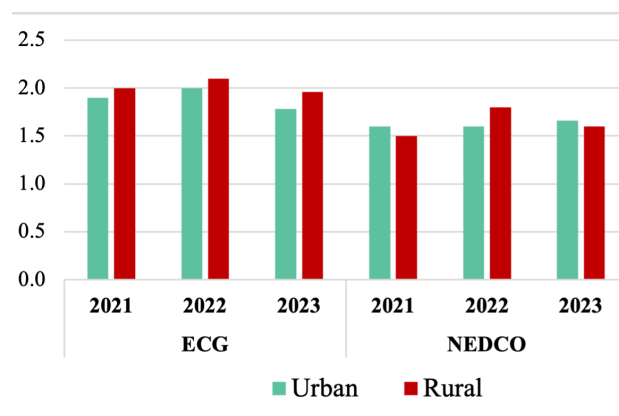


Source: ECG/VRA/GRIDCo, 2023

The Customer Average Interruption Duration Index (CAIDI) is the average time required to restore service to a customer experiencing a sustained interruption (lower number means better CAIDI performance). The average duration of interruption per customer per year improved for both urban (2.0 hours/customer/year to 1.78 hours/customer/year) and rural (2.1 hours/customer/year to 1.96 hours/customer/year) for ECG customers between 2022 and 2023. However, for NEDCo it worsened in urban areas (1.6 hours/customer/year to 1.66 hours/customer/year) while it improved for rural areas (1.8 hours/customer/year to 1.6 hours/customer/year). Generally, the interruptions were caused by theft of network construction material by intruders, cable and other network construction material damages by third party contractors, negative effect of vegetation on network stability and reliability, illegal

connections, negative effect of operation of other utilities, and inadequate number of test vans.

**Figure 2.3.3.11 CAIDI trend, 2021-2023**



Source: Ministry of Energy 2023 Annual Progress Report



As part of efforts to enhance clean energy, the government has a goal of achieving 10 percent generation of renewable energy by 2030. The Phase 1 (200MW) combined cycle plant was completed. Further, the National Energy Transition (NET) Investment Plan for achieving net zero was prepared and launched at the 78<sup>th</sup> UN General Assembly. Under the Solar Lantern Distribution Programme, a total of 11,692 units of solar lanterns were distributed to rural and peri-urban areas at subsidised prices. About 97,253 improved charcoal cookstoves were locally manufactured and distributed. Under the National LPG Promotion Programme (NLPGPP), 40,000 LPG cook stoves were procured, out of which 6,000 were distributed to beneficiary households in 2023.

### 2.3.3.12 Human Settlements Development and Housing

The three-tier spatial planning system which consists of Spatial Development Frameworks (SDFs), Structure Plans (SPs) and Local Plans (LPs), seeks to establish a direct linkage between national development strategies and the corresponding spatial dimensions of development. These are key requirements for promoting sustainable, spatially integrated development of human settlements, as well as the provision of adequate, safe, secure, quality and affordable housing. The preparation of spatial plans under the ambit of the Land Use and Spatial Planning Authority (LUSPA) was continued during the year of review, with support from various programme and project activities. Below was the status of spatial plan preparations and related activities undertaken in 2023:

- i. Under the Ghana Landscape Restoration and Small-scale Mining Project (GLRSSMP), LUSPA provided technical backstopping in the preparation of SDFs to the beneficiary Districts. Officers from 11 MMDAs, staff of the LUSPA Regional Offices of Ashanti, Bono East, Upper West, Upper East and Eastern regions participated in the inception workshop of the project; where MMDAs were required to commence work on the situational analysis for their respective District SDFs;
- ii. The preparation of the Greater Accra Metropolitan Area Structure Plan is in its final stages, with the final reports and local plans reviewed by LUSPA and submitted to the Consulting firm for finalisation;
- iii. Under the Kumasi Urban Mobility and Accessibility Project (KUMAP), an inventory of all local plans from the five MMDAs<sup>33</sup> abutting the proposed Bus Rapid-Transit (BRT) corridor was undertaken. Forty-six Local Plans along the BRT corridor were received and validated by LUSPA;
- iv. Various public sensitisation programmes aimed at enlightening the public on spatial planning, permitting and development control as well as land use planning and management were carried;
- v. A consultative meeting on the Land Use and Spatial Planning Amendment Bill 2023 was held; where stakeholders critically assessed the Draft Amendment Bill and made inputs for its effective implementation. The amendment of the Land Use and Spatial Planning Act, 2016 (Act 925) was to strengthen LUSPA to carry out its mandate of providing for sustainable development of land and human settlements and bring sanity into development control challenges that have affected proper settlement planning;
- vi. After completing the Local Plan and initiating the construction of new buildings for victims of the Appiatse Reconstruction Project, an inventory and validation of the list of buildings that suffered various degrees of structural damage was conducted to facilitate the repair works on these buildings. Detailed profile information of the owners of these structures was collected;
- vii. The LUSPA, as part of its mandate to prepare guidelines and issue directives on spatial planning, developed guidelines on Development Permitting and a brochure on directives to MMDAs regarding land use and spatial planning practices;

<sup>33</sup> The five (5) targeted MMDAs are Kumasi Metropolitan, Oforikrom Municipal, Kwadaso Municipal, Ejisu Municipal, and Atwima Nwabiagya Municipal Assemblies.



- viii. During the year under review, the LUSPA, in collaboration with the Ghana Integrity Initiative (GII), held an orientation workshop for Spatial Planning Committee and Technical Sub-Committee Members in selected (20) MMDAs in the Ashanti and Greater Accra regions in 2023. A total of 310 persons participated in the workshop, which aimed to build the capacity of participants regarding their spatial planning functions at the district level, in accordance with Act 925 and L.I. 2384, as well as provide an overview of Land and Corruption in Africa. This was to enable the District Assemblies undertake their spatial planning functions effectively;
- ix. LUSPA, in collaboration with EPA, the UK Government's Marine Management Organization (MMO), and the Joint Nature Conservation Committee (JNCC), under the Ocean Country Partnership Programme (OCP), initiated the preparation of a Marine Spatial Development Framework (MSDF) for six coastal districts in the Western Region of Ghana. A total of 38 participants from LUSPA, EPA, MMDAs along the coast, and other relevant stakeholders received capacity training on the preparation of Marine Spatial Plans, based on UK experiences. Familiarisation visits and stakeholder engagements were conducted in the Western Region to raise awareness about the preparation of the Marine Spatial Development Framework. It intends to support Blue Economy and Sustainable Resource Management, Climate Change and Resilience, Ocean Conservation and Sustainable Biodiversity Protection, Ocean Governance, Regulations and Integrated Coastal Zone Management and Financial Management and Investment in Ocean Sustainability.
- x. LUSPA in collaboration with the Ministry of Local Government Decentralisation and Rural Development (MLGDRD) initiated efforts to address the loss of the green natural cover of the Akwapim Range (Southeastern greenbelt) to development management challenges, where physical developments have affected the stability of the mountain range. The area of interest is 759 acres of land which falls within Akwapim South and Ga East districts. An assessment was undertaken to determine the extent of developments on the Akwapim Hills with recommendation made to remedy the situation; and
- xi. In a bid to provide adequate, safe, secure, quality and affordable housing, the Ministry of Works and Housing planned to construct 1,200 housing units for households in 2023. As at the end of the year, a total of 96 household units had been constructed. This represents eight percent attainment of target, with a significant percentage outstanding.

### 2.3.3.13 Rural and Urban Development Management

The proportion of urban population in Ghana has increased to 59.2 percent in 2023 from 56.7 percent. To enhance service delivery in urban areas, the Ghana Secondary Cities Support Programme (GSCSP) under the auspices of MLGDRD provided finances to support the construction of key urban infrastructure as presented in Table 2.3.3.7.

**Table 2.3.3. 7 Number of Sub-projects completed under GSCSP**

No.	Sub-Projects	No. Completed
1	Urban markets	10
2	03km of stormwater drain	13
3	Urban transport terminals	3
4	2km of Urban Roads	34
5	7.71km of pedestrian walkway	1
6	Industrial park	1
7	Business Advisory Centre (BAC)	1

No.	Sub-Projects	No. Completed
8	Urban park	1
9	Streetlights (lamps) installed	3,196
10	Refuse collection equipment provided	1,012

Source: MLGDRD Annual Progress Report

For rural development, a number of interventions aimed at creating sustainable jobs for the youth in rural areas were undertaken in 2023. A total of 3,748 new job opportunities were created under the Gulf of Guinea Northern Regions Social Cohesion (SOCO) project. These included 482 local actors who were recruited and trained on local economic development and are currently using their participatory development skills for the benefit of their communities. The Youth Employment Agency (YEA) recruited 93,983 youth with 10,211 placements done in Public Employment Centres (PECs), Private Employment Agencies (PEAs) and Job fairs.<sup>34</sup> These job opportunities have contributed to improving the economic fortunes of the rural populace particularly the youth.

### 2.3.3.14 Construction Industry Development

In the first half of 2023, construction industry activities declined with an 8.9 percent growth rate compared to 1.1 percent growth rate in the first half of 2022.<sup>35</sup> The Legal frameworks to regulate the development of the industry, including the setting up of apex body for the industry as contained in the Construction Industry Development Authority (CIDA) Bill, 2020 is yet to be enacted into law after the process commenced in 2022. The Ministry of Works and Housing resorted to the promotion and utilisation of sustainable local building materials for the housing and construction industry.

### 2.3.3.15 Drainage and Flood Control

In 2023, the total length of drains that were rechannelled, upgraded, and maintained totaled 9.2km, with 3.48km primary and 5.71km secondary drains respectively. This was below the sector's annual target of 25km for drains of 15 km primary and 10km secondary drains. The MWH planned to install a national advanced flood warning system to predict floods as part of the flood control

measures around the country. This target was not achieved. The Ministry continued the implementation of the 2018 National Flood Control Programme with channel improvement works and the construction of concrete drains totalling over GHS210 million by 2023. The Greater Accra Resilient and Integrated Development (GARID) Project continued and it is expected to be completed in 2024.<sup>36</sup>

### 2.3.3.16 Infrastructure Maintenance

Institutionalising and operationalising a national public works maintenance framework is necessary for promoting an effective maintenance culture and involves the routine maintenance of public infrastructure including health, education, roads, railways and ports. The maintenance framework also provides for the enforcement of sanctions for non-complying public agencies. Under the Greater Accra Resilient and Integrated Development (GARID) project, 10 transboundary drains in the 17 GARID MMAs were identified and mapped out. The drains run across various parts of the 17 MMAs through Sakumono, Kpeshie, Chemu West, Sango-mokwe, Haatso, Onyasia, Laador, Nima, Dome-Taifa, Kordzor, Lafa, Mamahuma and Mukose communities. The project would operationalise an Inter-Jurisdictional Coordination Management Committee (ICMC) to ensure the transboundary drains remain a major focus of the MMAs strategies to mitigate flooding.

### 2.3.3.17 Land Administration

In 2023 the turn around time for land official searches were 10 days while turn around time for plan preparation was three weeks. The Lands Commission embarked on stakeholder engagements to raise awareness on the provisions outlined in the Land Act 2020 (Act 1036) and related fundamental land management principles. The Commission through the media solicited for inputs from the

34 2024 Budget Statement and Economic Policy, for 2024 Financial Year

35 2024 Budget Statement and Economic Policy, for 2024 Financial Year

36 Ministry of Works and Housing, APR 2023

general public and organised a stakeholder engagement in the northern zone to help develop the Legislative Instrument for the Land Act 2020 (Act 1036).<sup>37</sup>

### 2.3.3.18 Zongos and Inner Cities Development

As part of efforts to promote inner city development, Government spent GHS190.3 million on the Zongo Development Fund in 2023. The investment led to the construction of 36 6-unit classroom blocks, seven 10-unit institutional toilets, 38 mechanized boreholes and three community sports and recreational

parks. As part of enhancing inclusive and equitable access to, and participation in quality education at all levels, tuition fee grants were issued to 80 brilliant but needy Zongo students in tertiary institutions. About 232 students were provided with bursary support. In addition, a comprehensive concept note for the Zongo Model SHS programme was developed and submitted to the Public Investment and Asset Division (PIAD) of the Ministry of Finance for review in line with the Public Financial Management (Public Investment Management) Regulations, 2020 (L.I. 2411).

## 2.3.1 Key Challenges and Policy Recommendations for Environment, Infrastructure and Human Settlements

The key challenges of the dimension are summarised in Table 2.3.4.1. The table also highlights proffered recommendations for Ghana's Environment, Infrastructure and Human Settlements.

**Table 2.3.4.1 Key Challenges and Recommendations for Environment, infrastructure and Human Settlements**

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
1.	Protected Areas	<ul style="list-style-type: none"> <li>• Illegal mining (galamsey), illegal fishing activities, and illegal logging and charcoal production in forest reserves and wildlife protected areas</li> <li>• Attacks on staff and officers by poachers</li> <li>• Encroachment of protected areas for example Ramsar sites</li> </ul>	<p>The Forestry Commission, NDPC, MLNR, Ghana Army, MMDAs, Traditional Councils should collaborate to:</p> <ul style="list-style-type: none"> <li>▪ continue the training of Forest and Wildlife Guards to increase capacity in combating illegalities in forest reserves and wildlife protected areas</li> <li>▪ provide security support from the Police Service and the Judiciary to ensure effective prosecution and imposition of deterrent penalties by the courts</li> <li>▪ promote community ownership of the environment</li> </ul>

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
2.	Minerals Extraction	<ul style="list-style-type: none"> <li>• Illegal mining</li> <li>• Weak enforcement of environmental and mining laws and regulations</li> <li>• Environmental degradation</li> <li>• Limited value addition to primary products</li> <li>• Inadequate mineral revenue</li> </ul>	<p>MLNR, MINCOM, OoP, Parliament, Office of Attorney General and Minister of Justice and Traditional Councils should effectively collaborate to:</p> <ul style="list-style-type: none"> <li>▪ ensure mining activities are undertaken in an environmentally sustainable manner</li> <li>▪ ensure land reclamation after mining operations</li> <li>▪ protect sensitive areas from pollution and contamination, e.g., groundwater sources and intake of public water supplies</li> <li>▪ promote mining value-addition by processing of minerals</li> <li>▪ decentralise the mining permitting process</li> </ul>
3.	Water Resource Management	<ul style="list-style-type: none"> <li>• Pollution of water bodies from Illegal mining</li> <li>• Dumping of refuse and sewer in water bodies</li> <li>• Negative impact of climate variability and change</li> </ul>	<p>MSWR, CWSA, WRC, WRI and its agencies should:</p> <ul style="list-style-type: none"> <li>▪ intensify the protection of all major water bodies, tributaries and major treatment plants</li> <li>▪ formulate a comprehensive policy for the development of the blue economy</li> <li>▪ promote community ownership of water resources</li> </ul>
4.	Coastal and Marine Management	<ul style="list-style-type: none"> <li>• Changes in sea temperature, acidity, rise in sea levels, increased incidences in tidal surges and major oceanic currents as a result of Climate Change (tidal waves and surges)</li> <li>• Sand mining at beaches</li> <li>• Unauthorized development along the coast</li> <li>• Dumping of raw sewerage in the ocean</li> </ul>	<p>MESTI, EPA, WRI and its agencies should:</p> <ul style="list-style-type: none"> <li>▪ build awareness and capacity of communities to combat coastal erosion and adapt to climate change</li> <li>▪ support the development of comprehensive coastal development, planning and regulatory frameworks</li> <li>▪ facilitate effective inter-agency coordination of coastal management programmes</li> </ul>

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
5.	Environmental Pollution	<ul style="list-style-type: none"> <li>□ Non automation of the Agency's business processes leading to delay in issuance of Environmental Permit.</li> <li>□ Low public appreciation of the value of the environment and the need to protect and conserve it.</li> <li>□ Industries not fully complying with L.I. 1652</li> <li>□ Weak prosecution of environmental crimes due to the low level of appreciation of environmental crimes by the Security Agencies and the Judiciary</li> <li>□ Weak collaboration among institutions regulating the environment</li> <li>□ Insufficient internally generated funds (IGF) for compliance monitoring and environmental education.</li> </ul>	<p>MESTI, EPA, MSWR, CWSA, WRC, WRI and its agencies should:</p> <ul style="list-style-type: none"> <li>▪ finalise the automation process to reduce the period for permit issuance and address database issues among others.</li> <li>▪ enhance compliance monitoring activities to improve compliance levels of undertakings as well as increase the Agency's revenue.</li> <li>▪ enhance awareness creation for the public and undertakings on environmental issues.</li> <li>▪ enhance collaboration among environment regulatory Agencies and stakeholders.</li> <li>▪ upscale training and capacity building programmes for the Judiciary and law enforcement Agencies on environmental crimes and their negative impacts on sustainable development as well as strengthen collaboration with them.</li> <li>▪ promote the use of electric vehicles and also improve the mass transportation system to help reduce air pollution caused by the use of fossil fuel.</li> </ul>

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
6.	Climate Change and Variability	<ul style="list-style-type: none"> <li>□ Degraded landscapes</li> <li>□ Increasing GHG emissions</li> <li>□ Limited technical and institutional capacities to access climate funds and facilitate technology transfer.</li> <li>□ Poor ownership of climate change interventions at the local level</li> </ul>	<p>NDPC, MESTI, EPA should collaborate to focus on climate resilient and low carbon development pathways that will foster more green, resilient, and inclusive growth by undertaking the following actions:</p> <ul style="list-style-type: none"> <li>▪ intensify awareness creation on climate change</li> <li>▪ accelerate the implementation of Ghana's Nationally Determined Contributions</li> <li>▪ develop capacity to access Global Climate Funds</li> <li>▪ promote co-financing arrangements for climate change interventions at the local level</li> </ul>
7.	Deforestation, Desertification and Soil Erosion	<ul style="list-style-type: none"> <li>□ Annual wildfires and erratic rainfall in some regions affecting plantation establishment.</li> <li>□ Grazing by cattle of herdsmen on newly established/existing plantations leading to the destruction of planted seedlings.</li> </ul>	<p>The Forestry Commission, NDPC, MLNR, MMDAs, Traditional Councils should collaborate to:</p> <ul style="list-style-type: none"> <li>▪ promote enforcement of National Wildfire Management Policy and local bye-laws on wildfires</li> <li>▪ intensify forest plantation establishment and reclamation of degraded landscape (Implementation of Ghana Forest Plantation Strategy)</li> </ul>



S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
8.	Transportation (Road, Rail, Air, Water)	<ul style="list-style-type: none"> <li>• Poor road condition and network</li> <li>• Poor maintenance culture</li> <li>• Traffic congestion in major cities</li> <li>• Inadequate funding for road safety activities</li> <li>• Low commitment and sense of responsibility for road safety among policy makers and road safety stakeholder institutions</li> <li>• Inadequate inter-modal facilities</li> <li>• Underdeveloped water transport systems</li> </ul>	<p>MoF, MRH, MoT, MoRD, DISEC of MMDAs, Traditional Councils and Security agencies should collaborate to:</p> <ul style="list-style-type: none"> <li>▪ expand and maintain the national road network</li> <li>▪ strengthen road-based mass transportation system, including extending Bus Rapid Transit (BRT) corridors</li> <li>▪ establish a road safety fund for promotion of road safety interventions</li> <li>▪ accelerate the development of an integrated transport system</li> <li>▪ encourage investments in the rail and water transport systems</li> <li>▪ promote and execute the Ghana Transportation masterplan</li> </ul>
9.	Information and Communication Technology Development	<ul style="list-style-type: none"> <li>• Poor access to broadband Services, Quality of Services (QoS) and Quality of experience (QoE) in ICT</li> <li>• Theft of network construction material</li> <li>• Cable and other network construction material damages by third party contractors</li> <li>• High cost of broadband services</li> <li>• Negative effect of vegetation on network stability and reliability</li> </ul>	<p>NDPC, MESTI, NCA, MOCD, EPA should collaborate to:</p> <ul style="list-style-type: none"> <li>▪ improve telecommunications quality, affordability and accessibility</li> <li>▪ build an integrated national ICT digital infrastructure</li> <li>▪ collaborate with the private sector to increase the broadband, bandwidth and speed of connections nationwide</li> </ul>

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
10.	Science Technology and Innovation	<ul style="list-style-type: none"> <li>• Limited utilisation of relevant research outputs</li> <li>• Limited collaboration between public research institutions and industry</li> <li>• Inadequate funding for research and development</li> </ul>	<p>NDPC, MESTI, NCA, MoCD, EPA should collaborate to:</p> <ul style="list-style-type: none"> <li>▪ apply science, technology and innovation in the implementation of policies, programmes and projects</li> <li>▪ promote an enabling environment for strong partnership with research institutions, academia and industry</li> <li>▪ scale up investments in research and development to find local solution to challenges</li> </ul>
11.	Energy and Petroleum	<ul style="list-style-type: none"> <li>• Illegal connections</li> <li>• Liquidity Challenges</li> <li>• Illegal activities under the Transmission Right – of – Way (ROW)</li> <li>• High Electricity generation cost</li> <li>• Inadequate generation of Reactive Power into the GRID</li> <li>• Unreliable Fuel / Gas supply for power generation</li> </ul>	<p>MoEn, ECG, NEDCO, TOR, PURC, GRIDCo, GNPC, PEF, NPA, PC, VRA, NED, BPA, BOST, Energy Commission should:</p> <ul style="list-style-type: none"> <li>▪ ensure effective implementation of the Cash Water Fall Mechanism</li> <li>▪ continue to educate the public about the hazardous effects of being under the Transmission ROW.</li> <li>▪ adopt high technology and innovation practices in maintenance, metering and billing, project management, research, information dissemination and development of new infrastructure.</li> <li>▪ establish monitoring system to enhance efficient service delivery</li> </ul>

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
12.	Human Settlements and Housing	<ul style="list-style-type: none"> <li>• Poor implementation of spatial plans and weak development control function of MMDAs</li> <li>• Inadequate coverage of spatial plans for built up areas</li> <li>• Inadequate funds for the preparation of RSDFs, DSDFs, SPs and LPs and spatial planning activities.</li> <li>• Inadequate Physical Planners at the District level to manage and adequately oversee the various spatial planning functions of the MMDAs</li> </ul>	<p>MWH, MESTI, MLGDRD, LUSPA, MLNR, Lands Commission, Works Dept., Universities, GREDA, Financial Institutions should collaborate to:</p> <ul style="list-style-type: none"> <li>▪ ensure effective capacity development of MMDAs in the spatial planning functions.</li> <li>▪ ensure the provision of adequate resources and logistics for MMDAs and RCCs to prepare and implement spatial plans.</li> <li>▪ enhance routine M&amp;E activities for spatial plan implementation.</li> <li>▪ promote the preparation of Regional (SDFs) and districts spatial plans (SDF, Structure Plans and Local Plans).</li> <li>▪ strengthen monitoring effort in spatial plan preparation and implementation.</li> <li>▪ activate Land Use and Spatial Planning Fund</li> </ul>
13.	Urban and Rural Development	<ul style="list-style-type: none"> <li>• High rate of rural-urban migration</li> <li>• Congestion and overcrowding in urban areas</li> <li>• Haphazard exploitation of rural natural resources</li> </ul>	<p>MLGDRD, MMDAs, MWH, LUSPA and MoF should collaborate to:</p> <ul style="list-style-type: none"> <li>▪ promote rural enterprise development, financial inclusion, service delivery, capacity building and local economic development</li> <li>▪ establish special growth centres and urban networks, with spatially targeted investment interventions</li> <li>▪ support implementation of the National Urban Policy and Action Plan and the United Nations New Urban Agenda</li> <li>▪ facilitate sustainable use and management of natural resources to support the development of rural communities and livelihoods</li> </ul>

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
14.	Construction Industry Development	<ul style="list-style-type: none"> <li>• Weak regulatory regime of the construction industry</li> <li>• Weak classification and certification systems for the registration of contractors</li> <li>• Proliferation of sub-standard construction materials and products</li> </ul>	<p>MLGDRD, MMDAs, MWH, LUSPA, Ghana Standards Authority, and MoF should collaborate to:</p> <ul style="list-style-type: none"> <li>▪ establish a central agency for the construction industry</li> <li>▪ improve and standardise techniques and material use</li> <li>▪ promote research and apply modern technology in the construction industry</li> </ul>
15.	Infrastructure Maintenance	<ul style="list-style-type: none"> <li>• Poor maintenance culture</li> <li>• High cost of maintenance</li> </ul>	<p>MLGDRD, MMDAs, MWH, GREDA, LUSPA, Ghana Standards Authority, Built Environment Professionals, and MoF should collaborate to:</p> <ul style="list-style-type: none"> <li>▪ institute a robust maintenance scheme for the transport system, public office buildings and other critical infrastructure</li> <li>▪ enforce relevant standards in various sectors to reduce rapid deterioration of public infrastructure, including strengthening the axle load control on roadways.</li> <li>▪ inculcate maintenance in the planning phase of projects</li> <li>▪ promote adherence to standards in construction</li> </ul>

S/N	FOCUS AREAS	CHALLENGES	RECOMMENDATIONS
16.	Land Administration and Management	<ul style="list-style-type: none"> <li>• Insecurity of land tenure</li> <li>• Encroachments on public and vested land</li> <li>• Delays in adjudication of land disputes</li> <li>• Landguardism</li> </ul>	<p>Land Commission, Traditional Authorities, House of Chiefs MLNR should collaborate with LUSPA to:</p> <ul style="list-style-type: none"> <li>▪ accelerate digitisation of land records and automation of land services delivery</li> <li>▪ promote sustainable land management interventions using the integrated landscape management approach</li> <li>▪ fully implement the Land Act, 2020 (Act 1036)</li> <li>▪ train more skilled surveyors, draftsmen and architects</li> <li>▪ promote and enforce the Vigilantism and Related Offences Act 2019 (Act 999)</li> </ul>
17.	Zongos and Inner Cities Development	<ul style="list-style-type: none"> <li>• Proliferation of slums</li> <li>• Inadequate basic social infrastructure and services</li> </ul>	<p>MLGDRD/MWH should collaborate with LUSPA, MMDAs to:</p> <ul style="list-style-type: none"> <li>▪ accelerate investments in local economic development in Zongo and Inner-City Communities</li> <li>▪ provide basic social infrastructure and services in Zongo and Inner-City Communities</li> <li>▪ promote the implementation of a national slum upgrading and prevention strategy</li> </ul>
18.	Disaster Management	<ul style="list-style-type: none"> <li>□ No operational vehicles for majority of the district offices and some department at the headquarters.</li> <li>□ Inadequate funds for programme implementation</li> <li>□ Poor attitude towards proactive disaster management and prevention</li> </ul>	<p>MESTI, EPA, NADMO and MOF should collaborate to:</p> <ul style="list-style-type: none"> <li>▪ Provide adequate operational resources</li> <li>▪ ensure timely release of funds for implementation of activities</li> <li>▪ provide adequate relief items for disaster victims</li> </ul>

## 2.2. Governance, Corruption and Public Accountability

### 2.4.1 Introduction

Ghana continued to make significant progress in deepening and expanding the frontiers of democratic governance. The practice of democracy, transparent and accountable governance has made tremendous contributions to peace, stability and economic development. Policies, programmes and projects implemented in 2023 were to deepen and sustain democratic governance.

This section of the 2023 APR examines the achievements and constraints in the Governance, Corruption and Public Accountability space. The overall goal of this dimension under the Agenda for Jobs II policy framework was to maintain a stable, united and safe country through the implementation of strategies across 13 focus areas. These were: Deepen Democratic Governance; Local Governance and Decentralisation; Public Accountability; Public Institutional Reform; Public Policy Management; Human Security and Public Safety; Corruption and Economic Crimes; Law and Order; Civil Society and Civic Engagement; Attitudinal Change and Patriotism; Development Communication; Culture for National Development; and Strengthening Ghana's Role in International Affairs.

### 2.4.2 Key Performance Indices

Notable achievements in 2023 included:

#### Governance

- i. The Council of State considered and recommended 176 nominees for appointment to 92 Governing Boards in line with Article 70 of the 1992 Constitution. Key among them were the Chief Justice, New Heads of Mission, Career Ambassadors and Members of the Governing Boards of public institutions;
- ii. The executive arm of government hosted 12 Heads of States including US Vice President, Kamala Harris and husband in March 2023;
- iii. The President undertook 22 external visits during the year;
- iv. Parliament of Ghana held 64 plenary

sittings and considered 260 papers, including 37 Agreements, 17 Auditor-General's Reports, 154 Annual Statements by Audit Committees, and 52 Committee Reports;

- v. The Judicial Service appointed 73 Judges and Magistrates, inducted 104 newly appointed/promoted Judges and Magistrates;
- vi. Successful organisation of two by-elections by the Electoral Commission at Kumawu and Assin North constituencies;
- vii. Successful organisation of district level elections for assembly and unit committee members by the Electoral Commission;

#### Corruption

- i. The Office of the Attorney General and Ministry of Justice recovered GHS38.81 million from some high-profile corruption cases involving accused persons charged with causing financial loss to the State, money laundering, and procurement breaches;
- ii. The Economic and Organised Crime Office (EOCO) recovered a total amount of GHS93.05 million from the proceeds of crime and investigated a total of 396 cases, out of which 19 cases were prosecuted in various courts;
- iii. The Office of the Special Prosecutor initiated legal proceedings against public officers including a minister of state and private individuals;

#### Public Accountability

- i. The Audit Service successfully published the 2022 Audit report;
- ii. The Public Accounts Committee conducted 38 public sittings to consider the Auditor General's Reports and made 7 recommendations to retrieve misappropriated public funds;
- iii. The Narcotics Control Commission made significant stride in narcotics control by seizing approximately 8,982.35 kilograms of various drugs, with the total value of



USD2.3 million. This led to the arrest of 49 people for various narcotic-related offenses;

- iv. The prosecution rate for criminal cases handled by the Office of the Attorney General (OAG) reached 98 percent, significantly enhancing the credibility and effectiveness of the judicial system and ensuring a higher rate of justice delivery;
- v. The Legal Aid Commission used Alternative Dispute Resolution (ADR) to resolve 4,260 cases. The Judicial Service also used ADR to handle 9,578 cases in 2023; and
- vi. The National Media Commission organised an inaugural Accountability Forum in 2023.

### 2.4.3 Progress of Implementation

This section reviews the progress of implementation in 13 focus areas which are: Deepen Democratic Governance; Local Governance and Decentralisation; Public Accountability; Public Institutional Reform; Public Policy Management; Human Security and Public Safety; Corruption and Economic Crimes; Law and Order; Civil Society and Civic Engagement; Attitudinal Change and Patriotism; Development Communication; Culture for National Development; and

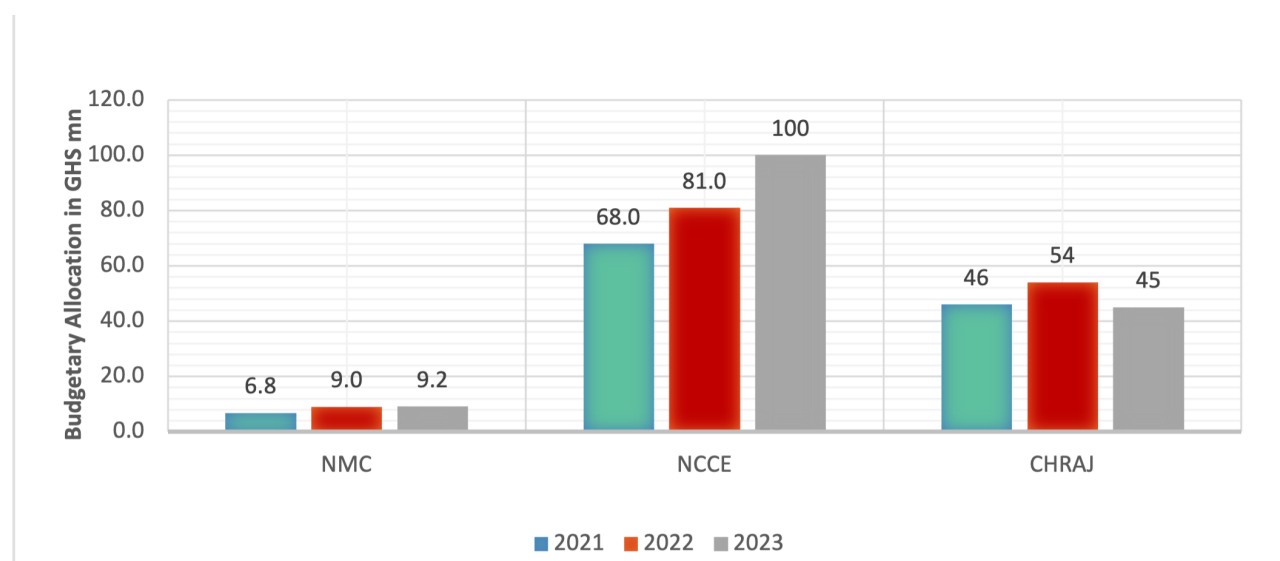
Strengthening Ghana's Role in International Affairs.

#### 2.4.3.1 Deepening Democratic Governance

The Agenda for Jobs II policy framework identified key issues under democratic governance including uneven balance of power among the three arms of Government; inadequate resources to independent governance institutions; relatively weak capacity of governance institutions; monetisation of electoral process; pockets of political and electoral violence; and inadequate capacity of Parliament to exercise its oversight function over the executive. Government agencies were resourced to implement pragmatic programmes and projects to address these constraints within the medium-term and contribute to strengthening the arms of Government and Independent Governance Institutions.

To execute official assignments and market the potentials of the country, the President undertook 22 foreign visits in 2023. Available data on resource allocation and releases to independent governance institutions shows progress has been made over the past two years (Figure 2.4.3.1).

Figure 2.4.3.1 Budgetary Allocations to IGIs



Source: NMC, NCCE, CHRAJ, 2023

There was an increase in resource allocations and releases to all the independent governance institutions in 2023 except the Commission on Human Rights and Administrative Justice (CHRAJ). The releases to CHRAJ declined by 16.6 percent to about GHS45 million in 2023 from about GHS54 million in 2022. The decline may be due to the general contraction of the economy rather than a deliberate effort by government to deprive CHRAJ of the requisite resources to undertake its mandates.

The allocation and releases to the National Media Commission (NMC) increased by 2.2 percent even though NMC remained the least resourced among the IGIs in 2023. The National Commission on Civic Education (NCCE) on the other hand experienced a budget increase of 23.4 percent in 2023, following a 19.1 percent rise in 2022 and a decrease of 5.1 percent in 2021.

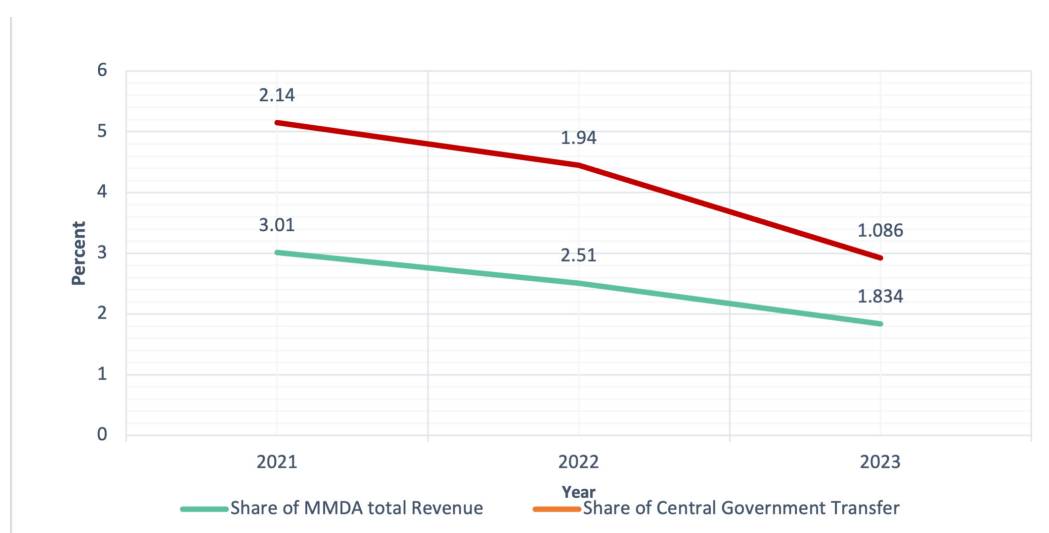
Despite efforts, NDPC did not get data on Electoral Commission (EC) budgetary allocations and releases. The EC was able to conduct by-elections in Kumawu and Assin North constituencies, and local level

elections across the country as part of the efforts to deepen Ghana's democratic governance. It also undertook a limited voters' registration exercise, and supervised constituency, regional and national executive officers' elections for some political parties<sup>38</sup>.

### 2.4.3.2 Local Governance and Decentralisation

The share of central government transfers to MMDAs as a percentage of total national receipts continued its downward trend, reaching just 1.1 percent in 2023. This marked a sharp decline from 1.9 percent in 2022 and 2.1 percent in 2021. Similarly, the share of MMDAs total revenue relative to national receipts fell to 1.8 percent in 2023, down from 2.5 percent in 2022 and 3.0 percent in 2021. These decreases highlight shortfalls in financial support for the assemblies and hinder their ability to deliver essential services and implement local development projects effectively (Figure 2.4.3.2).

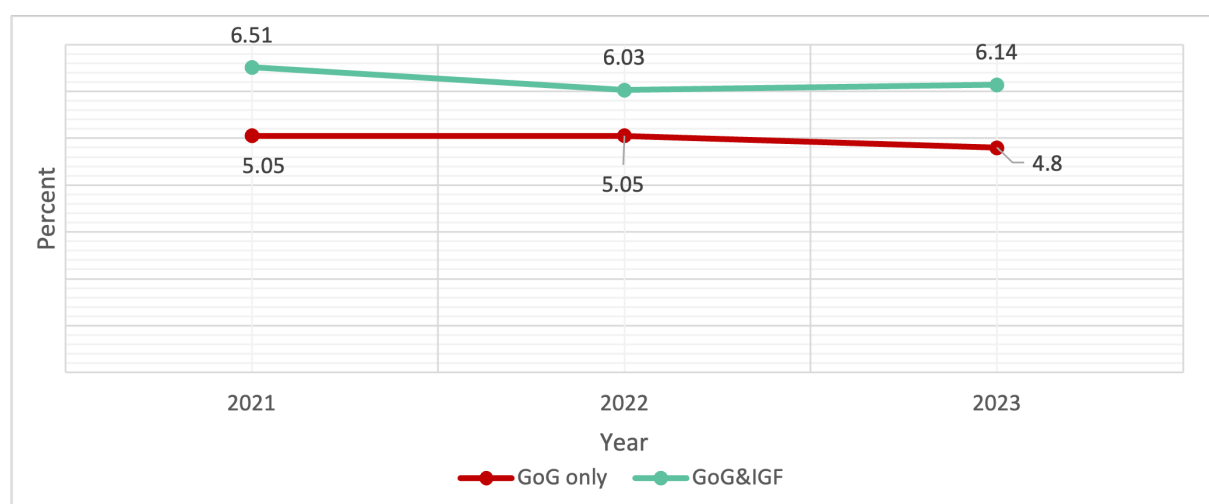
Figure 2.4.3.2 Financial performance of MMDAs 2021-2023



Source: OHLGS 2023 Data

Personnel allocation also experienced fluctuations. The share of MMDAs personnel on the government payroll decreased to 4.8 percent in 2023, a drop from 5.05 in both 2021 and 2022.

**Figure 2.4.3. 3 Figure 2.4.3: Trend in human capacity of MMDAs, 2021-2023**



Source: NDPC Construct-Data from Annual Progress Report Indicator Data Collection Matrix- Office of the Head of Local Government Service

The share of MMDAs personnel supported by both government payroll and internally Generated Funds (IGF) increased to 6.14 percent in 2023 from 6.0 percent in 2022, despite being lower than the 6.5 percent recorded in 2021. The change indicates some resilience in local human resource capacity despite financial constraints. Overall, 2023 demonstrated a continuing trend of reduced financial allocations from the central government to MMDAs, coupled with mixed results in personnel support.

### 2.4.3.3 Enhancing Public Accountability

Stakeholders examined the audited accounts in the Auditor-General's Reports in line with the National Anti-Corruption Action Plan (NACAP) to address financial irregularities in pursuit of the Public Account Committee (PAC) recommendations. In 2023, some progress were made in enhancing public accountability in Ghana. The Audit Service took a proactive step by opening the 'Auditor-General's Recoveries Account with the Bank of Ghana, resulting in the recovery of GHS17.2 million of which GHS10 million was transferred to the consolidated fund. The Audit Service saved the Government GHS21.9 million by validating and certifying monthly salaries and other salary-related claims from selected MDAs.

Efforts to ensure transparency among public office holders included issuing 865 Assets and Liabilities Declaration forms, with 497 responses received. The Service

also demonstrated its commitment to timely reporting by submitting 19 separate Auditor-General reports to Parliament for the financial year before the constitutional deadline. Additionally, the Audit Service completed 6,166 audits, covering various public entities, thereby reinforcing the framework for accountability and transparency in public financial management.

### 2.4.3.4 Public Institutional Reform

The Public Services Commission advanced its objective of enhancing government efficiency through the Human Resource Management Information System (HRMIS), which aims to strengthen Human Resource (HR) processes and help to control expenditure on wages.

Despite targeting 114 MDAs for inclusion in the HRMIS, only five additional MDAs were added, bringing the total to 75, up from 70 in 2022 and 63 in 2021. Training efforts included 417 end-users from GHS, GES, LGS, and OHCS on employee profile and establishment management. A training manual was developed to educate Regional Directors, HR Managers, and officers across all 16 regions for the 12 piloted MDAs. While progress has been gradual, the re-implementation of the HRMIS has improved establishment control and payroll management.

Out of the 11,012 of eligible officers, 82 percent completed their staff performance appraisals, demonstrating a strong commitment to performance evaluation.

Organizational development exceeded expectations, with eleven manuals reviewed and three service schemes developed.

Thirty MDAs were monitored for productivity and service delivery in procurement to ensure better resource management. Digitisation initiatives were implemented, with 55,282 archival sheets digitized and 1,000 sheets repaired, significantly enhancing record accessibility and preservation. Public institution decongestion was effective, with 30 institutions streamlined and 6,232 boxes of records disposed off, freeing up valuable space and improving operational efficiency. About 6,219 staff were trained in competency-based programmes, resulting in improved staff performance and service delivery.

The Civil Service recruited and inducted 826 new staff members. Promotion processes were efficiently managed, with 4,610 officers processed for promotion interviews. About 150 officers within Category B were promoted. The promotion interview process was fully digitised.

#### 2.4.3.5 Public Policy Management

In 2023, NDPC Organised capacity-building programme on the National Public Policy Formulation Guidelines (NPPFG) for some selected MDAs and officers from the 16 RCCs. This was to ensure that policies are aligned with the guidelines. Eight institutions working in and across various sectors, namely; agriculture, water, environment, science and technology; energy, culture, religious affairs, education, sports and transport had their policies reviewed.

Ten public policies were under review to comply with the National Public Policy Formulation Guidelines in 2023. These policies include the Community Water and Sanitation Policy Framework; National Urban Policy Framework and Electronic Vehicle Policy. The others are, National Science, Technology and Innovation Policy; Environmental Sanitation Policy; National Policy on Religion; National Sports Policy; National Book and Reading Policy; Public Food Procurement and Service Policy; Diaspora Engagement Policy; National Technology Transfer Policy and National Monitoring and Evaluation Policy.

In 2023, the Ghana Macro Economic Model (GMEM) was updated with selected data for 2020, 2021 and 2023, and was used for the preparation of the May 2023 edition of the Ghana Macroeconomic Model Review Report.

A Draft December 2023 edition of the Ghana Macroeconomic Model Review Report was prepared using relevant economic policy proposals in line with the IMF Post-COVID-19 Programme for Economic Growth (IMF/PC-PEG). The draft report analysed the policy implications and made recommendations for fiscal and monetary consideration. A training on Integrated Planning and Reporting Tool (IPRT) was held for staff of NDPC.

#### 2.4.3.6 Human Security and Public Safety

The strategies implemented in 2023 to ensure public safety and security were aimed at improving the capacity of security agencies to provide internal security for human safety and protection; increasing national capacity to ensure safety of life and property and strengthening the intelligence agencies to fight ICT-related crimes.

#### Police Force Capacity in Frontline Duties

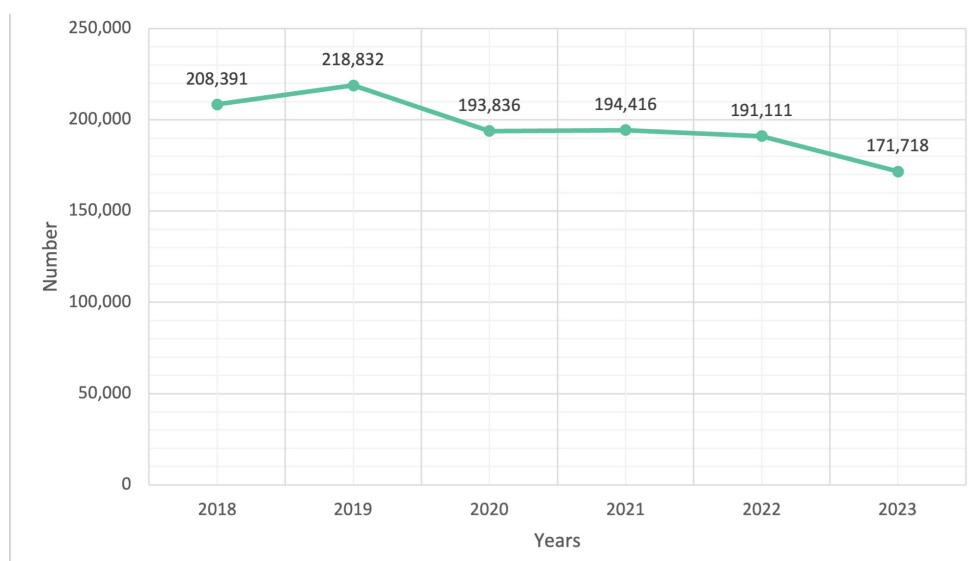
The Ghana Police Service (GPS) continued to discharge its statutory duties of providing safety and security for citizens, and ensuring internal peace in the country through enforcement of laws and regulations. The police-citizen ratio declined to 1:712 in 2023 compared with 1:694 in 2022. The performance of the indicator implies that Ghana remains far from achieving the UN policing standard of 1:500.

Despite the declining ratio, the Ghana Police Service made progress in trainings, with 2500 officers receiving specialized training in 2023. This effort aimed to enhance the capabilities of the existing force, ensuring that officers are better equipped to handle high-risk operations and maintain public order. The commonly reported offences include assault, stealing, threatening, fraud, causing damage, causing harm, defilement, unlawful entry, robbery and rape. The crime statistics indicate that murder, rape, defilement and robbery are the major crimes committed in the country. Total crime cases reported to

the Ghana Police Service continue to decline in volume since 2019 across the sixteen

regions. It declined by 10.1 percent in 2023.

**Figure 2.4.3.4 Trend in Crime Statistics, 2018 -2023**



Greater Accra Region continues to record the highest proportion of crime committed even though there was decline in general crime level in the Region. North East Region also continued to record the lowest crime statistics from 2022 to 2023. The general decline in crime may be due to key programmes being implemented by the Ghana Police Service. This included the Police visibility initiative and awareness creation on the Ghana Police television channel.

**Table 2.4.3.1 Crime statistics by region, 2018-2023**

Regions	Years						% Share		% change
	2018	2019	2020	2021	2022	2023	2023	2022	
Greater Accra	96,399	101,038	87,400	79,841	71,862	67,191	39.10	37.60	-6.50
Ashanti	34,639	35,428	26,976	36,419	38,262	34,677	20.20	20.02	-9.40
Eastern	16,079	17,646	16,223	18,886	20,791	12,674	7.40	10.88	-39.00
Volta	12,396	14,339	14,246	12,907	10,264	10,761	6.30	5.37	4.80
Central	17,493	17,370	12,324	12,315	16,901	11,839	6.90	8.84	-30.00
Western	9,939	11,325	7,311	6,491	5,737	5,065	2.90	3.00	-11.70
Bono	11,242	10,428	6,354	4,784	4,759	4,717	2.70	2.49	-0.90
Upper East	4,314	5,406	5,960	4,500	4,054	3,118	1.80	2.12	-23.10
Western North			3,443	4,030	4,145	3,954	2.30	2.17	-4.60
Bono East			4,114	3,366	4,188	4,633	2.70	2.19	10.60
Ahafo			1,958	2,951	3,445	3,152	1.80	1.80	-8.50
Oti			1,471	2,581	1,471	1,898	1.10	0.77	29.00
Upper West	2,451	2,755	2,342	2,353	2,089	1,982	1.20	1.09	-5.10
Northern	3,439	3,097	1,840	1,266	1,809	2,817	1.60	0.95	55.70
Savannah			1,509	1,190	1,033	1,012	0.60	0.54	-2.00

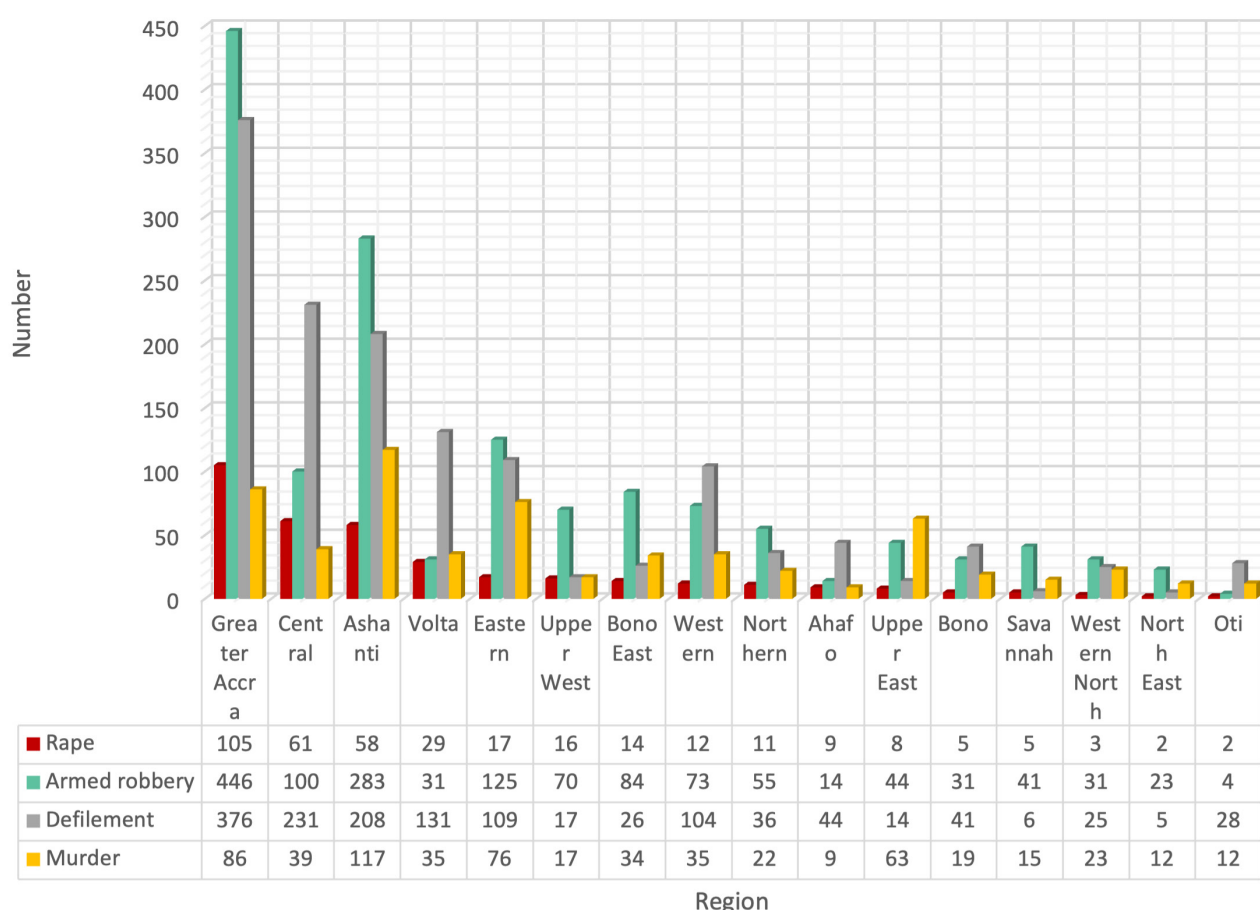


North East			365	536	301	205	0.10	0.16	-31.90
Total	208,391	218,832	193,836	194,416	191,111	171,718	100.00	100	-10.10

Source: Ghana Police Service, 2024

Armed robbery was the dominant crime case recorded in 2023. The Greater Accra Region registered the highest cases of armed robbery in the year under review whilst Oti Region recorded the lowest cases but with relatively high defilement cases (Figure 2.4.3. 3).

**Figure 2.4.3. 5 Major crime cases reported, 2023**



Source: Ghana Police Service, 2024

## Narcotics Control

In 2023, the Narcotics Control Commission (NACOC) expanded its operational capabilities by establishing two new regional commands in the North East and Western North regions and five district offices, ensuring its presence across all 16 regions of Ghana. To enhance enforcement, NACOC recruited 150 new personnel and provided training to 682 officers, representing 70 percent of its staff.

Preventive sensitisation efforts by NACOC including establishing 116 Drug-Free Clubs

in schools and organizing 867 outreach programmes covered 308,312 people through 1,322 sensitization events. The Commission also conducted 41 public exhibitions, 18 television programmes, and 173 radio programmes. In terms of rehabilitation, NACOC provided counseling services to 821 individuals with substance use disorders at 30 treatment centers across four regions, namely, the Greater Accra (403), Ashanti (294), Bono (116), and Northern (8).

NACOC made 82 individual drug seizures



in 2023, and this amounted to 8,982.35 kilograms of various narcotics and 600 milliliters of Benylin Codeine. The seizures included Cannabis (8,905.18 kg), Ephedrine (26.45 kg), Speedball (22.71 kg), Cocaine (12.11 kg), Heroin (10.70 kg), Crystal Meth (4.71 kg), Tramadol (0.50 kg), and Benylin Codeine (600 ml). NACOC also conducted 22 non-narcotic seizures, which included 34.8 kg of gold valued at USD 2.3 million. In collaboration with other security agencies, NACOC arrested 49 suspects for various narcotic-related offenses and repatriated two fugitives wanted by the National Drug Law Enforcement Agency of Nigeria.

### Fire Prevention and Response

The fire officer-to-citizen ratio improved to 1:2,306 in 2023 from 1:2,440 in 2022 due to consistent recruitment of staff into the service. The GNFS's public education campaigns on fire safety awareness contributed to a decrease in fire outbreaks, from 6,154 in 2022 to 5,973 in 2023. The ongoing emphasis on training and public engagement in fire safety continues to play a pivotal role in reducing fire incidents.

### Corrections and Rehabilitation

Overcrowding rates in prisons decreased to 47.50 percent in 2023 from 49.82 percent in 2022. This is as a result of increase in prison camps (Ejura and Nsawam camp prison), and justice for all programmes. Despite this improvement, overcrowding and high rates of unsentenced detainees, remained at 12.10 percent, and continued to pose significant challenges in managing and rehabilitating the inmate population effectively. In 2023, 2,605 prison inmates were educated compared to 2,535 in 2022.

### Immigration and Border Control

Operational efficiencies in immigration processing were enhanced with turnaround time for passenger documents reduced to just 45 secs from 1 min 45 secs. This improvement could be attributed to the capacity building for Officers, provision of logistics, and the digitisation of embarkation and disembarkation cards, aligning with Ghana's digitisation agenda.

The number of illegal immigrants arrested decreased to 744 in 2023 from 1,605 in 2022, reflecting the success of stricter enforcement

and policy measures. The Ghana Immigration Service also increased its inspection activities in places such as companies, hotels, guest houses, educational and institutions, and conducted 8,388 inspections in 2023, up from 7,764 in 2022.

Out of the number of arrests effected in 2023, the number of foreign nationals prosecuted and convicted were 61 as against 38 prosecuted and convicted in 2022. A total of 100 public educational programmes on orderly migration were conducted at various locations with 4,512 people sensitised via social media handles.

In 2023, the Ghana Immigration Service issued 217,340 permits and visas, a significant increase from the 157,451 issued in 2022. This represents a 38 percent rise, indicating an enhanced efficiency and capacity in processing immigration documents. Number of foreign nationals repatriated decreased to 1,223 in 2023 from 1,326 in 2022. There was a decline in the number of foreign nationals refused entry into the country, dropping to 1,278 in 2023 from 4,222 in 2022. This 70 percent decrease suggests a more effective pre-screening process and border control measures, reducing the incidence of entry refusals.

The Ghana Immigration Service through its Anti-Human Smuggling and Trafficking Unit recorded 28 human smuggling and trafficking cases, involving 63 victims of which 47 were females and 16 were males. Out of the total cases, 15 were sexual exploitation and 13 were labour exploitation. Twenty-three child victims were recorded out of the total number. The victims were mainly from Nigeria, Ghana and Liberia.

A total of 680 cases were referred to the Service through its Document Fraud Expertise Centre from GIS Commands, Banks, and Embassies for further examination. Out of the total number, 426 representing 62.65 percent were found to be genuine whereas 254 representing 37.35 percent were fraudulently acquired.

### Armed Forces Readiness

The Ghana Armed Forces observed a decrease in recruitment rates, with a net recruitment rate<sup>39</sup> of 0.46 percent in 2023, down from 9.74 percent in 2022. The decline

<sup>39</sup> The net recruitment rate, which measures the percentage increase or decrease in the number of personnel recruited after accounting for attrition, indicates the overall growth or reduction in force size

in the net recruitment rate suggests a drop in new recruits. The armed forces maintained international peacekeeping presence, with 9.02 percent of personnel deployed in operations abroad. The military also played a crucial role in national disaster responses, participating in 98 simulation exercises and responding to 2,333 disaster risk emergencies recorded by NADMO.

### 2.4.3.8 Anti-Corruption and Economic Crimes

In 2023, Ghana's score on the Corruption Perception Index remained at 43 out of 100, consistent with scores since 2021. However, the country's ranking dropped to 70<sup>th</sup> out of 180 countries, from 72<sup>nd</sup> in 2022 and 73<sup>rd</sup> in 2021, indicating persistent corruption issues. The proportion of corruption cases prosecuted by the Office of the Attorney General increased to 55 percent in 2023 from 45 percent in 2021, with ongoing investigation into some cases.

Economic and Organised Crime Office (EOCO) demonstrated progress in combating economic and organised crime, recovering GHS269 million in total. This included GHS35.94 million in direct recovery into the consolidated fund and GHS233.08 million in indirect recovery to other institutions. The Office also investigated 720 cases, leading to 26 prosecutions, 9 dismissals, and 2 convictions. EOCO conducted 174 sensitisation programmes on cybercrimes, gaming, human trafficking and irregular migration. A total of 130,294 students in Senior and Junior High Schools, including 68,878 females and 61,416 males benefitted from the programme. EOCO also organised nine media encounters in multiple languages and trained 257 staff officers locally and internationally. In collaboration with the Federal Bureau of Investigation (FBI), the Office investigated 123 stolen vehicles, recovering 65 cars. EOCO also developed a 5-Year Strategic Plan to enhance institutional performance.

CHRAJ received 37 corruption cases in 2023, a decrease from 335 in 2022 and 40 in 2021. Nineteen of these cases were investigated in 2023.

### 2.4.3.9 Law and Order

In 2021, the use of Alternative Dispute Resolution (ADR) increased with the Judicial Service settling 5,604 cases through these mechanisms. This represented an increase from 5,455 cases in the previous year, highlighting an upward trend in the adoption of ADR.

The year 2022 marked a significant decrease, with only 3,140 cases resolved through ADR. The year 2023 witnessed a remarkable resurgence in ADR activity. The Judicial Service recorded a substantial increase, handling 9,578 ADR cases. The trajectory of ADR usage within the Legal Aid scheme further supports the broader trend. The number of cases handled rose to 7,934 in 2023 from 5,002 in 2021, with the cases successfully resolved through ADR also growing to 4,260 from 1,335 during the same period. This significant growth underlines the expanding role of ADR in providing legal support to individuals.

### Automation and Computerisation of Courts

The plan to automate and computerise the judiciary saw improvements. As of 2023, the percentage of fully automated courts increased to 14 percent from 13 percent in 2022. The overall pace of automation remains slow, highlighting the persistent challenges in achieving full digital integration across the judicial system.

### Legal Education and Training

The number of lawyers admitted to the Bar increased to 1,289 in 2023 from 938 in 2022. This trend reflects deliberate efforts to bolster the legal workforce in response to Ghana's growing legal demands, crucial for addressing past deficits and enhancing the capacity of the legal system.

### Rule of Law and Global Indices

Stability in global law indices such as the World Justice Project's Rule of Law Index; the Gallup Global Law; and Order Index suggests a steady perception of Ghana's legal framework internationally. Ghana maintained consistent scores across these indices (55/100) over the last three years, reflecting the country's ongoing commitment to upholding law and order, although improvements are needed to elevate Ghana's standing.

### 2.4.3.10 Civil Society and Civic Engagement

#### Voice and accountability

In 2023, Ghana's performance in voice and accountability showed mixed results. Various initiatives were implemented to strengthen civic participation and ensure government accountability. Efforts to enhance civic engagement were evident in the active involvement of civil society organizations and the media in holding government accountable. Public forums, advocacy campaigns, and community engagement activities were conducted to empower citizens and amplify their voices in governance. However, challenges such as isolated cases of journalists' harassment and limited access to information persisted. The National Media Commission organised an inaugural Accountability Forum on 22<sup>nd</sup> December, 2023 to assess the status of investigations concerning the 28 incidents of attacks on journalists.<sup>40</sup>

#### Press freedom Index

Ghana's position in the World Press Freedom Index was 62<sup>nd</sup> out of 180 countries, showing a decline from its 60<sup>th</sup> position in 2022. Despite this global drop, Ghana improved its ranking within Africa, moving up to 9<sup>th</sup> place from 10<sup>th</sup> in the previous year. These rankings underscore Ghana's significant role as a regional leader in press freedom, even as it grapples with challenges on the global stage.

The government's commitment to improving civic engagement was further demonstrated through several institutional reforms aimed at creating a more inclusive and participatory environment for civil society. These reforms included measures to enhance transparency; streamline public service delivery; and foster greater public involvement in decision-making processes.

The establishment of public consultation mechanisms and platforms for dialogue between government officials and civil society representatives facilitated better communication and collaboration. These initiatives aimed to bridge the gap between the government and the citizens, ensuring that the voices of diverse groups were heard and considered in policy formulation and implementation.

### 2.4.3.11 Attitudinal Change and Patriotism

In 2023, the National Commission for Civic Education (NCCE) prioritised three key programs: Constitutional Awareness Creation, Deepening and Sustaining Civic Awareness, and the Good Society Campaign. These programmes were carried out through a total of 152,152 events. The initiatives undertaken by the NCCE included sensitising 19,488 communities on Constitution Day.

Media discussions across the country were conducted, highlighting what Ghana has achieved in the past 30 years and promoting sensitisation for citizens to participate in the 2023 District Level Elections (DLEs). Additionally, 17,245 engagements on Annual Citizenship Week Celebrations were implemented in basic schools nationwide to promote national values, attitudinal change, patriotism, trust, pursuit of excellence, and discipline, aiming to instill a strong sense of cultural identity and moral values in the youth.

There were 4,442 Civic Education Club (CEC) activities in schools involving discussions, quizzes, debates on the tenets of the Constitution, national cohesion, as well as educational trips to public institutions. A Child Protection Awareness Campaign was conducted, emphasising child labour, the rights of the child, child marriage, internet fraud, and adolescent pregnancy. There were 14,049 engagements focused on promoting national cohesion, peaceful coexistence, and consensus-building on national issues. The National Stakeholders' dialogue created a platform for stakeholders to share perspectives on the specific activities they are carrying out in the fight against violent extremism.

### 2.4.3.12 Development Communication

In 2023, the Ministry of Information (MoI) undertook a series of initiatives to enhance transparency and public access to information: 34 press briefings were organised by the MoI, providing timely updates and information to the media and the general public, as compared to the 53 press briefing held in 2022.

To improve communication and information dissemination, 505 information units were



established across public institutions. Additionally, 350 Right to Information (RTI) officers were recruited and deployed to facilitate the implementation of the RTI Act and handle information requests. This was an increase from 228 information units established across public institutions and 152 Right to Information (RTI) officers recruited in 2022.

Mol received and processed 247 information requests in 2023 as compared to the 278 received in 2022, indicating decreased public engagement and awareness of their right to access information. All Public Accounts Committee (PAC) sittings were comprehensively covered. In 2023, Mol embarked on strengthening the NMC to help improve the participation of the media in national development. An Accountability Forum was organised in collaboration with NMC where the CID of Ghana Police Service was invited to present the current status of investigations and validations pertaining to the 28 reported cases. Mol also launched a toll-free number for citizens to call and report egregious media content within the media space.

#### 2.4.3.12 Culture for National Development

Several festivals in 2023 fostered social cohesion, cultural preservation, and economic activity. For instance, the Akuapem Adonten Odwira Festival in Aburi celebrated Otooobour Djan Kwasi II's 35th anniversary, highlighting the region's heritage and tourism potential while uniting leaders and communities in support of local development and the Hogbetsotso Za festival in Anloga featured a grand carnival, re-enactments of the Anlos' migration from Notsie, and vibrant cultural displays, promoting unity and cultural pride under the leadership of Awoamefia of Anlo, Togbi Sri III which had Otumfuor Osei Tutu, the Asantehene and the Ga Mantse present as a special guests.

In 2023, the Ministry of Chieftaincy and Religious Affairs (MoCRA), through the National and Regional Houses of Chiefs, resolved 43 chieftaincy cases via the Judicial Committees, slightly fewer than the 47 cases resolved in 2022. This contributed to peace and unity within traditional areas, reducing pending disputes by 8.3 percent, out of a

total of 515 cases.

To strengthen chieftaincy administration and promote good governance, the MCRA inaugurated four Traditional Councils in Bole, Busunu, Wasipe, and Buipe in the Savannah Region. This increased the number of traditional councils to 234, up from 230 in 2022. Additionally, six traditional areas in the Oti Region were inspected for potential council inauguration.

With support from UNFPA, the MCRA held 16 regional stakeholder consultations on the draft National Policy on Religion, aimed at fostering an inclusive and tolerant religious environment. The Ministry also continued reviewing the Chieftaincy Act, 2008 (Act 759), to modernize the legislative framework, with recommendations submitted to the Legal Affairs Committee of the National House of Chiefs.

The Ministry received approval for constructing complex office bungalows for the six new Regional Houses of Chiefs in Oti, Bono, Bono-East, Ahafo, North-East, and Savannah Regions, with construction set to begin in 2024.

#### 2.4.3.13 Strengthening Ghana's Role in International Affairs

Ghana made significant strides in strengthening its role in international affairs in 2023, focusing on enhancing the efficiency and effectiveness of its foreign missions, promoting its international image and influence, and advancing its political and economic interests abroad.

To promote a globally competitive foreign service, competency-based training programmes were organised for various officer categories both domestically and abroad. A total of 46 officers due for overseas posting received pre-posting training, strengthening their capacity to execute duties effectively. Eight new staff were recruited, and an electronic staff performance appraisal system was implemented to streamline appraisals. These helped to strengthen the operations of some missions abroad.

Ghana's international image was bolstered through notable events such as the World Trade Centres Association's 53<sup>rd</sup>

General Assembly and the United Nations Peacekeeping Ministerial Meeting, both hosted in Accra. Ghana also achieved significant representation in high-level international positions, including elections to the Executive Council of the United Nations World Tourism Organisation and the Vice Chair of Working Group I of the Intergovernmental Panel on Climate Change. Ghana's commitment to global human rights was reaffirmed by its election to the United Nations Human Rights Council for the 2024-2026 term. Ghana actively participated in key international and regional meetings, including the United Nations High-level Political Forum (HLPF) on Sustainable Development, contributing to discussions on accelerating the achievement of the 2030 Agenda and Agenda 2063. The country was also involved in numerous ECOWAS and AU statutory and technical meetings, strengthening its role in regional affairs. Ghana's participation in the 2023 HLPF led to the partnership with the Hilton Foundation which is currently helping some MMDAs to develop their WASH Master plans.

Economic diplomacy efforts focused on diversifying and increasing Ghana's export base and promoting the country as a competitive tourist destination. Eleven trade exhibitions and 16 trade missions were conducted to boost **"Made-in-Ghana"** products and attract foreign direct investments. Bilateral relations were strengthened through 39 high-level visits and 109 bilateral and multilateral meetings. Notable visits included trips by President to

the United Arab Emirates, Nigeria, Guinea Bissau, Portugal, Italy, and Mozambique. Significant visits to Ghana included those by the Vice President of the United States of America, Foreign Ministers of Greece, Malta, Latvia, and Japan, as well as the Vice President of Colombia.

Ghana concluded five Permanent Joint Commissions for Cooperation (PJCCs) and signed several Memoranda of Understanding (MoUs) with various countries, enhancing cooperation in education, political and economic consultations, youth and sports development, and environmental protection. The countries include Portugal, Kenya, and Rwanda.

The nation's term as a non-permanent member of the United Nations Security Council ended in 2023, during which the country led efforts to secure funding for African-led peace support operations. Ghana's leadership in multilateral dialogues and participation in global climate and human rights forums further underscored its active role in international diplomacy.

As part of integrating the Ghanaian diaspora into national development, the government launched the Diaspora Engagement Policy to support investment, skills transfer, and strategic partnerships. Passport administration was streamlined with the acquisition of additional printers and enhanced biometric capabilities at 66 missions and consulates, improving service delivery.

## 2.4.1 Key Challenges and Policy Recommendations

This section focuses on key challenges faced by Ghana in Governance, Corruption and Public Accountability. It also indicates preferred recommendations to the identified challenges this dimension faces (Table 2.4.4.1)

**Table 2.4.4.1 Key challenges and recommendations for Governance, Corruption and Public Accountability**

No	Focus Area	Challenges	Recommendations
1.	Law and Order	MDAs/MMDAs failure to respond to requests for comments, documents and witnesses on cases involving them delaying investigation	MoF- CAGD /NDPC should collaborate with OoP and OAG/MOJ to ensure: <ul style="list-style-type: none"> <li>Implementation of Witness Protection Act will improve investigation and prosecution of these high-profile cases.</li> </ul>
2.	Strengthening Ghana's role in International Affairs	The West Africa sub-region in recent times has become unstable with security and terrorist threats. This poses security threats	MoD, GIS, and the Ghana Police service should collaborate with Diplomatic missions to : <ul style="list-style-type: none"> <li>continue their security surveillance, collaborations and checks to keep the country safe.</li> <li>gather intelligence to inform security decisions</li> </ul>
3.	Human Security and Public Safety	Non-existence of fire stations in some communities including newly developed ones	MoF- CAGD /NDPC should collaborate with OoP and MLGDRD to: <ul style="list-style-type: none"> <li>liase with MMDAs for the construction of the stations in districts without fire stations.</li> </ul>
4.		Limited capacity for fire outbreak response	<ul style="list-style-type: none"> <li>collaborate with Ghana water to ensure provision of adequate logistics (hydrants, hoses and water) to help fight fires</li> </ul>
5.	Enhancing Public Accountability	Insufficient funding	MoF- CAGD /NDPC should collaborate with OoP and MLGDRD to: <ul style="list-style-type: none"> <li>allocate enough funds to the NMC for implementation of planned activities</li> </ul>
6.		Budgetary constraints	<ul style="list-style-type: none"> <li>ensure timely and sufficient disbursement of funds for budgetary plans</li> </ul>
7.	Civil Society and Civic Engagement	Drop in Ghana's ranking on the Press Freedom Index	NMC should collaborate with MoI, Media Houses, PRINPAG, GJA, GIBA, IPR and other stakeholders to: <ul style="list-style-type: none"> <li>improve the safety of journalists and the media;</li> <li>fully capacitate the coordinated mechanism for the safety of journalists;</li> <li>promote responsible journalism</li> </ul>



## 2.5 Emergency Planning and COVID-19 Response

### 2.5.1 Introduction

This dimension of the report covers progress made in building resilience to withstand threats including the COVID-19 pandemic. It assesses the progress made toward achieving the key policy objectives that seek to improve proactive planning and implementation for disaster prevention and mitigation; enhance capacity for surveillance and management of epidemics and pandemics; strengthen national preparedness against cybercrime and terrorism; minimising the incidence of organised crime; ensuring the safety of life, property and social wellbeing; and enhancing relief operations and humanitarian welfare.

The section highlights five focus areas namely; Hydrometeorological Threats; Geological Threats; Technology and Security Threats; Relief Operations and Humanitarian Assistance of Disaster Victims and COVID-19 Response.

### 2.5.2 Key Performance Indices

Notable achievements under the emergency preparedness and COVID-19 response dimension in 2023 include:

- i. A total of 6,926 communities out of a target of 7,208 were engaged on information sharing on disaster risk management;
- ii. NADMO carried out a total of 2,504 emergency and rescue missions;
- iii. Undertook 2 full scale and 66 table-top simulation exercises on floods and other disasters;
- iv. Ghana ranked the second highest in

mobile money subscribers as well as being third on the Cyber Security Index in Africa;

- v. Number of deaths, missing persons, and directly affected persons by disaster per 100,000 population reduced by 37 percent in 2023; and
- vi. New National Disaster Preparedness Baseline Assessment to help build capacity to reduce risks from multiple hazards conducted.

### 2.5.3 Progress of implementation

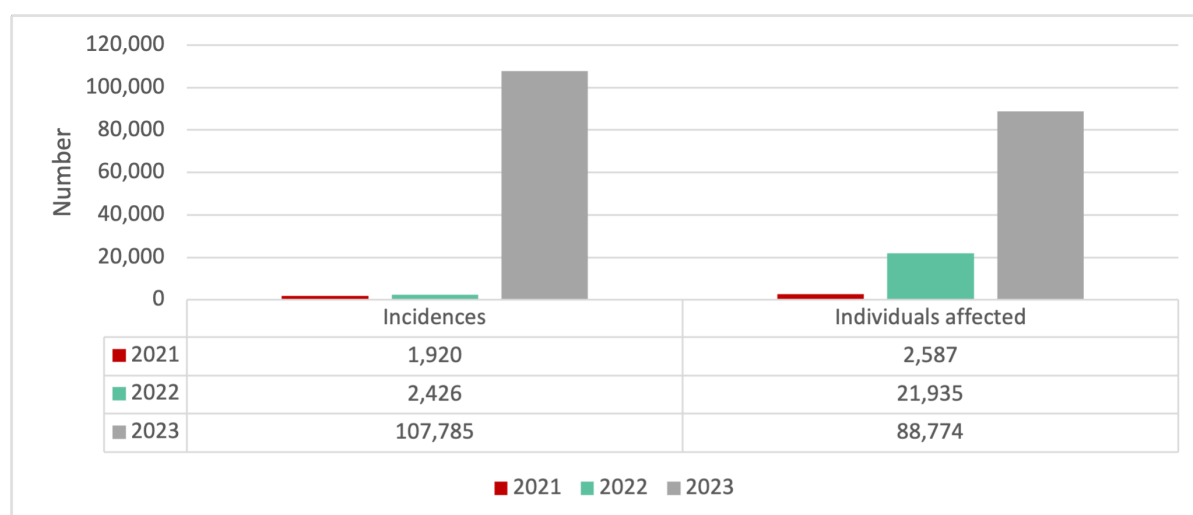
This section reviews the progress of implementation in five focus areas namely: Hydrometeorological Threats; Geological Threats; Technology and Security Threats; Relief Operations and Humanitarian Assistance of Disaster Victims; and COVID-19 Response.

#### 2.5.3.1 Hydrometeorological Threats

##### Incidences of disasters across the country

In 2023, a cumulative count of 107,785 disaster occurrences were recorded. This represents 150 percent increase compared to events in 2022. Consequently, more people were affected by disasters in 2023, with 88,774 individuals being impacted as compared to 2,426 in 2022 (Figure 2.5.3.1). The total estimated cost of disasters for 2023 was valued at GHS106,587,500. Some of these disasters were road accidents, flooding, rainstorms, windstorms, market fires, domestic fires, and bush fires.

**Figure 2.5.3.1 Incidences of Disaster and Individuals Affected 2021-2023**



Source: NADMO

In 2023, the Volta River Authority (VRA) conducted a spillage of the Akosombo dam to prevent its collapse. The spillage resulted in the inundation of some communities, homes and farmlands along the river banks. About nine districts in Greater Accra, Eastern and Volta regions were exposed downstream. The spillage affected 192 communities and 39,333 people particularly in Mepe, Battor, Sogakope, Mafi, Adidome and Ada ( Table 2.5.3. 1.1).

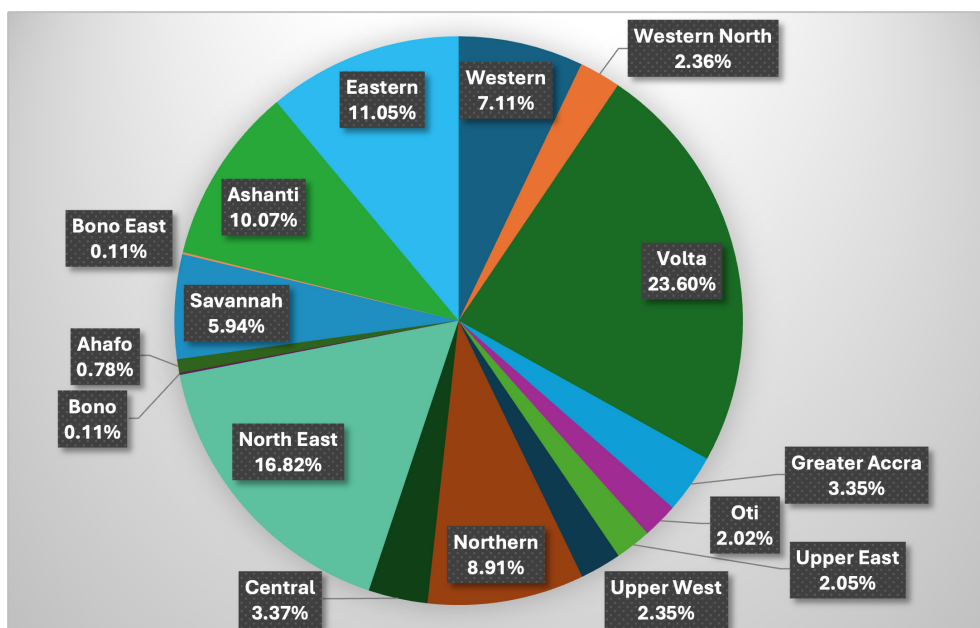
**Table 2.5.3. 1 Akosombo Dam Spillage by affected districts**

S/ No.	Name of District	No. of Communities Affected	Number of Safe Havens	Total Number in Safe Havens	Total Number Living with Relatives	Total Affected Persons	Number of persons affected				
							Adult		Children		PWDs
							Male	Female	Male	Female	
1	North Tongu	69	15	4216	8417	12633	3151	3285	2982	3134	81
2	Central Tongu	34	4	2773	6941	9714	2545	2780	1795	2546	48
3	South Tongu	28	0	0	3364	3364	989	1024	650	701	0
4	Shai Osudoku	14	4	1256	325	1581	296	336	421	528	0
5	Asuogyaman	6	0	325	1015	1340	320	494	240	286	0
6	Ada East	14	3	590	5067	5657	1518	1534	1394	1211	0
7	Anloga	20	0	0	4762	4762	1009	1148	1128	1477	0
8	Lower Manya	7	-	0	282	282	62	63	83	74	0
9	Ada West	-	-	-	-	-	-	-	-	-	-
Total		192	26	9,160	30,173	39,333	8867	10664	8693	9957	129

Source: NADMO

Volta Region recorded the highest number of disaster occurrences (26 percent) in the year due to the Akosombo dam spillage. This was followed by the North East region at 19 percent. The Bono East Region recorded the lowest number of disaster occurrences of 0.1 percent (Figure 2.5.3.2).

**Figure 2.5.3. 2 Regional Disaster Occurrence**

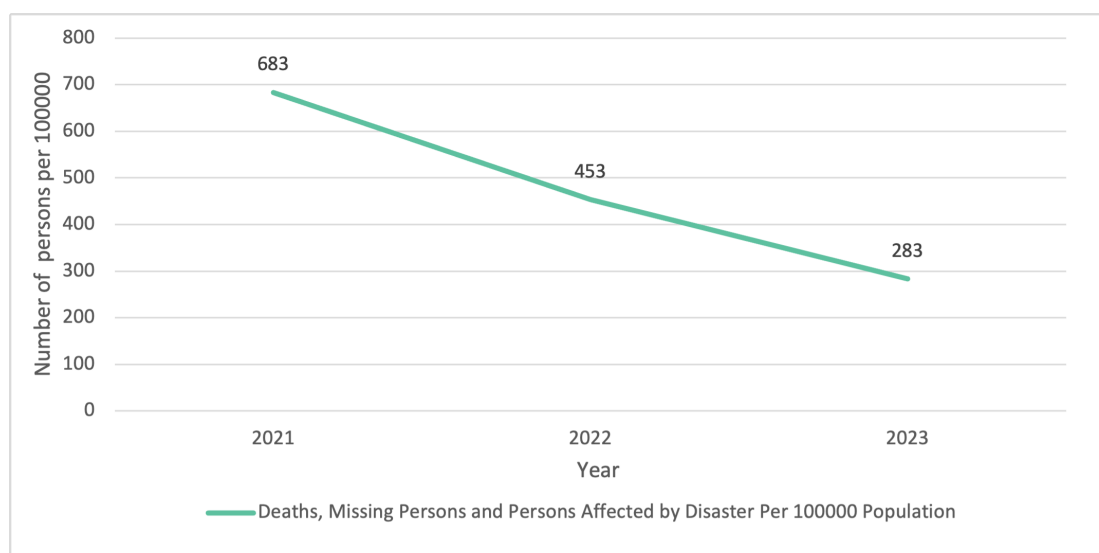


Source: NADMO

### Deaths, Missing Persons, and Directly Affected Persons by Disaster Per 100,000 Population

The number of deaths, missing persons, and directly affected persons by disaster per 100,000 population decreased to 283 in 2023 from 453 in 2022 (Figure 2.5.3. 3). The Government of Ghana through NADMO implemented interventions to train communities on disaster prevention and management. Some of these activities included: training of disaster volunteer groups, education and sensitisation on bush fires, flooding and windstorms.

**Figure 2.5.3. 3 Deaths, Missing Persons and Persons Affected by Disaster Per 100000 Population**



Source: NADMO

### 2.5.3.2 Geological Threats

Geological threats pose unique set of challenges that demand thorough preparedness and swift coordinated actions. From earthquakes to landslides and rockfalls, the impact of geological events can be sudden,

widespread, and devastating, underscoring the critical importance of proactive measures to mitigate risks and enhance resilience. An earth tremor of 2.8 magnitude on the Richter scale hit parts of Accra in November, 2023.

The tremor lasted for a few seconds. There were no reports of injuries or damages to property.

### **Number of Vulnerable Buildings in Earthquake and Landslide High Risk Zones Mapped Out:**

According to the Ministry of Lands and Natural Resources, in 2023 a total of 9 isoseismal maps and bulletins were produced to help mitigate and build resilience against the impact of earthquakes. These maps and bulletins provided insight into the mapping of vulnerable buildings in earthquake and landslide high risk zones. Since 2022, about 15 percent of buildings have been mapped out in high-risk zones. Development of isoseismal maps and bulletins also helped in the installation of earthquake warning systems in zones prone to earthquakes to help with the early detection of earthquakes.

### **Earthquake Early Warning Systems Installed:**

The total number of earthquake early warning systems installed as of 2022 was eight against a target of 25. No addition was made to these systems in 2023. A number of efforts are underway to improve early warning mechanism for disaster mitigation. Some of these efforts include the training of 100 media personnel since 2021 on conflict reporting and early warning response mechanisms.

NADMO, in 2023 initiated the education and awareness creation on early warning signals information to the general public. This initiative has resulted in few human induced disasters being recorded. Some examples of the initiative include the Community Resilience through Early Warning (CREW) project, Ghana Agronomic Warning System Project in Techiman (Bono East) and public education and awareness creation were undertaken.

**Number of Well-Resourced Emergency Operational Centres:** No additional well-resourced emergency operational centre was added in 2023 to the number established last

year. As at 2023, the number of emergency centres in the country was 75 centres - one national, 10 regional and 64 district. There are 197 more districts that need the establishment of a well-resourced Emergency Operational Center.

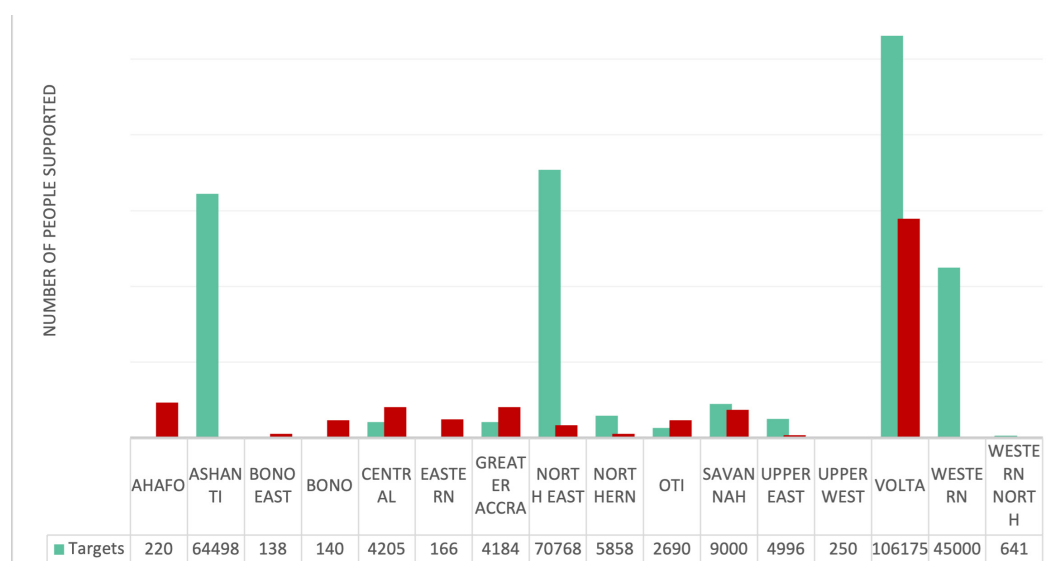
### **2.5.3.3 Technological Threats**

The Cyber Security Authority (CSA) responded to a total of 9,769 contacts through the Point of Contact (PoC). This was made up of 431 actual cyber-related incidents, 5,389 direct advisories, and 3,949 non-incidents. CSA successfully implemented a comprehensive framework for the licensing of cybersecurity service providers, accreditation of cybersecurity establishments, and the certification of cyber security professionals. A framework for the accreditation of sectoral Computer Emergency Response Teams (CERTs) was developed to bolster sector-specific cyber security capabilities. A thorough review and testing of the National Response Assessment Model (NRAM) was also carried out to enhance incident response capabilities. Sensitisation and awareness campaigns were carried out in selected senior high schools across Ashanti, Northern, and Eastern regions, reaching 55,000 students in 13 schools.

### **2.5.3.4 Relief Operations and Humanitarian Assistance of Disaster Victims**

The total number of disaster victims supported at the national level with relief items increased to 112,426 in 2023 from 21,935 in 2022. At the regional level, Volta Region received the highest support for disaster victims with 57,925. Ashanti Region received the least support for disaster victims with 110. The high number of disaster victims supported with relief items in the Volta Region compared to other regions could be attributed to the spillage of the Akosombo dam which caused significant flooding in the region (Figure 2.5.3. 4).

**Figure 2.5.3. 4 Disaster Victims Supported with Relief Items**



Source: NADMO APR 2023

In 2023, NADMO planned a total of 152,250 activities towards administering relief items to disaster victims under its Annual Action Plan (AAP) out of which 63 percent (98,933) was carried out. Additionally, NADMO undertook the following educational programmes shown in Table 2.5.3.2 below. As a result of the intensive public education and mitigation activities that were carried out in 2023, few human induced disaster cases were recorded.

**Table 2.5.3. 2 Educational Programmes, Field Trips, Disaster Victims Support**

S/N	Action	Frequency of Action
1	Public education programs on major hazards	8,190
2	Field trips for assessment and monitoring	7,051
3	Simulation exercises on flooding and other disasters	109
4	Community engagements in disaster risk reduction	6,926
5	Drains dredged and desilted	1,036
6	Emergency responses	2,504
7	Disaster victims supported	112,426

Source: NADMO Annual Progress Report, 2023

### 2.5.3.5 COVID-19 Response

A number of programmes including the Mastercard Foundation COVID-19 Recovery and Resilience Programme as part of building back better from the COVID-19 pandemic were launched. The Mastercard Foundation COVID-19 Recovery and Resilience Programme was launched in 2020 by the Ministry of Trade and Industry and the GEA. As at the end of 2023, the programme had disbursed a cumulative amount of GHS71.1 million to a total number of 28,168 MSMEs in the form of loans and grants. Female owned MSMEs received 58 percent of the total disbursements (Table 2.5.3.3).

**Table 2.5.3.3 Loans and Grants Disbursed for SME Support**

Gender	Value		
	Grants (GHS)	Loans (GHS)	Total (GHS)
Male	7,839,469.00	22,147,997.00	29,987,466.00
Female	14,374,875.00	26,718,286.00	41,093,161.00
Total	22,214,344.00	48,866,283.00	71,080,627.00

Source: MoTI Annual Progress Report, 2023

## 2.5.4 Key Challenges and Policy Recommendations

This section captures challenges and proffered recommendations identified within the Emergency Planning and COVID-19 Response Dimension (Table 2.5.4.1).

**Table 2.5.4. 1 Key Challenges and Recommendations for Emergency Planning and COVID-19 Response**

No	Focus Area	Challenges	Recommendations
1.	Relief Operations and Humanitarian Assistance of Disaster Victims	<ul style="list-style-type: none"> <li>Ineffective planning and coordination</li> </ul>	<p>MESTI, EPA, GMET, Security agencies, NADMO and MOF should collaborate to:</p> <ul style="list-style-type: none"> <li>provide appropriate simulation exercises</li> <li>Effectively implement the disaster plans at all levels</li> <li>establish clear mandates for various agencies involved in disaster management to improve coordination.</li> </ul>
2.	Geological Threats	<ul style="list-style-type: none"> <li>Inadequate funds to organise training for staff and Disaster Volunteer Groups (DVGs) in Disaster Risk Reduction (DRR).</li> </ul>	<p>MESTI, EPA, NADMO, GMET, Geological Survey Division, Security agencies and MOF should collaborate to:</p> <ul style="list-style-type: none"> <li>provide adequate logistics</li> <li>enhance other livelihood support activities</li> </ul>
3.	Relief Operations and Humanitarian Assistance of Disaster Victims	<ul style="list-style-type: none"> <li>Inadequate logistics</li> </ul>	<p>MESTI, EPA, GMET, Security agencies, NADMO and MOF should collaborate to:</p> <ul style="list-style-type: none"> <li>provide adequate logistics</li> <li>ensure timely release of funds for implementation of activities.</li> </ul>
4.	Relief Operations and Humanitarian Assistance of Disaster Victims	<ul style="list-style-type: none"> <li>Educational materials like fliers are not available to achieve effective sensitization programmes.</li> </ul>	<p>MESTI, EPA, GMET, Security agencies, NADMO and MOF should collaborate to:</p> <ul style="list-style-type: none"> <li>institutionalise the capacity building measures of technical officers involved in emergency planning and response</li> </ul>



No	Focus Area	Challenges	Recommendations
1.	Relief Operations and Humanitarian Assistance of Disaster Victims	<ul style="list-style-type: none"> <li>Ineffective planning and coordination</li> </ul>	<p>MESTI, EPA, GMET, Security agencies, NADMO and MOF should collaborate to:</p> <ul style="list-style-type: none"> <li>provide appropriate simulation exercises</li> <li>Effectively implement the disaster plans at all levels</li> <li>establish clear mandates for various agencies involved in disaster management to improve coordination.</li> </ul>
2.	Geological Threats	<ul style="list-style-type: none"> <li>Inadequate funds to organise training for staff and Disaster Volunteer Groups (DVGs) in Disaster Risk Reduction (DRR).</li> </ul>	<p>MESTI, EPA, NADMO, GMET, Geological Survey Division, Security agencies and MOF should collaborate to:</p> <ul style="list-style-type: none"> <li>provide adequate logistics</li> <li>enhance other livelihood support activities</li> </ul>
	Relief Operations and Humanitarian Assistance of Disaster Victims	<ul style="list-style-type: none"> <li>Inadequate logistics</li> <li>Inadequate funds to organize training for staff and Disaster Volunteer Groups (DVGs) in Disaster Risk Reduction (DRR).</li> <li>Absence of operational vehicles and bicycles to carry out its mandated functions in the regions and MMDs</li> <li>Educational materials like fliers are not available to achieve effective sensitization programmes.</li> </ul>	<p>MESTI, EPA, GMET, Security agencies, NADMO and MOF should collaborate to:</p> <ul style="list-style-type: none"> <li>provide adequate logistics</li> <li>ensure timely release of funds for implementation of activities.</li> <li>institutionalise the capacity building measures of technical officers involved in emergency planning and response</li> </ul>
	Geological Threats	<ul style="list-style-type: none"> <li>Weak Institutional Frameworks- Inadequate coordination and collaboration among relevant institutions.</li> <li>Legislative Gaps: limited laws and policies governing disaster management</li> </ul>	<p>MESTI, EPA, GMET, Security agencies, NADMO and MOF should collaborate to:</p> <ul style="list-style-type: none"> <li>clarify roles and responsibilities</li> <li>establish clear mandates for various agencies involved in disaster management to improve coordination.</li> <li>implement comprehensive disaster management laws and policies to provide a robust legal framework.</li> </ul>

## 2.6 Implementation, Coordination, Monitoring and Evaluation of Development Plans

### 2.6.1 Introduction

The Implementation, Coordination, Monitoring and Evaluation (ICME) Dimension of the 2023 national APR assesses the achievements and constraints in implementation, Coordination, continuous tracking and periodic assessment of the interventions identified in the medium-term development plans of MDAs, RCCs and MMDAs. The goal of this dimension is to improve delivery of development results, efficiency and ensure value for money at all levels.

The policy objectives under the dimension include: improve plan preparation, implementation and coordination at all levels; strengthen monitoring and evaluation systems at all levels; enhance the production and utilisation of statistics; improve resource mobilisation and effectively manage its utilization; and enhance knowledge management and learning. These policy objectives are to be achieved through 5 focus areas. These are: implementation and coordination; monitoring and evaluation; production and utilisation of statistics; development finance and cooperation; and knowledge management and learning.

### 2.6.2 Key Performance Indices

#### Implementation and Coordination

- i. On the average, MMDAs implemented 85.8 percent of their AAPs in 2023 whilst MDAs implemented 78.0 percent;
- ii. Revenue performance of MMDAs was 68.9 percent (Table 2.6.3.4);
- iii. Growth in total revenue of all MMDAs declined to 6.54 percent in 2023 from 16.5 percent in 2022;
- iv. A total of 81 MMDAs had less than the minimum required number of professional development planning officers at post;

#### Monitoring and evaluation

- i. NDPC produced the 2022 Annual Progress Report on the implementation of

the medium-term national development policy framework;

- ii. NDPC conducted a diagnostic assessment of institutions involved in the implementation of Ghana CARES Obaatanpa programme;
- iii. NDPC successfully reviewed reports of the ECG Financial Operations Turnaround (EFOT) project and shared feedback with the independent evaluator commissioned by Millennium Challenge Corporation (MCC);

#### Production and utilisation of statistics

- i. The Service published Quarterly Gross Domestic Products (QGDP) for the four quarters of 2023;
- ii. GSS to undertake training for 101 MMDAs on the compilation of Administrative Data;

#### Development finance and cooperation

- i. UNICEF sponsored the District League Table (DLT) for 2022 with GHS1.7 million;
- ii. The Hilton Grant supported NDPC's continued coordination for strengthening the WASH systems to deliver effective services with a funding of GHS2.9 million in 2023;
- iii. IRC provided GHS2.8 million for training of development officers at the national and sub-national levels on preparing and implementing WASH Master Plans; and

#### Knowledge management and learning

- i. NDPC initiated the establishment of knowledge management and learning centre.

### 2.6.3 Progress of Implementation

This section reviews the progress made under implementation, coordination, monitoring and evaluation at MDAs and sub-national levels. It further analyses the drivers of implementation to determine their adequacy and impact on development outcomes.

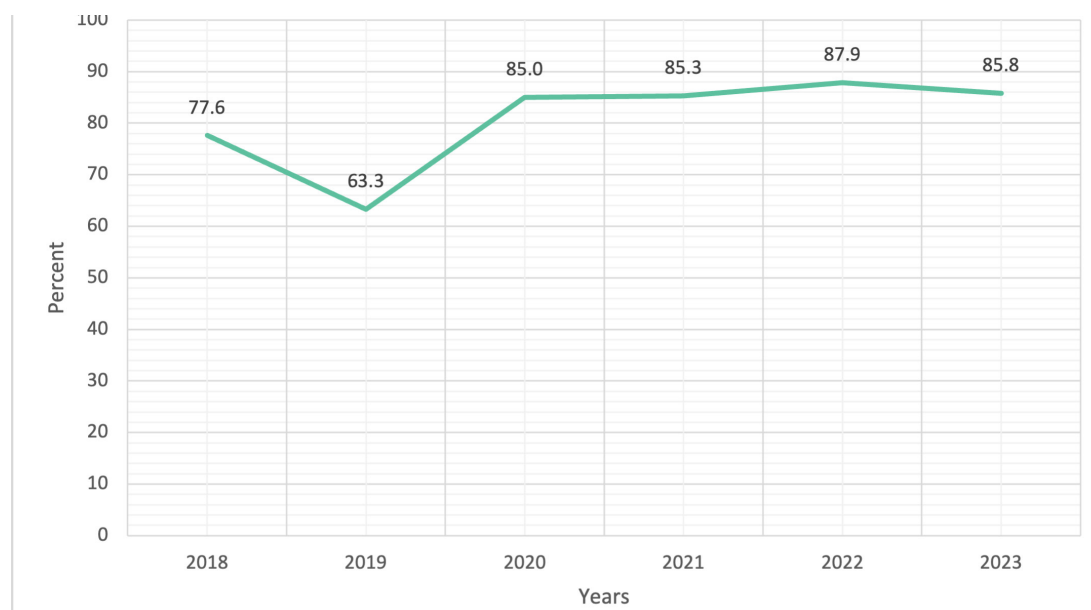
### 2.6.3.1 Implementation and coordination

The implementation of the Agenda for Jobs II medium-term development policy framework is done at the sector and sub-national levels by MDAs, RCCs and MMDAs through their Annual Action Plans (AAPs).

### Proportion of annual action plans implemented by MMDAs

On the average, MMDAs implemented 85.8 percent of their AAPs in 2023. This represented a 2.1 percentage point decline from the 87.9 percent achieved in 2022. The high implementation rate of AAPs by MMDAs imply that activities identified in their action plans were either completed or ongoing as at December 2023 (Figure 2.6.3.1).

**Figure 2.6.3.1 Trend in MMDAs action plan implementation, 2018-2023**



MMDAs in the Western Region achieved the highest implementation rate of 93.4 percent in 2023 whilst those in Savannah Region achieved the least percent of 68.6 percent (Table 2.6.3.1).

**Table 2.6.3.1 MMDAs AAP implementation by region**

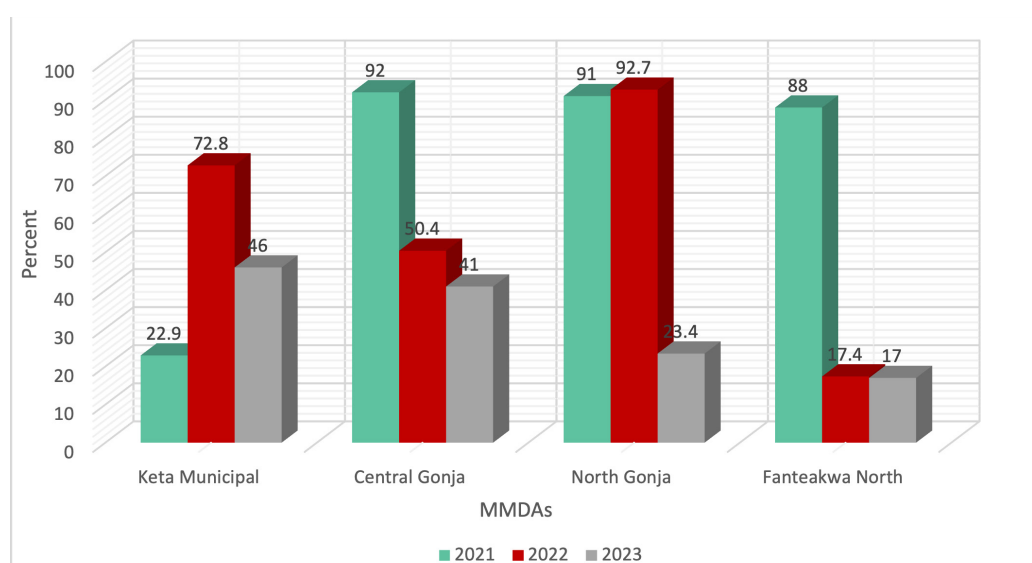
Region	2021	2022	2023
Western	88.10	93.40	93.90
Bono	89.40	90.30	93.70
Greater Accra	92.40	92.10	91.60
North East	66.40	88.70	91.20
Bono East	81.20	90.50	91.00
Volta	85.90	89.20	90.90
Western North	89.90	86.00	90.60
Northern	84.40	82.20	89.80
Central	87.30	90.00	88.90
Ahafo	88.00	91.20	88.00
Eastern	85.90	85.60	86.40
Oti	81.70	80.00	83.60

Region	2021	2022	2023
Upper East	91.20	92.60	77.00
Upper West	83.60	86.90	75.90
Ashanti	86.90	91.40	72.10
Savannah	83.00	75.90	68.60
Average	85.30	87.90	85.80

Source: MMDAs 2023 APRs

Keta Municipal, Central Gonja, North Gonja and Fanteakwa North achieved less than 50 percent of their planned activities despite the high average implementation rates (Figure 2.6.3.2).

**Figure 2.6.3.2 MMDAs that implemented less than 50 percent of their action plans in 2023**



Source: MMDAs 2023 APRs

The low implementation rates recorded in some districts could be attributed to delay in the release of the DACF and the discretionary retention of the fund for government priority interventions. The challenges included weak linkage between implementation of approved plans and budget allocations, low levels of IGF, lackadaisical attitude of some contractors towards projects execution and ineffective sub-structures to support IGF mobilisation.

### Proportion of annual action plans implemented by RCCs

The Regional Coordinating Councils also prepared and implemented development plans in line with the PFM regulations 19 (L.I. 2378) which requires all government agencies with cost centres to develop and implement medium-term development plans through annual action plans. Out of 16 RCCs, 9 presented APRs with data on AAPs implemented. Western North and Bono East Regional Coordinating Councils implemented the highest proportion of planned activities in 2023 whilst Oti Region implemented 72.9 percent (Table 2.6.3.2).

**Table 2.6.3.2 Proportion of RCCs Annual Action Plan Implemented, 2021-2023**

Regional Coordinating Councils	2021	2022	2023
Western North Regional Coordinating Council	98.00	92.50	95.70
Bono East Regional Coordinating Council	86.90	95.80	95.70
Savannah Regional Coordinating Council	89.00	87.00	95.20
Bono Regional Coordinating Council	90.90	89.40	93.60

Regional Coordinating Councils	2021	2022	2023
Greater Accra Regional Coordinating Council	86.40	86.00	89.50
Eastern Regional Coordinating Council	100.00	71.00	82.70
Northern Regional Coordinating Council	77.20	88.70	74.00
Western Regional Coordinating Council	82.90	71.70	73.40
Oti Regional Coordinating Council	84.00	87.50	72.90

Source: RCCs 2023 APRs

### Proportion of annual action plans implemented by MDAs

The implementation rate of MDAs's AAPs was equally high in 2023. Data from the 2023 MDAs annual progress reports showed, on average, MDAs implemented 78.0 percent of planned activities for the year. This represents 0.3 percentage point decline from the 2022 performance. The Ministry of Roads and Highways implemented 99 percent of its planned activities whilst the Ministry of Railways Development implemented about half of the planned activities for 2023 (Table 2.6.3.3).

**Table 2.6.3.3 Proportion of MDAs Annual Action Plan Implemented, 2021-2023**

MDAs	2021	2022	2023
Ministry of Roads and Highways	100.00	100.00	99.0
Ministry of Sanitation and Water Resources	85.10	95.00	96.7
Ministry of Local Government, Decentralisation and Rural Development	72.30	93.40	92.10
Ministry of Chieftaincy and Religious Affairs	90.00	71.00	89.00
Ministry of Communication and Digitisation	62.70	83.50	88.00
Ministry Of Foreign Affairs and Regional Integration	90.00	85.00	86.00
Ministry of Finance	80.60	79.30	86.00
Office of the Head of the Civil Service	41.40	91.30	85.00
Ministry of Gender, Children and Social Protection	94.10	82.80	83.99
Ministry of Environment, Science, Technology and Innovations	82.00	93.20	83.40
Ministry of Interior	85.50	71.50	83.00
Ministry of Defence	95.50	79.00	82.20
Ministry of Works and Housing	84.00	88.00	80.00
Public Services Commission	80.00	80.00	80.00
Ministry of Information	69.60	65.50	79.30
Ministry of Youth and Sport	47.20	57.10	79.30
Ministry of Education	62.70	84.30	78.03
Ministry of Energy	62.70	95.00	78.00
Ministry of Employment and Labour Relations'	70.90	74.70	75.86
Media Commission	65.00	70.00	75.00
Ministry of Transport	79.50	79.50	74.50
Office of the Attorney General and Ministry of Justice	70.20	76.60	73.10
Ministry of Tourism	74.00	64.00	72.00
Ministry of Trade and Industry	73.40	68.90	69.00
Ministry of Lands and Natural Resources	62.70	68.70	68.70
Ministry of Railways Development	62.7 0	37.50	67.60

Average	62.70	78.30	78.00
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Source: MDAs 2023 APRs

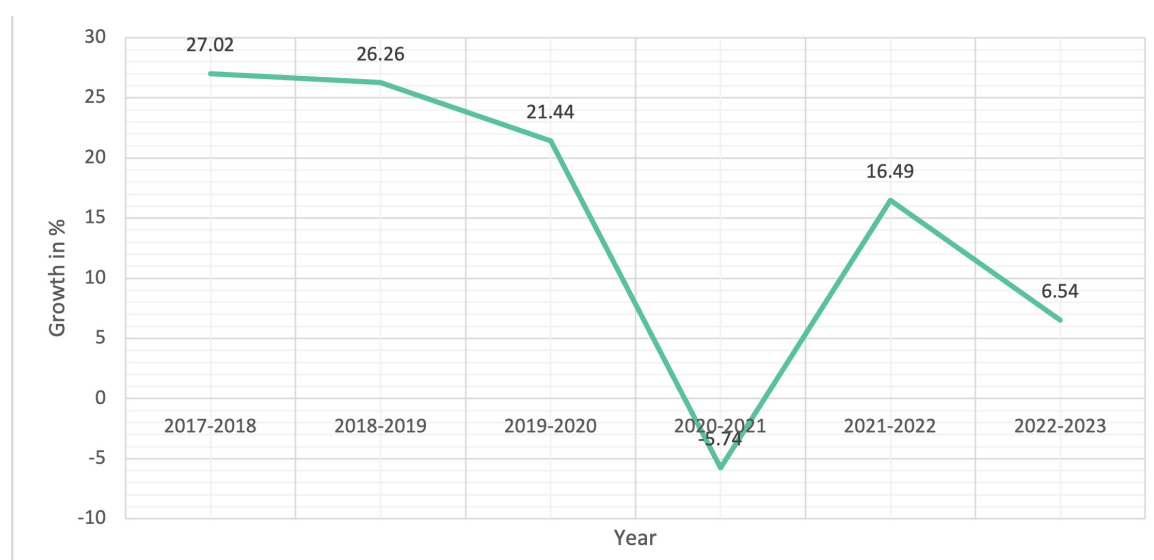
## Drivers of Implementation

The key drivers of implementation are financial, human and material (logistics) resources. Development outcomes are likely to improve if these drivers are available in their right quantity and quality. This sub-section assesses the status of these drivers in 2023.

## Financial Position of MMDAs

A review of the district financial statements of the past six years shows total revenue mobilized by all MMDAs increased from GHS2 4 billion in 2017 to GHS3.7 billion in 2020. It however declined to GHS1.9 billion in 2021 but increased to GHS2.2 billion in 2022 and GHS2.3 billion in 2023. Total revenue thus grew by 27.02 percent in 2018 but declined to 6.54 percent in 2023. The decline in the growth of total revenue could largely be attributed to the inability of the MMDAs to mobilise adequate internally generated revenue due to their over reliance on a limited number of traditional sources of funding (Figure 2.6.3.3).

**Figure 2.6.3. 3 MMDAs Revenue Growth from 2017 to 2023**



Source: MMDAs 2023 APR

These amounts mainly came from the DACF, Members of Parliament Common Funds (MP's CF), Persons with Disability Fund (PWD Fund), HIV/AIDs funds, Responsiveness Factor Grants of the Common Fund (DACF-RFG), Mineral royalties, Modernising Agriculture in Ghana Fund (MAG), RING II Project, Stool Land Revenue, Ghana Secondary City Support Programme (GSCSP), Ghana Productivity Safety Net, and COVID-19 funds among others.

The revenue data showed that all 16 regions added less than 50 percent to their 2023 total revenue except for Upper West Region which grew its total revenue by 95.1 percent. Savannah Region recorded a negative growth of 52 percent in 2023 compared to 2022 (Table 2.6.3.4).



Table 2.6.3.4 Revenue performance of MMDAs by regions, 2021-2023

Regions	2021	2022	2023			
	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Upper West	53,314,717.16	53,409,146.05	109,329,204.16	104,214,207.27	95.30	95.10
Bono East	73,313,895.09	79,017,612.16	172,863,298.23	115,530,370.44	66.80	46.20
Volta	84,789,050.40	100,096,234.17	235,946,510.42	138,869,502.23	58.90	38.70
Western	146,182,625.79	187,486,847.81	276,834,437.34	249,233,480.56	90.00	32.90
Northern	92,379,823.29	95,285,052.86	190,499,225.14	122,512,598.36	64.30	28.60
Bono	52,616,172.85	84,320,442.82	145,523,095.43	105,448,460.76	72.50	25.10
North East	3,037,018.94	3,175,829.23	12,208,904.65	3,955,226.31	32.40	24.50
Central	151,850,607.82	150,690,910.47	262,922,473.80	179,997,708.38	68.50	19.40
Eastern	220,804,459.46	256,823,966.10	415,853,904.98	272,368,810.40	65.50	6.10
Western North	43,166,678.89	64,722,208.08	72,391,514.14	62,234,497.17	86.00	-3.80
Ashanti	358,008,781.04	415,440,384.37	560,808,139.67	390,686,511.60	69.700	-6.00
Oti	26,007,560.62	32,588,877.77	80,285,224.87	29,730,043.92	37.00	-8.80
Greater Accra	381,945,813.36	448,488,744.34	578,546,240	392,596,992.63	67.90	-12.50
Ahafo	48,345,469.64	54,368,260.59	52,695,307.73	31668920.52	60.10	-41.80
Upper East	76,868,228.14	96,192,783.94	106,088,852.38	53,781,480.51	50.70	-44.10
Savannah	26,147,146.16	30,642,017.74	56,843,112.89	40,739,165.07	71.70	-52.56
Total	1,838,778,048.65	2,152,749,318.50	3,329,639,445.83	2,293,567,976.13	68.90	6.54

A total number of 27 MMDAs achieved over hundred percent growth in total revenue in 2023 and these assemblies include Sissala West District, Sunyani Municipal, Sagnerigu Municipal, Wa Municipal, Nkoranza South Municipal and Lower Manya Krobo District. The performance in this category of districts was better than the 2022 case where none of the districts recorded 100 percent growth in total revenue. None of the six metropolitan assemblies achieved over hundred percent growth in total revenue in 2023 (Table 2.6.3.5).

The factors behind the performance included creation of a revenue taskforce to follow up on demand notices served to property owners, support from Members of Parliament, payment of backlog of DACF allocations to some district in 2023, allocation of tags for tricycle

riders to pay tolls to the assemblies, intensification of registration and collection of fees from commercial crops farmers and donor support.

**Table 2.6.3.5 MMDAs with over 100% Growth in total revenue (2021, 2022 and 2023)**

MMDAs	2021	2022	2023			
	Performance		Estimates	Performance	Coverage	Growth
Sissala West	1,618,830.01	1,605,728.95	6,852,828.07	39,341,104.28	574.10	2350.00
Sunyani Mun	6,075,920.33	6,444,683.07	46,482,819.30	45,816,047.14	98.60	610.90
Sagnerigu	12,177,160.24	7,559,426.96	42,556,909	46,361,442.84	108.90	513.30
Wa Municipal	14,512,979.78	6,269,108.19	19,046,549.91	32,353,723.27	169.90	416.10
Nkoranza South	3,594,567.37	4,642,506.87	24,567,795.16	22,170,490.54	90.20	377.60
Agona West	10,125,298.51	6,270,423.12	33,530,585.64	22,617,797.46	67.50	260.70
Obuasi Mun	14,517,366.96	9,963,201.55	36,687,919.65	35,426,548.98	96.60	255.60
Effia-Kwesimintsim	20,083,551.68	13,988,355.10	47,300,196.28	49,561,966.60	104.80	254.30
New Juaben South	17,222,819.01	13,633,076.92	40,635,696.00	44,501,717.99	109.50	226.40
Old Tafo	15,584,371.60	9,119,010.10	36,682,126.69	29,687,039.15	80.90	225.60
Dormaa Central Mun	6,651,049.23	4,633,394.95	17,727,071.36	14,306,403.79	80.70	208.80
Mfantseman	12,456,129.19	9,429,120.93	40,636,989.94	26,931,617.80	66.30	185.60
Bolgatanga Muni	12,251,050.30	9,533,033.18	23,736,859.27	27,174,817.74	114.50	185.10
Nanton	3,222,461.91	3,187,768.90	16,309,518.00	8,881,311.80	54.50	178.60
Suame	19,159,068.56	15,133,841.13	47,367,780.00	40,434,261.87	85.40	167.20
Techiman Municipal	20,110,480.11	18,616,734.14	69,631,156.65	47,698,667.14	68.50	156.20
North Gonja	1,803,350.29	3,307,729.46	9,370,591.00	14,437,175.00	154.10	153.20
Birim Central	13,548,243.88	10,617,678.07	39,004,295.00	26,814,178.49	68.70	152.50
Hohoe	12,084,632.08	9,195,527.41	43,591,360.71	23,093,699.28	53.00	151.10
Ahafo Ano South East	2,369,181.41	2,813,907.91	7,761,545.04	6,957,116.06	89.60	147.20
Yendi Mun	5,975,266.15	7,906,273.01	30,257,172	19,503,670.84	64.50	146.70
Jasikan	2,393,769.42	2,014,625.76	8,812,388.23	4,837,000.30	54.90	140.10
North Tongu	4,089,268.20	3,368,437.07	11,316,052.88	7,441,099.08	65.80	120.90
Sefwi Wiawso	11,307,754.41	11,479,837.19	20,645,075.93	24,314,983.48	117.80	111.80
Asikuma-Odoben-Brakwa	3,735,601.77	8,097,962.29	9,234,584.47	16,879,009.01	182.80	108.40
Upper West Akim	6,148,398.32	4,975,636.75	11,850,973.07	10,029,042.22	84.60	101.60

Source: MMDAs 2022 APRs

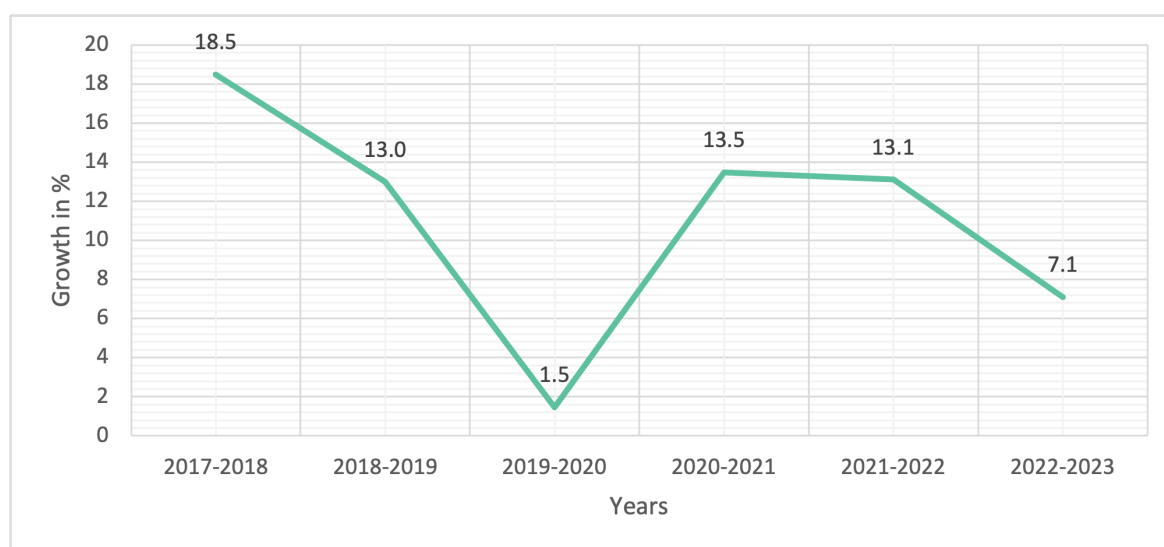
The analysis also revealed that 56 MMDAs out of the 261 districts achieved negative growth in 2023. These included Berekum West, Talensi, Biakoye, Fanteakwa North, Atwima Nwabiagya North, Bole and Sawla - Tuna - Kalba. The Tema Metropolitan Assembly is one of three metropolitan assemblies to achieve negative growth in 2023. The negative growth can largely be explained by inadequate internally generated funds and revenue leakages in IGF collection and resurgence of conflicts in some districts. The revenue performance also shows that majority of the worst performing MMDAs managed to achieve more than 50 percent of their revenue targets for 2023.

## Internally Generated Funds by MMDAs

The concept of fiscal decentralisation and autonomy enjoins MMDAs to generate revenue from internal sources to facilitate district development. The local government reforms in the 1990s and its subsequent Local Government Act, Act 936 provide for a number of instruments to empower local governments in their local revenue generation efforts. The internally generated funds (IGFs) are the own-sourced revenue of MMDAs and is generated, accessed and utilised by district assemblies. Nevertheless, the biggest challenge of the assemblies was their inability to mobilise enough IGFs for local development.

A total of GHS534,712,201.82 was raised by all MMDAs in 2023, representing 85.4 percent of what the MMDAs planned to collect. The performance also showed a growth of 7.1 percent (Figure 2.6.3.6).

**Figure 2.6.3.6 Trend in MMDAs IGF growth, 2017-2023**



Source: MMDAs 2022 APRs

All 16 regions achieved IGF growth of less than 40 percent in 2023. Central Region, Volta Region and Eastern Region had the highest growth of 33.5 percent, 29.0 percent and 30.2 percent respectively. Northern Region on the other hand, achieved the least growth of negative 29.4 percent.

Despite this low growth, all the regions achieved over 50 percent of their estimated IGF in 2023. Central Region achieved 135.3 percent of the estimated IGF and ended the year as the best performing Region. Ahafo and Bono East regions followed with 109.7 and 92.8 percents respectively. Upper West Region on the other hand achieved the least coverage of 53.9 percent of the estimated IGF. There seems to be no direct link between IGF estimates achievement and growth (Table 2.6.3.6 and Figure 2.6.3.7).

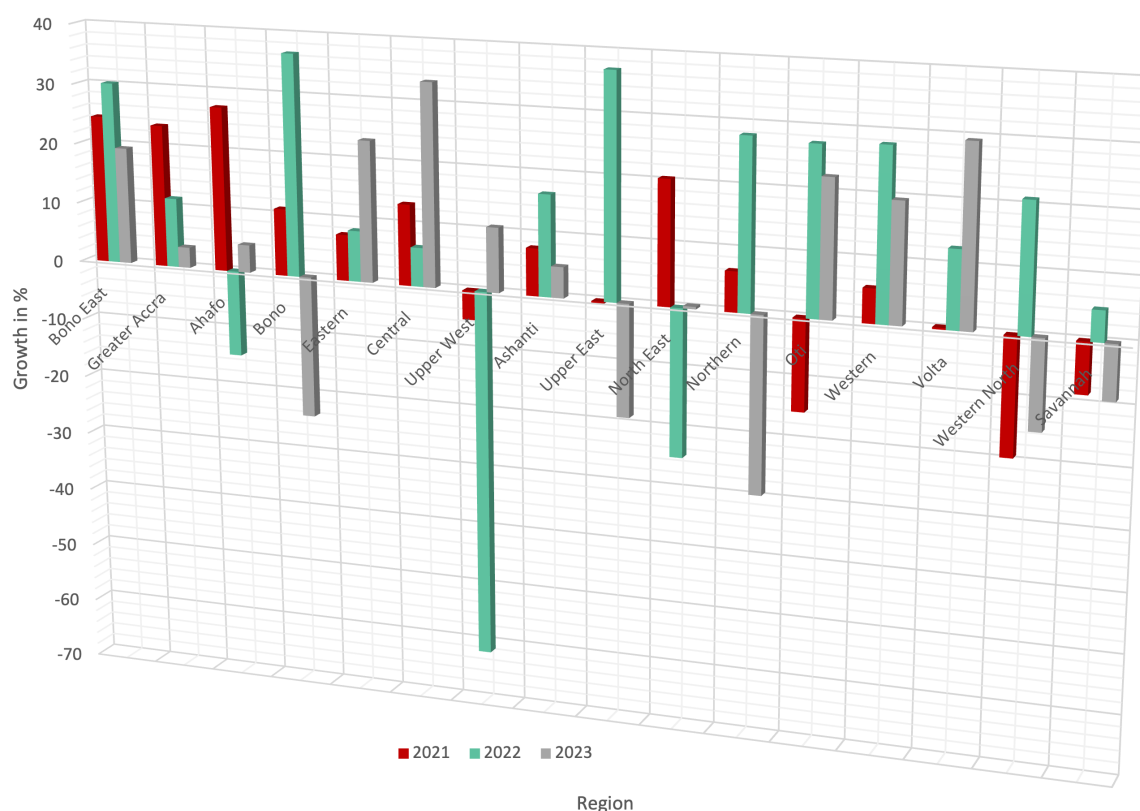
**Table 2.6.3.6 IGF performance of MMDAs by region, 2021-2023**

Region	2021	2022	2023			
	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Central	23,838,684.19	26,366,484.01	26,009,175.77	35,200,076.47	135.30	33.50
Volta	11,424,245.71	12,880,000.34	25,709,720.99	16,669,439.25	64.80	29.40
Eastern	37,761,096.15	39,904,859.43	60,829,893.11	49,222,782.05	80.90	23.40
Oti	2,451,573.67	3,126,002.04	4,587,902.00	3,828,286.69	83.40	22.50
Western	36,116,785.63	46,235,710.48	62,067,832.37	55,301,673.05	89.10	19.60

Region	2021	2022	2023			
	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Bono East	8,883,447.26	11,564,286.09	14,886,997.24	13,809,704.15	92.80	19.40
Upper West	10,112,936.29	3,913,256.40	8,032,520.62	4,333,248.61	53.90	10.70
Ashanti	72,742,792.80	84,894,468.59	114,273,206.30	89,232,096.10	78.10	5.10
Ahafo	8,332,242.13	8,492,570.88	8,100,455.87	8,884,045.33	109.70	4.60
Greater Accra	192,252,021.93	213,541,370.61	249,440,581.37	220,754,482.04	88.50	3.40
North East	25,385.00	47,035.39	59,500.00	47,241.00	79.40	0.40
Savannah	3,030,032.85	3,182,140.49	4,488,520.00	2,896,294.15	64.50	-9.00
Western North	5,510,087.11	6,670,074.69	8,242,136.90	5,686,131.61	69.00	-14.80
Upper East	4,777,946.61	6,520,890.29	8,996,582.33	5,303,351.38	58.90	-18.70
Bono	13,857,090	18,958,761.34	16,047,938.16	14,482,923.61	90.20	-23.60
Northern	5,685,005.46	12,837,745.96	14,394,590.21	9,060,426.33	62.90	-29.40
Total	436,801,372.79	499,135,657.03	626,167,553.24	534,712,201.82	85.40	7.10

Source: MMDAs 2023 APRs

Figure 2.6.3.7 IGF percentage coverage and growth of MMDAs by region, 2021-2023



Source: MMDAs 2023 APRs

The revenue data further shows that 17 out of the 261 MMDAs achieved over hundred percent growth in IGF with the best performing district, Asikuma-Odoben-Brakwa, recording 1908.5 percent growth in 2023 over the 2022 performance (Table 2.6.3.7).

**Table 2.6.3.7 MMDAs with more than 100 percent IGF growth (2021, 2022 and 2023)**

MMDAs	2021	2022	2023			
	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Asikuma-Odoben-Brakwa	513,836.77	684,650.45	838,324.00	13,751,373.20	1640.30	1908.50
Mion	107,059.21	158,585.83	7,042,348.71	2,937,791.42	41.70	1752.50
Adansi Asokwa	272,173.65	319,053.14	10,089,792.97	4,323,142.76	42.80	12550
Amansie Central	1,695,871.44	438,821.85	3,391,654.75	2,496,629.40	73.60	468.90
Awutu Senya	850,951.43	294,212.21	1,849,441.90	1,360,937.55	73.60	362.60
Dormaa West	177,824.95	240,734.99	1,043,750.00	932,481.84	89.30	287.30
Sunyani Municipal	885,500.00	1,089,884.69	3,967,786.00	3,956,992.91	99.70	263.10
Tano North Municipal	912,828.10	1,114,615.33	3,448,742.60	4,023,599.09	116.70	261.00
Tain	293,605.24	172,097.75	587,374.59	542,332.98	92.30	215.10
Tantawi North	753,945.97	820,886.46	471,7835.46	249,8109.15	304.30	204.30
Keta	348,327.39	565,793.78	7,192,764.35	1,628,028.68	22.60	187.70
Pru East	521,170.17	745,856.06	1,909,700.00	2,079,792.78	108.90	178.80
Shai Osoduku Dist.	3,010,380.00	2,298,284.12	4,593,840.10	5,297,114.80	115.30	130.50
Kwahu East	573,283.36	626,004.43	2,645,677.17	1,367,335.17	51.70	118.40
Sekyerere Afram Plains	132,672.86	152,107.54	638,586.00	318,779.86	49.90	109.60
Wassa East	926,109.47	1,029,914.02	2,317,000.00	2,122,238.89	91.60	106.10
Sissala West	6,390,726.58	151,711.93	3,937,381.17	304,504.70	7.70	100.70

Source: MMDAs 2023 APRs

The worst performing districts in IGF growth during the period under review include Kpandai, Jaman North, Berekum West, Nanumba North and Sefwi Akontombra. (Table 2.6.3.10).

**Table 2.6.3.8 MMDAs that recorded negative IGF Growth in 2023**

MMDAs	2021	2022	2023			
	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Ellembelle	3,486,056.84	3,942,436.65	5,400,000.00	3,902,506.15	72.30	-1.00
Jaman South	730,865.50	1,186,068.24	1,369,009.93	1,168,531.03	85.40	-1.50
Hohoe	1,244,700.53	1,279,864.96	2,380,368.49	1,258,380.91	52.90	-1.70
Birim North	5,606,619.86	3,736,542.90	6,150,128.29	3,662,091.18	98.00	-2.00
Savelugu	287,365.00	328,725.00	461,241.00	321,297.19	69.70	-2.30
New Juaben North	1,450,443.93	1,314,635.68	1,464,821.46	1,273,527.75	86.90	-3.10
Weija-Gbawe Mun	5,931,179.88	5,542,217.65	6,367,313.00	5,361,594.51	84.20	-3.30
Korle Klottey Mun	10,225,745.30	13,997,601.00	16,690,727.60	13,392,547.90	80.20	-4.30
South Dayi	499,060.68	533,787.02	626,489.00	510,120.04	81.40	-4.43
Atwima Nwabiagya North	764,668.67	960,476.44	1,134,480.00	916,544.04	80.80	-4.60
Ahanta West	2,722,912.28	2,356,081.90	2,903,419.45	2,230,993.62	76.80	-5.30
Nzema East Municipal	585,746.28	851,732.34	818,915.00	798,871.96	97.60	-6.20
Kwahu Afram Plains South	411,708.29	679,112.98	549,000.00	622,408.58	91.70	-8.30
Nanton	59,695.51	117,342.02	257,246.50	107,390.00	41.70	-8.50
Asante Akim North	699,614.92	1,101,593.41	1,064,485.00	1,003,685.26	94.30	-8.90

MMDAs	2021	2022	2023			
	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Ledzokuku Mun.	4,536,222.56	6,975,593.62	7,000,000.00	6,307,253.19	90.10	-9.60
Afigya Kwabre North	546,409.76	895,943.04	905,287.00	805,475.77	89.00	-10.10
Effia-Kwesimintsim	3,079,216.97	2,974,137.96	4,424,381.59	2,670,368.19	60.40	-10.20
Adentan Mun.	12,999,695.10	14,611,107.82	13,989,825.00	12,987,449.39	92.80	-11.10
Pru West	446,673.25	588,250.39	655,500.00	514,254.37	78.50	-12.60
Nkoranza North	238,705.80	327,706.36	459,540.00	285,205.82	62.10	-13.00
Tema Metro	24,450,112.00	26,098,515.95	25,816,198.45	22,336,538.62	86.50	-14.40
Birim South	344,292.56	414,160.86	501,297.00	352,859.53	70.40	-14.80
Abura-Asebu-Kwaman.	355,839.47	489,035.54	530,000.00	399,296.97	75.30	-18.40
Assin North	213,209.41	286,533.00	332,250.00	233,454.61	70.30	-18.50
Nandom	158,022.34	209,335.40	209,875.40	170,391.42	81.20	-18.60
Upper Denkyira West	655,286.53	1,119,104.64	900,000.00	904,520.37	100.50	-19.20
Ablekuma North Mun.	3,892,563.15	4,404,013.62	4,095,811.23	3,550,443.14	86.70	-19.40
Amansie South	2,856,347.42	4,102,431.96	5,440,900.00	3,283,988.08	60.40	-20.00
Sene East	213,137.97	403,754.04	360,773.18	321,933.18	89.20	-20.30
Bawku Mun	980,983.15	684,540.91	952,214.52	543,479.57	79.40	-20.60
Ablekuma Central Mun	3,601,574.59	4,683,566.37	4,000,000.00	3,705,273.10	92.60	-20.90
Akatsi South	644,253.44	732,403.01	822,280.00	574,692.72	69.90	-21.50
Ho West	421,002.28	473,789.29	618,134.16	538,403.53	87.10	-21.50
Bole	853,004.65	683,601.17	1,520,000.00	536,378.95	35.30	-21.50
Nanumba South	132,226.20	225,575.24	293,440.00	172,617.13	58.80	-23.50
Gushiegu	123,033.20	307,892.20	300,000.00	234,911.96	78.30	-23.70
Afadzato South	215,593.26	298,140.99	320,046.45	225,365.93	70.40	-24.40
North Gonja	257,349.17	272,886.00	275,500.00	200,600.00	72.80	-26.50
Bibiani Anhw. Bekwai	1,421,602.25	1,962,654.13	2,554,831.40	1,400,552.61	54.80	-28.60
Asuogyaman	865,413.58	929,801.64	945,787.90	663,850.99	71.40	-28.60
Talensi	425,265.57	1,871,821.68	900,100.00	1,257,317.84	139.70	-32.80
Upper West Akim	517,890.17	1,029,907.90	889,023.00	660,484.50	74.30	-35.90
Abuakwa South	1,058,331.96	2,174,869.70	1,389,512.28	1,332,424.84	95.90	-38.70
Ayawaso East Mun.	1,777,442.29	3,838,590.95	3,054,800.00	2,185,629.64	71.50	-43.10
Jomoro	1,012,563.35	1,242,420.23	1,625,174.00	642,723.61	39.50	-48.30
Jaman North	6,575,505.09	8,700,570.07	3,003,229.00	3,155,126.09	105.10	-63.70
Berekum West	1,185,914.18	1,780,936.64	299,800.00	295,452.30	98.50	-83.40
Nanumba North	445,661.91	423,594.85	400,000.00	62134.45	15.50	-85.30
Sefwi Akontombra	827,650.83	538,898.05	532,529.50	53,109.82	10.00	-90.10
Kpandai	163,358.00	6,088,312.62	161,100.00	159,493.56	99.00	-97.40

Source: MMDAs 2023 APRs

The contributing factors to the negative IGF performance of MMDAs in 2023 included:

- Weak sub-district structures;
- Low commitment to the implementation of the revenue improvement action plan

by leadership;

- Extreme poverty among rate payers making it very difficult to collect any meaningful property rates and fees
- Absence of organised market centres,



- v. Improper valuation of commercial and residential properties; and
- vi. Insecurity due to chieftaincy disputes.

MMDAs need to take conscious steps to diversify their revenue sources and improve budget performance in subsequent years. The over reliance on DACF, the Responsive Factor Grant of the Common Funds and other central government transfers made the districts more vulnerable to both exogenous and endogenous shocks. The emergence of COVID-19 in 2020 exposed the fragility of the district assemblies to external shocks.

The public private partnership approach should be intensified in financing the provision of goods and services at the sub-national level. The commitment of leadership and management of the districts in the implementation of the Revenue Improvement Action Plans (RIAPs) is also a pre-condition to improving the financial base of the district assemblies. Efforts should be made in the digitisation of revenue collection to reduce the excessive leakages in internally generated funds.

Additional revenue collection points should be established within the sub-district structures where necessary to reduce the travel time and the added cost of honoring bills by citizens and also help in ceding revenues to the substructures. This will increase compliance by the citizens and reduce the collection cost. MMDAs should work in close collaboration with government (the Ghana Revenue Authority) to conduct valuation and re-valuation of residential and commercial properties to enable them charge the right property rates and fees.

A special fund should be created by government to support the financial needs of extremely deprived districts. MMDAs including Lambussie, Sefwi Akontombra, Central Tongu and Dormaa West do not have much potential to generate internal revenue but have high pressing issues or needs to be addressed. The creation of a

Deprived District Funds (DDF), which derives its revenue from government through the allocation of 1 percent of the DACF as seed capital, will facilitate development in these districts. Mechanisms should be put in place to leverage on the social cooperate responsibilities of private companies to add on to this pool of funds. A formula will be developed by the NDPC in collaboration with the DACF secretariat to distribute these resources to affected districts.

The financial situation of the assemblies implies that the inadequacies and delays in central government transfers would result in the assemblies depending on their IGF to undertake capital projects. Most districts used their IGF to fund recurrent expenditures thus undertaking major capital projects was difficult. This situation did not help the assemblies achieve their goal of providing basic socio-economic services to improve the living conditions of their people.

### Revenue Performance of RCCs

The main sources of revenue of the Regional Coordinating Councils (RCCs) included the DACF, GSCSP, Modernising Agriculture in Ghana (MAG) and IGF from internal operations among others. Transfers for the payment of salaries of GoG staff constitute the greater percentage of RCCs funding in 2023. This was followed by DACF releases.

The analysis of RCC performance was based on six RCCs that submitted quality annual progress reports for 2023. All the six regions under review collectively budgeted GHS314.7 million to finance their operations. Only GHS238.8 million out of the estimated total revenue was received (Figure 2.6.3.5). The amount represented 75.9 percent coverage of the required financial resources in 2023. Bono East and Western North RCCs received more than their estimated revenue for the year whilst Oti Region received 60 percent of the estimated income (Table 2.6.3.9).

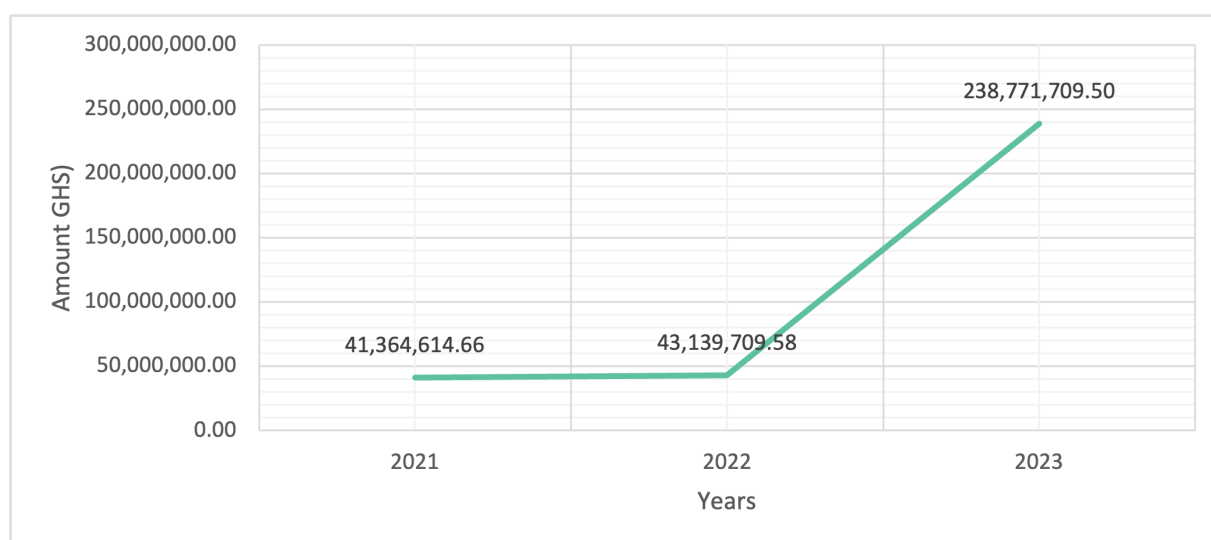
**Table 2.6.3.9 Revenue performance of Regional Coordinating Councils**

RCCs	2021	2022	2023			
	Performance (GHS)	Performance (GHS)	Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Northern	13,846,101.78	11,464,069.46	278,219,487.31	205,075,823.46	73.70	1688.90
Bono East	3,876,323.42	3,087,410.42	6,325,285.63	6,341,056.02	100.20	105.40
Western North	4,175,534.56	3,819,930.79	5,705,141.97	7,408,662.14	129.90	93.90
Savannah	2,185,328.18	2,561,758.63	4,933,899.36	3,303,466.50	67.00	29.00
Eastern	6,318,088.74	10,034,920.28	14,640,374.42	12,641,055.52	86.30	26.00
Central	10,963,237.98	12,171,620.00	4,917,270.04	4,001,645.86	81.40	-67.10
Total	41,364,614.66	43,139,709.58	314,741,458.73	238,771,709.50	75.86	453.48

Source: RCC's 2023 Annual Progress Reports

In terms of growth, Northern and Bono East regions were the only regional planning authorities that achieved more than 100 percent growth in 2023 with 1688.9 percent and 105 percent respectively. Central Region on the other hands achieved negative growth ((Table 2.6.3.9).

**Figure 2.6.3.5 Revenue trends of RCCs, 2021-2023**



Source: RCCs 2022/23 APRs

### Revenue performance of MDAs

The Ministry of Education, CHRAJ, MESTI, MELR and Ministry of Transport achieved over 100 percent of their estimated revenue in 2023. Office of the Head of Civil Service, on the other hand, achieved only 44.42 percent of its total revenue for 2023. In terms of revenue receipts, the Ministry of Chieftaincy and Religious Affairs grew its total revenue by 70.7 percent in 2023 followed by the Ministry of Communications and Digitalisation with 64.5 percent. The analysis showed that government prioritised infrastructure, education, communication and the environment in 2023 over all the other sectors of the national economy (Table 2.6.3.10)

**Table 2.6.3.10 Revenue performance of MDAs, 2021-2023**

	2021	2022	2023			
MDAs	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Ministry of Chieftaincy and Religious Affairs	34,452,293.95	41,250,068.00	44,980,080.00	74,136,196.00	164.80	70.70
Ministry of Communications and Digitalisation	495,256,832.95	292,387,137.87	580,955,698.78	769,431,208.15	132.40	64.50
Ministry of Education		17,503,991,459.92	17,786,817,998.52	21,457,944,727.06	120.60	21.00
Commission On Human Rights and Administrative Justice	44,753,984.81	49,564,636.96	45,400,308.00	57,645,685.59	127.00	16.30
Ministry of Environment, Science, Technology & Innovation	481,552,369.81	546,237,391.86	615,430,060.00	697,643,028.85	113.40	15.10
Ministry of Employment and Labour Relations	208,027,126.00	168,670,392.22	76,699,342.00	97,187,299.42	126.70	12.10
Ministry of Transport	3,011,074,081.98	3,574,150,869.99	2,448,237,213.92	2,817,681,616.42	115.10	10.30
Ministry of Trade and Industry	529,517,997.00	602,065,000.00	587,214,053.00	587,214,053.00	100.00	0.00
Ministry of Interior	4,004,214,552.02	5,407,745,394.80	2,332,054,212.96	2,233,631,014.16	95.80	-1.8
Public Services Commission	8,634,091.94	18,007,000.00	12,215,450.00	11,858,230.00	97.10	-2.00
National Media Commission	8,756,332.70	3,074,399.61	9,200,970.00	9,159,253.03	99.50	197.90
Ministry of Information	125,976,177.00	118,286,803.96	28,883,997.00	20,400,128.00	70.60	-7.20
Office of the Head of Civil Service	33,173,838.00	42,971,803.80	7,626,436.44	3,329,387.94	43.70	-10.00
Ministry of Foreign Affairs and Regional Integration	61,316,025.41	103,214,559.17	176,765,021.00	166,143,840.25	94.00	-10.30
Ministry of Roads and Highways	3,478,366,390.00	3,675,340,906.86	6,379,497,540.00	5,795,783,556.00	90.90	-15.90
Ministry of Local Government, Decentralisation and Rural Development	929,849,416.37	1,434,068,235.89	2,074,323,448.00	1,715,522,317.23	82.70	-25.00
Ministry Of Gender, Children and Social Protection	297,736,532.71	1,252,847,569.47	1,630,647,573.00	1,241,982,368.79	76.20	-31.00
Ministry of Youth and Sports		370,949,427.35	395,723,261.00	280,278,922.74	70.80	-31.10
Office of the Attorney General and Ministry of Justice	181,529,233.13	188,333,312.79	430,400,466.00	363,691,636.77	84.50	-35.40
Ministry of Works and Housing	983,319,000.00	517,577,000.00	386,290,287.00	291,212,100.00	75.40	-43.70
Ministry of Energy	278,624,535.65	289,270,230.96	319,210,086.56	189,102,348.53	59.20	-45.00
Ministry of Tourism, Arts and Culture	8,146,856.00	14,498,425.88	21,481,271.00	14,206,000.00	66.10	-50.20
Ministry of Railways Development	537,178,663.52	652,921,904.86	802,355,496.58	358,523,116.89	44.70	-68.00

	2021	2022	2023			
MDAs	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
National Commission for Civic Education	60,551,855.56	88,678,745.07	165,501,719.00	98,483,999.28	59.50	-75.60
Ministry of Food and Agriculture	1,133,542,873.00	711,638,528.00	2,035,938,716.00	1,458,828,685.50	71.70	-81.10
Ministry of Finance	2,605,293,009.92	458,507,690.39	2,435,529,947.00	1,910,420,670.31	78.40	-114.50
Ministry of Fisheries and Aquaculture Development	60,906,195.86	56,844,662.16	258,122,584.87	161,678,474.05	62.60	-169.70
Ministry of Sanitation and Water Resources	652,322,137.00	42,530,935.13	1,877,818,745.75	270,337,668.59	14.40	-3779.60
Ministry of Health			15,954,536,813	9,573,099,647	60.00	
Total	20,200,562,084.78	38,225,624,492.97	59,919,858,796.6	52,726,557,179.6	88.00	-18.80

Source: MDAs 2023 APRs

### Summary on financial position of MMDAs, RCCs and MDAs

The analysis on the financial position of MDAs, MMDAs and RCCs showed that financial resources were inadequate for effective plan implementation at all levels of governance in 2023. Limited financial resources compel implementing agencies to either reduce the number of planned activities or undertake interventions on credits. This situation also leads to waste of scarce resources since government workers are paid compensation every month and have very little to do. The analysis further revealed that capital expenditure is not just inadequate but the amount released to implementing agencies is dependent on government and national priorities.

NDPC is responsible for determining these priorities and yet is not responsible for the disbursement of the capital resources. This presents an avenue where the capital budget may not be used to carry out priority programmes and projects in the action plans.

### Human Resource Position of MMDAs, RCCs and MDAs in 2023

Another key driver of implementation is human resources. Human resource is the set of people who make up the workforce of government institutions including MDAs, RCCs and MMDAs. The availability or otherwise of personnel can determine the success or failure of development programmes and projects.

### Staff Strengths of MMDAs

The Office of the Head of Local Government Service (OHLGS) developed staffing norms to guide human resource management at the metropolitan, municipal and district level. The guide expects a minimum of 718 and a maximum of 1,126 personnel in each metropolitan assembly whiles 465 minimum and 690 maximum personnel are required in each municipal assembly. The guide further requires the assembly to have 356 and 519 personnel for it to function at its minimum and maximum capacity respectively (Table 2.6.3.11).

**Table 2.6.3.11 Staff Requirements of MMDAs (Summary)**

Department	Districts		Municipal		Metropolitan	
	Min	Max	Min	Max	Min	Max
Coordinating Director (MMDCD)	1	1	1	1	1	1
Central Administration Department	96	128	111	156	197	289
Finance Department	21	33	28	45	43	70
Budget & Rating Department	0	0	0	0	8	10
Internal Audit Unit	5	6	5	8	6	15
Education, Youth & Sport Department	34	47	37	50	42	67
Health Department	71	113	108	169	129	202
SW&CD Department	10	11	10	13	18	29
Agric. Department	43	72	52	78	66	106
Trade, Industry & Tourism	11	17	12	22	26	36
Transportation	0	0	9	11	10	16
Physical Planning	15	21	17	24	27	44
Works Department	49	70	57	84	82	138
Urban Roads Department	0	0	18	29	25	43
Legal Department	0	0	0	0	9	12
Waste Mgt. Dept. at Metro	0	0	0	0	29	48
Disaster Prevention & MGT	0	0	0	0	0	0
(Natural Resources Conservation, Forestry Game & Wildlife)	0	0	0	0	0	0
Grand total per MMDA	356	519	465	690	718	1,126
For 216 MMDAs (155, 55, 6)	55,180	80,445	25,575	37,950	4,308	6,756

Source: OHLGS Staff Norms, 2014. Min= Minimum; Max= Maximum

The 2023 data shows MMDAs did not have the full complement of staff at post to carry out the mandates of providing goods and services to improve the well-being of their people. MMDAs in the Eastern Region required a total of 13,383 minimum and 19,692 maximum personnel to function. Only 4,433 staff were at post by December 2023, representing 33.12 percent of the minimum required. Upper West Akim is the only district assembly that had half of the staff required to function at its minimum capacity. Nsawam-Adoagyiri, New Juaben South, Asuogyaman, West Akim, Fanteakwa North, Suhum, Kwahu West, Birim Central, Okere, Lower Manya Krobo, Kwahu South, Birim North, New Juaben North and Kwahu Afram Plains North also had more than the regional mean of 134 personnel. Kwahu Afram Plains South is the least staffed district in the Region (Table 2.6.3.12)

**Table 2.6.3.12 Staff strengths of MMDAs in the Eastern Region**

MMDAs	Requirements		Actual	Gap (Min-Actual)	% Covered
	Minimum	Maximum			
Upper West Akim	356	519	180	206	50.56
Nsawam-Adoagyiri	465	690	228	237	49.03
New Juaben South	465	690	222	243	47.74
Asuogyaman	356	519	149	207	41.85
West Akim	465	690	183	282	39.35
Fanteakwa North	356	519	136	220	38.2
Suhum	465	690	175	290	37.63
Kwahu West	465	690	174	291	37.42
Birim Central	465	690	171	294	36.77
Okere	356	519	125	231	35.11
Lower Manya Krobo	465	690	163	302	35.05
Kwahu South	465	690	161	304	34.62
Birim North	356	519	120	236	33.71
New Juaben North	465	690	156	308	33.55
Kwahu Afram Plains North	356	519	114	242	32.02
Akyemansa	356	519	111	245	31.18
Yilo Krobo	465	690	143	322	30.75
Atiwa West	356	519	109	247	30.62
Abuakwa South	465	690	139	326	29.89
Kwahu East	356	519	106	250	29.78
Abuakwa North	465	690	138	327	29.68
Denkyembour	356	519	103	253	28.93
Fanteakwa South	356	519	103	253	28.93
Akwapim North	465	690	133	332	28.6
Ayensuano	356	519	101	255	28.37
Atiwa East	356	519	99	257	27.81
Upper Manya Krobo	356	519	99	257	27.81
Akwapim South	465	690	129	336	27.74
Birim South	356	519	98	258	27.53
Kwaebibirem	465	690	120	345	25.81
Achiase	356	519	88	268	24.72
Asene Manso Akroso	356	519	79	277	22.19
Kwahu Afram Plains South	356	519	78	278	21.91
Total	13,383.00	19,692.00	4,433.00	(8,950.00)	33.12

Source: ERCC 2023 APR

The Ashanti Region also showed similar conditions and characteristics on staffing position of MMDAs in the region for 2023. A total of 17,741 and 21,573 personnel were required by MMDAs in the Region to function at their minimum and maximum capacities respectively. Only 5,595 staff were at post by December 2023, representing 31.54 percent of the minimum



threshold. All the 43 MMDAs in the region had less than 50 percent of their staff strength in 2023 except for Kumasi Metropolitan Assembly (KMA). Fourteen out of the 43 district assemblies had more staff than the regional average. Sekyere Afram Plains, Bosome Freho and Atwima Mponua were the least staffed district assemblies in the region (Table 2.6.3.13).

**Table 2.6.3.13 Staff strengths of MMDAs in the Ashanti Region**

MMDAs	Requirements		Actual	Gap (Min -Actual)	Covered (%)
Kumasi Metropolitan	718	1126	549	169	76.46
Amansie South D/A	356	319	157	199	44.10
Akrofuom D/A	356	319	152	204	42.70
Bosomtwe D/A	356	319	96	260	42.70
Sekyere South D/A	356	319	146	210	41.01
Sekyere East D/A	356	319	142	214	39.89
Ejisu M/A	465	690	184	281	39.57
Afigya Kwabre South D/A	356	319	138	218	38.76
Amansie West D/A	356	319	129	227	36.24
Obuasi M/A	465	690	167	298	35.91
Mampong M/A	465	690	164	301	35.27
Bekwai M/A	465	690	156	309	33.55
Atwima Nwabiagya M/A	465	690	153	312	32.90
Kwabre East	465	690	152	313	32.69
Obuasi East D/A	356	319	110	246	30.90
Sekyere Central D/A	356	319	109	247	30.62
Asokwa M/A	465	690	139	326	29.89
Ejura Sekyedumase M/A	465	690	139	326	29.89
Kwadaso M/A	465	690	139	326	29.89
Suame M/A	465	690	138	327	29.68
Oforikrom M/A	465	690	135	330	29.03
Ahafo Ano South-West D/A	356	319	103	253	28.93
Old Tafo M/A	465	690	134	331	28.82
Adansi South D/A	356	319	102	254	28.65
Asante Akim Central	465	690	133	332	28.60
Juaben M/A	465	690	133	332	28.60
Asokore Mampong M/A	465	690	129	336	27.74
Offinso M/A	465	690	128	337	27.53
Offinso North D/A	356	319	96	260	26.97
Afigya Kwabre North D/A	356	319	95	261	26.69
Sekyere Kumawu D/A	356	319	93	263	26.12
Asante Akim North	465	690	115	350	24.73
Adansi North D/A	356	319	87	269	24.44
Asante Akim South	465	690	113	353	24.30
Ahafo Ano South-East D/A	356	319	86	270	24.16
Adansi Asokwa D/A	356	319	84	272	23.60

MMDAs	Requirements		Actual	Gap (Min -Actual)	Covered (%)
Atwima Nwabigya North D/A	356	319	83	273	23.31
Ahafo Ano North	465	690	107	358	23.01
Amansie Central D/A	356	319	80	276	22.41
Atwima Kwanwoma D/A	356	319	77	279	21.63
Atwima Mponua D/A	356	319	77	279	21.63
Bosome Freho D/A	356	319	77	279	21.63
Sekyerere Afram Plains	356	319	69	287	19.38
Total	17741	21573	5595	12147	31.54

Source: ARCC 2023 APR

Greater Accra Region required a minimum number of 13,555 personnel and a maximum of 20,198 personnel for the effective administration of all the 29 MMDAs in the region. By the end of December 2023, only 4,020 personnel were at post representing 29.6 percent of the minimum thresholds. Sixteen of the district assemblies had less staff than the regional mean of 139 personnel. Only Accra Metropolitan Assembly achieved more than 50 percent of the minimum requirement. Ablekuma North, Ayawaso East, Ayawaso Central, Okaikwei North and Ayawaso North had less than 20 percent of their minimum staff strength (Table 2.6.3.14).

**Table 2.6.3.14 Staff strengths of MMDAs in the Greater Accra Region**

MMDAs	Requirements		Actual	Gap (Min - Actual)	% Covered
	Min	Max			
Accra Metropolitan	718	1,126	379	339	52.70
La Nkwantanang Madina	465	690	198	267	42.50
Ga West Municipal	465	690	182	283	39.10
Shai Osudoku	356	519	137	219	38.40
Tema Metropolitan	718	1,126	271	447	37.70
Ashaiman	465	690	168	297	36.10
Ga South	465	690	162	303	34.80
Ningo Prampram	356	519	120	236	33.70
Kpone Katamanso	465	690	155	310	33.30
Ada East District	356	519	114	242	32.00
Adentan Municipal	465	690	148	317	31.80
Weija Gbawe	465	690	148	317	31.80
Ga Central	465	690	140	325	30.00
Tema West Municipal	465	690	137	328	29.40
Ga East Municipal	465	690	135	330	29.00
Ledzokuku	465	690	132	333	28.30
La Dade Kotopon	465	690	123	342	26.40
Ga North Municipal	465	690	120	345	25.80
Ada West District	356	519	90	266	25.20
Ayawaso West	465	690	115	350	24.70
Krowor Municipal	465	690	110	355	23.60
Korle Klottey	465	690	107	358	23.00

MMDAs	Requirements		Actual	Gap (Min - Actual)	% Covered
	Min	Max			
Ablekuma West	465	690	102	363	21.90
Ablekuma Central	465	690	100	365	21.50
Ablekuma North	465	690	91	374	19.50
Ayawaso East	465	690	90	375	19.30
Ayawaso Central	465	690	89	376	19.10
Okaikwei North	465	690	82	383	17.60
Ayawaso North	465	690	75	390	16.10
Total	13555	20,198	4020	9535	29.60

Source: ARCC 2023 APR

Ahafo Region is one of the six newly created administrative regions by the Constitutional Instrument 114 and it has six MMDAs. These assemblies required a minimum of 2,352 personnel and a maximum of 3,138 personnel to function. By December 2023, a total of 1,052 personnel were at post in the six assemblies representing 44.73 percent of the minimum threshold. All the assemblies had less than half of their minimum staff strengths except for Asutifi North District Assembly. Fifty percent of the six assemblies also had less staff than the regional mean of 175 personnel (Table 2.6.3.15).

**Table 2.6.3.15 Staff strengths of MMDAs in the Ahafo Region**

MMDA	Requirements		Actual	Gap Min-Actual	% Covered
	Minimum	Maximum			
Asutifi North District	319	356	162	157	50.78
Tano North Municipal	465	690	227	238	48.82
Asunafo North Municipal	465	690	209	256	44.95
Tano South Municipal	465	690	201	264	43.23
Asutifi South District	319	356	128	191	40.13
Asunafo South District	319	356	125	194	39.18
Total	2352	3138	1052	1300	44.73

Source: Ahafo RCC 2023 APR

Northern Region has 16 MMDAs. A total of 6,603 personnel minimum and 9,766 personnel maximum are required for the MMDAs in the Region to function effectively. Only 2,406 staff representing 36.4 percent of the minimum requirements were at post by December 2023. Nine out of the 16 assemblies had below the regional mean of 150 personnel. Gushegu and Saboba district assemblies had the least number of staff at post in the year under review. Two assemblies achieved more than 50 percent of the minimum staff threshold. Tamale Metropolitan Assembly and Tolon District Assembly had 57.9 percent and 57.3 percent respectively of their minimum staff requirements in 2023 (Table 2.6.3.16).

**Table 2.6.3.16 Staff strengths of MMDAs in the Northern Region**

MMDAs	Requirements		Actual 2022	Gap (Min-Actual)	% Coverage
	Minimum	Maximum			
Tamale Metro	718	1126	416	302	57.90
Tolon	356	519	204	152	57.30
Kumbungu	356	519	166	190	46.60
Sagnarigu	465	690	211	254	45.40
Yendi	465	690	192	273	41.30
Savelugu	465	690	189	276	40.60
Nanton	356	519	131	225	36.80
Mion	356	519	120	236	33.70
Nanumba South	356	519	118	238	33.10
Zabzugu	356	519	102	254	28.70
Nanumba North	465	690	133	332	28.60
Karaga	356	519	87	269	24.40
Tatale-Sanguli	356	519	87	269	24.40
Kpandai	356	519	82	274	23.00
Saboba	356	519	73	283	20.50
Gushiegu	465	690	95	370	20.40
Total	6,603	9,766	2,406	4,197	36.40

Source: NRCC 2022 APR

Constitutional Instrument 114 also created the Savannah Region and it is made up of seven administrative assemblies. All the seven assemblies had less than 50 percent of the minimum staff threshold in 2023. A total of 2,710 and 3,975 personnel is required by the assemblies for them to function at their minimum and maximum capacities respectively. Only 807 staff, representing 29.78 percent of the minimum staff strengths were at post by December 2023. Central Gonja achieved the highest coverage of the minimum threshold whilst North Gonja had the least number of staff. Bole, East Gonja and North Gonja had less than the regional mean of 115 personnel ( Table 2.6.3.17)

**Table 2.6.3.17 Staff strengths of MMDAs in the Savannah Region**

MMDAs	Requirements		Actual	(Min - Actual)	Coverage
	Min	Max			
Central Gonja District	356	519	125	231	35.11
North East Gonja District	356	519	123	233	34.55
West Gonja Municipal	465	690	143	322	30.75
Sawla-Tuna-Kalba District	356	519	107	249	30.06
Bole District	356	519	102	254	28.65
East Gonja Municipal	465	690	133	332	28.6
North Gonja District	356	519	74	282	20.79
Total	2710	3975	807	1903	29.78

Source: SRCC 2023 APR

The Western North Region is another newly created region by Constitutional Instrument 114. It was carved out of Western Region and has nine MMDAs. A total of 3,531 and 5,184 staff are required for the nine MMDAs to function at their minimum and maximum capacities respectively. By December 2023, only 1,277 staff were at post and this represent 25.55 percent of the minimum staff strength required by the region for their effective administration. All the assemblies had less than half of their minimum threshold except for Bia West and Sefwi Wiawso. Six out of the nine assemblies had staff less than the regional mean of 142 personnel. Bia West District Assembly achieved 60.14 percent of its minimum staff strengths whilst Bia East District Assembly had the least number of staff (Table 2.6.3.18).

**Table 2.6.3.18 Staff strengths of MMDAs in the Western North Region**

MMDAs	Requirements		Actual	Gap (Min - Actual)	% Covered
	Minimum	Maximum	2023		
Akontombra	237	342	88	149	25.73
Aowin	50	76	377	327	20.16
Bibiani Anhwiaso Bekwai	242	343	147	95	42.86
Bia East	240	342	71	169	20.76
Bia West	190	281	169	21	60.14
Bodi	356	519	100	256	19.27
Juaboso	253	359	128	125	35.65
Sefwi Wiawso	77	132	77	0	58.33
Suaman	357	920	120	237	13.04
<b>Total</b>	<b>3531</b>	<b>5184</b>	<b>1,277</b>	<b>1,379</b>	<b>38.53</b>

Source: WNRCC 2023 APR

MMDAs in the Upper West Region were critically understaffed. All the eleven assemblies achieved less than 40 percent of the minimum staff strength. In all, a total of 4,461 minimum staff and 6,564 maximum staff were required for all the assemblies within the region to function effectively. However, only 1,004 were at post by December 2023 representing 22.51 percent of the minimum threshold. Only four assemblies in the Upper West Region had more staff than the regional mean of 91 personnel. (Table 2.6.3.19).

**Table 2.6.3.19 Staff strengths of MMDAs in the Upper West Region**

MMDAs	Minimum	Maximum	Actual	Gap	Coverage (%)
Wa Municipal	465	690	181	284	38.92
Wa West District	356	519	98	258	27.53
Sissala East Municipal	465	690	110	355	23.66
Nadowli/Kaleo District	356	519	78	278	21.91
Lawra Municipal	465	690	98	367	21.08
Daffiama-Bussie-Issa District	356	519	74	282	20.79
Sissala West District	356	519	73	283	20.51
Jirapa Municipal	465	690	89	376	19.14
Wa East District	356	519	67	289	18.82
Lambussie District	356	519	61	295	17.13
Nandom Municipal	465	690	75	390	16.13
<b>Total</b>	<b>4,461</b>	<b>6,564</b>	<b>1,004</b>	<b>3,457</b>	<b>22.51</b>

Source: Upper West RCC 2023 APR

## Staff Strengths of RCCs

The OHLGS in its Guide also expects a minimum of 648 and a maximum of 967 personnel to work in each RCC. The Local Governance Act, 2016, Act 936 reviewed the existing departments of the RCCs and added a few more departments. The prescribed departments of the RCCs per the provisions of Act 936 are Department of Social Protection; Department of Community Development; Department of Town and Country Planning; Public Works Department; Department of Parks and Gardens; Department of Housing; National Board for Small-Scale Industries; Registry of Births and Deaths; Controller and Accountant-General's Department and Department of Feeder Roads. The rest are Department of Urban Roads; Veterinary Services Department; Department of Agriculture; Department of Agricultural Engineering; National Sports Authority; National Youth Authority; Education Service; Ghana Library Authority; Health Service; Statistical Service; Department of Children and Department of Women.

The modification increased the minimum and maximum staff requirements for the RCCs. Each Regional Coordinating Council now needs a total of 765 minimum personnel and 1,165 maximum staff to function. A review of the 2023 staff strength data shows that Ashanti Region had a total of 625 personnel at post. This represents 81.70 percent of the required staff strength. Seven out of the 21 Departments reported less staff strength than the departmental average. Central Administration and Department of Children had 95 percent of their minimum staff strength whilst Public Works Department had the least personnel (Table 2.6.3.20).

**Table 2.6.3.20 Staff Strengths of Ashanti Regional Coordinating Council**

Departments	Requirements		Actual	Gap (Min-Actual)	Coverage (%)
	Minimum	Maximum			
Central Administration	141	200	135	6	95.74
Department of Children	24	30	23	1	95.83
Department of Rural Housing	27	40	25	3	92.59
Controller & Accountants Gen. Dept.	20	31	18	2	90.00
Birth & Death Registration	20	24	18	2	90.00
Ghana Education Service	28	54	25	3	89.29
Department of Feeder Roads	51	73	45	6	88.24
Department of Urban Roads	40	63	35	5	87.50
Land Use and Spatial Planning	29	43	25	4	86.21
Department of Social Welfare	18	25	15	3	83.33
Department of Community Development	18	28	15	3	83.33
Information Services Dept.	6	10	5	1	83.33
Ghana Health Service	30	40	25	5	83.33
Department of Agriculture	85	121	70	15	82.35
Ghana Library Board	21	30	17	4	80.95
Ghana Enterprises Agency	21	35	17	4	80.95
Ghana Statistical Service	24	45	18	6	75.00
Department of Gender	25	45	17	8	68.00
National Youth Authority	11	18	7	4	63.64
Department of Parks & Gardens	24	37	15	9	62.50
Public Works Department	102	173	55	47	53.92
<b>Total</b>	<b>765</b>	<b>1165</b>	<b>625</b>	<b>141</b>	<b>81.70</b>

Source: ARCC 2023 APR



The status of staff strength in the Ahafo Regional Coordinating Council was very low in 2023. None of the decentralised department of the RCC had 50 percent of their minimum staff establishment. Central Administration had 42.5 percent of its minimum staff strength while Social Welfare Department had 5.56 percent of the threshold. The data shows that the Ahafo RCC is highly understaffed (Table 2.6.3.20).

**Table 2.6.3.21 Staff Strengths of Ahafo Regional Coordinating Council**

Departments	Requirements		Actual	Gap	% Covered
	Minimum	Maximum	2023		
Central Administration	141	200	60	81	42.55
Social Welfare	18	25	1	17	5.56
Births & Deaths	20	24	4	16	20.00
Agriculture	85	121	11	74	12.94
Parks & Gardens	24	37	1	23	4.17
Feeder Roads	51	73	9	40	17.65
Urban Roads	40	63	5	35	12.50
Public Works	102	173	9	93	8.82

Source: Ahafo RCC 2023 APR

The Savannah Region is a newly created region. The personnel data revealed that CAGD is over staffed. The Department had more staff than the maximum threshold whilst Department of Community Development only had 5.5 percent of its minimum staff strength. Food and Agriculture Department and Tourism, Trade and Industry Departments had more than 50 percent of their minimum thresholds (Table 2.6.3.21).

**Table 2.6.3.22 Staff Strengths of Savannah Regional Coordinating Council**

Departments	Requirements		Actual	Gap	Coverage (%)
	Min	Max	2022		
Central Administration	141	200	42	98	29.79
Community Development	18	28	1	15	5.56
Social Welfare	18	25	3	15	16.67
Food & Agriculture	17	20	9	8	52.94
Births and Deaths	20	24	2	18	10.00
Urban Roads	40	63	6	34	15.00
Feeder Roads	51	73	8	43	15.69
Information Services	6	10	2	4	33.33
Industry, Trade and Tourism	11	16	7	4	63.64
Land Use and Spatial Planning	29	43	6	37	20.69
Community Water & Sanitation	15	25	8	7	53.33
Controller & Accountant General Department	20	31	46	-26	230.0

Source: Savannah Region RCC 2023 APR

The Ghana Library Board, Ghana Enterprises Agency and Department of Education of the Western Regional Coordinating Council had more than the minimum threshold in 2023. All the other departments of the RCC had less staff than the required minimum staff. Only the Ghana Library Board exceeded its maximum threshold in the year under review (Table 2.6.3.22).

**Table 2.6.3.23 Staff Strengths of Western Regional Coordinating Council**

DEPARTMENTS/UNIT	Staff Required		Staff Available			Gap/	Coverage (%)
	Min	Max	Male	Female	Total	Variance	
Regional Co-ordinating Council	141	200	68	42	110	31	78.01
Land Use and Spatial Planning	29	43	16	8	24	5	82.76
Department of Agriculture	85	121	16	9	25	60	29.41
Department of Social Welfare	18	25	2	2	4	14	22.22
Department of Urban Roads	40	63	10	5	15	25	37.5
Controller & Accountants General Dept.	20	31	11	4	15	5	75.00
Ghana Library Authority	21	30	25	14	39	-18	185.71
Birth & Death Registration	20	24			0	20	0.00
Dept. of Community Development	18	28	3	4	7	11	38.89
Department of Feeder Roads	51	73	22	5	27	24	52.94
National Youth Authority	11	18			0	11	0.00
Public Works Department	102	173	24	5	29	73	28.43
Department of Parks & Gardens	24	37	13	5	18	6	75.00
Department of Gender	25	45	2	2	4		16.00
Ghana Enterprises Agency	21	35	16	10	26		123.81
Department of Education	28	54	21	22	43	14	153.57
Department of Housing	27	40	2	1	3	-3	11.11
Statistical Service	24	45	7	4	11	-11	45.83
<b>Total</b>	<b>705</b>	<b>1085</b>	<b>258</b>	<b>142</b>	<b>400</b>	<b>267</b>	<b>56.74</b>

Source: WRCC 2023 APR

All the departments in the Eastern Regional Coordinating Council had more than half of the minimum threshold of staff. The Statistical Service Department, Controller and Accountant General's Department, Community Development and Ghana Education Service were the departments that had more staff than their minimum requirements. Rural Housing and Parks and Garden, on the other hand, had less than 50 percent of the minimum threshold (Table 2.6.3.23).

**Table 2.6.3.24 Staff Strengths of Eastern Regional Coordinating Council**

Departments	Requirements		2023		Coverage (%)
	Minimum	Maximum	Gap (Min-Actual)		
Ghana Statistical Service	9	15	14	-5	155.60
Controller and Accountant-General’s	20	31	25	-5	125.00
Community Development	17	24	20	-3	117.60
Ghana Education Service	60	65	64	-4	106.70
LUSPA	25	39	25	0	100.00

Departments	Requirements		2023		Coverage (%)
	Minimum	Maximum	Gap (Min-Actual)		
Public Works	26	40	26	0	100.00
Ghana Enterprises Agency	6	7	6	0	100.00
Ghana Library Authority	18	25	18	0	100.00
Registry of Births and Deaths	14	14	14	0	100.00
Central Administration	141	200	135	6	95.74
Social Welfare	18	25	17	1	94.40
Gender	12	15	11	1	91.70
Feeder Road	51	73	38	13	74.50
Children	11	15	8	3	72.70
Urban Roads	29	33	21	8	72.40
National Sports Authority	40	50	27	13	67.50
Agriculture	47	63	25	22	53.20
Parks and Garden	45	56	15	30	33.30
Rural Housing	10	40	3	7	30.00

Source: ARCC 2023 APR

### Staff Strengths of MDAs

In 2023, MDAs on average had 78.9 percent of their required staff strength. There are disparities across MDA staff requirements. Whilst agencies like MoF and NCA had 100 percent of its staff requirements, others including NIA and National Biosafety Authority (NBsA) had less than half of the required staff strengths. The staff strength of NDPC was 58 instead of 88 staff required to effectively carry out its mandate. MESTI also required 5,759 to function at optimum level but had 4,307 personnel. OAJG/MoJ required 1,827 staff but had 1,284 staff at post, representing 70.3 percent of its staff requirement (Table 2.6.3.25).

**Table 2.6.3.25 Staff Strengths on MDAs**

MDAs	Staff required	Staff available	% coverage
The Office of the Attorney General and Ministry of Justice	1,827	1,284	70.3
National Development Planning Commission	88	58	65.9
Ministry of Finance	669	669	100
Ministry of Interior (Head Office)	127	97	76.4
Ghana Police Service	52016	47,915	92.1
Prisons Service	15,185	9661	63.6
National Identification Authority	5,255	1,612	30.7
Gaming Authority	61	26	42.6
NACOC	5000	928	18.6
Peace Council	120	67	55.8
Ghana National Fire Service	17,273	14,938	86.5
NACSA	1840	73	4.0
Office of the Head of Civil Service	806	806	100
Ghana Immigration Service	13,646	13,646	100.0
MESTI Head Office	123	93	75.6

MDAs	Staff required	Staff available	% coverage
Ghana Atomic Energy Commission	1,226	728	59.4
Council of Scientific and Industrial Research (CSIR)	3,437	2,646	77.0
Environmental Protection Agency	745	726	97.4
National Regulatory Authority	175	95	54.3
National Biosafety Authority	53	19	35.8
Ministry of Gender, Children and Social Protection (Head Office)	220	209	95.0
Ministry of Communication and Digitisation (Head of Office)	169	118	69.8
KACE	92	86	93.5
NCA	375	375	100.0
NITA	170	122	71.8
CSA	199	88	44.2
GMET	781	542	69.4
GIFEC	90	90	100.0
GDNR	16	7	43.8
PCSRC	43	15	34.9
Ministry of Energy	255	239	93.7
Ministry of Tourism, Culture and Creative Arts	2,343	2,343	100.0
Ministry of Foreign Affairs and Regional Integration	761	407	53.5
Ministry of Fisheries and Aquaculture Development	2,315	661	28.6
Ministry of Chieftaincy and Religious Affairs	1608	547	34.0
Ministry of Defence (Head Office)	112	64	57.1
Ministry of Sanitation and Water Resources	130	113	86.9
<b>Total</b>	<b>129,351</b>	<b>102,113</b>	<b>78.9</b>

### Summary on Human Resource position of MMDAs, RCCs and MDAs

The human resource assessment revealed that inadequate personnel is a major problem at the national and sub-national level. Many of the planning authorities at these levels do not have the minimum staff strength to effectively implement their development programmes and projects. The effect of staff shortage at the sub-national level is not being felt due to the fact that MDAs and MMDAs are not operating at their maximum capacity as a result of inadequate funds.

Disparities also exist across classes and grades. Some of the departments including planning and budgeting are over staffed in most of the districts in the northern part of the country whilst others hardly have enough.

Under the Development Planning Class, the staffing norms requires a minimum of 3 and a maximum of 6 development planning

professionals to work in the planning unit of each metropolitan assembly whilst 3 minimum and 5 maximum professionals are required to work in the planning unit of each municipal assembly. The district assembly requires 3 to 4 professionals for the planning unit to function at its minimum and maximum capacities respectively.

A minimum of 825 and a maximum of 1,241 development planning professionals were therefore required in the 16 regions for effective plan implementation. Only 964 development planning staff were at post in the 261 MMDAs as at December 2023.

The 2023 human resource data from the sub-national level shows that 31 MMDAs had excess professional planning staff at post by the end of the year. The implication is that these districts had more staff than the maximum required. The first eight of these categories of districts are in the Savannah, Northern and

Upper West Regions with excess of between three to six staff. They include Central Gonja, Tolon, Mion, Sagnarigu, Savelugu, Tamale Metro, Nanton and Wa West districts.

Eighty-one MMDAs had less than the minimum professional development planning officers at post to support the implementation of planned activities in the various departments. Eleven of these MMDAs had only one out of the required minimum whilst the remaining 70 had two out of the minimum. Asikuma-Odoben-Brakwa, Twifo Heman Lower Denkyira, Upper Denkyira West, Birim North, Tempane, Chereponi, Krachi Nchumuru, Anloga, Akatsi North, Afadzato South and Adaklu are the district assemblies with only one professional planning staff at post in 2023.

There is the need to review the human resource norms of the Office of the Head of Local Government Service to reflect emerging issues including the IMF bailout, the enactment of the Local Governance Act of 2016, Act 936 which created more departments than the ones considered under the OHLGS HR Norms. A staff audit needs to be undertaken to develop a realistic staff establishment for MMDAs and RCCs.

There should be institutional re-alignment where planning staff will be staff of NDPC and be responsible to the Commission in all areas of planning, monitoring and evaluation. This will also ensure that the right capacity exists in the planning units of government institutions.

## **Logistics Position of MMDAs, RCCs and MDAs**

Logistics are very important for the successful functioning of every planning and M&E system. Office space for staff, computers and accessories, printers, projectors and vehicles are some key materials needed for the implementation of the medium-term development plan under the Agenda for Jobs II policy framework. The goods and services budget as well as the capital budget of MMDAs, RCCs and MDAs are meant to acquire these material resources to facilitate plan preparation, implementation, coordination, monitoring and evaluation. Only a handful of the MMDAs and RCCs submitted data on their logistics situation at the time of compiling this report and the analysis that follows is limited to these institutions.

### **Logistics status of MMDAs**

A total of 1,742 computers (laptops and desktops) were required by MMDAs in the Ashanti Region to facilitate their works. However, only 1,091, representing 62.6 percent were available. The region also had inadequate printers, projectors, office space and vehicles. Three hundred and seventy-one vehicles were needed by all the 43 MMDAs but only 220 representing 59.3 percent were available for field visits and other travelling purposes. These logistics were not just inadequate but also vary in quality. Some MMDAs and RCCs are currently using obsolete and old vehicles for monitoring (Table 2.6.3.26).

Table 2.6.3.26 Status of selected logistics of MMDAs in the Ashanti Region

MMDAs	Computer			Printer			Projector			Office Space			Vehicle		
	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Coverage	Actual	Coverage
Kumasi Metropolitan	102	99	97.1	50	24	48	10	5	50	60	55	91.7	20	18	90.0
Asante Akim Central	50	25	50.0	25	18	72	5	3	60	30	28	93.3	10	5	50.0
Asante Akim South	50	27	54.0	25	14	56	5	3	60	30	27	90	10	7	70.0
Asante Akim North	50	28	56.0	25	15	60	5	3	60	30	25	83.3	10	8	80
Ahafo Ano North	50	29	58.0	25	16	64	5	2	40	30	25	83.3	10	8	80
Asokore Mampong M/A	50	35	70.0	25	14	56	5	3	60	30	25	83.3	10	6	60
Asokwa M/A	50	24	48.0	25	<b>17</b>	<b>68</b>	5	3	60	30	27	90.0	10	6	60
Atwima Nwabiagya M/A	50	28	56.0	25	20	80	5	2	40	30	26	86.7	10	7	70
Bekwai M/A	50	34	68.0	25	14	56	5	4	80	30	25	83.3	10	8	80
Ejisu M/A	50	31	62.0	25	13	52	5	2	40	30	28	93.3	10	5	50
Ejura Sekyedumase M/A	50	24	48.0	25	16	64	5	3	60	30	28	93.3	10	6	60
Mampong M/A	50	34	68.0	25	19	76	5	2	40	30	29	96.7	10	5	50
Oforikrom M/A	50	25	50.0	25	<b>10</b>	<b>40</b>	5	3	60	30	26	86.7	10	4	40
Obuasi M/A	50	28	56.0	25	14	56	5	4	80	30	27	90.0	10	7	70
Offinso M/A	50	25	50.0	25	12	48	5	3	60	30	26	86.7	10	4	40
Old Tafo M/A	50	29	58.0	25	12	48	5	2	40	30	25	83.3	10	7	70
Juaben M/A	50	28	56.0	25	16	64	5	3	60	30	27	90.0	10	6	60
Kwadaso M/A	50	30	60.0	25	13	52	5	4	80	30	29	96.7	10	7	70
Suame M/A	50	<b>32</b>	<b>64.0</b>	25	<b>13</b>	<b>52</b>	5	<b>3</b>	<b>60</b>	30	<b>25</b>	<b>83.3</b>	10	<b>5</b>	50
Kwabre East	50	27	54.0	25	16	64	5	4	80	30	24	80.0	10	7	70
Adansi North D/A	30	25	83.3	15	8	53.3	3	2	66.7	20	18	90.0	7	4	57.1
Adansi South D/A	30	20	66.7	15	9	60	3	1	33.3	20	13	65.0	7	4	57.1





MMDAs	Computer			Printer			Projector			Office Space			Vehicle		
	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Coverage	Actual	Coverage
Afigya Kwabre South	30	21	70.0	15	10	66.7	3	2	66.7	20	14	70.0	7	4	57.1
Afigya Kwabre North	30	22	73.3	15	14	93.3	3	2	66.7	20	18	90.0	7	3	42.9
Ahafo Ano South East D/A	30	24	80.0	15	13	86.7	3	1	33.3	20	20	100	7	2	28.6
Ahafo Ano South-West	30	23	76.7	15	13	86.7	3	1	33.3	20	20	100	7	2	28.6
Amansie Central D/A	30	19	63.3	15	10	66.7	3	2	66.7	20	19	95.0	7	4	57.1
Amansie West D/A	30	23	76.7	15	9	60.0	3	2	66.7	20	19	95.0	7	5	71.4
Amansie South D/A	30	25	83.3	15	8	53.3	3	2	66.7	20	18	90.0	7	4	57.1
Atwima Nwabigya North	30	23	76.7	15	16	107	3	2	66.7	20	19	95.0	7	3	42.9
Atwima Kwanwoma D/A	30	23	76.7	15	12	80.0	3	2	66.7	20	18	90.0	7	4	57.1
Atwima Mponua D/A	30	14	46.7	15	9	60.0	3	2	66.7	20	19	95.0	7	3	42.9
Akrofuom D/A	30	16	53.3	15	12	80.0	3	1	33.3	20	18	90.0	7	4	57.1
Bosome Freho D/A	30	18	60.0	15	11	73.3	3	2	66.7	20	16	80.0	7	5	71.4
Bosomtwe D/A	30	14	46.7	15	9	60.0	3	3	100	20	20	100	7	4	57.1
Adansi Asokwa D/A	30	16	53.3	15	8	53.3	3	2	66.7	20	19	95.0	7	3	42.9
Offinso North D/A	30	14	46.7	15	5	33.3	3	2	66.7	20	18	90.0	7	5	71.4
Obuasi East D/A	30	20	66.7	15	10	66.7	3	3	100	20	17	85.0	7	3	42.9
Sekyere Kumawu D/A	30	15	50.0	15	9	60.0	3	2	66.7	20	20	100	7	4	57.1
Sekyere Central D/A	30	17	56.7	15	8	53.3	3	3	100	20	19	95.0	7	2	28.6
Sekyere East D/A	30	18	60.0	15	10	66.7	3	2	66.7	20	17	85	7	3	42.9
Sekyere South D/A	30	19	63.3	15	9	60.0	3	2	66.7	20	18	90	7	4	57.1
Sekyere Afram Plains	30	20	66.7	15	7	46.7	3	3	100	20	20	100	7	5	71.4
<b>Total</b>	<b>1742</b>	<b>1091</b>	<b>62.6</b>	<b>870</b>	<b>535</b>	<b>61.5</b>	<b>174</b>	<b>107</b>	<b>61.5</b>	<b>1090</b>	<b>974</b>	<b>89.36</b>	<b>371</b>	<b>220</b>	<b>59.3</b>

Source: ARCC 2023 APR



The MMDAs in the Ahafo Region determined their materials based on their own needs assessments. A review of the status of their material resources shows that all the district assemblies in the region had inadequate computers, printers, projectors, vehicles and office space. Some of the existing logistics were also not in good shape and need replacement. In the Tano South district, for example, four of their seven vehicles were not in good condition and this makes it difficult for the district to undertake effective routine monitoring of plan implementation (Table 2.6.3.27).

**Table 2.6.3.27 Status of selected logistics of MMDAs in the Ahafo Region**

MMDA	Computer			Printer			Projector			Office Space			Vehicle		
	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage
Asunafo South	50	29	58	20	13	65	2	1	50	40	29	72.5	6	3	50
Tano North	26	16	61.5	20	14	70	5	1	20	60	31	51.7	10	4	40
Tano South	40	22	55	30	19	63.3	5	2	40	46	46	100	13	7	53.85
Asutifi North	23	18	78.3	21	19	90.48	2	0	0	40	21	52.5	8	4	50
Asutifi South															

Source: Ahafo RCC 2022 APR

The 33 MMDAs in the Eastern Region required 2,019 computers. However, only 1,033 of these computers were available by December 2023 representing 51.2 percent. There is diversity in the logistics situation of MMDAs in the Region. Kwahu East District Assembly had 38 computers out of the required 21 representing 180.95 percent whilst Atiwa West District Assembly had 28 percent of its computer requirements. In terms of vehicles, the 33 MMDAs required 424 vehicles to facilitate movement. However, only 190 vehicles representing 44.8 percent were available in the districts. With regard to office space, about 1,579 offices were required but only 1102 were available in 2023 representing 69.79 percent of the required total (Table 2.6.3.28).

Table 2.6.3.28 Logistic status of MMDAs in the Eastern Region

MMDAs	Computer			Printer			Printer			Office Space			Vehicle		
	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage
Abuakwa North	52	22	42.31	30	18	60.00	2	1	50.00	57	34	59.6	12	5	41.67
Abuakwa South	44	30	68.18	30	12	40.00	1	1	100.0	53	41	77.4	13	5	38.46
Achiase	49	19	38.78	29	11	37.93	8	3	37.50	52	25	48.1	8	5	62.50
Akwapim North	76	39	51.32	26	11	42.31	8	3	37.50	14	12	85.7	15	5	33.33
Akwapim South	48	22	45.83	17	14	82.35	5	1	20.00	50	20	40.0	10	4	40.00
Akyemansa	40	22	55.00	25	13	52.00	3	1	33.33	60	34	56.7	9	3	33.33
Asene Manso Akroso	129	42	32.56	40	13	32.50	6	3	50.00	5	1	20.0	24	9	37.50
Asuogyaman	50	17	34.00	29	13	44.83	3	0	0.00	36	27	75.0	7	3	42.86
Atiwa East	103	40	38.83	70	21	30.00	15	3	20.00	76	59	77.6	15	4	26.67
Atiwa West	50	14	28.00	30	14	46.67	2	0	0.00	31	21	67.7	10	4	40.00
Ayensuano	55	33	60.00	55	20	36.36	3	1	33.33	36	14	38.9	10	5	50.00
Birim Central	60	46	76.67	30	15	50.00	4	2	50.00	80	65	81.3	15	8	53.33
Birim North	83	39	46.99	42	23	54.76	16	3	18.75	79	62	78.5	18	5	27.78
Birim South	46	21	45.65	18	16	88.89	2	2	100	56	28	50.0	5	2	40.00
Denkyembour	54	30	55.56	40	20	50.00	8	5	62.5	60	54	90.0	20	13	65.00
Fanteakwa North	40	22	55.00	25	13	52.00	3	1	33.33	60	34	56.7	9	3	33.33
Fanteakwa South	25	15	60.00	18	15	83.33	4	3	75.00	50	20	40.0	7	5	71.43
Kwaebibirem	126	63	50.00	84	38	45.24	7	2	28.57	51	38	74.5	29	15	51.72
Kwahu Afram Plains North	60	30	50.00	30	16	53.33	15	3	20.00	70	55	78.6	20	7	35.00
Kwahu Afram Plains South	60	30	50.00	30	7	23.33	3	1	33.33	26	23	88.5	8	5	62.50
Kwahu East	21	38	180.9	17	11	64.71	2	1	50.00	31	23	74.2	6	3	50.00

MMDAs	Computer			Printer			Printer			Office Space			Vehicle		
	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage
Kwahu South	41	26	63.41	24	14	58.33	2	1	50.00	33	26	78.8	12	7	58.33
Kwahu West	30	12	40.00	30	12	40.00	3	1	33.33	45	25	55.6	20	5	58.33
Lower Manya Krobo	30	20	66.67	19	9	47.37	2	2	100	20	10	50.0	4	3	75.00
New Juaben North	76	39	51.32	26	11	42.31	8	3	37.50	14	12	85.7	15	5	33.33
New Juaben South	60	46	76.67	30	15	50.00	4	2	50.00	80	65	81.3	15	8	53.33
Nsawam Adoagyiri	140	90	64.29	30	15	50.00	4	1	25.00	73	43	58.9	13	5	38.46
Okere	100	29	29.00	20	10	50.00	5	2	40.00	50	35	70.0	10	3	30.00
Suhum	54	30	55.56	40	20	50.00	8	5	62.5	60	54	90.0	20	13	65.00
Upper Manya Krobo	60	30	50.00	30	7	23.33	3	1	33.33	26	23	88.5	8	5	62.50
Upper West Akim	54	25	46.30	20	10	50.00	4	0	0.00	10	13	130	11	7	63.64
West Akim	20	13	65.00	20	14	70.00	2	1	50.00	56	44	78.6	8	6	75.00
Yilo Krobo	83	39	46.99	42	23	54.76	16	3	18.75	79	62	78.5	18	5	27.78
ERCC	49	32	65.31	13	12	92.31	3	2	66.67	-	-		10	3	30.00

Source: ERCC 2023 APR



The logistics data from Greater Accra Region shows that 1,907 computers were required by all the 29 MMDAs. However, only 1,300 of these desktop and laptop computers were available representing 68.17 percent. Ayawaso North, Kpone Katamanso and Ablekuma Central municipal assemblies had more computers than required. Ada East District Assembly had only 6 out of the required 40 computers representing 15 percent. In terms of vehicles, the MMDAs required 726 vehicles to facilitate movement. Fifty eight percent was available (421 vehicles). Some of these vehicles are obsolete and weak and put the lives of the officials at risk (Table 2.6.3.29).

**Table 2.6.3.29 Logistic status of MMDAs in the Greater Accra**

MMDAs	Computer			Printer			Projector			Vehicle		
	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage
Ada East DA	39	30	76.9	29	26	89.7	1	1	100	12	6	50.0
Ningo Prampram	20	8	40.0	20	8	40.0	4	2	50.0	10	6	60.0
Shai Osudoku	25	8	32.0	15	6	40.0	2	-		20	6	30.0
Ada West DA	40	6	15.0	40	7	17.5	3	1	33.3	15	6	40.0
Kpone Katamanso	20	75	375	20	66	330	2	1	50.0	10	30	300
La Nkwantanang Madina	215	147	68.37	60	39	65.0	5	1	20.0	52	16	30.8
Ga South MA	40	16	40.00	29	12	41.38	2	1	50.0	25	18	72.0
Krowor MA	114	46	40.35	-	35		2	1	50.0	12	6	50.0
Tema Metro	109	54	49.54	60	25	41.67	6	2	33.3	60	24	40.0
Tema West MA	80	68	85.00	60	47	78.33	5	1	33.3	15	10	66.7
Ledzokuku MA	94	82	87.23	50	41	82.0	4	2	50.0	20	14	70.0
Weija-Gbawe MA	51	10	19.61	29	10	34.48	2	1	50.0	13	6	46.2
Ga East	120	59	49.17	70	44	62.86	5	3	60.0	30	17	56.7
La Dadekotopon	80	67	83.75	51	47	92.16	7	2	28.6	30	22	73.3
Accra Metropolitan	100	60	60.00	43	25	58.14	12	3	25.0	84	71	84.5
Ga Central	50	43	86.00	45	36	80.0	2	1	50.0	20	17	85
Korle Klottey	47	36	76.6	-	23		-	2		15	7	46.7
Ablekuma West	50	36	72.0	20	11	55.0	5	1	20.0	10	7	70.0
Adentan MA	120	63	52.5	84	37	44.0	5	1	20.0	63	40	63.5
Ashiaman MA	90	55	61.11	45	34	75.6	5	1	20.0	100	21	21
Ga North MA	43	29	67.44	20	15	75.0	3	1	33.3	24	13	54.2
Ablekuma Central	10	24	240	10	6	60.0	3	1	33.3	6	2	33.3
Ayawaso Central	45	36	80.0	25	24	96.0	3	2	66.7	10	6	60.0
Ga West	100	61	61.00	75	48	64.0	4	3	75.0	30	21	70.0
Ablekuma North	85	53	62.4	40	23	57.5	4	1	25.0	7	7	100
Ayawaso West	65	55	84.6	50	47	94.0	2	2	100	15	11	73.3
Ayawaso North	10	43	430	4	17	425	1	1	100	6	4	66.7
Ayawaso East	45	30	66.67	22	14	63.64	3	1	33.3	12	7	58.3
Total	1907	1300	68.17	1016	773	76.08	102	40	39.2	726	421	58.0

Source: GARCC 2023 APR

Upper West Region required 148 vehicles. About 101 of these vehicles were available, representing 68.2 percent in 2023. The region also required 547 computers to facilitate project and programme administration. However, only 334 computers were available by the end of the year. Lawra and Lambussie had more vehicles than required. Daffiama-Bussie-Issa, Wa East, Sissala West, Wa West and Jirapa had less than 50 percent of their vehicular requirement in 2023. Lambussie District Assembly had the highest achievement of its computer requirement while Wa East Municipal Assembly and Upper West Regional Coordinating Council achieved the least of their computer requirement. Majority of the computers, printers and vehicles were not in good condition (Table 2.6.3.29).

**Table 2.6.3.30 Logistic status of MMDAs in the Upper West Region**

MMDAs	Computer			Printer			Projector			Office Space			Vehicle		
	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage	Required	Actual	Coverage
Jirapa	60	42	70.0	12	8	66.7	5	2	40.0	40	34	85.0	10	4	40.0
Lawra	34	24	70.6	34	10	29.4	3	1	33.3	1	1	100	4	8	200
Wa West	64	39	60.9	11	5	45.5	4	1	25.0	-	-		10	4	40.0
Nadowli-kaleo	90	50	55.6	36	26	72.2	7	5	71.4	50	46	92.0	60	41	68.3
Nandom	41	32	78.0	24	18	75.0	2	1	50.0	40	26	65.0	6	4	66.7
Sissala East	45	26	57.8	25	15	60.0	5	2	40.0	2	1	50.0	8	5	62.5
Sissala West	13	9	69.2	9	5	55.6	2	1	50.0	12	8	66.7	5	2	40.0
Wa Municipal	55	37	67.3	25	20	80.0	5	2	40.0	-	-		16	13	81.3
Wa East	40	18	45.0	20	9	45.0	6	2	33.3	30	14	46.7	5	2	40.0
Daffiama-Bussie-Issa	30	15	50.0	10	4	40.0	5	2	40.0	50	20	40.0	6	2	33.3
Lambussie	20	18	90.0	10	6	60.0	6	1	16.7	-	-		5	8	160
UWRCC	55	24	43.6	36	20	55.6	5	1	20.0	101	53	52.5	13	8	61.5
Total/Average	547	334	61.06	252	146	57.9	55	21	38.18	326	203	62.27	148	101	68.2

Source: WRCC 2023 APR

## Logistics status of MDAs

NDPC had 28 vehicles in its fleet. Six of these vehicles were unserviceable and were earmarked for disposal. The remaining fleet was inadequate, with most of the trekking vehicles being old and obsolete resulting in frequent breakdowns and high maintenance costs. Aside the financial burden this placed on the already insufficient financial resources of the Commission, it had an adverse effect on the operation of the Commission in its effort to provide technical support to MMDAs in the preparation of their plans and APRs. The Commission therefore needs more reliable vehicles for field trips across the country (Table 2.6.3.30).

**Table 2.6.3.31 NDPC Logistics Status**

Items	Required	Actual	Remarks
Computers	140	100	About 20 percent of the available computers are not in good working condition resulting in frequent breakdowns.
Printers	70	41	Some of the printers were fairly in good condition while others are old and break down frequently.
Projectors	10	1	One projector is woefully inadequate for the Commission's activities.
Office Space	60	41	More office space is required to conveniently accommodate staff.



Items	Required	Actual	Remarks
Vehicles	40	28	Most of the trekking vehicles are old resulting in frequent breakdowns and high maintenance cost.
Photocopiers	5	4	The photocopies are fairly on good condition.
Scanners	10	3	More scanners are required to support the digitization of records.
Air-conditioners	55	50	They are old and break down frequently. Their maintenance cost is very high.

Source: NDPC 2023 APR

The Commission was also faced with inadequate office accommodation. There were only 41 offices to accommodate the Commission's workforce which, including posting and secondments, national service personnel, and graduate volunteers was in excess of 120. This resulted in congestion in some of the offices and did not create a congenial climate for effective performance. The situation also posed a challenge to the recruitment of additional staff and affected the Commission in getting its full complement of staff to discharge its mandate.

Also, most of the office equipment of the Commission such as air-conditioners, computers and printers are old and obsolete. Consequently, the maintenance cost has risen, taking a toll on the meagre financial resources of the Commission. The Ministry of Defence also required 84 computers out of which 64 were available as at December 2023, representing 76.2 percent (Table 2.6.3. 32).

**Table 2.6.3. 32 Ministry of Defence Logistics Status**

Required	Required	Actual	Remarks
Computers	84	64	Adequate budgetary allocation required to procure new equipment
Printers	26	16	
Projectors	7	2	
Office Space	-	76	-
Vehicle	64	52	More vehicles required to enhance service delivery

Source: MoD 2023 APR

Similar situation is observed at the Ministry of Chieftaincy and Religious Affairs. A total of 150 computers and 300 vehicles were required but only 105 and 77 respectively were available by December 2023 (Table 2.6.3.33).

**Table 2.6.3.33 Ministry of Chieftaincy and Religious Affairs Logistics Status**

Required	Required	Actual	Remarks
Computers	150	105	Head office and Houses of Chiefs
Printers	150	66	Head office and Houses of Chiefs
Projectors	20	2	Projectors required for all 17 Houses of Chiefs
Office Space	18 units	11 units	Additional office space required to reduce overcrowding
Vehicles	300	77	Additional fleets required

Source: MoCRA 2023 APR

The Office of the Attorney General and Ministry of Justice faced logistics constraints just like any other government agency. The available logistics is inadequate for the Sector. More needs to be done to bridge the gap by purchasing additional logistics (Table 2.6.3.34).

**Table 2.6.3.34 Office of the Attorney General and Ministry of Justice Logistics Status**

Required	Required	Actual	Remarks
Computers	1000	659	Inadequate computers for the office
Printers	190	69	Inadequate printers
Projectors	30	18	Projectors are not enough
Office Space	600	53	The completion of the law house is expected to address the lack of office space
Vehicle	220	92	Not inadequate for the Sector

Source: OAG/MoJ 2023 APR

MESTI and its agencies also require 1377 computers but only had 1,316 as at December 2023. This representing 95.6 percent of the required computers. The Ministry and its agencies however had more vehicles than required with 47 of them earmarked for auction (Table 2.6.3.35).

**Table 2.6.3.35 Ministry of Environment, Science, Technology and Innovation Logistics Status**

Required	Required	Actual	Remarks
Computers	1,377	1,316	Need new computers to replace the outmoded ones currently being used To replace faulty Computers. Also due to the nature of work which is research, laptops are needed for easy movement.
Printers	532	427	Every division should at least have more than 2 printers
Projectors	110	42	29 were projected for the Regional offices. There is the need to replace the existing projector for effective presentation at conferences, seminars etc.
Office Space	826	938	The Institute has a huge deficit for office
Vehicle	320	327	42 vehicles earmarked for auction. Inadequate number of vehicles for research work especially field work across the country. To replace 11 of the old vehicles.

Source: MESTI 2023 APR

### Summary on Logistics Position of MMDAs, RCCs and MDAs

In terms of logistics, the analysis showed that government agencies implementing development plans do not have adequate logistics including computers, printers, projectors, vehicles and office spaces to facilitate programmes and projects implementation. Vehicles and computers are not just inadequate, they are also obsolete and defective putting the lives of government officials at high risks. NDPC together with MoF and MLGDRD must develop a plan to gradually address the logistics gaps identified in all government institutions.

The plan should clearly state the logistic requirements (minimum and maximum) for metropolitan, municipal and district assemblies. The norm should also prescribe the minimum and maximum threshold for RCCs and MDAs. The current practice where the institutions determine their logistic requirements themselves create disparities (the six metros have different minimum and maximum requirements and the same applies at the MMDAs and MDAs level).

### Coordination of plan Implementation

NDPC, RCCs and DPCUs organised several

meetings in 2023 to facilitate development coordination during the year. MMDAs organised quarterly DPCU meetings to discuss progress by the departments of the assemblies to achieve district goals and objectives. RCCs also organise similar meetings to assess the progress made by MMDAs in the region in achieving regional development targets. NDPC in collaboration with its partners organised five coordination meetings in 2023. These included workshop in the Upper West Region for Planning Officers with support from the International Water Management Institute (IWMI) on climate change financing. Besides, similar workshops were organised in collaboration with MLGDRD, EPA and UNCDF for selected MMDAs and RCCs to address the issue of duplication of efforts by these actors. There were also three meetings on AfCFTA in the Bono, Bono East and Ahafo Regions organised in the course of the year.

NDPC worked with key stakeholders including the Department of Planning, KNUST and supported by GIZ Governance for Inclusive Development (Gov-ID) Programme also compiled and harmonised planning and budgeting terminologies into a draft report. The document when finalised is expected to standardise planning and budgeting terminologies to clarify and enhance understanding of development plans prepared at all levels of the decentralised planning system. An initial stakeholder engagement workshop has been organised for key institutions including GIP, LUSPA, MLGDRD, OHLGS, and ISSER, University of Ghana.

NDPC continued with its coordination to strengthen the WASH systems in order to deliver effective services. The Commission participated in the **“WASH Connect Go Conference”** in Netherlands to showcase government efforts and explore partnership to support WASH activities. Additionally, the Commission in collaboration with IRC provided training for development officers at the national and sub-national levels on preparing and implementing. Astrict Assemblies.unafo North Municipal, Asunafo South District, Tano South Municipal, Tano North Municipal, Asutifi South District and Asutifi North District. WASH Master Plans. The Commission again participated in the

national quality drinking water coordination committee and Sector Working Group meetings. It continued to support the WASH monitoring and evaluation committee to roll out training on the WASH sector information system.

NDPC continued to coordinate the implementation of the 2030 Agenda for Sustainable Development and the Africa Union Agenda 2063. Deliverables for the period include: the preparation of a national Voluntary Local Review Guideline; training of selected MMDAs on the preparation of Voluntary Local Review (VLR) reports; and preparation of the 2030 SDGs Technical Report – showcasing Ghana’s dedication to the SDGs within the context of the challenges and action areas outlined by the UN Secretary-General.

The Office of the President is the Coordinating Centre of Government Machinery (OGM). The Office enhanced its convening and coordinating role by supporting the Chief of Staff in providing strategic policy decisions for the OGM institutions. It also ensured effective service delivery to its key stakeholders and the general public and avoid duplication of efforts. Under the coordination role of HRM Directorate, the Office of the President implemented recommendations of a report that identified existing HR gaps in the respective Office of Government Machinery Agencies and recommended measures to curb the gaps. The HRM Directorate of the Office achieved this through the work of a committee with representation from all the Agencies of OGM to determine the Term of Reference and Guidelines to conduct monitoring exercise at the agencies.

Ghana is one of six countries engaged in the Focal Country Collaboration (FCC), aimed at enhancing coordination among the Global Fund (GF), US President’s Emergency Plan for AIDS Relief (PEPFAR), Joint United Nations Programme on HIV/AIDS (UNAIDS), and national governments in the collective effort to reduce stigma and discrimination. The Ghana FCC plan prioritizes crucial coordination activities outlined in the country’s HIV/TB human rights strategic plan. The Ghana AIDS Commission (GAC) convened meetings of the FCC in Ghana and coordinates key activities such as the development of a monitoring and evaluation framework and media training.

### 2.6.3.2 Monitoring and evaluation of Plan Implementation

NDPC produced the 2022 Annual Progress Report on the implementation of the medium-term national development policy framework (2022 to 2025) and shared findings with relevant stakeholders to inform policy and decision making as well as the national budget. The 2022 Annual Progress Report was prepared to ascertain successes and determine interventions that need remedial measures towards achieving set national goals and objectives. It reviewed sector and district annual progress reports to improve the quality of the reports and to improve the M&E systems. Reviewed comments were made available to MDAs and MMDAs. In all, 26 out of 46 MDAs (56.52% of all MDAs) and 261 MMDAs (100%) submitted their 2022 APRs. The submission represented an improvement over the 2022 situation where only 23 percent of MDAs and 46 percent of MMDAs submitted their 2021 APRs. All received reports were reviewed and feedback sessions were organised to highlight the challenges inherent in the reports and strategies to improve upon the quality. Focus was also shed on SDGs implementation and the situation of Children and the vulnerable population.

NDPC in 2023 participated in the conduct of a diagnostic assessment of institutions involved in the implementation of Ghana CARES Obaatanpa programme. Other institutions involved included MoF, MoFA, MiDA, UNDP, GEA and OGM. Further evaluation of the Ghana CARES Obaatanpa programme was planned for the subsequent year to help inform the policies design and drawing lessons to inform reshaping of the programme. NDPC also reviewed reports of the ECG Financial Operations Turnaround (EFOT) project and shared feedback with the independent evaluator commissioned by Millennium Challenge Corporation (MCC).

### 2.6.3.3 Production and utilisation of statistics

The main challenges with statistics included

poor statistical quality control; ineffective generation and utilisation of statistics; low funding for statistics production; limited technological infrastructure; limited availability of appropriate skills set to undertake statistical activities; and high staff attrition. Some decentralised units that are the building blocks of statistics production in country also lack manuals, standards, principles or classifications to guide the production and management of data and statistics.

GSS, as part of its efforts to address the challenges, deployed statistical staff to all the 261 MMDAs to strengthen statistical production at the sub-national level. The Service published Quarterly Gross Domestic Products (QGDP) for the four quarters of 2023. The publications provided data for evidence-based decision making and covered quarterly real GDP growth, quarterly GDP, sectorial shares of GDP, and seasonally adjusted GDP.

The Ghana Business Survey was conducted in April and July 2023 by GSS in collaboration with the World Bank, the European Union and UNDP. The Service also conducted the Ghana Demographic and Health Survey during the period in collaboration with its partners. All these publications contribute to evidence-based policy decision making, and addressed the issues identified by the Agenda for Jobs II policy framework.

The Bank of Ghana published quarterly summary of economic and financial data for 2023 covering all the economic variables of economic development. The variables included inflation rate, interest rates, exchange rate and international gross reserves. The statistics provided month by month performance of all these variables which contributed to transparency and accountability required under the IMF credit support facility. NDPC collaborated with the GSS to undertake training for 101 MMDAs on the compilation of Administrative Data. The training was organised in March, 2023.

### 2.5.3.4 Development finance and cooperation



In 2023, a conference was held by NDPC in collaboration with GIPC and the Chartered Institute of Building (CIOB) to seek development finance to address the infrastructure deficit, coupled with limited budget resources for infrastructure development requires innovative resource mobilisation strategies. The Ghana Infrastructure Plan estimated that about USD1.1 trillion investment would be required to effectively implement the proposals in the GIP.

NDPC received about USD1.2 million out of the USD450 million project amount from the World Bank for the implementation of the Commission's activities on Component Three of the Gulf of Guinea Northern Regions Social Cohesion (SOCO) Project. The project is for building resilience in the Gulf of Guinea countries (Benin, Ghana, Togo, and Ivory Coast). During the year, the Commission in collaboration with the MLGDRD organised the Northern Development Forum to discuss the complexities of development in Northern Ghana and lay the foundation for collaborative efforts towards positive transformation. In all, there were 350 participants made up of stakeholders at the national and sub-national levels.

UNICEF sponsored the District League Table (DLT) for 2022 with GHS1.7 million. The 2022 DLT was completed, published and launched in 2023. The District League Table serves as a tool for tracking national development;

highlighting MMDAs that are doing well and those challenged in terms of wellbeing of the population based on selected indicators under various sectors. The sectors covered are education, energy, health, nutrition, water, sanitation, child protection, and governance.

The Hilton Grant supported NDPC's continued coordination for strengthening the WASH systems to deliver effective services with a funding of GHS2.9 million in 2023. One of the sectors which has been a challenge to the government in terms of delivery has been sanitation and special efforts have been employed to improve sector performance. NDPC also provided support to selected districts to validate baseline data and develop WASH master plans for 2030. It participated in the "WASH Connect Go Conference" in Netherlands to showcase government efforts and explore partnership to support WASH activities.

Additionally, IRC provided GHS2.8 million for training of development officers at the national and sub-national levels on preparing and implementing WASH Master Plans. NDPC again participated in the national quality drinking water coordination committee and Sector Working Group meetings. The Commission supported the WASH monitoring and evaluation committee to roll out training on the WASH sector information system as well as IRC to prepare 4 district master plans. Table 2.6.3.36 provides other DP funds received by NDPC.

**Table 2.6.3.36 Donor Funds 2021-2023**

Sources of Funds	2021	2022	2023
	Amount Received (GHS)	Amount Received (GHS)	Amount Received (GHS)
UNICEF	2,769,993.53	2,962,818.39	1,679,942.00
UNDP	1,909,089.36	120,000.00	473,862.48
AU - NEPAD	-	164,683.07	
IRC	21,000.00	353,980.00	279,800.00
WFP	-	434,400.00	235,000.00
ISODEC	-	45,000.25	-
ActionAid	25,000	-	-
UNOPS	-	-	11,250.00
UNFPA	-	-	575,770.00

University of Sussex	-	-	125,789.72
University of Ghana	-	-	116,000.00
OXFAM	-	-	200,000.00
UNDCF	-	-	345,600.00
Hilton Foundation	-	-	2,873,170.01
<b>Total</b>	<b>4,700,082.89</b>	<b>4,080,881.71</b>	<b>6,916,184.21</b>

Source: NDPC APR, 2023

### 2.5.3.5 Knowledge management and learning

The aim of knowledge management is to create a learning culture and environment that promotes the sharing of knowledge wherever employees are. This empowers employees to learn, engage, and be productive. A key instrument for this is the availability of material (logistic) resources.

However, data on indicators for knowledge management and learning were not reported on by the various MMDAs, RCCs and MDAs.

## 2.6.4 Key Challenges and Recommendations

This section discusses challenges and recommendations within the dimension and corresponding policy recommendations.

**Table 2.6.4.1 Key Challenges and Recommendations for Implementation, coordinations, monitoring and evaluation**

No	Focus Area	Challenges	Recommendations
	Implementation and coordination	<ul style="list-style-type: none"> <li>No systematic mechanisms for revenue estimates at the MMDAs and RCCs.</li> </ul>	<p>GoG, MLDGRD, NDPC, GRA, RCCs, MMDAs and DPs should collaborate to:</p> <ul style="list-style-type: none"> <li>conduct valuation and re-valuation of residential and commercial properties to enable them charge appropriate property rates and fees.</li> <li>deploy revenue collection database similar to the GIZ design software dLRev</li> </ul>
	Implementation and Coordination	<ul style="list-style-type: none"> <li>Low IGF mobilisation</li> </ul>	<p>GoG, MLDGRD, NDPC, GRA, RCCs, MMDAs and DPs should collaborate to:</p> <ul style="list-style-type: none"> <li>digitise revenue collection to reduce the excessive leakages in IGF collection.</li> <li>establish additional revenue collection points within the sub-district structures</li> <li>ensure effective implementation of RIAPs</li> <li>invest in Local Economic Development (LED)</li> </ul>



Implementation and Coordination	<ul style="list-style-type: none"> <li>Over reliance on the traditional sources of revenue such as DACF, DACF-RFG and other central government transfers</li> </ul>	<p>GoG, MLDGRD, NDPC, GRA, RCCs, MMDAs and DPs should collaborate to:</p> <ul style="list-style-type: none"> <li>innovate and diversify revenue sources</li> <li>engage the private sector in the financing goods and services in communities</li> <li>improve budget performance</li> </ul>
Implementation and Coordination	<ul style="list-style-type: none"> <li>Management infractions at the MMDA and RCC levels</li> </ul>	<p>GoG, MLDGRD, NDPC, RCCs, and MMDAs, should collaborate to:</p> <ul style="list-style-type: none"> <li>improve commitment of leadership and management of MMDAs</li> <li>improve the financial base of the local authorities.</li> </ul>
Implementation and Coordination	<ul style="list-style-type: none"> <li>Delay in the disbursement of central government transfers</li> </ul>	<p>GoG, MoF, MLDGRD, NDPC, Parliament, GIAA RCCs, and MMDAs should collaborate to:</p> <ul style="list-style-type: none"> <li>ensure timely submission and reviews of certified AAPs</li> <li>ensure the linkage of AAPs to budget allocations</li> <li>implement Inter-Governmental Fiscal Framework and Inter Governmental Fiscal Transfers</li> <li>ensure timely release of DACF</li> </ul>
Implementation and Coordination	<ul style="list-style-type: none"> <li>Leakages in IGF collection</li> </ul>	<p>GoG, MLDGRD, RCCs, and MMDAs, should collaborate to:</p> <ul style="list-style-type: none"> <li>undertake comprehensive capacity building of revenue collectors</li> <li>introduce electronic receipt mechanisms to ensure proper accountability for receipts by revenue collectors</li> <li>ensure effective supervision by monitoring teams over revenue collectors</li> </ul>
Monitoring and Evaluation	<ul style="list-style-type: none"> <li>Limited government-led evaluations</li> </ul>	<p>NDPC should collaborate with MMDAs and MDAs to:</p> <ul style="list-style-type: none"> <li>regularly evaluate projects and programmes being implemented</li> </ul>
Monitoring and Evaluation	<ul style="list-style-type: none"> <li>Limited resources for overnment-led evaluations</li> </ul>	<p>NDPC should collaborate with MoF, MMDAs and MDAs to:</p> <ul style="list-style-type: none"> <li>solicit complementary funds to conduct regular evaluations of projects and programmes</li> <li>allocate 2-5 percent of MDAs, RCCs and MMDAs budget for evaluations</li> </ul>
Development financing and cooperation	<ul style="list-style-type: none"> <li>Absence of development financing strategy</li> <li>Delay in release of DP support funds</li> </ul>	<p>NDPC should collaborate with MoF, DPs, MMDAs and MDAs to:</p> <ul style="list-style-type: none"> <li>develop financing strategy</li> <li>ensure timely release of funds</li> </ul>

	Knowledge management and learning	<input type="checkbox"/> Inadequate knowledge management and learning centres	<p>NDPC should collaborate with MoF, DPs, MMDAs and MDAs to:</p> <ul style="list-style-type: none"> <li>provide adequate knowledge management and learning centres</li> </ul>
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# Chapter 3: Analysis of CAPEX Budget Allocation and Implementation

## 3.0. Introduction

Capital Expenditure (CAPEX) is the amount of money spent to acquire or upgrade assets in order to increase the capacity or efficiency of services by MDAs and MMDAs. This broadly covers both physical and financial assets which are expected to yield a return in future. They include expenses on road construction, sea defence, office buildings, health infrastructure, rail and other transport infrastructure, school infrastructure, and water and sanitation infrastructure.

Government spent GHS21,111,295,823 on capital expenses in 2023 to cover capital projects financed under the Annual Budget Funding Amount (ABFA), IGFs and other Ghana capital expenses by MDAs as well as MMDAs. This expenditure was done within the framework of the Agenda for Jobs II.

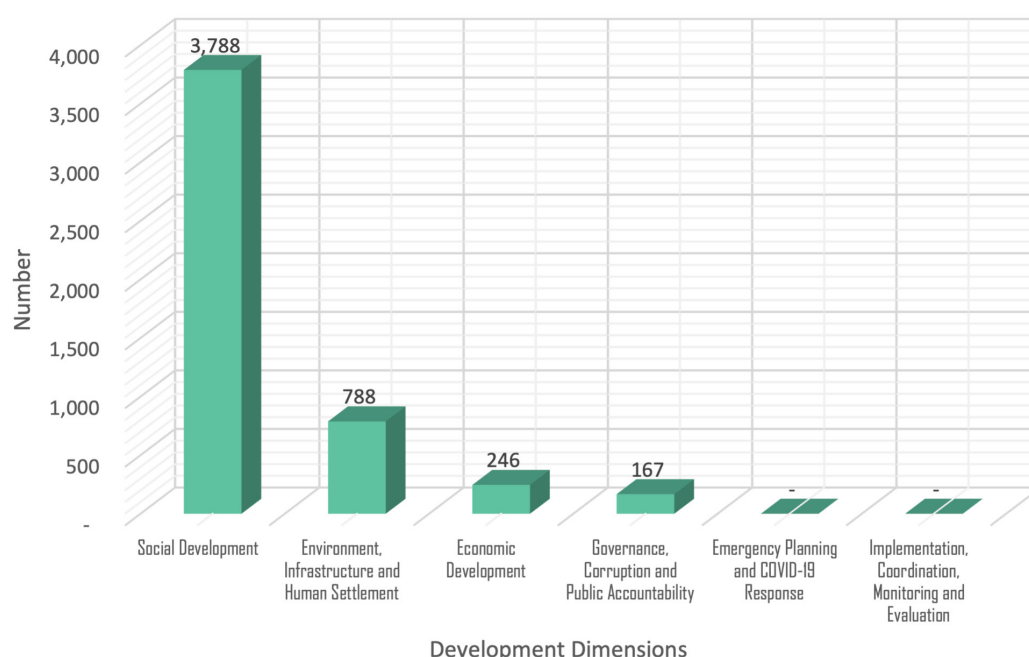
## 3.1. CAPEX alignment with Medium-Term National Development Policy Framework, Sector Strategies, and Sector Medium-Term Development Plans

The 2023 Budget Implementation Instructions issued by the Ministry of Finance in March 2023 required MDAs and MMDAs to ensure that on-going projects put together and presented as the portfolio of projects are all aligned to the Medium-Term Development Plans (2022-2025) under the Agenda for Jobs II policy framework.

In line with this and L.I. 2232, NDPC reviewed all the medium-term development plans submitted by MDAs and MMDAs to ascertain compliance. The Commission concluded in its review that all the 261 MMDAs and 43 MDAs' development budgets were based on the medium-term development plans. The implication was that the capital budget of sectors, districts and regions were properly aligned with their annual action plans and medium-term development plans and sector strategies. CAPEX expenditure in 2023 was therefore aligned to the national development priorities.

Four thousand nine hundred and eighty-nine projects were aligned with MDAs capital budgets in 2023. Out of the 4,989 projects covered, 3,788 aligned with social development policy objectives, and strategies under the Agenda for Jobs II policy framework representing 78.2 percent of the total projects. A total number of 788 capital projects in MDA's 2023 budgets also aligned with sector strategies and policy objectives of the Environment, Infrastructure and Human Settlement Dimension under the national development policy framework representing 16.3 percent. A total number of 246 and 167 projects in MDA's capital budget also aligned with policy objectives and sector strategies under Economic Development and Governance, Corruption and Public Accountability dimensions of the framework respectively (Figure 3.1.1).

**Figure 3.1.1 Number of MDAs capital projects aligned with MTNDF and sector strategies, 2023**



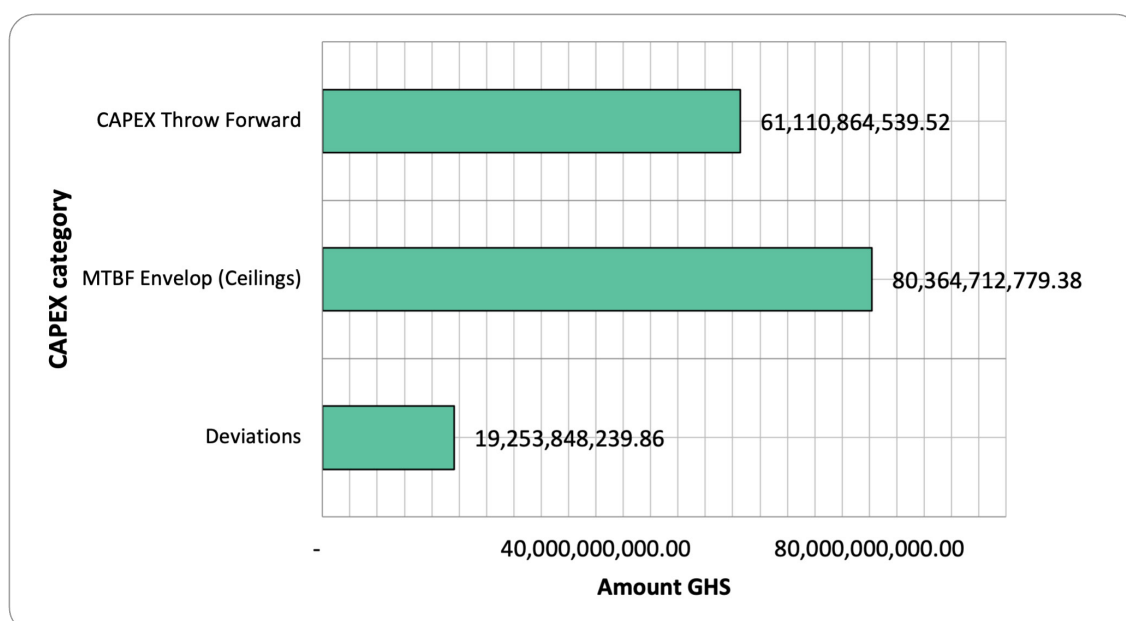
Source: MoF, 2024

### 3.2. Estimated multi-year CAPEX throw forward compared to MTBF envelope

The Budget Implementation Guidelines further required MDAs to ensure that prioritised projects are implemented and fully paid for before new investment projects are included in the Public Investment Plan and budget based on available fiscal space within the Medium-Term Expenditure Framework (MTEF) taking into account throw forward and MTBF envelope.

The cumulative total amount of CAPEX commitments for the next four years is GHS61.1 billion as compared with GHS80.4 billion corresponding MTBF envelope amount for the period giving a positive variation of GHS19.3 billion. The implication is that MDAs and MMDAs can pay all their outstanding commitments on capital projects and start new interventions over the period 2024 to 2027 (Figure 3.2.1).

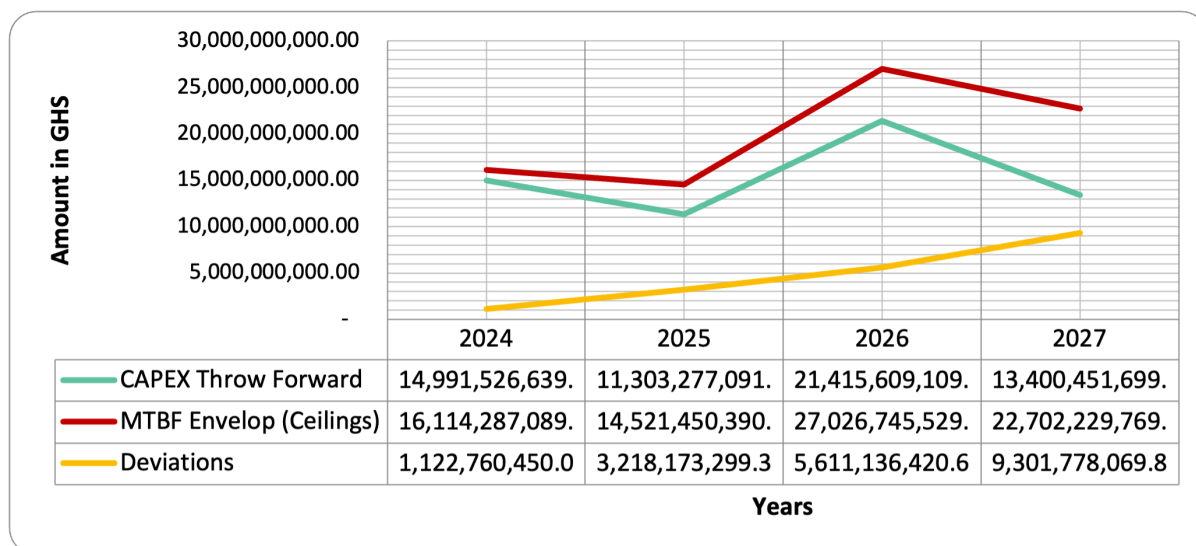
Figure 3.2. 1 Cumulative CAPEX throw forward and MTBF Envelope, 2024-2027



Source: MoF 2024

The country's ability to pay outstanding commitments and start new projects in the future is better in the medium-term than in the short term. This informs better planning and allocation of resources. This projection places NDPC in a better position to guide MDAs and MMDAs to prepare more realistic future plans (Figure 3.2 2).

**Figure 3.2.2 CAPEX throw forward and MTBF Envelope, 2024-2027**

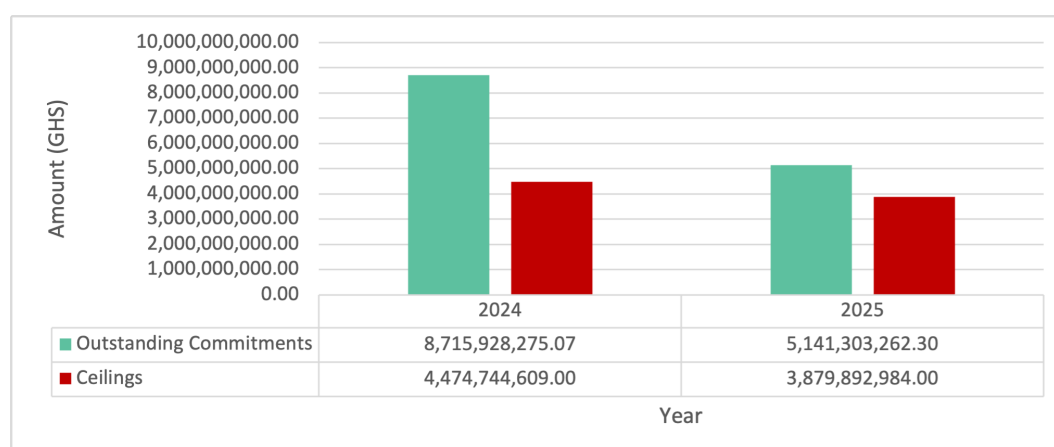


Source: MoF 2024

### 3.2.1 MDAs throw forwards and MTBF Envelope

Even though the general throw forwards and MTBF envelope for the period 2024-2027 look positive, there are disparities among MDAs. Available data on 2023 APRs of MDAs showed there are outstanding payments that must be paid before new projects are awarded in 2024 and 2025. The Ministry of Roads and Highways for example is required to pay an amount of GHS25.2 billion in the medium-term (2022-2025) to facilitate the completion of all ongoing projects in the sector. On annual basis, it is expected to pay road contractors GHS8.7 billion and GHS5.1 billion as outstanding commitments for 2024 and 2025 respectively. MRH has expenditure ceilings of GHS4.5 billion and GHS3.9 billion for 2024 and 2025 respectively. The outstanding commitments for 2025 and 2024 are higher than the expenditure limits given by government and this makes it difficult for MRH to complete all active projects by 2025 (Figure 3.2.3).

**Figure 3.2.3 CAPEX constraints and throw forwards, 2024 and 2025, Ministry of Roads and Highways**



Source: MRH 2024



An amount of GHS5,036,320,755.06 was released to MRH in 2023 out of which GHS4,815,579,574.65 was spent on ongoing infrastructure projects. Some of the beneficiary projects of the Ministry's 2023 AAP included the Assin Praso-Assin Fosu road project and Spintex Flowerpot Interchange projects.



**Flowerpot Interchange**



**Assin Praso-Assin Fosu road project**



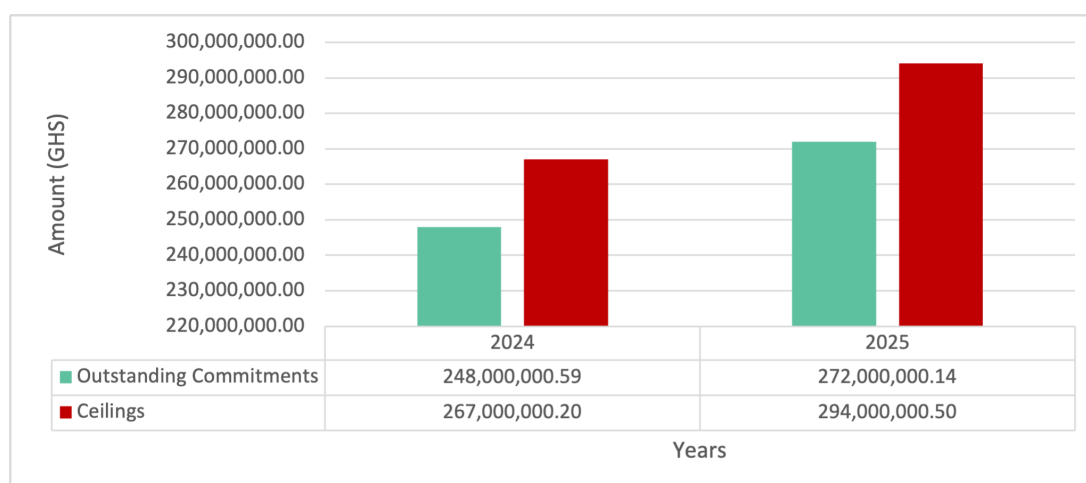
**Kumasi Lake Road and Drainage Extension Project**



**Accra Kumasi Bypass Project Site Clearing**

The situation of the MoRD is different from the road ministry in terms of outstanding commitments and expenditure ceilings. MoRD is expected to pay an amount of GHS7.1 billion in the medium-term (2022-2025) as its commitments to developing railway infrastructure in the country. It is expected to pay railway contractors GHS248 million and GHS272 million in 2024 and 2025 respectively. The Ministry has been given expenditure ceilings of GHS267million and GHS294 million for 2024 and 2025 respectively. It is expected that the ministry should be able to pay all contractors for work done and commence new projects (Figure 3.2.4).

**Figure 3.2.4 CAPEX constraints and throw forwards, 2024 and 2025, Ministry of Railways Development**



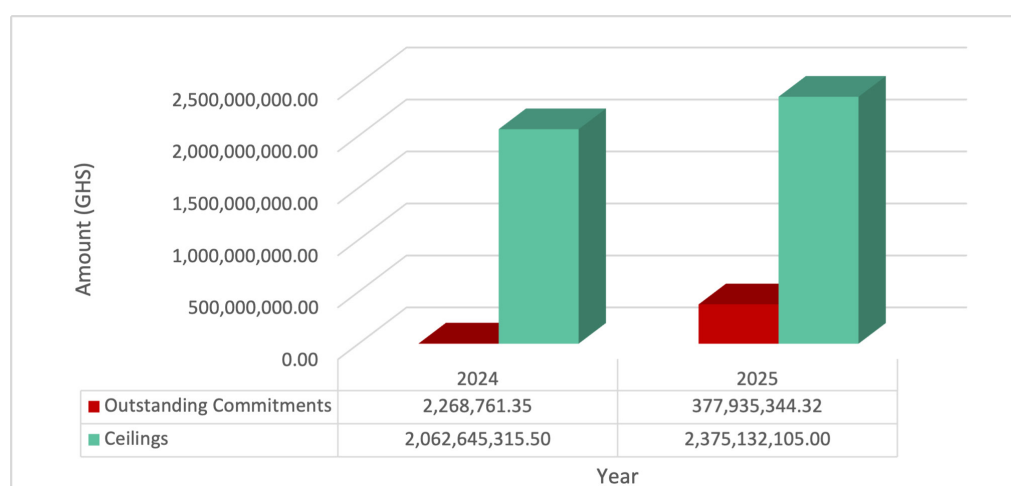


Source: MoRD 2024

MoRD received an amount of GHS347 million in 2023 out of which GHS346 million was spent on key railway infrastructure meant to open up the country for socio economic development. The beneficiary projects included Soil Replacement Works at chainage 70+600, Tarkwa; Embankment at chainage 40+859, Amantin; Longitudinal Drain from chainage 33+815 to chainage 33+850; Amantin Station (chainage 34+424); Construction of Culvert at Kaase; Tema – Mpakadan Railway Line; Angu Halt (chainage 21+663); and Eshiem Railway Station (chainage 15+640).

The Ministry of Transport, on the other hand is required to pay GHS1.8 billion to contractors and service providers implementing ongoing projects in the sector. A total of GHS378 million medium-term commitments is to be paid in 2025 whilst GHS2.3 million is to be paid in 2024. The ministry has expenditure limits of GHS2.4 billion and GHS2.1 billion for 2025 and 2024 respectively. The implication is that all ongoing projects can be paid for by 2025. A total sum of GHS690 billion was released to the Ministry and its Agencies in 2023 and all the amount was spent on key infrastructure projects in the sector (Figure 3.2.5).

**Figure 3.2.5 CAPEX constraints and throw forwards, 2024 and 2025, Ministry of Transport**



Source: MoT 2024

The beneficiary investment projects include the construction of the Boankra Integrated Logistics Terminal (BILT), Coastal Fish Landing Sites and Fishing Ports at various locations, Dry Bulk Terminal at Takoradi Port, Construction and Development of Oil and Gas Services Hub at Takoradi Port and Completion of Tamale Airport Phase II projects.

The available ceilings mean the NDPC can recommend the Ministry of Transport to the Ministry of Finance to start new projects in 2024 and 2025 because the institution has the capacity to pay for all its outstanding commitments.

Available data shows many MDAs and MMDAs have high amount of throw forward largely due to the reduced fiscal space caused by high debt service, compensation of employees, and contingent liabilities arising from the energy and financial sectors as well as the Debt Restructuring Programmes embarked on by the government in 2023. The country recently went through a debt restructuring where government indicated an inability to repay its loans and sought to shave off a part of its debts in order to secure a USD3 billion loan from the IMF and this has affected the implementation of many ongoing capita projects. (Table 3.2. 1).

**Table 3.2. 1 CAPEX Allocation, Expenditure and throw forward for Active Projects, MDAs 2023-2025**

MAs	Multi-Year CAPEX throw forward			MTBF Envelope		Performance	
	Total medium-Term Plan Estimates	Annual Estimates		Ceilings		Released	Expenditure
	2022-2025	2025	2024	2025	2024	2023	2023
Ministry of Railways Development	7,095,000,000.00	272,000,000.14	248,000,000.59	294,000,000.5	267,000,000.2	347,000,000.37	346,000,000.56
Ministry of Roads and Highways	25,180,722,805.66	5,141,303,262.3	8,715,928,275.0	3,879,892,984.0	4,474,744,609.00	5,036,320,755.06	4,815,579,574.6
Ministry of Transport	1,799,282,635.45	377,935,344.32	2,268,761.35	2,375,132,105.0	2,062,645,315.50	690,349,704.69	690,349,704.69
MESTI		999,949,787.65	211,259,593.07	999,949,787.65	0.00	70,614,425/49,063.70	49,063.70
Ministry of Fisheries and Aquaculture Development	95,484,490.1	21,098,376.	48,969,576.2	18,275,676.95	16,482,576.2	103,684,715.9	100,567,574.77
Ministry of Finance		64,504,282.21	43,799,726.87	377,115,673.18	100,465,612.76		60,876,860.70
National Commission for Civic Education	674,901.00		600,000.00	53,483,047.00	48,620,952.00	74,901.00	74,901.00

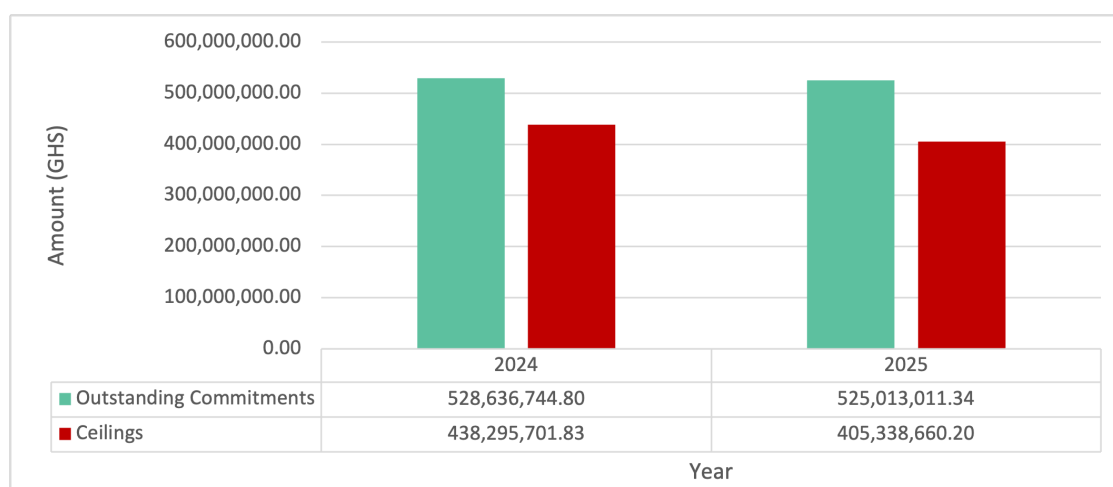
Source: MDAs 2023 APRs

While the Ministry of Finance budget instruction and implementation guidance stipulated the prioritisation of CAPEX allocation to projects nearing completion instead of spreading the budget thinly, in practice, there is a political tendency for MDAs to prioritize new projects especially in 2025 after the general election.

### 3.2.2 MMDAs Throw forwards and MTBF

Metropolitan, Municipal and District Assemblies (MMDAs) have significant arrears or commitments to pay on outstanding projects. The Commission randomly sampled 25 MMDAs for throw forward assessment based on available data. The 25 MMDAs have outstanding commitments of GHS3,061,691,595.84 to pay in the medium-term to complete all active projects identified for the period 2022- to 2025. They are to collectively pay GHS528.6 million in 2024 and GHS525 million in 2025. But the ceilings provided by government can only pay 77.2 percent of the outstanding commitments in 2025 and 82.9 percent in 2024 (Table 3.2.2 and Figure 3.2.6).

**Figure 3.2.6 Multi-Year CAPEX throw forward and MTBF Envelope**



Source: MMDAs 2023 APRs

The inability of MMDAs to pay for arrears on active projects largely stem from inadequate budgetary allocation and releases of funds by central government to these planning authorities. The inadequate budgetary provisions, releases and expenditure on capital investments for the period 2021 to 2023 was largely due to low inflows from the District Assemblies Common Funds (DACF), the Responsive Factor Grant of the DACF (DACF-RFG), Internally Generated Funds (IGF) and donor supports.

The policy of preventing MMDAs from collecting property rates should be reviewed to allow the assemblies mobilize enough funds internally to pay outstanding commitments on active projects. The budget instruction guidelines from the Ministry of Finance should be reviewed to stop leaderships at the sub-national level from starting new projects when there are outstanding commitments on active projects.

The National Development Planning Commission must use the budget hearing process to ensure adequate resource allocation to active projects in MDAs and MMDAs. The national annual progress reports prepared by the Commission should have a list of active projects in the appendix to guide staff of NDPC to effectively participate in the budget hearing processes.

**Table 3.2. 2 MMDAs CAPEX Allocation and Expenditure on Active Projects**

MMDAs	Multi-Year CAPEX throw forward (GHS)			MTBF Envelope (GHS)		Performance (GHS)	
	Total medium-Term Plan Estimates	Annual Estimates		Ceilings		Released	Expenditure
		2025	2024	2025	2024	2023	2023
Weija-Gbawe Municipal	40,515,196.65.00	17,000,000.00	18,000,000.00	4,218,893.04	4,218,893.00	3,821,454.00	2,155,368.03
Tema Metropolitan	69,320,952.52	5,750,000.00	5,437,009.92	326,882.92	311,317.06	1,800,801.45	1,795,928.33
Ga West Municipal	11,041,083.59	11,041,083.59	5,257,658.85	5,783,424.74	5,257,658.85	4,779,689.86	1,732,670.27
Ayawaso Central Municipal	58,092,452.76	552,549.11	4,016,588.00	9,752,741.90	8,866,129.00	3,805,519.80	1,484,323.26



MMDAs	Multi-Year CAPEX throw forward (GHS)			MTBF Envelope (GHS)		Performance (GHS)	
	Total medium-Term Plan Estimates	Annual Estimates		Ceilings		Released	Expenditure
	2022-2025	2025	2024	2025	2024	2023	2023
Adentan Municipal	117,390,387.83	56,248,687.90	33,935,750.68	33,271,299.75	28,931,565.00	27,883,562.12	25,611,258.32
Accra Metropolitan	1,564,339,732.58		22,792,649.11		11,677,072	5,954,832.49	5,954,832.49
Ledzokuku Municipal	26,971,372.40	7,838,456.50	7,308,206.50	70,000.00	70,000.00	22,939,001.6	17,102,582.8
Korle-Klottey Municipal	37,131,405.21	10,127,300.41	14,391,195.45	11,319,392.20	102,910.00	11,319,392.20	6,870,165.12
Ga North Municipal	35,574,531.00	6,383,258.33	12,766,516.65		5,752,000.00	872,644.91	1,966,873.21
Ablekuma North Municipal	40,928,903.7	10,461,947.59	9,238,951.76	7,219,691.56	6,875,896.72	3,308,242.21	3,151,987.92
La Nkwantanang-Madina Municipal	27,468,294.80	26,780,048.90	25,419,752.00	26,780,048.90	25,419,752.00	1,788,459.82	2,300,407.12
Korle-Klottey Municipal	37,131,405.21	10,127,300.41	14,391,195.45		3,645,719.67	11,319,392.20	6,870,165.12
Nkwanta South Municipal	4,247,730.37	610,850.50	2,188,540.36	9,600,364.00	7,600,364.00	521,964.72	521,964.72
Bawku Municipal	64,819,297.70	41,078,077.00	14,233,318.00	41,078,077.00	14,233,318.00	34,954,259.70	34,954,259.70
Keta Municipal	10,609,588.83	5,010,913.45	8,521,894.53	2,132,998.35	2,031,427.00	1,227,052.00	1,227,052.00
Ho Municipal	127,077,405.00	51,336,745.01	43,666,820.00	51,336,745.01	43,666,820.00	17,329,822.13	5,286,695.2
Bibiani – Anwhiaso – Bekwai Muni	1,262,787.73	518,112.73	705,075.00	2,544,071.38	2,312,792.58	763,633.47	724,033.47
Tarkwa-Nsuaem Municipal	57,989,500.00	18,851,500.00	13,148,000.00	14,253,727.00	14,253,727.00	8,485,501.50	6,049,174.00
Effia-Kwesimintsim Municipal	22,605,348.31	3,390,802.24	19,214,546.07	25,236,563.8	84,121,879.59	36,437,693.72	8,236,915.72
Sekondi-Takoradi Metropolitan	319,870,108.00	71,922,000.00	94,683,000.00		7,416,623.00	18,381,842.99	1,035,953.81.00
Asokwa	67,418,089.30	67,418,089.30	63,385,835.02	67,418,089.30	63,385,835.02	26,952,782.85	18,177,514.82
Juaben Municipal	9,261,508.34	2,758,098.00	2,626,760.00	2,758,098.00	2,626,760.00	1,422,233.79	1,422,233.79
Asanti Akim Central Municipal	124,476,300.00	18,668,051.08	16,970,955.53	7,468,618.20	6,494,450.58	774,615.00	774,615.00
Techiman Municipal	234,880,866.65	82,624,855.00	82,624,855.00	82,624,855.00	82,624,855.00	41,168,482.25	41,168,482.25
Prestea Huni-valley	29,795,000.00	6,905,289.90	6,277,536.27	13,466,121.09	11,725,595.61	10,210,036.84	5,424,012.37

Source: MMDAs 2023 APRs

### 3.3 Individual MDA information on the CAPEX implementation rate - total number of projects, project age analysis, project completion status (physical & financial), estimated cost and time overruns

#### Total number of projects

The total number of public investment projects being implemented by MDAs was 4,989 as at December 2023. The Office of Government Machinery is implementing more projects than any other government institution. The Middle Belt Development Authority under the Office has the highest number of projects followed by the Coastal Development Authority and Northern Development Authority. Over 50 percent of the new projects under construction were introduced by the Middle Belt Development Authority (Table 3.3.1).

**Table 3.3.1 MDAs, 2023**

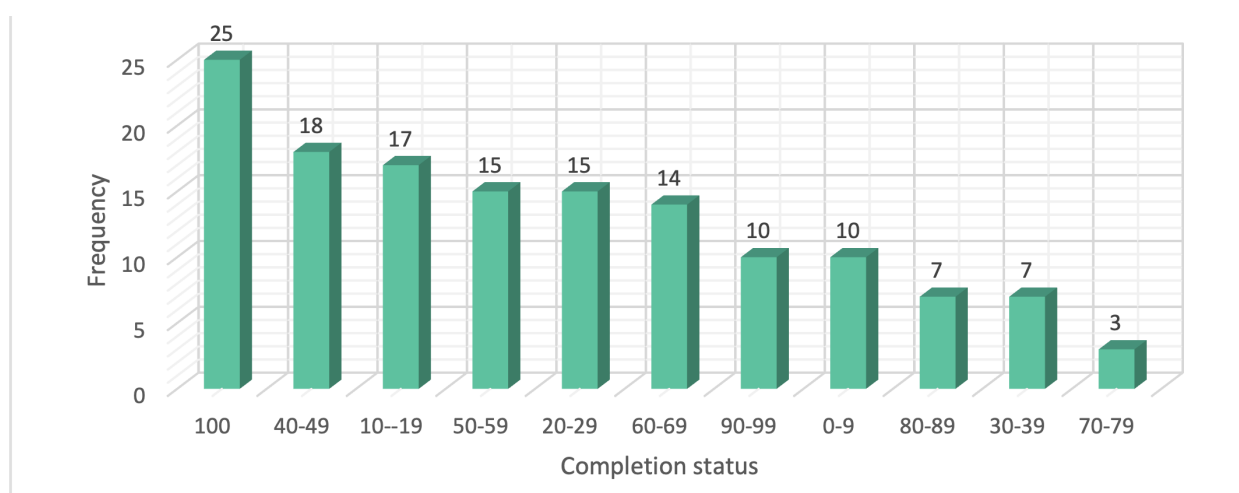
MDAs	No of projects 2023-2026	No of projects 2024-2027
Audit Service	3	2
Electoral Commission	1	1
Ministry of Foreign Affairs	1	1
Ministry of Finance	4	5
Ministry of Local Government, Decentralisation and Rural Development	67	77
Office of Government Machinery-Northern Development Authority	690	1005
Office of Government Machinery-Middle Belt Development Authority	2084	1905
Office of Government Machinery-Coastal Development Authority	1122	1116
Ministry of Food and Agriculture	8	39
Ministry of Lands and Natural Resources	13	44
Ministry of Fisheries and Aquaculture Development	9	14
Ministry of Tourism Arts and Culture	4	2
Ministry of Energy	6	165
Ministry of National Security	0	1
Ministry of Defence	52	65
Judicial Service	4	1
Commission on Human Right and Administrative Justice	1	1
Office of the Attorney General and Ministry of Justice	1	2
Ministry of Interior	44	76
Ministry of Chieftaincy and Religious Affairs	10	11
Ministry of Youth and Sports	4	8
National Commission For Civic Education	1	1
Ministry of Health	15	23
Ministry of Roads and Highways	743	295
Ministry of Sanitation and Water Resources	42	87
Ministry of Railways Development	11	7
Ministry of Transport	8	7
Ministry of Works and Housing	33	140
Ministry of Gender, Children and Social Protection	3	0

Ministry of Education	5	0
Multi-Sectoral	0	15
<b>Total</b>	<b>4,989</b>	<b>5,116</b>

Source; Public Investments and Assets Division (PIAD), Ministry of Finance, 2024

The Ministry of Works and Housing had 140 projects as at December 2023. Twenty-five of the total projects were 100 percent complete with substantial number of outstanding commitments. The remaining interventions were at different level of completion. About 42 of the Ministry's projects were 80-100 percent complete representing 29.8 percent of the total projects in the sector. These projects ought to be prioritised in the Ministry's budget for 2024 and 2025 (Figure 3.3.1).

**Figure 3.3.1 Frequency of project completion status, Ministry of Works and Housing**

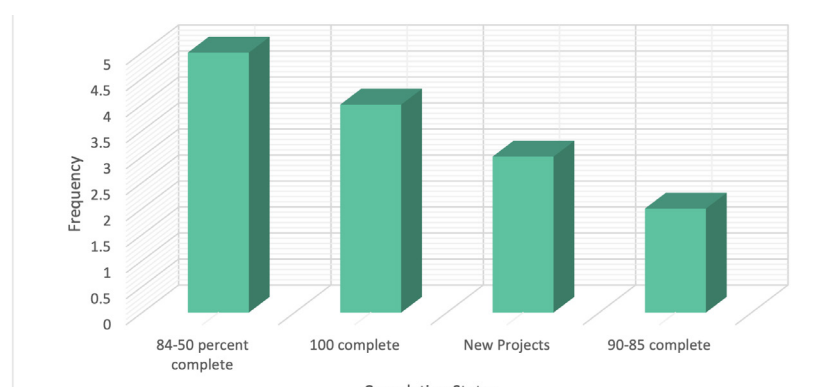


Source; MWH, 2024

Some of these near completion projects included Accra Sanitary Sewer and Storm Drainage Alleviation Project, Dredging of Chemu Lagoon (Accra, Tema and Osu Klottey), Axim Coastal Protection Project, New Takoradi Sea Defence Project, phase II, Amanful Kumah Sea Defence Project, National Flood Control Programme – Desilting, Komenda Coastal Protection Project, Construction of Concrete Drain - Abeka-Botwe-Ayigbe Town, Construction of Concrete Drain-Teshie Bush Road, Cape Coast Coastal Protection Project, Construction of Concrete Drain-Kasoa Obom – Asabaha, and Construction of Concrete Drain – Ho-Seventeen (Table 3.3.5).

The Ministry of Transport also has a total of 7 projects in its Public Investment Plan. Four of the interventions were 100 percent complete but with outstanding commitments. A higher number of the projects 50-85 percent complete. Three of the projects were new projects yet to start (Figure 3.3. 2).

**Figure 3.3. 2 Level of Completion of projects in the Transport Sector, 2023**



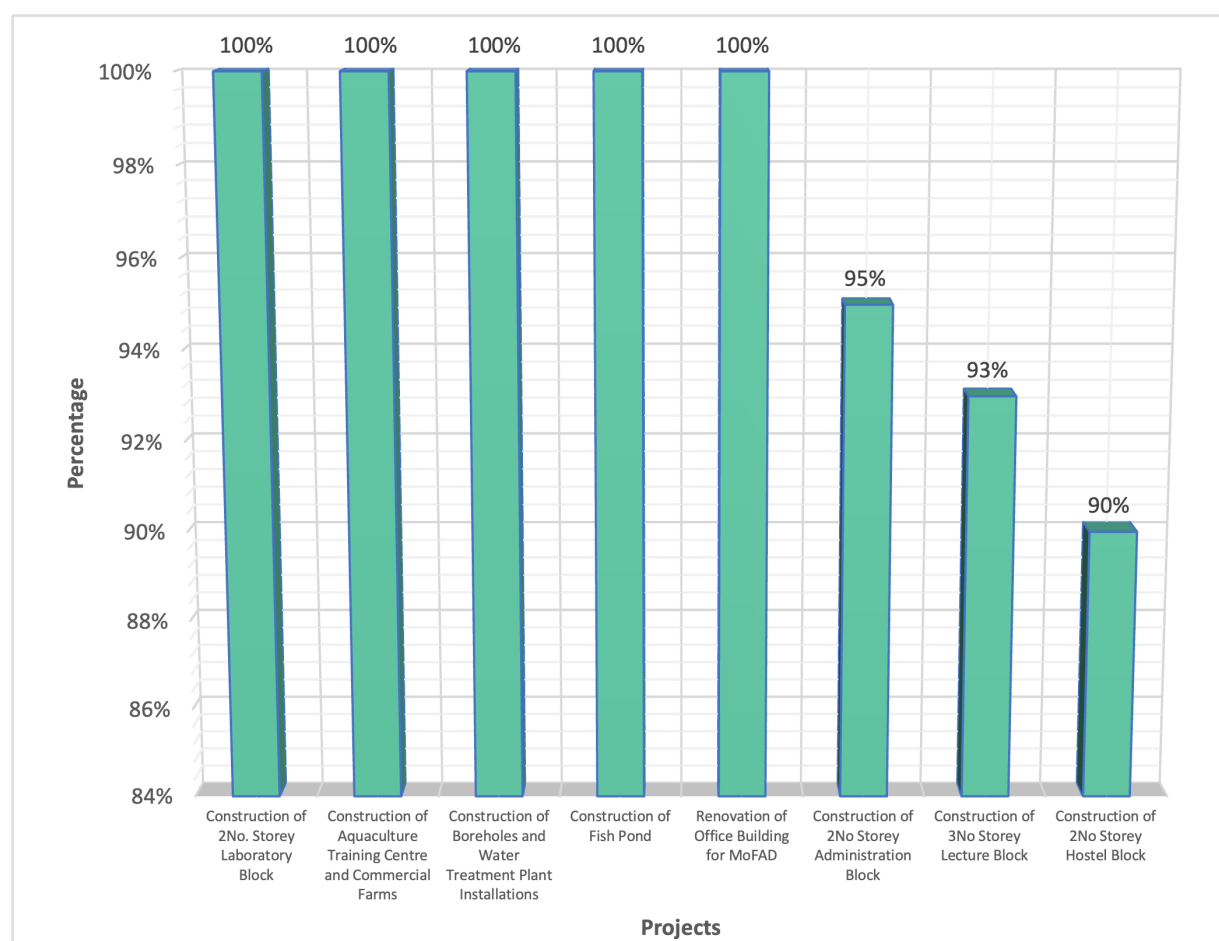
Source; MoT, 2024



The key projects implemented in the sector during the year included the construction of 12 Coastal Landing Sites, construction of Kumasi Airport Phases 2 and 3 Projects, Elmina Fishing Port Rehabilitation and Expansion, Supply of 45 intercity buses to the Ministry of Transport, and Construction of Tamale Airport Phase 2 Project.

MoFAD had 14 projects including 8 legacy projects that were near completion in 2023. These legacy projects were prioritised by the ministry for implementation in 2024 and 2025. Six of the interventions were physically completed but with significant outstanding commitments. All the eight-legacy projects cost the ministry GHS194.9 million. A total of GHS131 million have been paid leaving outstanding commitment of GHS63.8 million on the eight projects (Figure 3.3.3).

**Figure 3.3. 3 CAPEX on near completion projects, Ministry of Fisheries and Aquaculture Development, 2023**



Source; MoFAD, 2024

MoRD had seven projects in its Public Investment Plan. Five of the projects were near completion and were prioritised by the Ministry for 2024 and 2025. The five projects cumulatively cost the ministry GHS7.9 billion out of which GHS6.4 billion had been paid. The remaining commitments were thrown forward into 2024 and 2025 for payment (Table 3.3. 2).

**Table 3.3. 2 Legacy Projects that were near completion, Ministry of Railways Development**

Project	Total Contract Sum (GHS)	Actual Payment (GHS)	Outstanding Balance (GHS)	% Work Done
Consultancy Services for the Review of the Railway Master Plan 2013	17,942,415.40	14,353,932.32	3,588,483.08	100
Rehabilitation of Location Workshop Complex (Shed 3 - 7) and Store Houses	226,922,017.68	99,810,048.94	127,111,968.74	100
Construction of Single ST &ard gauge railway line, Tema-Mpakadan (Akosombo)	5,179,610,540.11	4,804,557,377.56	375,053,162.55	98
Const of standard gauge railway line from Kojokrom -Manso (22km)	2,363,372,304.81	1,449,649,464.06	913,722,840.76	95
T A servz for Dev't of Ghana-Burkina Faso Railway Project on BoT basis	71,766,884.99	64,590,196.49	7,176,688.50	95

Source: Ministry of Railways Development's Public Investment Plan, 2024-2027

### Project Age Analysis

Project duration, age and time overruns are significant concepts in project management that have direct effects on macroeconomic stability. Unduly delayed projects with long time overruns affect the ability of commercial banks to retrieve loans given to contractors implementing public sector investment projects. MDAs, on average, planned to complete their investment projects in 2 years. However, available data in 2023 shows investment projects by MDAs take on average, 7.5 years to be completed (Table 3.3.3).

**Table 3.3.3 Details on project age analysis by MDAs**

Project Age	No. of Projects	Time Over runs (in years and months)	Completion status		
			Average Completion Rate (%)	Highest (%)	Least (%)
Projects that are 20yrs but less than 24 years	8	22.3	60.0	85.0	30.0
Projects that are 11 years but less than 18 years	30	13.5	57.7	100.0	0.0
Projects that are 10 years but less than 11 years	6	10.0	63.0	83.0	40.0
Projects that are 9 years but less than 10 years	5	9.6	77.0	100.0	35.0
Projects that are 8 years but less than 9 years	2	8.5	90.0	100.0	79.0
Projects that 7years but less than 8years	9	7.5	76.0	100.0	35.0
Projects that 6 years but less than 7 years	3	6.4	79.0	97.0	65.0
Projects that are 5 years but less than 6 years	64	5.2	55.0	100.0	0.0
Projects that are 4 years but less than 5 years	568	4.2	30.0	100.0	0.0

Project Age	No. of Projects	Time Over runs (in years and months)	Completion status		
			Average Completion Rate (%)	Highest (%)	Least (%)
Projects that are 3 years but less than 4 years	1294	3.3	34.0	98.0	0.0
Projects that are 2 years but less 3 years	433	2.8	40.0	100.0	0.0
Projects that are 1 year but less than 2 years	296	1.52	60.0	100.0	0.0
Projects that are 0 years but less than 1yr	1361	0.3	63.0	100.0	0.0
Total projects	4989	7.3	60.4		

Source: Ministry of Finance, 2024

The undue delays associated with MDAs projects has contributed significantly towards the increasing trend of non-performing loans in the country. Data from the Bank of Ghana, revealed that non-performing loans in the banking sector surged to 20 percent of all loans issued, hitting a peak not witnessed in half a decade. On average, between January and August 2023, the ratio was around 17.9 percent, which is higher than the averages for the same period in 2020, 2021 and 2022 (Table 3.3.4).

**Table 3.3.4 Project Age Analysis for selected MDAs**

MDAs	Project Description		Planned duration of the project (months)	Age of the projects (months)	Time overruns of the projects (months)	Status of completion
	PIP Code	Name of legacy projects				%
Ministry of Fisheries and Aquaculture Development	416047	Construction of 2No. fishery Storey Laboratory Block at Anomabo	18	132	114	99.0
	414001	Construction of 2No Storey Administration Block at Anomabo	14	132	118	95.0
	413004	Construction of 3No Storey Lecture Block	14	132	118	92.0
Ministry of Railways Development	1718004	Development of the 22km Kojokrom to Manso Section of the Western Railway Line on Standard Gauge	60	74	14	93.02
	1716001	Development of the 97.7km Tema to Mpakadan Railway Line on Standard Gauge	60	72	12	98.6

Source: MDA's 2023 APRs

### Project completion status (Physical and Financial)

The average completion status of projects implemented by MDAs was 60.4 percent as at December 2023. Projects that were 8 years but less than 9 years had the highest average completion rate of 90 percent whilst projects that were below five years had low completion status (Table 3.3.3).

MOFAD, on average, implemented 67.8 percent of its physical projects and spent a total amount of GHS269 million on the 19 projects identified in its annual action plan by December 2023 leaving outstanding balance of GHS82.2 million.

The inability of the Ministry to complete all its

projects as planned was due to the consistent underperformance of the IGF component of its total revenue over the last three years. IGF has been the largest funding source of MOFAD contributing about 82.5 percent of the total inflows in 2023. GoG and ABFA accounted for 10.4 percent and 7.1 percent respectively.

MoRD has 11 projects in its Public Investment Plan (PIP). These projects, on average, are 61.6 percent complete and the Ministry spent GHS9.3 billion to facilitate their completion. The outstanding commitments on these projects amounted to GHS9.2 billion. The 61.6 percent performance was largely due to low inflows from the different funding sources of the Ministry and its agencies. The Ministry's expected total inflow into the sector fell short

of the 2023 target by 35.47 percent.

The resource constraints in the railway sector notwithstanding, Government continued to invest in the development of local capacity to maintain the railway system in order to sustain it for the benefit of future generations. The government upgraded the old Railway Training School in Sekondi into a full fledge school now known as the George Grant University of Mines and Technology (GGUMaT) School of Railways and Infrastructure Development. The facility has since the 2021 academic year provided training for over 1,000 youth in various engineering and other ancillary programmes. The school now awards degrees and certificates to successful graduates through collaborative efforts by the MoRD and the George Grant University of Mines and Technology. The academic and annual summer school programmes being offered by the University has been purposefully structured to ensure that the students go through thorough practical and hands-on engineering training to augment the theoretical knowledge acquired in the classroom.

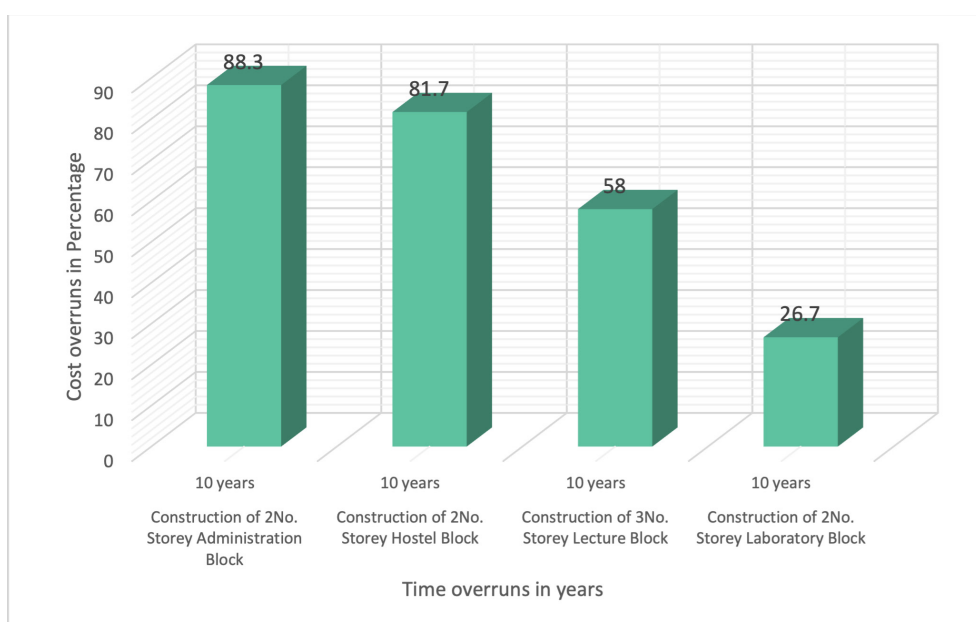
MoRD must intensify efforts to expand the

railway infrastructure in economically viable areas particularly the line connecting Accra to Kumasi and Kumasi to Tamale as prescribed by the Railway Development Master Plan. This will open up the country and facilitate economic development. The tram concept can be introduced in Accra and Kumasi to connect the city centres to the peri-urban areas like Kasoa and Amansaman to help decongest traffic situation during rush hours.

### Estimated Cost and Cost overruns

Cost overrun is an unexpected change in MDAs project budget that ends up increasing the total project cost. There is direct relationship between time overrun and cost overruns of development projects. The undue delays in execution of MDAs capital projects as a result of the planning authorities' inability to pay contractors on time leads to high-cost overruns. MoFAD has projects in the public investment plan which were originally planned to last one year but have run for the past ten years. Their cost overruns over the original contract sums increased from 26.7 percent to 88.3 percent (Figure 3.3.4).

**Figure 3.3.4 Project time and cost overruns in the Fishery and Aquaculture sector**



Source; MoFAD, 2024

MoRD is constructing the Kojokrom Manso Section of the Western Railway Line (22km). The project was estimated to cost USD156.9 million but was revised to USD204.04 million, representing 30 percent increase over the original contract sum because of delays.

### Time overruns

Time overrun refers to delays in completing the work specified in project contracts within a specified timeframe. Delays in project execution due to late release of funds from central government or sponsors is a regular characteristic in MDAs project implementation and management processes. The phenomenon correlates directly with cost overruns. The older the projects the higher the time overruns. MDAs projects, on average, exceed their end period by 7 years and three months. Projects that were 20 years but less than 24 years had the highest time overruns by 2023 whilst projects that were less than one year had the least time overruns (Table 3.3.3).

MWH designed the project of constructing 1,502 housing units at Saglemi – Old Ningo in April 2015 and expected to complete it by December 2018. Due to challenges associated with implementation including alleged corruption, the project delayed for six years with significant cost overruns. The construction of armour rock revetment to protect 2400m of coastline at Dixcove under MWH Emergency Coastal Protection Projects also started in November 2016 and was expected to be completed by in May 2018. However, delay in the release of the expected funds to pay contractors have resulted in six years' time overruns.

The delay in MDAs project implementation has been exacerbated by the current macroeconomic risks factors including low GDP growth, high inflation and unstable exchange rates making investment projects more expensive to complete. High time overruns with its associated high-cost overruns contributed significantly towards the challenges faced by the banking sector and the rise in non-performing loans.

Government and its partners must work together to prioritise legacy projects with high time overruns in MDAs budget and complete them before new investment projects are approved for implementation. NDPC in collaboration with the MoF and support from OoP should ensure that available resources are first allocated to legacy projects during the budget hearing processes. The legacy projects of MDAs with high time overruns are stated in Table 3.3.5.

**Table 3.3.5 Legacy Projects that were near completion in December 2023**

MDAs	Code	Project	Total Contract Sum	Actual Payment	% Work Done
Ministry of Fisheries and Aquaculture Development	0416047	Construction of 2No. Storey Laboratory Block	3,400,653.48	2,689,406.18	100%
	0419005	Construction of Aquaculture Training Centre and Commercial Farms	174,501,910.33	114,284,224.07	100%
		Construction of Boreholes and Water Treatment Plant Installations	1,299,064.00	1,142,518.30	100%
		Construction of Fish Pond	603,000.00	384,298.20	100%
	0114002	Renovation of Office Building for MoFAD	2,467,827.31	2,132,559.02	100%
	0414001	Construction of 2No Storey Administration Block	2,382,146.86	2,382,146.86	95%
	0413004	Construction of 3No Storey Lecture Block	4,779,651.75	4,526,481.93	93%
	0413005	Construction of 2No Storey Hostel Block	5,432,478.19	3,488,589.39	90%



MDAs	Code	Project	Total Contract Sum	Actual Payment	% Work Done
Ministry of Transport	1718015	Construction of Twelve (12) Coastal Landing Sites	2,910,890,524.41	2,910,890,524.41	100%
	1717007	Construction of Kumasi Airport Phase 2 Project	796,850,230.00		100%
	1720008	Elmina Fishing Port Rehabilitation and Expansion	1,020,833,000.00	994,176,070.50	100%
		Supply of 45 intercity buses to the Ministry of Transport	146,309,388.50	146,309,388.50	100%
	1717008	Construction of Tamale Airport Phase 2 Project	977,900,000.00	906,537,747.50	99%
	1717007	Construction of Kumasi Airport Phase 3 Project	880,050,917.78	590,889,314.00	96%
MDAs	Code	Project	Total Contract Sum	Actual Payment	% Work Done
Ministry of Roads and Highways	0923001	Asphaltic Overlay of Slctd Arterial & Collector Rd in Ksi-Ph.2 (30km)	55,777,463.72	48,512,913.59	100%
	0913048	Upgrading of Sawaba area Rds, Kumasi(2.20km)	1,988,165.80	1,839,222.20	95%
	0920108	Rehabilitation of Teshie Link Road	114,693,193.65	74,667,593.79	86%
	1019220	Bitumen Surfacing of Kakpagyili-Yong Ph1	9,009,289.64	8,250,971.63	98%
	1019241	Dawa - Ahwiam - Ningo Ph.1 (Km 10+350-18+350)	8,835,409.29	8,716,522.97	96%
	1019234	Nambrugu-Yilan(7.2km), Yilan-Zandua (14.0km) & Yilan-Tunde (13.8KM)	4,626,856.90	3,762,770.64	91%
	1020090	Afuaman – Nsakina – Borkorborkor Town Roads Ph. III (17.50 – 25.00km)	14,920,358.40	12,268,151.08	91%
	1021021	Bitumen Surfacing of Juansa Town Roads	14,970,748.00	13,044,960.12	90%
	1020159	Abokobi - Boi Area Roads (3.50km)	14,700,740.00	12,600,932.66	87%
	1019231	Tadzewu-Devego-Agorve jn	31,067,278.15	24,773,145.72	80%
	0819034	Menji-Bui Road pjt 30km	82,289,563.38	38,292,008.26	100%
	0818053	Reconsof Kwabeng - Akropong Rd (20.5km) and Akropong Town Rds - Lot 3	92,368,223.00	54,658,409.53	99%
	0820015	Upgrading of Akrodie-Sayereso Road (km0+000-20+000) Lot 1	44,624,958.00	27,633,971.84	97%
	0820039	Rehabilitation of Nkonya Wuropong-Kwamikrom Road (21km) Kpando Worawora Road	54,883,674.64	51,473,998.32	100%
	0819031	160m bridge at Twifo Praso	28,176,800.00	20,212,10W0.00	93%
	0815065	Upgrading of Anwiankwanta - Obuasi Rd (30km) - Lot 7	376,312,902.69	196,550,781.88	89%
	0815072	Upgrading of Nsuta - Beposo Rd - Lot 3	25,960,940.06	21,161,335.36	94%
	0815074	Upgrading of Kwadaso - Trabuom Rd (30km) - Lot 8	53,412,076.40	13,000,239.59	85%
	0815002	Partial Reconsof Odumase-Oterkpolu Rd (Km 0-23.3)	44,004,504.33	35,197,384.39	92%





	0815025	Partial Reconsof Agona Swedru - Bawjiase Rd (25.2km)	52,871,648.48	3,365,982.70	99%
	0815011	Upgrading of Jema Nkwanta - Nkoranza Rd Lot I	36,638,271.13	18,702,186.50	95%
	0818011	Upgrading of Daboya-Mankarigu-Wiasi Rd (km 0.00-10.00)	7,472,541.70	6,698,896.91	100%
	0819085	Upgrading of Kintampo- New Longoro Road (km0-15)	31,295,911.00	8,498,728.87	98%
	1010001	Rehab OF Slctd RdS IN THE U/E from Bolgatanga-Tongo Rd V. O. No. 1	28,559,306.36	24,206,345.00	98%
	0820050	Upgrading of Longoro-Zambrama RD (km1-15)	31,295,911.98	-	98%
	0823003	Resealing/ Sectional Rehab of Sawla-Nyoli Rd (km 5.00-13.00) Lot 1	4,163,293.80	2,979,245.85	94%
	0823009	Upgrading of Ofoase Kokoben - Adjamesu Rd (9.0km)	77,789,799.03	19,140,849.42	91%
	0819117	Reconst. & Rehab. Of Akim Oda - Amanfopong Rd & Akim Swedru Twn Rds	152,073,046.54	103,455,150.00	92%
	0823011	Kame-Golokwati- Torkor (km12-19) Lot 2	8,628,922.75	1,000,000.00	94%
	0823013	Frankadua-Adidome Lot 1 km 3-10	2,875,179.19	1,641,561.93	93%
	0823014	Upgrading of Kwadaso - Trabuom Rd (15.2km)	53,412,076.40	35,119,651.89	85%
	0814037	Decoggestion of Oduom and Ejisu Roundabouts - Lot 1	44,501,096.00	25,567,641.22	84%
	0810001	Construction of Wa-Han Rd	33,975,993.56	26,858,000.00	88%
	0814027	Lot 6: Nsawam-Apedwa Rd. Kwafokrom-Apedwa - South Bound	757,632,600.00	330,089,282.38	100%
	0819038	Construction of Hohoe- Jasikan-Dodi-Pepesu	540,849,036.57	410,504,418.90	100%
	0820275	Project for Rehabilitation of National Trunk Road N8 (Phase 2)- 32.4km	450,400.00	423,360.00	93%
	0818065	The Pj for Impltn of Gh Crrdrs-Grade Separation of Tema Intersection	431,047.12	301,732.88	100%
	0813007	7 Bridges in Northern Ghana	782,020,000.00	715,520,118.31	98%
	0814022	Eastern Corridor Road - Lot 5 and 6 - 168km	3,467,361,446.00	3,391,978,902.85	99%
	0919118	Kumasi Roads and Drainage Extension Project	168,864,594.79	160,141,765.24	97%
	0819034	Menji-Bui Road pjt 30km	82,289,563.38	38,292,008.26	100%
	0818053	Reconsof Kwabeng - Akropong Rd (20.5km) and Akropong Town Rds - Lot 3	92,368,223.00	54,658,409.53	99%
	0820015	Upgrading of Akrodie-Sayereso Road (km0+000-20+000) Lot 1	44,624,958.00	27,633,971.84	97%
	0820039	Rehabilitation of Nkonya Wuropong-Kwamikrom Road (21km) Kpando Worawora Road	54,883,674.64	51,473,998.32	100%
	0819031	160m bridge at Twifo Praso	28,176,800.00	20,212,100.00	93%
	0815065	Upgrading of Anwiankwanta - Obuasi Rd (30km) - Lot 7	376,312,902.69	196,550,781.88	89%



	0815072	Upgrading of Nsuta - Beposo Rd - Lot 3	25,960,940.06	21,161,335.36	94%
	0815074	Upgrading of Kwadaso - Trabuom Rd (30km) - Lot 8	53,412,076.40	13,000,239.59	85%
	0815002	Partial Reconsof Odumase-Oterkpolu Rd (Km 0-23.3)	44,004,504.33	35,197,384.39	92%
	0815025	Partial Reconsof Agona Swedru - Bawjiase Rd (25.2km)	52,871,648.48	3,365,982.70	99%
	0815011	Upgrading of Jema Nkwanta - Nkoranza Rd Lot I	36,638,271.13	18,702,186.50	95%
	0818011	Upgrading of Daboya-Mankarigu-Wiasi Rd (km 0.00-10.00)	7,472,541.70	6,698,896.91	100%
	0815059	Upgrading of Menji-Bui Rd (km 30-43)	3,111,348.49	1,606,162.01	95%
	0819085	Upgrading of Kintampo- New Longoro Road (km0-15)	31,295,911.00	8,498,728.87	98%
	1010001	Rehab OF Slctd RdS IN THE U/E from Bolgatanga-Tongo Rd V. O. No. 1	28,559,306.36	24,206,345.00	98%
	0820050	Upgrading of Longoro-Zambrama RD (km1-15)	31,295,911.98	-	98%
	0823003	Resealing/ Sectional Rehab of Sawla-Nyoli Rd (km 5.00-13.00) Lot 1	4,163,293.80	2,979,245.85	94%
	0823009	Upgrading of Ofoase Kokoben - Adjamesu Rd (9.0km)	77,789,799.03	19,140,849.42	91%
	0819117	Reconst. & Rehab. Of Akim Oda - Amanfopong Rd & Akim Swedru Twn Rds	152,073,046.54	103,455,150.00	92%
	0823011	Kame-Golokwati- Torkor (km12-19) Lot 2	8,628,922.75	1,000,000.00	94%
	0823013	Frankadua-Adidome Lot 1 km 3-10	2,875,179.19	1,641,561.93	93%
	0810001	Construction of Wa-Han Rd	33,975,993.56	26,858,000.00	88%
	0814027	Lot 6: Nsawam-Apedwa Rd. Kwafokrom-Apedwa - South Bound	757,632,600.00	330,089,282.38	100%
	0819038	Construction of Hohoe- Jasikan-Dodi-Pepesu	540,849,036.57	410,504,418.90	100%
	0820275	Project for Rehabilitation of National Trunk Road N8 (Phase 2)- 32.4km	450,400.00	423,360.00	93%
	0818065	The Pj for Impltn of Gh Crrdrs-Grade Separation of Tema Intersection	431,047.12	301,732.88	100%
	0813007	7 Bridges in Northern Ghana	782,020,000.00	715,520,118.31	98%
	0814022	Eastern Corridor Road - Lot 5 and 6 - 168km	3,467,361,446.00	3,391,978,902.85	99%
	0923001	Asphaltic Overlay of Slctd Arterial & Collector Rd In Ksi-Ph.2 (30km)	55,777,463.72	48,512,913.59	100%
	0913048	Upgrading of Sawaba area Rds, Kumasi(2.20km)	1,988,165.80	1,839,222.20	95%
	0920108	Rehabilitation of Teshie Link Road	114,693,193.65	74,667,593.79	86%
	0919118	Kumasi Roads and Drainage Extension Project	168,864,594.79	160,141,765.24	97%
	1019233	Bavim Jn-Junshegu-Dalogyili	20,033,493.24	16,573,954.28	100%
	1019242	Dawa - Ahwiam - Ningo Ph.2 (Km 18+350 - 22+350)	6,752,288.85	6,751,788.85	100%



	1019220	Bitumen Surfacing of Kakpagyili-Yong Ph1 - Kakpagyili-Yong PH. 1	9,009,289.64	8,250,971.63	98%
	1019241	Dawa - Ahwiam - Ningo Ph.1 (Km 10+350-18+350)	8,835,409.29	8,716,522.97	96%
	1019234	Nambrugu-Yilan(7.2km), Yilan-Zandua (14.0km) & Yilan-Tunde(13.8KM)	4,626,856.90	3,762,770.64	91%
	1020090	Afuaman - Nsakina - Borkorborkor Town Roads Ph. III (17.50 - 25.00km)	14,920,358.40	12,268,151.08	91%
	1021021	Bitumen Surfacing of Juansa Town Roads	14,970,748.00	13,044,960.12	90%
MDAs	Code	Project	Total Contract Sum	Actual Payment	% Work Done
Ministry of Railways Development	1713001	Cnslt'y Services for the Review of the Railway Master Plan 2013	17,942,415.40	14,353,932.32	100%
	1719018	Rehabilitation of Location Workshop Complex (Shed 3 - 7) and Store Houses	226,922,017.68	99,810,048.94	100%
	1718004	Const of standard gauge railway line from Kojokrom -Manso (22km)	2,363,372,304.81	1,449,649,464.06	95%
	1718011	T A servz for Dev't of Ghana-Burkina Faso Railway Project on BoT basis	71,766,884.99	64,590,196.49	95%
	1716001	Const. of Single st & ard gauge railway line, Tema-Mpakadan (Akosombo)	5,179,610,540.11	4,804,557,377.56	98%
MDAs	Code	Project	Total Contract Sum	Actual Payment	% Work Done
Ministry of Works and Housing	1620166	Renov. Of Bung. No.33 Osu Res. Area- Practical Completion Certificate	44,123.89	30,234.69	100%
	1320900	Accra Sanitary Sewer and Storm Drainage Alleviation Project	406,093,678.14	206,384,777.52	100%
	1320901	Dredging of Chemu Lagoon (Accra & Tema) & Osu Klottey	20,254,181.04		100%
	2411004	Axim Coastal Protection Project	369,085,972.50	293,859,645.29	100%
	2412001	New Takoradi Sea Defence Project, phase II	269,203,000.00	244,999,925.00	100%
	2412002	Amanful Kumah Sea Defence Project	80,960,000.00	36,106,800.00	100%
		2020 NFCPD_Channel Improvement Works-ASHIYE 279,268.00	279,268.00		100%
		2020 NFCPD_Channel Improvement Works-Nanakrom Upsream 2	199,980.01	199,980.01	100%
		2020 NFCPD_Channel Improvement Works-Santor Upstream	99,985.00		100%
	1311006	2018 National Flood Control Programme - Desilting	5,633,410.47	5,133,410.47	98%
	2411003	Dansoman Coastal Protection Project	4,512,638,295.00	2,766,782,834.34	97%
	1320932	2020 NFCPC_Construction of Concrete Drain - Mankraso 2	1,995,879.05		96%
	2411006	Komenda Coastal Protection Project	6,692,568,207.04	2,007,770,375.36	95%
	2411008	New Takoradi Sea Defence Project, Phase III	396,219,600.00	96,720,328.89	92%



	2411010	2018 NFCPC_Construction of Concrete Drain at Odawnaa Fitters' Area Drain	2,174,154.21	1,974,369.21	92%
	1320932	2020 NFCPC_Construction of Concrete Drain - Abeka-Botwe-Ayigbe Town	2,487,491.11	2,012,583.80	90%
	1320932	2020 NFCPC_Construction of Concrete Drain - Madina Firestone	2,494,886.53		90%
	1320932	2020 NFCPC_Construction of Concrete Drain - United Church - Teshie Nungua Estate	1,499,953.05		90%
	1320932	2020 NFCPC_Construction of Concrete Drain - Hasaacas Park	1,999,149.65		90%
	1320932	2020 NFCPC_Construction of Concrete Drain-LAFA	1,999,999.50		88%
	1320932	2020 NFCPC_Construction of Concrete Drain - Teshie Central	2,499,997.65	1,084,250.61	86%
	0120032	Rehab of the Ministerial Block of Offices for Min. of Works & Housing	4,403,143.88	2,403,143.88	85%
	1320932	2020 NFCPC_Construction of Concrete Drain - Teshie Bush Road	2,499,972.35	1,132,877.38	85%
	1320932	2020 NFCPC_Construction of Concrete Drain - Kanjarga Jinningsa	999,982.96		83%
	1310001	Construction of reinforced concrete drain at Sakaman- Accra lot II	1,542,481.94	774,861.33	82%
	2411007	Cape Coast Coastal Protection Project	5,821,098,879.75	743,189,701.98	80%
	1320932	2020 NFCPC_Construction of Concrete Drain - Sakumono (Dzorwulu & Gbemi)	1,999,994.21	1,899,999.50	100%
	1320932	2020 NFCPC_Construction of Concrete Drain-KASOA OBOM - ASABAHA	1,999,986.85	1,999,812.00	100%
	1320932	2020 NFCPC_Construction of Concrete Drain - Ho Seventeen	999,649.46	999,649.46	100%
	1320932	2020 NFCPC_Construction of Concrete Drain - Korkordjor	2,999,980.85		100%
	1320932	2020 NFCPC_Construction of Concrete Drain - Takoradi Effia	2,999,349.50		100%
		2020 NFCPD_Channel Improvement Works-Nsakyi	199,339.30	199,339.30	100%
		2020 NFCPD_Channel Improvement Works-Dawhenya	199,770.35	199,770.35	100%
		2020 NFCPD_Channel Improvement Works-Densu River Upstream off the N1 Highway Bridge	199,946.88		100%
		2020 NFCPD_Channel Improvement Works-New Legon Upstream 2	99,965.00	99,965.00	100%
		2020 NFCPD_Channel Improvement Works-Naaplajor	499,750.00	499,750.00	100%
		2020 NFCPD_Channel Improvement Works-Dome Downstream	199,999.00	199,999.00	100%
		2020 NFCPD_Channel Improvement Works-ALOKO KASOA 2	99,999.45	99,999.45	100%

		2020 NFCPD_Channel Improvement Works-NYANYANU POND DOWNSTREAM	199,978.00	199,978.00	100%
		2020 NFCPD_Channel Improvement Works-BEKADO	199,951.80	199,951.80	100%
		2020 NFCPD_Channel Improvement Works-ABOADZE	189,829.48		100%
		2020 NFCPD_Channel Improvement Works-HO SSNIT POWER HOUSE UPSTREAM	999,944.00	99,994.00	100%

Source: MDAs Public Investment Plan, 2024-2027

### 3.4 Summary of urban MMDAs CAPEX implementation

Total number of projects, project age analysis, project completion status (physical & financial), estimated cost and time overruns

#### 3.4.1. Introduction to Rural and Urban MMDAs CAPEX

An estimated number of 4,989 projects were being implemented across the 261 MMDAs in the country as at December 2023. Three thousand eight hundred and ninety-six of these projects were being implemented by the development authorities. The Middle Belt Development Authority had the highest number of public investment projects as at 2023 followed by the Coastal Development Authority and the Northern Development Authority.

One thousand two hundred and twelve active projects were assessed under urban and Rural MMDAs CAPEX implementation in this year's APR largely due none availability of data. These projects had an average age of 6 months, with the highest age of 8 years and the lowest was 27 days. Out of the total number of projects, less than half (418) had attained 100 percent completion rate. The projects with 100 percent completion rate were all completed between 2019 and 2023. However, due to outstanding payments to contractors, these projects still remain active in the projects register of the MMDAs. Table 3.4.1 shows that projects that had longer duration of 8 years had lower average completion of about 68 percent.

**Table 3.4.1 Active Projects Age and Completion Rate**

Project Age	No. of Projects	Completion status		
		Average Rate (%)	Highest (%)	Least (%)
Projects that were 8 Years but less than 9 years	4	68.0	100.0	15.0
Projects that were 7 but less than 8 Years	4	75.0	100.0	45.0
Projects that were 6 Years but less than 7 years	1	100.0		
Projects that were 5 Years but less than 6 years	4	95.0	100.0	70.0
Projects that were 4 Years but less than 5 five years	5	76.0	90.0	50.0
Projects that were 3 Years but less than 4 years	7	64.0	100.0	30.0
Projects that were 2 Years but less than 3 years	23	78.0	100.0	20.0
Projects that were 1 Year but less than 2 Year	137	75.0	100.0	0.0
Projects that were Less than 1 Year	1027	51.0	0.0	100.0
<b>Total</b>	<b>1212</b>			

Source: MDAs Public Investment Plan, 2024-2027

Urban cities are defined by the size of their population. Ghana has over the years defined urban areas as localities that have a minimum population of 5000 and has 60 percent of its residents to be engaged in non-agricultural activities. The implication of this definition is that one district may have urban and rural localities. To avoid these complications in analysing urban MMDAs, this report defines urban MMDAs as metropolitan (250,000 population) and municipal (95,000 population) assemblies. A district assembly is expected to have a population threshold of 75,000 and is regarded as rural MMDA.

### 3.4.2. Total number of projects in Urban MMDAs

Assessment of MMDAs project registers reveals there were 712 projects running in MMAs. Tema Metropolitan Assembly (TMA) has seven projects in its register whilst Obuasi Municipal Assembly had 29 projects. West Mamprusi Municipal Assembly in the North East Region has 19 projects whilst Sagnerigu Municipal has 37 active projects. All these interventions were at different levels of completion and have been designed to improve the wellbeing of citizens living in these jurisdictions. The projects identified by Tema Metropolitan Assembly and their status of completion as at December 2023 are summarised in Table 3.4.2.

**Table 3.4.2 TMA project Register, 2023**

Project Description	Location	Contractor	Contract Sum (GHS)	Date of Award	Date Started	Expected date of completion	Expenditure to date	Outstanding balance	Status of completion
Construction Of 3-Unit Kindergarten Block and Wash-room and Ancillary Facilities	Comm. 1 (Site 7)	Messrs Rockxy Ventures Limited	667,363.10	15/08/23	07/08/23	15/02/24	334,620.80	332,742.30	95%
Redevelopment (Construction of Pavement) Of Manhean Lorry Terminal Within the Tema Metropolis – Phase II	Tema Manhean	Messrs Wise Solution Ventures Limited	748,046.28	18/10/23	07/02/24	18/04/24	0.00	748,046.28	80%
Paving Works at U Compound (Lot 1) And Tema Manhean Lorry Terminal	Tema Newtown	Messrs Gama Blue Limited	742,735.68	01/08/23	08/08/23	01/02/24	0.00	742,735.68	98%



Project Description	Location	Contractor	Contract Sum (GHS)	Date of Award	Date Started	Expected date of completion	Expenditure to date	Outstanding balance	Status of completion
Continuation Of 2-Unit Classroom Block and Construction of Additional Classroom Block with Wash-room	Tema Comm. 10	Messrs African Alliance Incorporation	700,285.00	11/08/23	26/09/23	11/12/23	453,229.10	247,055.9	90%
Redevelopment (Construction of Pavement) Of Manhean Lorry Terminal Within the Tema Metropolis-Lot 1	Tema Newtown	Messrs Wise Solution Ventures Limited	1,383,394.33	23/08/23	09/11/24	23/02/24	843,117.00	540,277.33	98%
Construction Of Animal Pound at Tema Abattoir	Industrial Area	Messrs Sagan Construction	121,446.50	23/08/22	23/08/22	23/11/22	33,192.00	88,254.50	80%
Completion And Extension of Kindergarten Block for Presby School at Tema Manhean	Tema Newtown	Perpatrice Cons. And Civil Eng. Ltd.	192,108.82	15/09/20	29/09/20	29/12/20	107,249.00	84,859.82	100%

Source: Tema Metro 2023 APR

### 3.4.3. Urban project age analysis

Urban MMDAs have significant project time overruns. On average, MMDAs in urban jurisdiction have planned duration of six to nine months. An assessment of MMDAs project registers indicated that urban MMDAs projects, on average, are as old as 58 months (4 years). The oldest project is the construction of one 3-Unit Classroom Block at Dodosuo Methodist in the Jaman South Municipal Assembly originally planned to last 5 months but is now 232 months old (19 years) given time overruns of 227 months (18 years old). Details on Urban MMDAs time overruns are summarised in Table 3.4.3.

**Table 3.4.3 Details Urban MMDAs Projects that were near completion by December, 2023**

MDAs	Project Description		Planned duration of the project (months)	Age of the projects (months)	Time overruns of the projects (months)	Status of completion
	PIP Code	Name of legacy projects				Percentage (%)
Kintampo Municipal	119414S	Construction of a Police Station at New Longoro	8	56	48	100 But with 188,664.43 outstanding balance
	2822	Construction of 2-Unit Kindergarten Block with Ancillary Facilities (L-Shape) at Kaka SDA primary	6	14	8	100 But with 561,106.00 outstanding balance
Jaman South Municipal	3113251	Rehabilitation, Expansion and Completion of a three Storey Office Complex for Jaman South Municipal Assembly at Drobo	13	20	7	80
	3113110	Drilling, Construction and Mechanization of 13 No. Boreholes in selected Communities	2	64	62	85
	3111258	Construction of 1 No. 3-Unit Classroom Block at Dodosuo Methodist	5	232	227	85
	3111208	Construction of 1 No. semi-detached Bungalow at Drobo	18	160	142	90
Ho Municipal	3111258	Construction of a canteen for Ho Municipal hospital at Atikume Ho	10	18	8	100 But with 2,175.00 outstanding balance
	3111354	Construction of fence wall around the central market, Ho	6	17	11	98
	3111258	Construction of 2 storey 84-unit shops, 12-unit w/c, restaurant and other facilities at Ho	18	25	7	100 But with 17,820.25 outstanding balance
	3111258	Construction of 2 storey 37-unit shops with ancillary facilities at Ho	12	35	23	100 But with 300,816.15 outstanding balance
	3111258	Construction of 2 storey 54 units shops 12 units and ancillary facilities at Ho	12	35	23	95
	3111256	Construction of 300 capacity dining hall with elevated platform and other ancillary facilities at Shia	5	17	12	100 But with 678.38 outstanding balance
	3111256	Completion of 1No. 6-unit classroom block with ancillary facilities at Tanyigbe	6	65	59	100 But with 35,492.77 outstanding balance
	3111258	Construction of community centre at Tanyigbe Dzafé	18	26	8	99
Wassa Amenfi East Municipal	1321236	Construction Of 3 No. Mechanized Borehole for Selected Market Centers (Bawdie, Wassa Akropong and Nananko)	4	52	48	99
	0220734	Construction of 1 No. 6 Unit Classroom Block at Moseaso	5	53	48	90
	02210871	Construction of 1 No. 6-Unit Classroom Block at Nsuopun	6	42	36	100 But with 29,487.40 outstanding balance

Source: MMDAs 2023 APRs

### 3.4.4. Urban MMDAs Project completion status (physical & financial)

The high time overrun associated with urban MMDAs projects affected the completion status. On average, Urban MMDAs implemented 85 percent of their physical projects as at December 2023. La Dadekotopon Municipal Assembly was randomly selected for this analysis. It implemented several capital projects in 2023 and an assessment of their performance shows high completion rate of active projects and less time overrun. This is as a result of the good financial position of the Municipal Assembly. Its total estimated revenue was GHS23.5 million in 2023 out of which GHS21.2 million was achieved representing 90 percent achievement

(Table 3.4.4 and Table 3.4.5).

**Table 3.4.4 Financial position of La Dade-Kotopon Municipal Assembly, 2021-2023**

Revenue Sources	Estimates (GHS)			Performance (GHS)		
	2021	2022	2023	2021	2022	2023
IGF	10,794,534.80	10,319,344	12,391,350.00	10,794,534.80	11,940,481.98	12,069,266.62
DACF	1,067,151.23	6,373,334.00	4,841,270.00	1,067,151.23	2,315,920.66	1,613,625.87
MP's CF	294,652.07	320,268.00	358,701.00	294,652.07	456,777.15	379,657.72
PWDs CF	79,035.89	192,161.00	120,000.00	79,035.89	176,863.87	138,885.12
DDF/DACF-RFG	1,119,615.00	1,688,832.00	1,051,000.00	1,119,615.00	1,144,509.65	1,447,620.10
GOG Transfers	4,279,190.59	4,619,511.00	4,553,504.00	4,279,190.59	4,601,814.06	5,069,991.07
MSHAP/HIV	2,804.17	32,026.00	20,000.00	2,804.17	22,667.04	12,151.40
CIDA	54,504.76	32,876.00	150,000.00	54,504.76	32,876.98	32,294.33
GARID	0.00	220,000.00	70,400.00	220,400.00	220,400.00	420,971.00
LEAP	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTALS</b>	<b>17,911,888.51</b>	<b>23,798,752</b>	<b>25,711,880.00</b>	<b>17,911,888.51</b>	<b>20,695,911.39</b>	<b>21,188,232.25</b>

Source: La Dade Kotopon 2023 APR

**Table 3.4.5 Project completion status of LaDMA, 2023**

Name of project	Project age	Estimated cost (GHS)	Completion status (%)	Expenditure to date (GHS)	Time overruns
Completion and construction of a Market Complex	7years	6,991,685.49	100	6,198,147.80	5years
Construction of Block wall Fencing and Security Post	4years	447,909.90	100	447,909.90	1year
Complete construction of 0.9m x 0.6m U-drain	11 months	129,519.00	100	129,519.00	9months
Complete construction of 0.6mm U-drain at Odiko street (Brotherhood church road)	11months	198,167.22	100	188,258.86	9months
Completion of 1No 3-storey 18-unit classroom block with anc. Facilities	2 years	3,541,251.05	75	833,890.36	1 year
Construction of (Data Center, Storeroom and Vaccine Cold room)	2months	531,853.00	65	0.00	-
Rehabilitation and Re-roofing of Basic Schools	8months	529,369.00	100	529,369.00	2months
Complete the supply of 1,700 mono desk & 50pcs teacher tables & chairs	2years	514,000.00	100	514,000.00	1year
Completion of 1No 3-storey 18-unit classroom block with anc. Facilities	2years	3,541,251.05	75	990,000.00	1year
Completion of block wall fencing with security post	4years	407,523.90	100	407,523.90	2years
Completion of 1No 3-unit classroom bock with anc. facilities (ground floor)	2years	547,909.65	100	547,909.65	1year
Completion of 1No. 6-unit classroom facilities	5years	583,015.30	100	583,015.30	4years
Completion of 0.9m U -drain	4years	441,198.90	87	346,527.65	3years
Construct 1No. 2-storey 6-unit classroom block with ancillary facilities and landscaping	1year	1,224,421.10	100	1,224,421.10	5months
Undertake surfacing works (resealing and Asphalt overlay) and Access Road	9months	00	60	00	2months
Const. 3No speed humps (rumble strips) & 10N0. Metal Gratings	4months	147,850.00	100	147,350.00	3months

Name of project	Project age	Estimated cost (GHS)	Completion status (%)	Expenditure to date (GHS)	Time overruns
De-silting, dredging & cleansing of earth and concrete drains.	6months	613,800.00	100	613,800.00	4months
Construction of 1No. parking lot at American Embassy	1year	60,000.00	90	0.00	1year
Construct 1no. Staff Canteen	8months	549,855.60	100	549,855.60	2months
Surface marking works at LADMA main Assembly Parking	-	33,100.00	100	33,100.00	-
Identify one transfer station & support plastic waste management					
Execute the GAMA GASSLIP San & Water Project (Household & 4 Institutional toilets)		800,000			
Implement MP's projects & prog	1	100,000	100	91,919.6	-
Support Community Initiated Projects sustainably		300,000.00	100	300,000.0	-
Prepare and Implement Operation and Maintenance Plan		89,893.00	100	41,744.16	
Installation of streetlight			100		
Purchase and install 3 generator plants and installation of solar panels, electrical fencing, and CCTV Cameras	2 months	398,628.00		0	
Implement GARID O&M Activities	1	420,971.00	100	358,771.00	
Execute the GAMA San & Water Project (Household & 4 Institutional toilets)	1	800,000.00	72%	120,000.00	
Procure sanitation equipment, Compaction Truck, noise machine	1	65,000.00	100	65,000.00	-
Procure equipment & office furniture		228,333.12	100	228,333.12	
Landscape & beautify areas		95336.68	85		
Procure relief items for disaster victims	1 month	289,547.20	100	289,547.20	
Maintenance of all mechanized boreholes and pipe-borne water systems	3 months	26, 885.00	100	26, 885.00	
Register all Assembly's landed properties		13,000.00		13,000.00	

Source; LaDMA, 2024

The financial situation of La Dade-Kotopon Municipal Assembly implies contractors were paid on time to execute contracts. That notwithstanding, one major concern which affected the Assembly was the directive by Central Government for MMDA's to halt direct collection of property rates which is one of the key items in the Assembly's internally generated funds.

The remaining Urban MMDAs have similar conditions as La Dade-Kotopon Municipal Assembly. While some projects have high completion rate, others have low completion rate and this is largely dependent on the funding sources. Available data shows that projects financed by DPs have high completion rate and less time overruns

whilst projects finance by central government especially under GETFund has low completion status and high time overruns. IGF is used by the assemblies to cater for the shortfalls in central government funding but was severely affected by Central government policy decision to halt direct collection of property rates by the assemblies.

### 3.4.5. Estimated Cost and Time Overrun

Inadequate budgetary provisions, releases and expenditure on capital investments for the period 2021 to 2023 was observed at the metropolitan and municipal assemblies. Inflows from DACF, DACF-RFG, IGF and donor supports earmarked for capital projects were

less than the unconstrained and constrained allocations in the MMDAs 2023 annual action plans and budget statement leaving huge gaps in financing (unfulfilled aspirations).

The Ledzokuku Municipal Assembly in the Greater Accra Region had planned to spend GHS27.5 million on capital projects in line

with its 2023 annual action plan. However, that amount was reduced to GHS5.5 million due to internal and external budgetary constraints. Similar situation pertains to all the metropolitan and municipal assemblies (Table 3.4.6).

**Table 3.4.6 CAPEX estimates and performance of Urban MMDAs, 2023**

MMDAs	Planned capital expenditure (GHS)		Released CAPEX (GHS)	Actual Capital Expenditure (GHS)	Variance (GHS)		
	Unconstrained (A)	Constrained (B)	(C)	(D)	A-B	B-C	C-D
Accra Metro.	44961530.16	13475661.48	6542315.36	5954832.49	31485868.68	7520828.51	0.00
Tema Metro	16960000.00	10674446.00	3331465.84	3322450.59	6285554.00	13475119.41	137890.67
Ga East Mun.	7135982.80	7135982.80	5470213.04	3998284.25	713598.28	1965859.80	1171838.75
Ledzokuku Mun	27471250.90	5503424.43	17102582.80	17102582.80	21967826.47	11599158.37	0.00
Ga South Mun.	11010821.70	11010821.70	3483848.26	2497742.08	0.00	986106.18	0.00
Ashaiman Mun.	1558905.00	1558905.00	3608435.79	1968948.85	0.00	619068.64	-173987.47
Adentan Mun.	8905949.20	8678219.64	5637860.80	5637860.80	227729.56	3040358.84	0.00
Kpone-Kantamanso	6700027.97	8794705.89	4312007.69	4269238.92	-2094677.92	4525466.97	42768.77
La Nkwantanang Madina Mun	7915524.63	7915524.63	3224539.81	3224539.81	0.00	4690984.82	0.00
La Dade-Kotopon	6618971.44	4656955.43	4656955.43	4468544.69	1962016.01	188410.74	188410.74
Ningo Prampram	3867400.00	2602435.00	591380.20	506971.37	1264965.00	2011054.80	84408.83
Okaikwe North	23434442.88	9773317.00	4438813.24	3070004.42	13661125.88	5334503.76	1368808.82
Ablekuma North	10846271.55	7703415.50	3308242.21	3151987.92	3142856.05	4395173.29	156254.29
Ablekuma West	9279445.00	6713445.00	5336418.08	5209368.17	2566000.00	1377026.92	127049.91
Ayawaso East Mun	5680000.00	5455000.00	4177656.86	2706261.12	225000.00	1277343.14	1471395.74
Ayawaso North	6410309.00	6103321.00	2451624.57	2451624.57	306988.00	3651696.43	0.00
Ayawaso West Mun	8297610.22	12959473.70	3667941.59	3667941.59	21257083.92	9291532.11	0.00
Ga West	5606956.73	4779689.86	1732670.27	1732670.27	827266.87	3047019.59	0.00
Ga North Mun	8693522.50	4916959.09	2072644.91	1908616.26	3776563.41	2844314.18	164028.65
Weija-Gbawe Mun	4709729.92	4709729.92	3821454.00	2155368.03	0.00	888275.92	1666085.97
Tema West Mun	9351958.57	7539481.82	4664794.05	4442661.42	1812476.75	2874687.77	222132.63
Krowor Mun	3293013.37	3302571.62	762800.46	847800.46	-9556.25	2539771.16	-85000.00
Korle Klottey Mun	15101303.38	11319392.20	7122083.21	6870165.12	3781911.18		
Ayawaso Central	9838989.05	9851814.00	4732270.63	2650467.57	0.00	5119543.37	2081803.06
Ablekuma Central	7501400.90	6291434.78	6091259.18	1243661.03	1209966.12	200175.60	4847598.15

Source: MMDAs 2023 APRs

The problem of inadequate financing of development projects by urban MMDAs has been part of the development discourse for the past decades without any comprehensive solution. Efforts must be made by central government to improve and expand the macroeconomic environments to enable adequate financing of these interventions. This will prevent the phenomenon of high time overruns and cost overruns associated with urban project implementation. NDPC should collaborate with MoF to:

- lead discussions for solutions;
- strengthen the capacities of urban MMDAs to prepare realistic plans and budgets taking into account the existing fiscal space; and
- enhance the capacity of planning and budget officers

### 3.5: Summary of rural MMDAs CAPEX implementation

Total number of projects, project age analysis, project completion status (physical and financial), estimated cost and time overruns

#### 3.5.1. Total number of rural projects

Rural areas have many needs and these needs are identified by MMDAs through their needs assessments during the preparation of the medium-term development plans. Available data on selected Rural MMDAs indicate a total of 500 projects were designed by rural MMDAs to address the pressing needs of the citizenry. The interventions cover education, health, water, sanitation, human security, road and housing infrastructure among others.

Twifo Atti Morkwa District Assembly in the Central Region had 38 projects active in the district but the interventions were at different levels of completion. Biakoye District Assembly in the Oti Region also has 28 physical projects running in the district with most of them focusing on health, education, water and sanitation. Bawku West District Assembly in the Upper East Region also has 15 physical projects.

The data further revealed that whilst most of the interventions of rural MMDAs are initiated and supervised by the assemblies, a number of the projects were also implemented by government agencies in Accra and sometimes without the knowledge of the planning authorities at the sub-national level. A handful of these projects commenced in the early 2000 and therefore have long time and cost overruns.

#### 3.5.2. Project age analysis of rural districts

The outcome of the project age analysis of rural MMDAs is similar to that of the urban MMDAs. On average, MMDAs' projects are as old as 62.3 months. The oldest project in this category is the construction of one Two- Bedroom Semi-Detached Bungalow at Akatsi South District in the Volta Region originally planned to last for 5 months but was 178 months old as at December 2023 and had 168 months' time overrun (Table 3.3.6).



Table 3.3.6 Rural MMDAs Legacy Projects that were near completion, 2023

MMDAs	Project Description		Planned duration of the project (months)	Age of the projects (months)	Time overruns of projects (months)	Status of completion
	PIP Code	Name of legacy projects				Percentage
Ahafo Ano South East	220761	Construction and furnishing of 1No. 3-unit class block with ancillary facilities at Pokukrom	8	33	25	100 But with 111,721.99 outstanding balance
	1618007	Construction of 1No. 3-unit bedroom teachers' quarters at Adugyama	12	29	17	100 But with 114,268.60 outstanding balance
Akwimoba Kwanwoma	0316102	Complete the construction of 6-unit Dormitory block at Afua Kobi SHS in Trabuom	5	72	67	85
	0217123	Complete the construction of 1No.3-unit classroom block at Foase Kobriso	5	72	67	100 But with 10,992.70 outstanding balance
	0517002	Complete the construction of 1No. CHPS compound at Asaago	5	75	15	85
Kintampo South	0516017	Construction of CHPS compound with attached 2-bedroom Staff Quarters at Weila	5	96	91	85
	2118013	Construction of 2No. 20-Unit market stalls at Jema	6	69	63	100 with 10,000 outstanding balances
Jaman North	3111205	Construction of 1No. 6 Unit Class Room Block at Duadaso II Pentecost Primary School	9	72	63	93
	3111205	Construction of 1 No. 3-Unit Classroom Block with ancillary facilities at Buko DA Primary	5	58	53	80
	3111207	Construction of Maternity Ward at Goka Health Centre, Goka	5	46	41	98
Tain District	3111256	Construction of 1No. 2-Unit Kindergarten (KG) Classroom Block at Presby School, Nsawkaw	3	46	43	80
Dormaa West	0220594	Construction of 3-Unit classroom block at Yaw-Owusukrom	48	60	11	95

MMDAs	Project Description		Planned duration of the project (months)	Age of the projects (months)	Time overruns of projects (months)	Status of completion
	PIP Code	Name of legacy projects				Percentage
Dormaa Central	0218304	Construction of 1No. 2-Unit Kindergarten (KG) Classroom Block with Dinning Hall, Resting room, Office, Store and 2-Seater KVIP toilet at Amakyekrom	25	55	30	100 But with 50,641.67 outstanding balance
	0220595	Construction of 1No. 6-Unit Classroom Block, Office and Store with Ancillary facilities at Aboabo NO. 4 Methodist Primary School	6	53	47	100 But with 189,076.65 outstanding balance
	0519391	Construction of 1No. CHPS Compound at Atesikrom	6	53	47	100 But with 100,749.07 outstanding balance
	0516013	Construction of 1No. CHPS Compound Manteware	8	96	88	100 But with 26,690.00 outstanding balance
Nkwanta South	221967	Construct 1no. 3-Unit Classroom Block with ancillary facilities (1no. 4-Seater KVIP, 1no. 2-Unit Open Urinal, Head Master's Office and Store) at Kromase M/A Primary school	6	19	13	100 But with 73,229.80 outstanding balance
	1155023	Phase 1: Spot improvement of 32km Nkwanta to Kue Feeder Road including 3No. Pipe Culverts (1No. 0.9m, 1No. 1.2m and 1No. 1.2 double cell) at Nkwanta -Odomi Challa -Gekrong -Keri	5	5	0	95
Nkwanta North District	3111253	Construction of CHPS Compound at Abunyanya	18	76	58	100 But with 157,245.57 outstanding balance
	3111253	Construction of CHPS Compound at Obunja at Obunja	5	108	103	100 But with 52,226.82 outstanding balance
	3111303	Construction of 1no. 10-seater Water Closet Toilet at Damanko Market	15	31	16	100 But with 26,964.05 outstanding balance



MMDAs	Project Description		Planned duration of the project (months)	Age of the projects (months)	Time overruns of projects (months)	Status of completion
	PIP Code	Name of legacy projects				Percentage
Talensi	1816012	Renovation of a Police Post at Sheaga	6	88	82	80
	1300002	Completion: Drilling, Construction and Hand Pump Installation of 15No. Boreholes for Selected Communities in the District.	4	52	48	100 But with 40,116.45 outstanding balance
	0315098	Completion of dormitory block at Bolgatanga SHS at Winkogo	5	100	95	100 But with 20,000.00 outstanding balance
	1616023	Completion of 12 rooms teacher's accommodation, 3 no. toilet (Phase1) at Datuko	5	76	71	100 But with 30,004.83
	0220823	Construction of 1No. 3unit classroom block at Sakorit	6	30	26	100 But with 84,759.56 outstanding balance
Akatsi South	1616003	Construction of 3-Bedroom Self-Contained Bungalow for Medical Consultants at Akatsi Hospital	6	82	76	85
	1611019	Lot 2 Construction of 1 No Two- Bedroom Semi-Detached Bungalow at Akatsi	10	178	168	80
	1611020	Construction of 1No 4-Bedroom Nurses Quarters for Ghana Health Service at Wute	5	29	24	95
	0520225	Construction of CHPS Compound at Wuxor	5	45	40	100 But with 252,621.45 outstanding balance
S e f w i Akantombra	0518058	Construction of 3Unit Classroom block with office and stores at Sikaneasem	8	74	66	100 But with 8,146.62 outstanding balance
	0516047	Construction of CHPS Compound at Tumuda	6	88	82	80
	0210105	Construction of 3Unit Classroom block at Chorichori	6	88	81	95
	0113019	Construction of 1No. NHIS Office Complex at Akantombra	6	124	118	98
	0210103	Construction of 1No. 3Unit classroom block at Betenase	6	40	34	100 But with 23,334.22 outstanding balance
	0210104	Construction of 1No. 2Unit Kindergarten Block with ancillary facility at Nsawora	6	40	34	100 But with 2,240.81 outstanding balance



MMDAs	Project Description		Planned duration of the project (months)	Age of the projects (months)	Time overruns of projects (months)	Status of completion
	PIP Code	Name of legacy projects				Percentage
Afigya Kwabre North	0121001	Construction of 1No. Fire Service Station, Ambulance Service Unit and NADMO Office with Mechanized Borehole at Boamang	4	29	25	85
Ahafo Ano South East	220761	Construction and furnishing of 1no. 3-unit class block with ancillary facilities at Pokukrom	8	41	33	100 But with 111,721.99 outstanding balance
	1618007	Construction of 1no. 3-unit bedroom teachers' quarters at Adugyama	12	41	29	100 But with 114,268.60 outstanding balance
Bosome Freho	0520145	Completion and furnishing of 1 No. CHPS compound at Duase	12	42	30	80
	0118018	Construction of office Block for the Agric Directorate at Asiwa	12	65	53	90
	1617010	Construction of 1 No. 2-Bedroom Semi-detached Bungalow at Asiwa	12	84	72	80
	0220580	Const. of 1 No. 6-Unit Classroom block at Nsuaem No.2	12	58	46	100 But with 328,130.83 outstanding balance
	1318736	Drilling & Const. of 10 No. Borehole facilities at Kwakumensahkrom	12	68	56	100 But with 116,796.50 outstanding balance
	2119329	Sectional completion of Block B of market stores with 10 stores, 2-banking hall at Asiwa	12	58	46	100 But with 659,901.38 outstanding balance

Source: MMDAs 2023 APRs

### 3.5.3. Rural Project Completion Status (Physical and Financial)

Available data on rural MMDAs shows that many of the districts have projects that are completed but with significant outstanding balance to pay. A number of the projects in this category are near completion (90 percent on average) but have not been prioritised by the planning authorities in their budgets and thus exacerbating the existing inequality and deprivation between rural and urban districts.

The budgetary allocation and releases by central government to these rural districts are inadequate and hardly address the pressing issues in their plans. A number of rural districts also have small IGF base and may not be able raise internally generated funds to fill in the short fall of central government financing (Table 3.5.1).

**Table 3.5.1 Rural MMDAs CAPEX Allocation and Expenditure on Active Projects**

MMDAs	MTBF Envelope (GHS)		Performance (GHS)	
	Ceilings		Released	Expenditure
	2025	2024	2023	2023
Shai-Osudoku District	5,749,248.00	5,749,248.00	1,414,226.29	1,414,226.29
Ada West District	2,862,946.00	2,862,946.00	723,541.00	412,576.80
Ada East	6,966,772.62	6,966,772.62	1,316,409.46	1,316,409.46
Nkwanta North	24,586,170.97	24,260,898.93	7,302,477.54	5,369,819
Krachi Nchumuru District	2,500,000.00	4,000,000.00	613,313.20	613,313.20
Kadjebi District	11,952,963.00	11,906,563.00	2,491,009.96	6,767,994.31
Guan District	2,968,764.00	2,568,764.00	289,232.58	49,401.00
Biakoye District	4,513,323.19	4,513,323.19	4,206,056.37	286,873.95
Talensi District	6,334,880.12	6,818,863.78	2,635,116.93	2,635,116.93
North Tongu District	3,236,919.86	3,236,919.86	1,472,337.00	1,472,337.00
Ho West District	839,133.75	799,175.00	10,283,886.00	10,283,886.00
Anloga District	4,744,117.20	3,953,431.00	1,072,955.76	1,072,955.76
Akatsi South	2,111,595.48	1,919,632.25	1,345,851.30	1,345,851.30
Akatsi North	3,313,273	3,313,273	500,047.77	500,047.77
Sefwi Akontombra District	1,785,219.35	1,785,219.35	2,375,416.00	752,805.97
Wassa East District	3,211,667.51	2,919,725.01	784,079.08	784,079.08
Wassa Amenfi West	1,478,367.75	1,478,367.75	846,856.23	846,856.23
Wassa Amenfi Central	5,918,800.17	4,710,052.83	4,154,569.45	52,016,420.30
Wassa Amenfi East	5,057,457.88	1,500,000.00	2,162,964.22	2,162,964.22
Shama	213,876.96	2,563,114.54	3,813,849.63	3,813,849.63
Nzema East	273,744.78.00	240,000.00	513,744.78	513,744.78
Mpohor District	2,550,363.64	2,428,917.75	3,082,347.60	2,183,042.51
Ellembelle	5,477,322.72	5,660,549.00	7,062,586.00	839,066.82
Tano North	3,066,043.42	2,787,312.22	2,533,920.20	1,843,719.50
Afigya Kwabre North	3,866,181.96	3,514,710.87	859,047.42	1,511,231.19
Afigya Kwabre South	6,120,888.40	5,564,444.00	5,396,634.47	826,892.99
Amansie South District	6,260,747.00	6,176,422.00	6,092,097.00	6,092,097.00
Atwima Kwanwoma District	3,965,188.34	3,535,879.98	3,042,722.81	987,557.49
Bosome Freho District	980,352.25	1,418,828.56	440,877.67	193,910.94
Sekyer South District	2,372,632.57	2,261,531.99	1,342,085.40	1,342,085.40

Sources: MMDAs 2023 AP

### 3.5.4. Rural Projects Estimated cost

Scarcity of financial resources was observed as the major constraints facing rural MMDAs. Inflows from DACF, DACF-RFG, IGF and donor supports earmarked for capital projects were

less than the unconstrained and constrained allocations in their 2023 annual action plans, leaving huge gaps in development financing (unfulfilled aspirations) and resulting in huge cost overruns (Table 3.5.2).

**Table 3.5.2 Rural MMDAs projects financial status, 2023**

MMDAs	Estimate (GHS)		Release (GHS)	Expenditure (GHS)	Variance (GHS)		
	Unconstrained (A)	Constrained (B)	(C)	(D)	(A-B)	(B-C)	(C-D)
Sawla-Tuna-Kalba	8,552,000.00	8,552,000.00	1,694,608.79	1,694,608.79	-	6,857,391.21	0
North Gonja District	9,290,001.00	7,173,800.00	445,742.00	445,742.00	2,116,201.00	728,058.00	0
North East Gonja	2,802,908.28	2,802,908.28	292,350.00	292,350.00	-	2,510,558.28	0
Central Gonja	4,870,856.31	4,870,856.31	773,634.19	773,634.19	-	4,097,222.12	0
Sefwi Akontombra	3,241,222.61	3,605,081.41	3,605,081.41	919,953.37	-363,858.80	0	2,685,128.04
Juaboso District	2,849,559.25	2,449,539.25	1,557,196.86	1,557,196.86	400,020.00	892,342.39	0
Bodi	946,002.00	803,179.25	281,268.68	151,063.17	142,822.75	521,910.57	130,205.51
Bia East	41,344,740.71	3,161,669.17	655,418.45	655,418.45	973,071.54	2,506,250.72	0
Nkwanta South	9,949,014.49	1,287,571.00	521,964.72	521,964.72	8,661,443.49	765,606.28	0
Nkwanta North	10,707,644.54	7,302,477	1,192,783	1,192,783	3,404,861.54	0	0
Krachi West	8,829,193.42	5,496,036.00	720,089.21	720,089.21	3,333,157.42	4,775,946.79	0
Krachi Nchurumu	623,961.00	613,313.20	613,313.20	613,313.20	10,647.80	0	0
Kadjebi District	4,282,487.00	781,551.70	781,551.70	781,551.70	3,500,935.30	0	0
Jasikan	3,086,106.14	2,002,679.11	1,345,681.80	499,913.61	1,083,427.03	656,997.31	845,768.19
Guan	4,561,626.40	4,561,626.40	453,311.94	453,311.94	1,870,115.31	1,416,803.37	0
Biakoye District		4,206,056.37	4,206,056.37	286,873.95	4,206,056.37	0	3,919,182.42
Krachi East	4,671,114.78	2,916,812.31	1,092,750.20	476,427.18	2,896,738.25	846,150.42	529,438.96
Kintampo South	2,098,750.05	1,825,000.00	664,363.00	664,363.00	273,750.01.00	1,160,637.00	0
Nkoranza North	3,041,017.48	2,765,818.43	2,632,522.64	1,633,233.05	2,765,818.43	2,765,818.43	132,585.38
Pru East District	4,694,470.00	4,605,180.00	379,880.00	379,880.00	89,290.00	4,225,300.00	0
Pru West District	8,485,000.00	3,515,862.39	205,162.73	205,162.73	4,969,137.61	3,310,699.66	0
Sene East District	12,566,694.41	3,621,924.00	653,179.26	653,179.26	8,944,770.41	2,968,744.74	0



Sene West District	8,231,643.00	3,255,000.00	1,102,872.77	414,337.64	4,958,643.00	2,152,127.23	688,535.13
Techiman Municipal	60,230,463.95	41,168,482.25	31,282,481.04	9,236,115.92	19,061,981.70	9,886,001.21	22,046,365.12
Techiman North	40,014,604.36	5,464,562.96	1,566,997.89	1,566,997.89	34,550,041.40	3,897,565.07	0

### 3.5.5. Rural Projects Time overruns

Rural MMDAs have average time overruns of four years for projects originally planned to last between five to nine months. Akatsi South District in the Volta Region recorded the highest time overruns of 168 months in 2023.

## 3.6: Capital Envelope Spent on Active Projects

The analysis showed that GoG's intervention is required to address the issue of high time overruns and its associated cost overruns for development projects at all levels. The proportion of the national capital envelope spent on ongoing or active project is a key indicator for assessing the performance of the Public Financial Management for Service Delivery project under the World Bank Programme for Result intervention. By 2027, Government and the World Bank expect the country to spend 75 percent or more of the capital budget on active projects.

NDPC assessed the status of this target by monitoring progress towards its realisation with special focus on the performance of MDAs and MMDAs. The 2023 assessment indicates 48 MMDAs spent all their capital envelope on active projects in 2023 (Table 3.6.1).

**Table 3.6.1 MMDAs that spent all their capital envelope on active projects**

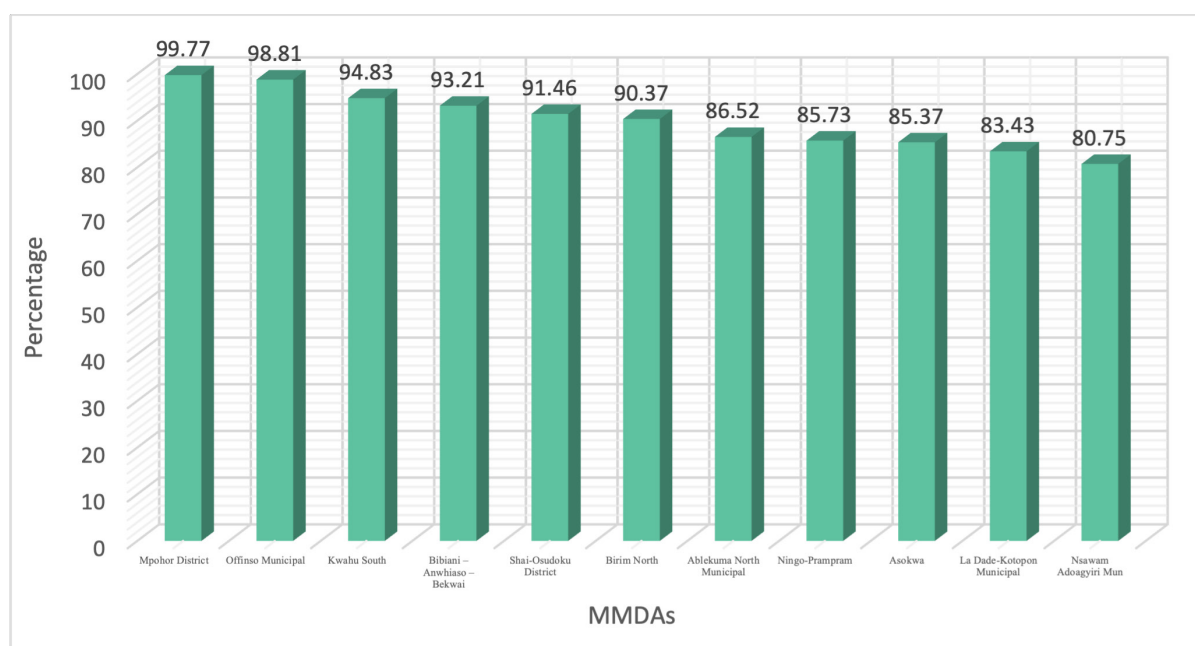
MMDAs	Estimate (%)	Performance (%)
Asunafo North	80-100	100
Kwadaso	80-100	100
Asante Akim North Municipal	80-100	100
Asante Akim North	80-100	100
Atwima Kwanwoma	80-100	100
Pru West	80-100	100
Ahanta West	80-100	100
Ellembelle	80-100	100
Jomoro	80-100	100
Prestea-Huni Valley Municipal	80-100	100
Ledzokuku Municipal	80-100	100
Ga West Municipal	80-100	100
Accra Metropolitan	80-100	100
Ada West	80-100	100
Ayawaso West Municipal	80-100	100
Ayawaso West	80-100	100
Kwahu Afram Plains South	80-100	100
Abuakwa South	80-100	100
Achiase	80-100	100

Yilo Krobo	80-100	100
New Juaben South	80-100	100
Kwahu East	80-100	100
Kwahu Afram Plains South	80-100	100
Fanteakwa South	80-100	100
Atiwa West	80-100	100
Akwapim South	80-100	100
Upper West Akim	80-100	100
Lower Manya Krobo	80-100	100
Denkyembour	80-100	100
Birim South	80-100	100
Atiwa East	80-100	100
Asuogyaman	80-100	100
Sunyani Municipal	80-100	100
Twifo Hemang Lower Denkyira	80-100	100
Ekumfi	80-100	100
Upper Denkyira East	80-100	100
Abura Asebu Kwamankese	80-100	100
Awutu Senya District	80-100	100
Effutu Municipal	80-100	100
North Tongu	80-100	100
Keta Municipal	80-100	100
Anloga	80-100	100
Akatsi South	80-100	100
Akatsi North	80-100	100
Builsa North Municipal	80-100	100
Talensi District	80-100	100
Nkwanta South	80-100	100
Krachi Nchurumu	80-100	100

Source: MMDAs 2023 APRs

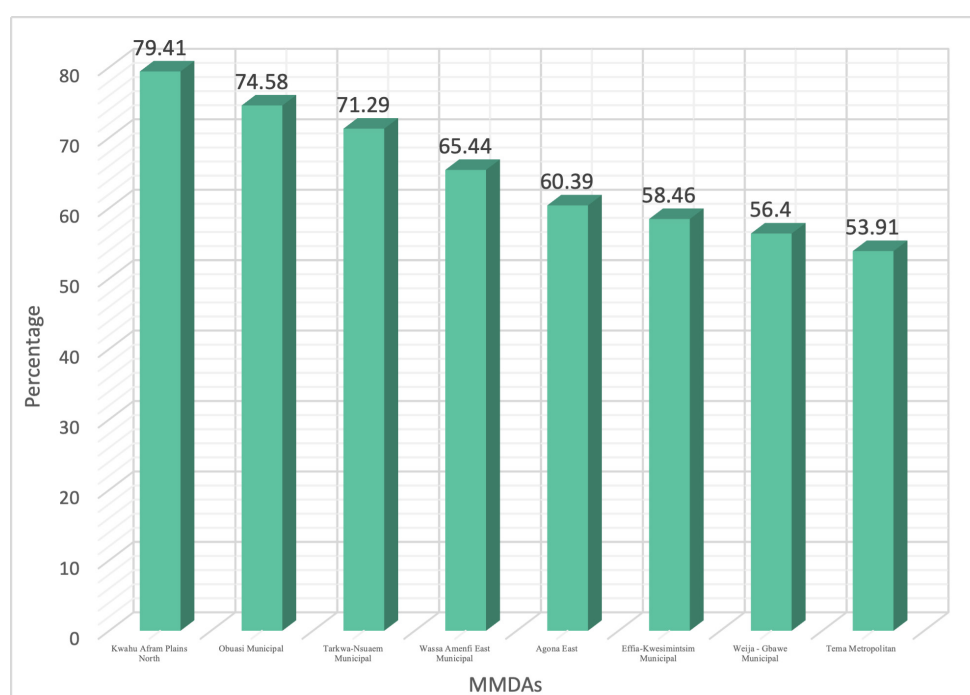
The data further reveals that eleven MMDAs spent between 80 to 99 percents of their capital envelope on active projects. They include Mpohor District in the Western Region, Offinso Municipal Assembly of the Ashanti Region, Kwahu South Municipal Assembly in the Eastern Region, Bibiani-Ahwiaso-Bekwai Municipal Assembly in the Western North Region and Shai Osudoku District Assembly in the Greater Accra Region. Only Nzema East District Assembly spent zero percent of its capital envelope on active projects. Figure 3.6.1, Figure 3.6.2, Table 3.6. 2 and Table 3.6.3 show the various categories of MMDAs capital expenditure on active projects.

**Figure 3.6.1 MMDAs that spent between 80 to 99 percent of their capital envelope on active projects**



Source: MMDAs 2023 APRs

**Figure 3.6. 2 MMDAs that spent between 50 and 80 percent of their capital envelope on active projects**



Source: MMDAs 2023 APRs

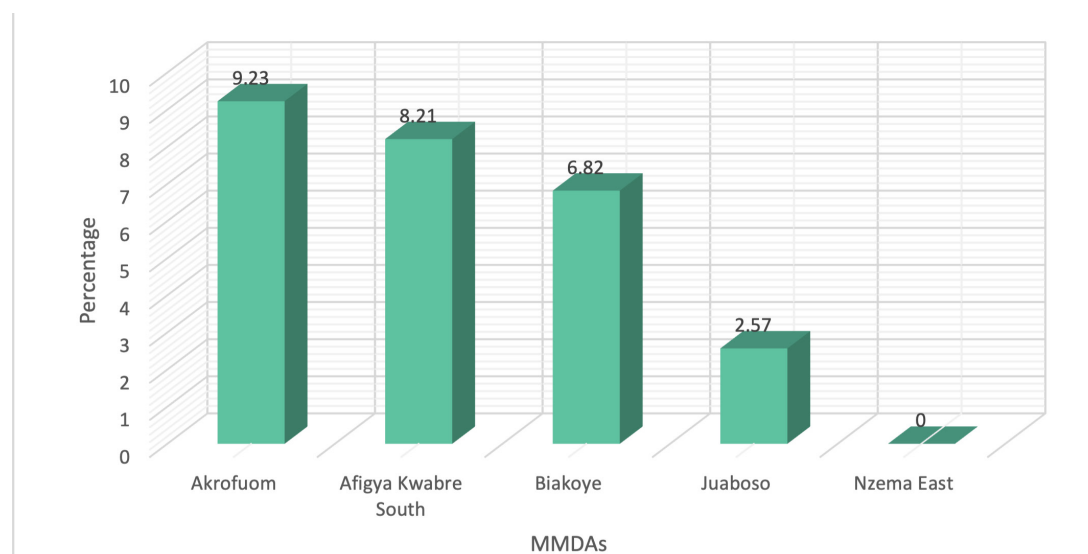
**Table 3.6. 2 MMDAs that spent less than 50 percent of their capital envelope on active projects**

MMDAs	Target	Performance
Okere	80-100	46.31
New Juaben North Mun	80-100	46.23
Cape Coast Metro	80-100	46.19
Nkoranza South	80-100	45.54
Krowor	80-100	44.91
Akyemansa	80-100	43.99
Berekum West	80-100	42.31
Dormaa Central Municipal	80-100	41.44
Yunyoo-Nasuan	80-100	40.28
Nadowli Kaleo	80-100	39.65
Tain	80-100	39.3
Jasikan	80-100	35.51
Tano North	80-100	35.31
Mfantseman Municipal	80-100	32.51
Ho Municipal	80-100	30.51
Gomoa Central	80-100	30.37
Techiman Municipal	80-100	29.52
Ayawaso Central	80-100	29.4
Bolgatanga Municipal	80-100	28.66
Juaben Municipal	80-100	28.02
Assin Foso Municipal	80-100	24.92
Ayawaso North Municipal	80-100	23.64
Assin South District	80-100	22.97
Sefwi Akontombra	80-100	20.88
Assin North	80-100	20.39
Sekondi-Takoradi Metropolitan	80-100	19.78
Ajumako-Enyan-Essiam	80-100	19.71
Suhum	80-100	19.44
Ada East	80-100	15.93
Asante Akim Central	80-100	13.12
Bodi	80-100	12.62
Twifo/Ati-Morkwa	80-100	12.41
Ahafo Ano South East	80-100	11.38
Ahafo Ano South East	80-100	11.38
Tema West	80-100	10.92
Guan	80-100	10.9
Kwaebibirem Municipal	80-100	10.8
Sunyani West	80-100	10.32
Akrofuom	80-100	9.23
Afigya Kwabre South	80-100	8.21
Biakoye	80-100	6.82

Juaboso	80-100	2.57
Nzema East	80-100	0,00

Source: MMDAs 2023 APRs

**Figure 3.6. 3 MMDAs that spent less than 10 percent of their capital envelope on active projects**



Source: MMDAs 2023 APRs

The MDAs also spent significant amount of their CAPEX on active projects during the year under review. Two MDAs; OAG/MoJ and MSWR spent all their CAPEX envelope on active projects whiles MoRD and MoFAD spent 99.61 and 96.99 respectively on their active projects.

**Table 3.6.3 MDAs that spent 100 percent of their capital envelope on active projects**

MDAs	Capital Envelope (GHS)	Amount spent (GHS)	Target (%)	Performance (%)
Office of the Attorney General and Ministry of Justice	110,178,436.20	110,178,436.20	80-100	100
Ministry of Sanitation and Water Resources	954,500.00	954,500.00	80-100	100
Ministry of Railways Development	347,368,349.70	346,000,000.56	80-100	99.61
Ministry Of Fisheries and Aquaculture Development	103,684,715.90	100,567,574.77	80-100	96.99

Source: MDAs 2023 APRs

MoCD, MoTAC, MoCRA and MoGCSP did not spend on active projects in 2023. MRH spent 45 percent of its annual capital budget on active projects (Table 3.6.4).

**Table 3.6.4 MDAs that spent less than 50 percent of their capital envelope on active projects**

MDAs	Capital Envelope (GHS)	Amount spent (GHS)	Target (%)	Performance (%)
Ministry of Roads and Highways	10,588,485,115.65	4,815,579,574.65	80-100	45.48
National Commission for Civic Education	3,450,157.51	74,901.00	80-100	0.22
Ministry of Environment, Science, Technology & Innovation	31,362,756.05	49,063.70	80-100	0.16

Ministry Of Chieftaincy & Religious Affairs	4,421,111.00	0	80-100	0
Ministry of Communications and Digitalisation	2,281,462.18	0	80-100	0
Ministry of Gender, Children and Social Protection	1,079,600.00	0	80-100	0
Ministry of Tourism and Creative Arts	34,957,219.20	0	80-100	0

Source: MDAs 2023 APRs

### 3.7. Summary of the status of land acquisition and resettlement by relevant projects

A review of the reports submitted by MMDAs to NDPC showed that Traditional Authorities and community leaders provided lands for capital projects. Key points from MMDAs reports on land acquisition and resettlements for capital projects include:

- Lands for the various projects were provided by the Traditional Authorities
- Government Land was used for the projects
- The land is demarcated as public land
- Virgin Land was acquired through the chiefs and hence no resettlement was done
- Projects were constructed on already existing facility land
- Built on secured Assembly land
- Land was provided by the community elders for free with no displacement

However, Adansi South, Techiman North and Prestea Huni-Valley acquired some of the lands for their capital projects from private individuals and had to pay compensation and resettled affected persons. Table 3.7.1 provides more details.

**Table 3.7.1 MMDAs Land acquisition and resettlement strategies, 2023**

MMDAs	Name of projects	How land was acquired	Resettlement strategies
Adansi South District	<ul style="list-style-type: none"> <li>Construction of 20-seater water closet public toilet facility with electricity connection,</li> <li>Provision of 1 No. mechanized Borehole with 5000 liters overhead tank and</li> <li>Provision of 20 No. waste bin at Asamanya</li> </ul>	Land was provided by the community through the Traditional Authorities	Appropriate compensation was paid to those on the land in order to have access.
Techiman North District	<ul style="list-style-type: none"> <li>Construction of Tourism information Centre</li> </ul>	Individual land owners in the Tanoboase community	Land owners compensated
Prestea Huni-Valley	<ul style="list-style-type: none"> <li>Demolition and Construction of 2No. Accommodation at Kokoase roundabout to pave way for the creation of access/pay pass road</li> </ul>	Individual family members of Kokoase community	Affected persons were relocated and compensated

Source: MMDAs 2023 APRs



# Chapter 4: Status of Flagship Projects and Programmes

## 4.0 Introduction

This chapter assesses the status of government flagship projects and programmes by identifying achievements and constraints in 2023. It begins by examining the allocation, releases and expenditure (financial performance) of government's flagship projects and programmes and concludes by examining the effects of the projects and programmes on the target groups.

The government streamlined its priority projects and programmes from 18 to 16 in the 2023 Budget Statement and Economic Policy, discontinuing two initiatives previously included in the 2022 Budget Statement. The two initiatives excluded from the 2023 budget were the Business Development programme; and Nation Builders Corps (NABCO). NABCO was excluded because it ended in 2022 and Business Development Programme was excluded because government mainstreamed the programme into MoTAC development programmes and projects in the 2023 fiscal year.

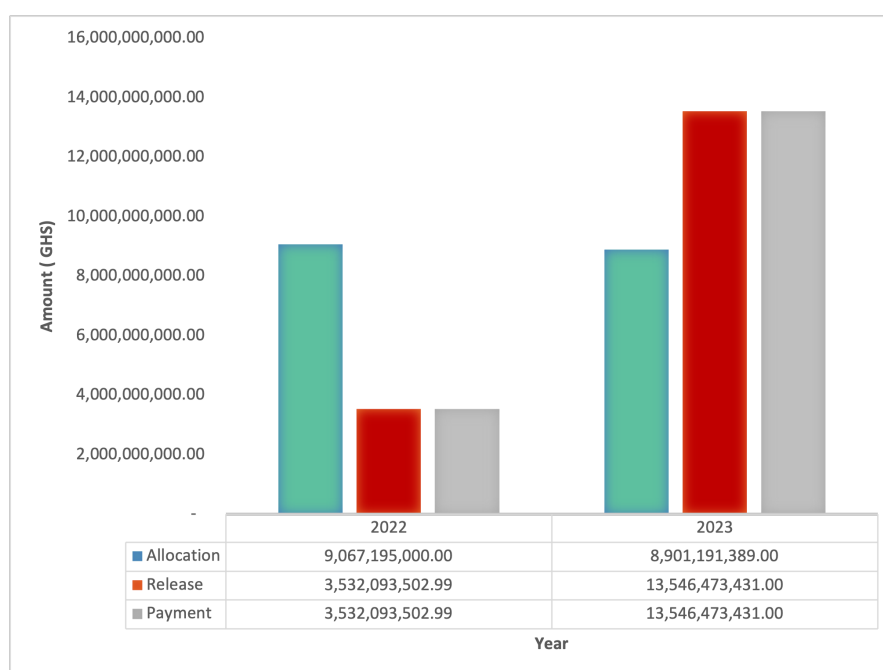
The 16 initiatives are; the Micro Finance and Small Loans Centre (MASLOC); Planting for Food and Jobs (PFJ 1 and 2); One District One Factory Programme (1D1F); Free Senior High School Programme (Free SHS); Teacher Trainee Allowances; Nursing Trainee Allowances; School Feeding Programme; Livelihood Empowerment Against Poverty (LEAP); Regional Reorganisation and Development; National Identification Programme (NIP); Fish Landing Sites; Railways Development; Roads Infrastructure; Water and Sanitation Initiative; Zongo Development Fund; and Infrastructure for Poverty Eradication Programme (SDI Secretariat and Development Authorities).

## 4.1 Financial Status of Flagship Projects and Programmes

### Expenditure on flagship interventions

The government allocated GHS8.9 billion for all the flagship initiatives in 2023. An amount of GHS13.5 billion was released to the implementing institutions representing 52.2 percent performance over the estimated budget. This improved performance sharply contrasts with the achievement in the previous year when government allocated GHS9.1 billion for all the priority projects but released only 38.95 percent (GHS3.5 billion) of the planned amount by December 2022 ( Figure 4.1.1).

**Figure 4.1. 1 Budget performance of flagship programmes and projects. 2022-2023**



Source: PIAD, MoF, 2024

Analysis of the allocation, release and payment for interventions under the flagship projects and programmes shows government intent to improve infrastructure in the country. This was done through the prioritisation of projects and programmes under the Environment, Infrastructure and Human Settlements Dimension of the Agenda for Jobs II Policy Framework in 2023. An amount of GHS3.4 billion was budgeted for all the priority areas under this dimension. However, implementing institutions received GHS8.5 billion by December 2023 representing 249.7 percent of the planned budget.

The beneficiary interventions included improvement of fish landing site, railways infrastructure and systems development, road Infrastructure improvement, water and sanitation infrastructure development, improving livelihood in Zongo communities, and Infrastructure for Poverty Eradication initiative.

The highest amount within the dimension was spent on road infrastructure development representing 81.8 percent of the total allocation for the dimension. The performance also means the road sector alone received 52.19 percent of the total payment under the flagship projects and programme in the year under review and it is in line with the MRH declaration of 2023 as action year for

the road sector (Figure 4.1.2).

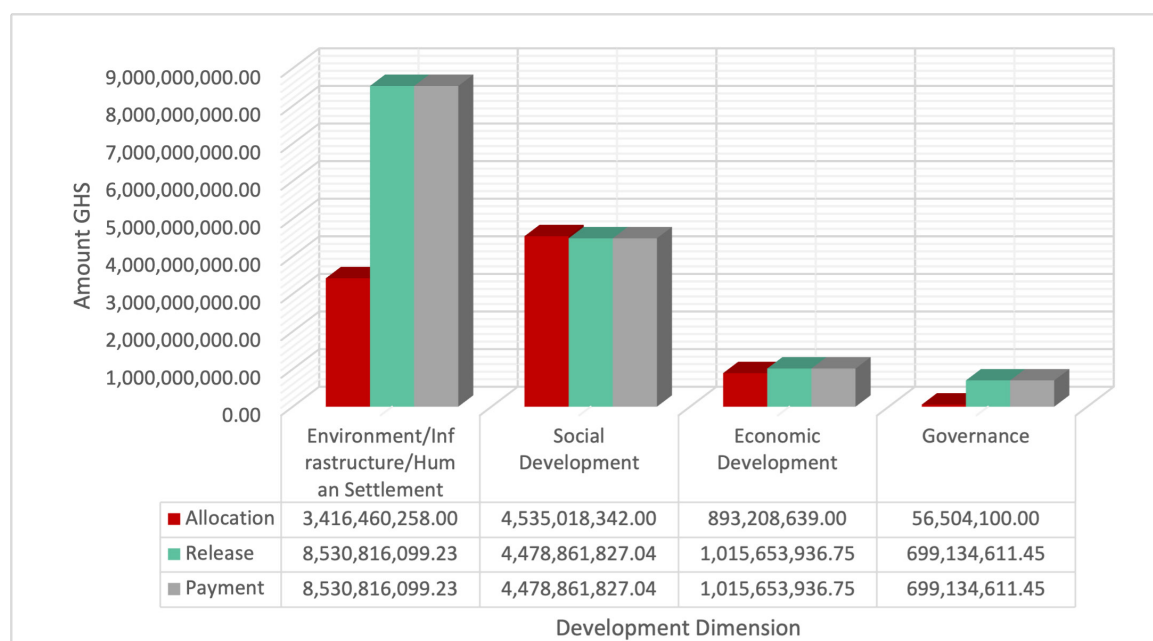
Interventions under Social Development Dimension were also allocated GHS4.5 billion for 2023 but the responsible agencies received GHS4.48 billion representing 98.9 percent of the dimensional allocation. The beneficiary institutions under this dimension include Free SHS, Teacher Trainee Allowances, Nursing Trainee Allowances, GSFP and LEAP.

Free SHS received the highest amount of GHS2.6 billion in 2023 among the interventions identified under the Social Development representing 57.1 percent of the total payment under this dimension. The performance also shows 59.11 percent improvement in releases to the programme over the previous year.

Three interventions were identified under the Economic Development Dimension of the Agenda for Jobs II policy framework and they are MASLOC, PFJ 1&2 and 1D1F. A total amount of GHS893 million was allocated by government to these programmes in 2023. As at December 2023, Government released GHS1 billion to the implementing agencies, representing 113.7 percent coverage.

PFJ received the highest amount of GHS867.7 million during the year, representing 85.3 percent of the total dimensional release (Figure 4.1.2).

**Figure 4.1.2 Budgetary allocations and releases to flagship projects under various dimensions**



Source: Ministry of Finance, 2024

Regional Reorganisation and Development; and NIP were identified as flagship projects and programmes under Governance, Corruption and Public Accountability. These interventions were allocated GHS56.5 million in 2023 but received GHS699.1 million during the year representing 1237.3 percent.

Interventions that experience short fall in expected allocations despite improvement in the budget performance included Infrastructure for Poverty Eradiction Programme (IPEP), Water and Sanitation, Railways Development, Fish Landing site, Regional Reorganisation and Development, LEAP, Nursing Trainee Allowances and 1D1F.

### Expenditure On Newly Introduced Flagship Projects and Programmes

Eight new initiatives were identified as other government flagship projects and programmes for 2023. These were Subsidy for 2018 BECE/WASSCE; Transfers to YEA; Ghana CARES; YouStart; One Teacher One Laptop; Scholarship for Second Cycle Schools; COVID-19 vaccines; and Operation Vanguard (Anti-Galamsey Operations and REGSEC). These government flagship projects and programmes were allocated budgetary resources and received actual payments of GHS 1.2 billion (Table 4.1.1).

GoG paid GHS343.48 million for COVID-19 vaccines from its budget allocation of GHS 300 million. Actual payment made for COVID-19 vaccines exceeded the budgeted allocation by 14.49 percent. YouStart received GHS25 million representing 2.5 percent of its budget allocation of GHS1 billion.<sup>41</sup> The details on the financial status of all the flagship projects and programmes targeted by the 2023 budget are outlined in Table 4.1.2.

**Table 4.1.1 Summary of new initiatives**

New Initiative		Actual Payment (GHS)	Variance (C)= B-A	Variance (percent) D=C/A*100
Transfers to YEA	0	236,269,550.35	236,269,550.35	-
GhanaCARES	1,033,000,000.00	177,812,871.00	-855,187,129.00	-82.79
YouStart	1,000,000,000.00	25,000,000.00	-975,000,000.00	-97.50
One Teacher One Laptop	0	157,614,515.55	157,614,515.55	-
Scholarship for Second Cycle Schools	0	233,000,000.00	233,000,000.00	-
COVID-19 Vaccines	300,000,000.00	343,477,403.87	43,477,403.87	14.49
Operation Vanguard (Anti-Galamsey Operations and REGSEC)	20,201,000.00	2,088,500.00	-18,112,500.00	-89.66
<b>Total</b>	<b>2353201000</b>	<b>1,197,262,840.77</b>	<b>-1,155,938,159.23</b>	<b>-49.12</b>

Source: 2022 Budget Statement and Economic Policy of the Government and Controller and Accountant Generals Department

**Table 4.1.2 Financial status of government flagship projects/programme**

Development Dimension	Flagship Project/New Initiative	Budgetary Allocation (GHS) (A)		Release (GHS)		Coverage%		Percent Change
		2022	2023	2022	2023	2022	2023	Release (2022-2023)
Economic Development	Micro Finance and Small Loans Centre	50,000,000	7,228,000	12,558,510	7,228,000	-74.88	0	-42.4
	Nation Builders Corps	520,000,000	0	178,000,000	0	-65.77	0	-100
	Planting for Food and Jobs	614,056,000	660,562,919.00	612,397,081.91	867,673,491.75	-0.27	31.35	41.68
	One District One Factory Programme	216,296,000.00	225,417,720.00	8,154,714.79	140,752,445.00	-96.23	(37.56)	1,626.03
	Business Development	15,535,000	0.00	0	0	-100	0	100.00
Social Development	Free Senior High School Programme	2,299,999,000	2,557,502,092.00	1,607,421,978.69	2,557,502,092.00	-30.11	-	59.11
	Teacher Trainee Allowances	241,913,000	241,913,000.00	233,420,902.01	241,913,000.00	-3.51	-	3.64
	Nursing Trainee Allowances	265,200,000	265,200,000.00		162,400,000.00	-100	(38.76)	0.00
	School Feeding Programme	881,000,000	1,041,532,448.00	666,079,276.09	1,174,064,054.20	-24.4	12.72	76.26
	Livelihood Empowerment Against Poverty	197,535,000	428,870,802.00	100,409,470.85	342,982,680.84	-49.17	(20.03)	241.58
Governance	Regional Reorganisation and Development	210,000,000	41,780,100.00	0	33,951,611.45	-100	(18.74)	0.00
	National Identification Authority	200,000,000	14,724,000.00	106,005,139.24	665,183,000.00	-47	4,417.68	527.50

Environment Infrastructure and Human Settlement	Fish Landing Sites	77,200,000	25,590,240.00	0	3,892,160.00	-100	(84.79)	0.00
	Railways Development	216,340,000	119,370,246.00	0	36,021,157.00	-100	(69.82)	0.00
	Roads Infrastructure	1,735,272,000	2,639,473,980.00	0	6,981,318,351.82	-100	164.58	0.00
	Water and Sanitation Initiative	147,999,000	71,596,932.00	0	43,862,865.00	-100	(38.74)	0.00
	Zongo Development Fund	154,200,000	9,829,152.00	7,646,429.33	1,189,891,957.00	-95.04	21.06	15,461.41
	Infrastructure for Poverty Eradication Programme (SDI Secretariat and Dev't Authorities)	1,024,650,000	550,599,708.00	0	275,829,608.41	-100	(49.90)	0.00
Total		9,067,195,000	8,901,191,389.00	3,532,093,502.99	13,546,473,431.00	-61.05	52.19	283.53

Source: 2022 Budget Statement and Economic Policy of the Government and Controller and Accountant Generals Department

## 4.2 Physical Achievements of Government Flagship Projects and Programmes

### Micro Finance and Small Loans Centre

MASLOC was established in 2006, to support women empowerment and youth through entrepreneurship, support for the physically challenged and agro-based industries.

In 2023, MASLOC implemented the following:

- Disbursed an amount of GHS18,985,360.00 to a total of 17,850 clients made up of 14,274 females and 3,576 males;
- Distributed a total of 1,066 Sewing Machines made up of 991 Hand and 75 leg amounting to GHS406,310.00 and GHS63,806.25 respectively to beneficiaries;
- Distributed 978 Hair Driers to beneficiaries amounting to GHS380,931.00;
- Recovered a total of GHS11,354,634.36 bringing the recovery rate to 55 percent; and
- Monitored and followed up on 15,520 micro credit, 95 small loans and 55 special

project clients respectively.

### Planting for Food and Jobs (PFJ) 2.0.

In August 2023, PFJ 2.0 was launched. This phase aims to transition from a direct input subsidy to a direct credit system linked to a structured market arrangement. The five years of implementing PFJ 2.0 (2023 – 2028) are expected to increase the availability and access to improved inputs, mechanization, extension services, and output markets. The Programme aims to address bottlenecks in accessing credit facilities, productivity and production, instability of food prices, insufficient promotion of commercial agriculture and food security and resiliency issues.

MoFA facilitated the procurement processes for the provision of 9,827.5Mt of seeds, including 5,000Mt of maize, 450Mt of rice, 300Mt of sorghum, 4,071Mt of soya, 1.3Mt of pepper, 1.2Mt of tomato, and 4Mt of onion seeds for distribution. Additionally, a total of 365,165Mt of inorganic fertilizers and 7.2 million litres of pesticides were supplied to farmers for the minor planting season under the Input Credit Model, with costs to be recovered from harvested produce.<sup>42</sup>

42 <https://mofa.gov.gh/site/pfj-2>

## One District One Factory Programme

1D1F intervention was rolled out in August 2017 as part of the country's initiatives to revamp the industrial base of the country through the setting up of at least one medium to large scale industrial enterprise in each of the country's districts. The main objective was to create massive employment particularly for the youth in rural and peri-urban communities thereby improving income levels and standard of living, as well as reduce rural-urban migration. Other objectives of the programme include adding of value to the natural resources of each district and exploit the economic potential of each district based on its comparative advantage; ensure even and spatial spread of industries and thereby stimulate economic activity and growth in different parts of the country and to promote exports and increase foreign exchange earnings to support the government's development agenda.

1D1F takes a private sector-led approach with Government focusing on creating the enabling environment for the businesses to thrive. GoG's role included;

- i. provision of infrastructural facilities (water, roads and electricity);
- ii. facilitation of the acquisition of operational permits and product certification (e.g. Building permits, Certificates of EPA, FDA and GSA);
- iii. facilitation of access to favorable credit facility (lower interest rates, long term repayment and suitable moratorium);
- iv. provision of technical assistance and business support services; explore market opportunities for businesses, locally and internationally; and
- v. provide other incentive packages for businesses to grow. In order to stimulate investment and also relieve cost burden on businesses, GoG through Parliament approved for a waiver of import duties and levies to support 1D1F projects.

These include;

- i) Import Duties
- ii) Import VAT
- iii) GET Fund Levy
- iv) Import NHIL
- v) EXIM Levy
- vi) Corporate Tax for Five Years of Operation

on plant, machinery and equipment or parts

There are currently 169 1D1F projects operational in 2023, an increase from 126 as at the end of 2022. An additional 152 factories are currently under construction and expected to be fully operational in 2024 and 2025. In terms of employment creation, a total of 169,870 people have been engaged.

A diverse range of products manufactured in Ghana by the 1D1F companies in operation include milled rice, processed fruits, poultry products, beverages, biscuits, cooking oil, pharmaceuticals, ethanol, paper products, sanitary products, detergents, ceramic tiles, iron and steel products, bolts and nuts, heavy duty trucks, gas cylinders and lubricants.

The 1D1F projects under construction include 58 Small-Scale Enabled Youth 1D1F processing facilities (for 21 different agricultural commodities) as well as 5 medium size common user processing facilities.



The 5 Common User Facilities (CUFs) are:

- i. Sefwi Akontombra District Rice Processing Company, with the capacity to process 1.5Tonnes per hour milled rice. It is located at Akontombra in Sefwi Akontombra District of Western North Region.
- ii. Dormaa Agro Company Limited with the capacity to process 1.5Tonnes per hour milled rice. It is located at Nkran Nkwanta in Dormaa West District of Bono Region.
- iii. Yoo Rice Processing Factory Limited with the capacity to process 1.5Tonnes per hour milled rice. It is located at Savelugu Municipality of Northern Region.
- iv. Fiase Oil Palm Processing Company with the capacity to process 1,000-1,200 litres of edible oil per hour. It is located at Dompim in Tarkwa Nsueam Municipality of Western Region.
- v. Sekyere Maize Processing Company with the capacity of 4.5Tonnes per hour maize dryer. It is located at Nsuta in the Sekyere Central District of Ashanti Region.

The major challenges of the initiative include difficulties accessing funds from the local banks and/or direct foreign investment. Support from the local banks to the private

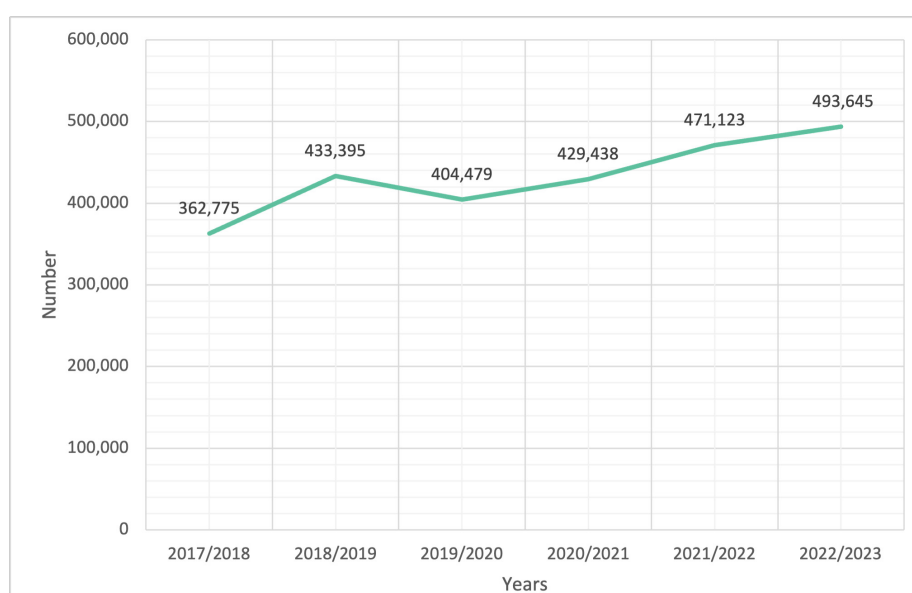
business promoters has been slow and when approval for loans is given, they are often burdened with demands of collateral which the promoters especially the start-up companies can hardly afford.

### Free Senior High School Programme

The Free SHS introduced in 2017, is an intervention that aims at providing Free Universal Secondary Education to Ghanaian Children who write and pass the Basic Education Certificate Examination (BECE) and are placed into a public Second Cycle Institution by the Computerized School Selection and Placement System (CSSPS). The intervention seeks to make tuition, admission, textbooks, use of library, science centre, examinations and utilities, boarding and meals free for all beneficiaries.

The initiative has improved access to quality SHS education for approximately 5.7 million Ghanaians, with an investment of GHS8.4 billion since inception. In the 2022/23 academic year, 493,645 students benefited from the programme. There were 364,829 students who benefited as boarding students whilst 128,816 also benefited as day students (Figure 4.2.5).

**Figure 4.2.5 Total enrolments under the Free SHS programme**



Source: Ministry of Education, 2023

Additionally, the establishment of STEM-based Senior High Schools in five regions of Ghana is planned to be funded through concessional borrowing sources between 2024 and 2027 according to the 2024 Budget Statement.

**Table 4.2.5 Free SHS beneficiaries by region in 2023**

Region	Day Enrolment	Boarding Enrolment	Total Enrolment
Ahafo	2,060	9,520	11,580
Ashanti	24,540	92,652	117,192
Bono	4,874	16,809	21,683
Bono East	3,832	13,607	17,439
Central	15,786	42,037	57,823
Eastern	15,559	58,584	74,143
Greater Accra	25,029	16,464	41,493
North East	864	4,665	5,529
Northern	6,954	19,070	26,024
Oti	1,994	7,177	9,171
Savannah	766	3,023	3,789
Upper East	3,462	15,255	18,717
Upper West	964	11,425	12,389
Volta	8,393	31,871	40,264
Western	11,752	17,274	29,026
Western North	1,987	5,396	7,383
Grand Total	128,816	364,829	493,645

Source: Ministry of Education, 2023

### Teacher Trainee Allowances

In the year under review, a total of GHS241,913,000.00 was paid as Teacher Trainee Allowances to students under-going training in the various training colleges across the country. The training allowance plays a key role in the quality of teachers delivering education in the country. NTC conducted Ghana Teacher Licensure Examination (GTLE) for 29,909 candidates and subsequently licenced 8,782 teachers across the country, bringing the total number of licenced teachers to 306,453. This was done as part of efforts to streamline the professional and career progression of teachers within the appropriate competency framework in the pre-tertiary sector.

### Nursing Trainee Allowances

An amount of GHS162,400,000.00 was disbursed to nursing trainees in the various public nursing training schools in 2023. This was to facilitate access to nursing training institutions across the country and improve access to health services. The inadequacy of the fund and delays associated with disbursement are the two major challenges affecting implementation.

### School Feeding Programme

The School Feeding Programme increased enrolment and improved learning outcomes for 3.8 million pupils by investing GHS3.6 billion. This investment has supported the implementation of the Ghana School Feeding Programme and advocated for the use of locally produced foodstuffs, creating a ready market for local farmers and boosting the local economy.

In 2023, MoGCSP reported that there were about 34,350 caterers under the School Feeding Programme providing one hot nutritious meal per day to 3,801,491 pupils in 10,832 public

basic schools. Most of the regional beneficiaries declined from the 2021/2022 academic year to 2022/2023 academic year. There were agitations by caterers for GoG to increase the amount per child from GHS1 to sustain their business. Table 4.2.2 indicates the regional distribution of beneficiary pupil.

**Table 4.2.2 Number of Pupils Benefiting from School Feeding Programme, 2022/2023**

Region	2017/2018 (GSFP)	2018/2019 (GSFP)	2019/2020 (GSFP)	/2020/2021 (GSFP)	2022/2023 (GSFP)
Ashanti	517,138	548,463	645,179	633,122	711,307
Central	214,520	300,113	315,231	369,128	347,544
Eastern	207,897	281,011	321,273	338,535	354,202
Greater Accra	268,249	287,803	316,785	306,470	349,256
Upper East	179,930	257,059	288,985	266,269	1,134
Upper West	211,637	208,942	215,860	214,680	1,088
Northern	317,661	339,593	319,874	180,061	352,661
Western	215,215	224,020	170,730	178,772	544
Volta	161,137	199,759	172,743	160,118	617
Bono	272,627	292,792	149,343	139,183	164,654
Bono East	0	0	139,980	129,750	154,330
Western North	0	0	88,213	112,519	327
Oti	0	0	93,684	84,638	347
North East	0	0	77,913	74,577	207
Savannah	0	0	74,101	60,268	249
Ahafo	0	0	58,171	42,284	64,144
<b>Total</b>	<b>2,566,011</b>	<b>2,939,555</b>	<b>3,448,065</b>	<b>3,290,374</b>	<b>11,374</b>

Source: MoGCSP-GSFP 2023

An amount of GHS741.6 million was paid to caterers for the second and third terms of the 2022 academic year and the first and second terms of the 2023 academic year (Table 4.2.3).

**Table 4.2.3 Number of Caterers Contracted for GSFP by region, 2016/2017-2022/2023**

Region	2016/17	2017/18	2018/19	2019/2020	2020/2021	2022/2023
Ashanti	860	1,586	1723	1903	1,880	1,926
Ahafo	526	980	934	169	178	175
Bono	-	-	0	443	443	476
Bono East	-	-	0	423	394	449
Central	312	704	960	952	1,008	911
Eastern	395	998	1151	1149	1,204	1,222
Greater Accra	425	732	863	885	861	898
North East	-	-	0	197	186	207
Savannah	-	-	0	246	207	249
Northern	618	907	992	839	799	804
Upper East	495	678	966	977	917	1,134
Upper West	611	689	653	1053	1,056	1,088
Oti	-	-	0	279	244	347
Volta	361	614	681	580	555	617

Western North	-	-	0	245	311	327
Western	372	589	638	475	476	544
Total for each term	4,975	8,477	9561	10832	10,719	11,374
<b>Total for the year (*3)</b>	<b>14,925</b>	<b>25,431</b>	<b>28,683</b>	<b>32,496</b>	<b>32,157</b>	<b>34,122</b>

Source: MoGCSP-GSFP 2023

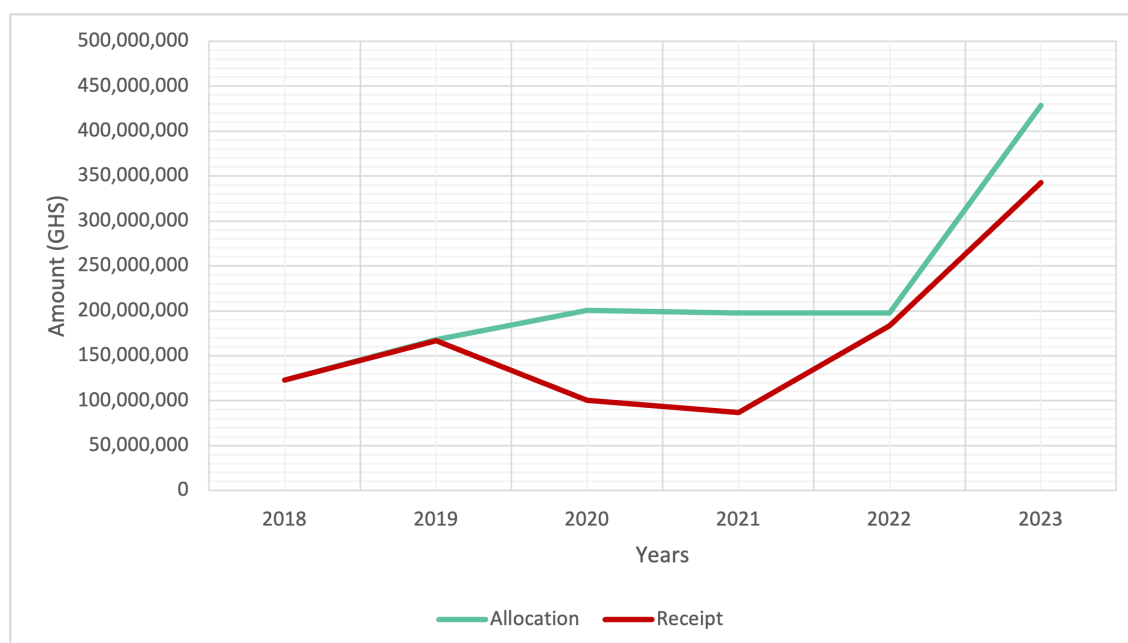
## Livelihood Empowerment Against Poverty

GoG is required under the PC-PEG to strengthen social safety nets which focuses on mitigating the impact of economic adjustment on the most vulnerable and strengthen existing Social Intervention Programmes (SIPs) including LEAP.

The implementation of the LEAP continued in 2023 in response to this requirement. The initiative was introduced in 2008 to assist poor households in the 261 MMDAs. A bi-monthly subsistence grant of GHS64.00, GHS76.00, GHS88.00 and GHS106 was disbursed to 1, 2, 3 and more than three-member household respectively.

MoGCSP allocated GHS428,870,802.00 to be disbursed across the country. GoG released GHS342,982,680.84 representing 79.97 percent of the allocated funds. MoGCSP in collaboration with the MoF, developed an inflation-based indexation mechanism to adjust LEAP benefits annually, ensuring that the real value of the benefits is not eroded by inflation. Declines were recorded in LEAP receipts by beneficiaries from 2019 to 2021 largely due the outbreak of the COVID-19 pandemic (Figure 4.2.6).

Figure 4.2.6 Performance of the LEAP programme, 2018-2023



Source: MoGCSP-GSFP 2023

MoGCSP paid five cycles of LEAP cash grants to 350,551 extremely poor households, amounting to GHS 298,580,972.35, with the final cycle paid in December 2023. Recipients of these five cycles of payments included 1,438 alleged witches in witches' camps and 278 cured persons in the leprosariums at Ankaful, Jirapa, and Weija (Table 4.2.4).

**Table 4.2. 4 Regional Distribution of LEAP, 2020-2023**

Region	Beneficiary households							
	2020	% share	2021	% Share	2022	% Share	2023	% Share
Upper East	53,288	16	54,865	15.95	55,492	16.04	55385	15.80
Northern	50,392	15.1	52,668	15.31	53,144	15.36	55618	15.86
Upper West	35,817	10.7	36,721	10.67	37,207	10.75	37334	10.65
Ashanti	26,882	8	27,537	8	27,627	7.98	27899	7.96
North East	25,764	7.7	27,086	7.87	27,151	7.85	27795	7.93
Eastern	25,417	7.6	25,442	7.4	25,442	7.35	25488	7.27
Volta	22,205	6.6	22,205	6.45	21,727	6.28	21758	6.21
Savannah	14,527	4.3	15,508	4.51	15,570	4.50	15687	4.47
Central	14,290	4.3	14,320	4.16	14,343	4.15	14675	4.19
Bono East	12,469	3.7	13,895	4.04	14,056	4.06	14370	4.10
Western	12,680	3.8	12,805	3.72	12,805	3.70	12917	3.68
Greater Accra	10,858	3.3	11,070	3.22	11,075	3.20	10962	3.13
Bono	9,796	2.9	9,796	2.85	9,796	2.83	9937	2.83
Oti	9,108	2.7	9,608	2.79	10,096	2.92	10212	2.91
Western North	7,016	2.1	7,039	2.05	7,039	2.03	7021	2.00
Ahafo	3,458	1	3,458	1.01	3,458	1.00	3522	1.00
Total	333,967	100	344,023	100	346,028	100	350,580	100

Source: MoGCSP-GSFP 2023

MoGCSP also conducted a pilot exercise in 10 districts of the northern regions to reassess beneficiary households of the LEAP programme, identifying those whose economic conditions have improved and facilitating their graduation or exit from the programme. The LEAP programme has supported the poor and vulnerable by increasing the number of beneficiary households to 350,000 in 2023 from 212,545 in 2017, with a goal of further increasing this number to 450,000 over the medium term.

### National Identification Programme

As of September 2023, NIA enrolled 17,448,764 Ghanaians on the National Identity Register (NIR). The Authority issued 16,600,063 Ghana Cards to Ghanaians aged 15 years and above, and 192,277 Non-Citizen Identity Cards to foreigners. To enhance accessibility, five Premium Registration Centres were established in Kumasi, Koforidua, Sunyani, Takoradi, and Tamale. Additionally, the NIA operationalised 16 regional and 276 permanent district offices for continuous registration, personal record updates, and replacement of lost cards.

### Fish Landing Sites

MoT completed the construction of 12 Coastal Fish Landing Sites at Axim, Dixcove, Moree, Mumford, Winneba, Senya Beraku, Gomoa Fetteh, Teshie, Keta, Osu, Ekumfi Otua, Mfantseman and Elmina. The Jamestown Fishing Port is 65 percent complete and will be fully completed in 2024. The programme is expected to ensure safe launching and landing of artisanal fishing canoes as well as create and maintain hygienic environment, create jobs for the beneficiary communities and also improve their livelihoods.

### Railways Development

The Tema to Mpakadan railway line forms part of a multi-modal transport system for the efficient and effective transportation of cargo from the Tema Port to the Buie Port through the Volta Lake transport system. MoRD continued work on the line in 2023. The line with 97km standard gauge railway was 98 percent complete and expected to be fully completed in 2024.

Besides, two railheads were being constructed as part of the project; one at the Tema Port which connects to the Cargo Terminals at

the Port; and the other one at the Mpakadan Terminal which provides connectivity to the Volta Lake. This is expected to facilitate the haulage of containerised cargo and other bulk commodities from the Southern Sector to the Northern Sector of the country and further to neighbouring countries of Burkina Faso, Mali and Niger.

The Western Railway Line development project, which is being executed in sections, was also implemented as part of efforts to improve rail transport in the country. The construction of the 22km section from Kojokrom to Manso was 93 percent complete. Construction works continued on the 78km section of the Western Line from Manso to Huni Valley, which included the extension of the line into the Takoradi Port. The project was about 16 percent complete by December 2023.

### Roads Infrastructure initiative

GoG for the past decade have been implementing road improvement programmes as part of their medium-term development plans under various medium-term development policy framework. The interventions in the plans involved periodic and medium-term maintenance as well as rehabilitation and reconstruction of rural, trunk and urban road infrastructure.

MRH signed a Master Project Support Agreement (MPSA) with Sinohydro Corporation Limited under the Agenda for Jobs II policy framework to support priority infrastructure projects across the country. The projects completed by December 2023 included the Tamale Interchange Project, construction of Hohoe-Jasikan-Dodi Pepesu Road project, and the Western Region and Cape Coast Inner City Roads projects.

There are other key road projects under the agreement that stalled during the year because of the ongoing external debt restructuring under the IMF Programme. These included:

- i. La Beach Road Completion Project, Phase 2 (Coastal & Meridian Roads- Nungua Barrier to Tema- 10.60km);
- ii. Construction of Obetsebi Lamptey Interchange and Ancillary Works Phase 2;

- iii. Construction of Sunyani and Berekum Inner City Roads (39km);
- iv. Construction of Kwame Nkrumah Interchange PTC, Takoradi;
- v. La Beach Road Completion Project, Lot 1 (16.00km) Tema Road: Independence Arch to Nungua Barrier - 16.00km;
- vi. Construction of Bolgatanga - Bawku - Polimakom (116.1km),
- vii. Construction of Tema - Aflao Phase 1 (17km) (Interchange & Service Roads);
- viii. Construction of Kumasi Inner City Roads (100km);
- ix. Construction of Ashiaman Roundabout - Akosombo (64km); and the
- x. Construction of Tamale - Walewale Phase 1 Savelugu to Walewale (Km 30 - 113) (83km).

MRH also piloted the implementation of the performance-based road construction through the rehabilitation and maintenance of about 1,052km of trunk and feeder roads. These roads are located in Upper West, Bono East and Northern regions. As at the end December 2023, physical works on Package 3 in the Bono East Region which involves 214km of feeder roads were at 35 percent completion, while the works in the Upper West Region which involves 670km of feeder roads were at various stages of design. The rehabilitation of the Yendi - Zabzugu - Tatale road achieved progress of 15 percent while that of the Tamale - Yendi road progressed.

As part of efforts to dualise and to improve safety and capacity along major trunk roads, works continued on the Tema - Aflao, Tema - Akosombo road and the Nsawam - Ofankor roads. Works on the 17km Tema - Aflao road involved the construction of 2 lane one-way service roads on either side of the main carriageway, and the construction of four interchanges at Kpone Barrier, Savannah, Dawhenya and Prampram. Physical progress as at December, 2023 was 16 percent.

On the Tema-Akosombo road, the contractor mobilised to the site. The works involve the development of 64km of roads with interchanges at Ashaiman Roundabout and Asutsuare Junction. Again, work started on the dualisation of Nsawam Ofankor road.



It involved the widening of the road to 10-lanes with a 6-lane expressway and 4-lane service road with interchanges at Amasaman, Pobiman, Medie and Nsawam Junction. These roads, when completed or improved, will enhance national economic activities, movement of goods and people and facilitate ECOWAS regional trade and economic integration.

### Water and Sanitation Initiative

MSWH carried out several interventions to safeguard and ensure effective utilisation of water resources. Water quality monitoring assessment programmes to ascertain the turbidity levels of major water bodies were undertaken to determine improvement in Water Quality Ambient.

The Ministry developed a Water Safety Plan that has been mainstreamed into the training manual for School Health Education Project (SHEP) Coordinators to enhance water safety education within basic schools. A Guidance document was developed to enhance the implementation of water safety plans for the various water systems.

MSWH continued its efforts to achieve the “Water for All” agenda. Under urban water supply, works were at various stages of completion for the following projects; Keta Water Supply Project – 60 percent, Yendi Water Supply Project – 10 percent, Wenchi Water Supply Project – 36 percent, Sekondi-Takoradi Water Supply Project – 25 percent, Tamale and Damongo Water Supply Projects – 10 percent, Sunyani Water Supply Project – 10 percent, and Techiman Water Supply Project – 5 percent.

The Ejura water system which involves the reconstruction of the broken-down water system was about 85 percent complete while work on the Wulensi water supply system was completed. Rehabilitation of water systems were at various stages of completion; Bole – 95 percent, Tumu – 70 percent, Sefwi Wiawso – 65 percent, Asankragwa – 60 percent and Goaso – 15 percent.

MSWH together with the private sector commissioned five Integrated Recycling Compost Plants (IRECOPs) and one Wastewater Treatment Plant in; Dambai, Goaso, Sefwi Wiawso, Damongo, James

Town and Kumasi, as part of Government’s efforts to ensure efficiency in the collection, transportation and processing of solid waste into useful raw materials. The plants will process plastics, metals, paper and organic compost.

An Engineered Sanitary Landfill and a Materials Recovery Facility was being constructed in the Ga West Municipality under the Greater Accra Resilient and Integrated Development (GARID) Project. The detailed engineering design and Environmental and Social Impact Assessment (ESIA) reports of the proposed landfill at Ayidan was at the final review stage by December 2023. Similar facility was also being constructed in the Ga East Municipality under the GARID Project. The first phase of construction of fence wall around the proposed Transfer Station at GAEC was completed.

The implementation of the Greater Accra Metropolitan Area (GAMA) and Greater Kumasi Metropolitan Area (GKMA) Water and Sanitation Project to increase access to improved sanitation and water supply in both regions continued in 2023. About 42,000 on-site household toilets, 12,000 in GAMA and 30,000 in GKMA were being provided in low-income communities for estimated 252,000 beneficiaries in 24 Metropolitan and Municipal Assemblies in the Greater Accra Region and 16 Metropolitan, Municipal and District Assemblies in Ashanti Region.

### Zongo Development Fund

ZDF was established in 2019 to promote inner-city development. The fund was allocated GHS9,829,152.00 for various projects across the country in 2023. An amount of GHS11,898,919.57 was disbursed by the end of the year.

The Fund has completed and handed over 487 projects in 227 communities and more than 120 districts. These projects include community water systems, basic school classrooms and furniture, community libraries, community drains, in-house toilets, and astroturfs. Specifically, the ZDF has constructed 36 six-unit classroom blocks, seven 10-unit institutional toilets, 38 mechanised boreholes, and three community sports and recreational parks. The Fund has provided tuition fee grants to 80 brilliant but

needy students within the Zongo communities in tertiary institutions.

### **Infrastructure for Poverty Eradication Programme (SDI Secretariat and Development Authorities).**

The Coastal Development Authority (CODA) undertook projects including: construction of a 3-unit classroom at Kubekoro in the Kpone-Katamanso Constituency; construction of a 2-unit classroom block with ancillary facilities at Ankra in the Akontombra Constituency; completion of a CHPS Compound at Camp 15 in the Bia West Constituency; construction of a 6-unit classroom block with ancillary facilities at Battor-Dugame in the North Tongu Constituency; establishment of a CHPS Compound at Kologa - Aflao in the Ketu South Constituency; construction of a 3-unit classroom block with ancillary facilities at Atsiaklobor in the Ketu South Constituency; and implementation of a small-town water system at Likpe Mate SHS in the GUAN/SALL area.

The Middle Belt Development Authority (MBDA), had a total of 2,579 projects of which 566 were projects in the constituencies..... located in the middle belt that were absorbed from the Special Development Initiative Secretariat. Six hundred and eighty-six projects had been completed. The remaining 1,893 projects are at various stages of completion, with an average completion rate of 61 percent. These projects are predominantly in education (398), water (341), sanitation (294), constituency specific infrastructure projects (208), roads (189) and health (114).

The Northern Development Authority

(NDA) has since 2018 rolled out a total of 1,846 infrastructure projects across the 57 constituencies in Northern Ghana. Out of this number, 871 projects have been completed, leaving 975 projects at various stages of completion. The sectoral distribution of projects is: agriculture (dams & warehouses)-576, water (mechanised & hand pump boreholes)-372, sanitation (KVIP & WC)-304, education-242, health-105, roads-90, energy/power (electrification) -74, markets-25, , sports (astro turf) -1, ICT- 1.

### **New Initiatives**

New initiatives were identified with actual payments. These were: Subsidy for BECE/ WASSCE; Transfer to YEA; Ghana CARES; YouStart; One Teacher One Laptop; Scholarship for Second Cycle Schools; COVID-19 Vaccines; Operation Vanguard (Anti-Galamsey Operations and REGSEC), Gold for Oil programme and Agenda 111.

MoH in collaboration with Office of the President continued work in 2023 on the Presidential initiative to provide and equip 111 hospitals (Agenda 111). The programme initially comprised 101 district hospitals which was revised to 102 district hospitals, and 2 Psychiatric hospitals, 7 Regional hospitals and Redevelopment of Accra Psychiatric Hospital.

Work commenced on 89 sites out of 102 district hospital sites as well as the two regional psychiatric hospitals in Kumasi and Tamale were at various stages of completion by December 2023. The prequalification for the supply of medical equipment was done while contracts for medical gas supply system were awarded.

## 4.3 Key challenges and policy recommendation

The key challenges and policy recommendations of the chapter are summarised in Table 4.3.1.

**Table 4.3. 1 Focus Area, Challenges and Recommendations**

No	Focus Area	Challenges	Recommendations
	Flagship projects and programmes	I. Limited resources released for implementation of some of government flagship projects and programmes/new initiatives	NDPC should collaborate with MoF, OoP, and Parliament to: <ul style="list-style-type: none"> <li>Ensure the timely release of funds to the flagship projects</li> <li>Review all government flagship projects, including new initiatives and programmes</li> <li>Implement relevant recommendations from the review of government flagship programmes under the Public Expenditure Review (PER) exercise</li> </ul>
		II. Non-availability of data on government flagship projects and programmes	NDPC/MoF-PID should collaborate with the institutions to: <ul style="list-style-type: none"> <li>Ensure timely submission of data</li> <li>Assess the targets of PIM indicators</li> <li>Improve project targeting, design, preparation, delivery, and dissemination</li> <li>Conduct performance monitoring</li> </ul>
		III. Delay in submission of reports on government flagship projects and programmes	NDPC must collaborate with MoF/DPs/MES and OoP to: <ul style="list-style-type: none"> <li>Relevant institutions must present reports on time</li> <li>Monitor and report on the implementation and financing of government flagship projects and programmes</li> <li>Evaluate government flagship projects and programmes e.g., GhanaCARES Obaatanpa Programme</li> </ul>
		IV. Limited sector budget allocations and releases to support the economy	NDPC should collaborate with MoF and DPs to: <ul style="list-style-type: none"> <li>Release commensurate budgetary allocations to all sectors</li> <li>Identify other funding sources to support sector initiatives</li> <li>Improve upon the infrastructural deficit</li> </ul>

# Chapter 5: Conclusion

## Introduction

The 2023 Annual Progress Report (APR) provides an overview of progress made in implementing the Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All (2022-2025). The report examined progress in six dimensions, namely:

- i. Economic Development;
- ii. Social Development;
- iii. Environment, Infrastructure and Human Settlements;
- iv. Governance, Corruption and Public Accountability;
- v. Emergency Preparedness and Response; and
- vi. Implementation, Coordination, Monitoring and Evaluation.

It also analysed CAPEX, Budget Allocation and Implementation; and Status of Flagship Projects and Programmes implementation. This chapter concludes on the discussions in this report.

## Implementing the Medium-term National Development Policy Framework

In the Economic Development dimension, it was noted that significant progress was made in the country's fiscal performance and international trade. Despite global economic disruptions, Ghana achieved a Real GDP growth of 2.3 percent and a Non-Oil Real GDP growth rate of 2.8 percent in 2023. However, inflation remained high at 31.3 percent, with a substantial fiscal deficit. Major challenges identified in the year under review included limited access to international capital, high levels of inflation and depreciation of the Ghanaian Cedi. To address these, the country needs to boost domestic revenue and diversify the economy through industrial transformation and agricultural modernisation and implement sustainable fiscal policies and financial governance. The country has already subscribed to an IMF Extended Credit Facility Programme for the next three years. The macro policies should aim at Ghana

attaining all the indicators agreed on in order to stay within the programme and receive the support needed.

Under Social Development, key achievements were noted in education and health. The transition rate from Junior High School (JHS) to Senior High School (SHS) reached 98.9 percent in the 2022/2023 academic year, and the JHS completion rate increased from 83.1 percent in 2021 to 94 percent in 2023. The National Teaching Council licensed 123,311 in-service teachers, improving educational quality. In health, the number of doctors per 1,000 people rose to 0.2 percent, and 96.7 percent of children aged 12-23 months were fully vaccinated against five serious diseases. The HIV prevalence rate dropped to 1.53 percent. In spite of this progress, disparities in education quality and healthcare access still remain. Addressing these requires targeted investments in educational infrastructure and healthcare systems, along with policies for equitable resource distribution. Strengthening social protection programmes and community-based healthcare.

Progress was made in Environment, Infrastructure, and Human Settlements dimension. The Green Ghana initiative contributed to environmental sustainability. GoG exceeded the 10 million seedlings target for the 2023 Green Ghana Day, with 11,515,108 seedlings distributed and 10,704,897 seedlings verified as planted across the country. Also, Cabinet approved the Green Minerals policy for the extraction of lithium and graphite. Lithium mining is projected to produce about 360,000 tonnes of spodumene a year. GoG has negotiated a 10 percent royalty on lithium mining and 13 percent free carried interest for the State to support Ghana's energy transition.

In terms of water quality, proportion of water bodies with good ambient water quality although improved to 57.8 percent in 2023, remained below the standard of 80 percent. The water stress level slightly improved of about 19m<sup>3</sup>/person indicating a gradual improvement in our water stress level. On



air pollution, the average level of particulate matter (PM<sub>10</sub> and PM<sub>2.5</sub>) or pollutants effluent quality were above EPA recommended Ghana Standards levels for air quality.

On road condition, less than half (48 %) of the proportion of Ghana's road remained in good condition. About 31 percent was in fair condition and 21 percent in poor condition. The proportion of the network maintained declined to 30 percent in 2023 from 34 percent in 2022. The implication is that there is more to be done to improve road condition and ensure value-for-money.

The ICT industry continued to contribute to the overall growth and development of the country. However, the utilisation of the broadband capacity for development remains low.

Investment in Research and Development is still below the medium-term target of 1 percent. The expenditure on R&D accounted for 0.38 percent of the country's GDP, same as the year 2022.

Ghana's population with access to electricity increased by 1.75 percent over the previous year figure of 87.0 percent in 2022. However, distribution and transmission losses for ECG and NEDCo continued to exceed the PURC benchmark of 21 percent and 3.8 percent respectively.

In Emergency Preparedness and Response, efforts in building resilience against emergencies led to a 37 percent reduction in disaster-related deaths per 100,000 people from 2021 to 2023. NADMO engaged 6,926 communities in disaster risk management and carried out 2,504 emergency and rescue missions. However, gaps in healthcare infrastructure and emergency response coordination were evident. Enhancing healthcare system resilience, investing in public health infrastructure, and establishing a centralised emergency management framework are crucial. Regular drills and capacity-building programs for emergency response could further improve disaster management capabilities.

GoG made efforts in Governance, Corruption, and Public Accountability to enhance transparency and reduce corruption by establishing anti-corruption bodies and implementing public sector reforms. Major crimes decreased, and budget allocations to

independent governance institutions were optimised to improve accountability. However, systemic corruption and inefficiencies in public administration remained a challenge. Strengthening institutional frameworks, improving judicial processes, and fostering a culture of accountability are necessary. Encouraging citizen participation and using technology for transparent governance could also drive improvements.

Under Implementation, Coordination, Monitoring, and Evaluation, efforts to align policies with district and regional development plans were pursued. Some progress was made, but inconsistencies in policy implementation and monitoring at various administrative levels were identified. For instance, 81 MMDAs had fewer than the required number of professional developments planning officers, hindering effective planning and implementation. Establishing a robust monitoring and evaluation system, ensuring consistent policy enforcement, and fostering inter-agency collaboration are crucial. Regular reviews and feedback mechanisms could help adjust strategies and improve implementation outcomes.

### **Analysis of CAPEX Budget Allocation and Implementation**

A review of all medium-term development plans submitted by MDAs and MMDAs to ascertain compliance showed that all the 261 MMDAs and 43 MDAs' development budgets were based on the medium-term development plans. In view of this, CAPEX in 2023 was aligned to the national development priorities.

In terms of CAPEX throw forward, the cumulative total amount of CAPEX commitments for the next four years is GHS61.1 billion as compared with GHS80.4 billion corresponding MTBF envelope amount for the period giving a positive variation of GHS19.3 billion. This indicates that GoG would be in a position to pay all its outstanding commitments on capital expenditure and start new projects over the period 2024 to 2027, as per approved projects in the PIP.

One thousand two hundred and twelve

active projects were assessed under urban and rural MMDAs CAPEX implementation in this year's APR largely due to limited data availability. These projects had an average age of 6 months, with the highest age of 8 years and the lowest being 27 days. Out of the total number of projects, less than half (418) had attained 100 percent completion rate.

### **Status of Flagship Programmes and Project**

GoG streamlined its priority programmes from 18 to 16 in the 2023 Budget Statement and Economic Policy, discontinuing two initiatives which are Business Development programme and Nation Builders Corps. GoG allocated GHS8.9 billion for all the flagship initiatives in 2023. An amount of GHS13.5 billion was released to the implementing institutions representing 152.2 percent achievement of the estimated budget.

Infrastructure for Poverty Eradication Programme, Water and Sanitation, Railways Development, Fish Landing sites, Regional

Reorganisation and Development, LEAP, Nursing Trainee Allowances and 1D1F Initiative experienced declines in the budgetary allocation. Some of the major challenges included non-availability of data on government flagship projects and programmes and delay in submission of reports on government flagship projects and programmes. NDPC and MoF should collaborate with the various implementing institutions to ensure timely submission of data; assess the targets of PIM indicators; improve project targeting, design, preparation, delivery and reporting.

Ghana has made significant progress in various development areas, but challenges remain. Addressing these challenges requires a comprehensive approach involving policy reforms, improved governance, attitudinal change and active community participation. By focusing on sustainable development, enhancing institutional capacities, and fostering inclusive growth, Ghana can achieve the goals set out in the Agenda for Jobs II framework, paving the way for a prosperous and equitable future.





# Appendices

## Appendix (Chapter 2)

### Appendix 2.1 Economic Development

Objective	Indicator	Disaggregation	2022 Target	2022 Actual	2023 Target	2023 Actual
<b>Enhance Monetary Discipline and Financial Stability</b>	Inflation (% change in CPI, annual)			54.1	31.3	35.2
	Exchange Rate (US\$-Cedi)			-30		-27.8
	Interest Rate	MPR (base rate)		27		30
		91-day T-Bills		35.48		29.39
		182-day T-Bills		36.23		31.7
		Weighted interbank market rate		25.51		30.19
	Lending rate			35.58		32.69
	Proportion of Ghanaians with access to financial services	Traditional banking sector				
		Non-traditional banking sector				
	Mobile money penetration rate					
	Gross Domestic Product (GDP)	Nominal (GH¢ Billions)		610,222.30	854,834	608,915
		Nominal (US\$, Billions)		73,769.00		
		Per Capita (GHS)		19,465.00		
		Per Capita (US\$)		2,353.00		
	Sectoral share of GDP (%)	Agriculture		20.9	21.5	24.9
		Industry		34.2	32.3	33
		▪Manufacturing				
		▪Electricity				
		Services		44.9	46.2	42.1



Objective	Indicator	Disaggregation	2022 Target	2022 Actual	2023 Target	2023 Actual
<b>Ensure Improved Fiscal Performance and Sustainability</b>	Real growth in Gross Domestic Product (GDP) (%)	Agriculture		4.2	3.2	6.1
		Industry		0.9	-1.2	2.9
		▪Manufacturing		-2.5	-1	-1.1
		▪Electricity		-3.3	3	-0.7
		Services		5.5	4.6	6
	Oil Inclusive GDP			3.1	2.3	2.8
	Non-oil GDP			3.8	2.8	3.3
	Budget deficit as a percentage of GDP			-10.7	-6.4	-3.9
	Government Revenue as	Nominal (GH¢ billion)		96.7	134.9	89.9
		Total revenue as % of GDP		15.8	15.8	10.5
		Domestic revenue as % of GDP		15.7	15.5	10.4
	Government Expenditure	Nominal (GH¢ billion)		26.5	22.2	13.1
		Total expenditure as % of GDP		24.1	20.3	12.6
		Recurrent expenditure as % of GDP		18.4	17.2	10.5
		Capital expenditure as % of GDP		3.1	2.4	1.2
	Wage bill as a percentage of tax revenue			46.9	42	4.2
	Total public debt as a percentage of GDP			73.1		66.4
	Debt-service ratio			55.7	46.1	31.3



Objective	Indicator	Disaggregation	2022 Target	2022 Actual	2023 Target	2023 Actual
<b>Promote International Trade and Investment</b>	Trade Balance (US\$ billion)	Merchandise Exports		US\$17,494.4		US\$13,453.8
		Merchandise Imports		US\$14,621.2		US\$11,3959
		Trade Deficit/Surplus		US\$14621.2		US\$2,058.0
	Current Account Balance as % of GDP			2.1		1.4
	Gross international reserves Cover (Months)			2.7 months of import cover	0.8 months of imports of goods and services	2.3 months import cover
	Regional trade (ECOWAS) as a percentage of total trade					
	Percentage change in exports to and imports from the EU and the USA					
<b>Pursue strategic national industrial initiatives and Enhance business enabling environment</b>	Percentage change in anchor industries:	1D1F		*126	25.44378698	25.44378698
		Distressed Local Companies				
	Manufacturing share of merchandise exports (%)					
	Business Competitiveness Index					

Objective	Indicator	Disaggregation	2022 Target	2022 Actual	2023 Target	2023 Actual
<b>Improve Business Financing, Support Entrepreneurs and MSME development</b>	Private Sector Credit (Constant 2021 cedi) 000'000			391.6		351.8
	Proportion of MSMEs that have benefited from	Venture Capital Fund				
		NEIP Support				
		MASLOC				
		GEA				
<b>Creating an Enabling Agribusiness Environment</b>	Percentage Change in Agro Processing Industries Established					
	Total Volume and Value of Agricultural Commodities Exported (000' Kg, US\$' 000'000)	Cocoa		2299.7		2106.6
		Cashew				
		Coffee				
		Sheanut				
		Maize				
		Yam				
		Exotic Vegetables				
		Pineapples				
		Pawpaw				
		Banana				
		Fish and Sea Food				
		Rice (Milled)				



Objective	Indicator	Disaggregation	2022 Target	2022 Actual	2023 Target	2023 Actual
<b>Improve Public Private Investment in the Agricultural Sector, Modernise and Enhance Agricultural Production Systems</b>	Share of Credit to Agriculture, Forestry and Fishing (Excluding Cocoa) by Deposit money banks			0.15		
	Lands under irrigation (Area developed for irrigation/ha):	Total Area		229,108.85		229,108.85
		Formal		17,908.85		17,908.85
		Non-formal		189,000.00		189,000.00
		Large-Scale Commercial		22,200.00		22,200.00
	Average Productivity of Selected Crops (Mt/Ha)	Maize		2.6		2.7
		Rice (Milled)		3.36		3.35
		Millet		1.63		1.76
		Sorghum		1.74		1.87
		Cassava		24.17		24.4
		Yam		18.86		18.46
		Cocoyam		7.72		8.16
		Plantain		14.82		14.63
		Groundnut		1.81		2
		Cowpea		1.73		1.78
		Soya Bean		1.78		1.81

Objective	Indicator	Disaggregation	2022 Target	2022 Actual	2023 Target	2023 Actual
<b>Improve Postharvest Mangement</b>	Percentage of Post-Harvest Losses	Maize				
		Rice				
		Sorghum				
		Cassava				
		Yam				
		Fish (Marine capture)				
		Fish (Inland Capture)				
	Size of National Buffer Stock (metric tonnes)	Maize (White)				
		Maize(Yellow)				
		Rice (Milled)				
<b>Enhance the application STI; Promote crops, livestock and poultry, development for food security and income generation</b>	Proportion of farmers using modern agriculture technologies					
	Contributions of Crops, Livestock and Poultry to GDP (%)	Crops		17.5		19.4
		Cocoa		1.8		1.9
		Livestock		1.3		1.3
		Poultry				
<b>Ensure Sustainable Development and Management of Aquaculture</b>	Total fish supply(mt):Marine		393,970.01	378,196.51	412,730.00	425,361.01
	Total fish supply(mt): Inland Capture fisheries		145,272.04	146,623.41	160,560.55	147,583.13
	Total fish supply(mt): Harvesting of ponds/cages/dams/ dugouts		89,375.48	132,652.39	124,605.62	116,107.83
	Total fish supply(mt):import		273,382.32	165,829.34	202134.78	84827.5
	Quantity of fish produced per hectare of pond per year		-	-	-	





Objective	Indicator	Disaggregation	2022 Target	2022 Actual	2023 Target	2023 Actual
<b>Develop a Competitive Creative Industry</b>	1. Number of tourist arrivals		623,523	914,892	472,505	1,206,261
	2. Percent change in tourist arrivals		75.59%	46.73%	-	31.85%
	3. Percent change in International tourist receipt		107.70%	-	-	67.97%
	Percentage change in Domestic receipt		88%	84.94%	-	-
	4. Number of jobs created by the creative industry		385	386	-	389
	5. Number of tourist sites developed		4	3	3	3

## Appendix 2.2 Social Development

### SOCIAL DEVELOPMENT INDICATOR MATRIX

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
Education and Training	Enhance equitable access to, and participation in quality education at all levels (SDG GOAL 4, Target 4.1, 4.3, 4.5,4.6)	<b>Net enrolment ratio</b>	Ratio of appropriately aged pupils enrolled at a given level expressed as a percentage of the total population in that age group	-		
		Kindergarten Primary JHS SHS				
		<b>Transition Rate</b>	New entrants to the first grade of JHS3 or SHS1 education in a given year expressed as a percentage of the number of people enrolled in the final grade of P6 or JHS education respectively in the previous year	-		
		Prim 6 - JHS1 JHS3 - SHS1				

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
		<b>Completion rate</b> KG Primary 6 JHS3 SHS3	Ratio of the total number of pupils/students enrolled in the last grade of a given level of education (KG, Primary 6, JHS 3, SHS 3), regardless of age, expressed as a percentage of the total population of the theoretical entrance age to the last grade of that level of education	-  83.1 percent		
		<b>Gender parity index</b> Kindergarten Primary JHS SHS Tertiary	Ratio of male to female enrolment	-		
		<b>Proficiency rate:</b> English P4 Maths P4 English P6 Maths P6	Proportion of pupils including those with special needs displaying proficiency in English and Mathematics in standardised tests at the Primary 4 and Primary 6 levels.	-		

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
		<b>Final exam pass rate</b> JHS SHS	Count of final exams takers who passed a particular exam over a total count of final exam takers in that same exams expressed as a percentage	-		
		<b>Total enrolment in Tertiary institutions</b> (Disaggregation by sex, programme type)  Female Male Males in Sciences Females in Sciences Males in Arts Females in Arts	Count of all enrolment in Tertiary institutions (Private and Public) Disaggregated by sex, programme type (Science and Art)	-		
		<b>Percentage of students in public tertiary institutions by type of education</b> (Disaggregation by -Universities, -Technical Universities, -Colleges of Education, -Specialised Institutions, -Nursing Training institutions, -Colleges of Agriculture)	Count of students in public tertiary institutions expressed as a percentage of students of all tertiary institutions	-		

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
	Strengthen competency-based skill development in technical and vocational education	<b>Total enrolment in TVET institutions</b>	Count of all enrolment in TVET institutions (Private and Public) Disaggregated by sex, programme type	-		
	Promote Inclusive Education	<b>Share of children with special needs in mainstream education</b>	Proportion of children with special needs in mainstream education expressed as a percentage of children with special need	-		
		<b>Dropout rate</b> Male Female		-		
	Promote equitable access to e-learning	<b>Proportion of schools with access to digital e-learning and teaching platforms</b> - Primary - JHS - SHS - Tertiary	Count of schools that have access to digital e learning devices and infrastructure expressed as a percentage of total number of schools	-		
	Ensure sustainable financing of education	<b>Education expenditure as a percentage of GDP</b>	Total expenditure on education at all levels expressed as a percentage of GDP			

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
Health and health Services	Ensure accessible and quality Universal Health Coverage (UHC) for all	<b>Percentage of functional Community-based Health Planning Services (CHPS) zones</b>	Count of functional CHPS zones expressed as a percentage of total no. of demarcated CHPS zones	79.7 percent	85	79
		<b>Number of Emergency Medical Technicians (EMTs) trained /deployed</b>	Count of EMTs trained and deployed	3,055		3,460
		<b>Percentage of the population with valid NHIS card</b>	share of the population with valid NHIS card, expressed as a percentage	53.9		55.5
		<b>Number of Out-Patient Department (OPD) visits per capita</b>	The number of out-patient department (OPD) visits per person per year	1.06		1.10
	Improve mental health administration and service delivery	<b>Proportion of public hospitals (district and regional) that have functional mental health units</b>	Count of hospitals (district and regional) that have functional mental health units expressed as a percentage of the total number of hospitals (district and regional).  NB: Functional defined as availability of unit, mental health staff and stock of basic psychotropic medications and logistics excluding CHPS	1:7,203		



GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
	Strengthen healthcare delivery management system	<b>Doctor-to- population ratio</b>	Count of doctors expressed as a ratio of the total population	1:5750		1:4992
		<b>Nurse-to-population ratio</b>	Count of nurses expressed as a ratio of the total population	1:513		1:524
		<b>Health expenditure as a percentage of GDP</b>	Total public expenditure on the health sector expressed as a percentage of GDP	6.6		
		<b>Government health expenditure as percent of general government expenditure</b>		10	7.4	-26
	Reduce disability, morbidity, and mortality	<b>Under-five mortality ratio</b>	Count of deaths occurring in children under-5 years per 1,000 live births	7.9	9.8	10.9
		<b>Proportion of births attended by skilled health personnel</b>	Number of child births attended by skilled health personnel expressed as a percentage of all births	63.5		60.6
		<b>Infant mortality ratio</b>	Count of deaths occurring in the first year of life per 1,000 live births		7.4	8.1
		<b>Institutional maternal mortality ratio</b>	Maternal deaths recorded per 100,000 live births	11.8	102.6	109.3
		<b>Stillbirth rate</b>	Proportion of children declared death at birth or after 28 weeks of gestation per 1000 live births	101.4	11.2	10.2



GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
		<b>Proportion of children immunized (Penta 3)</b>	Number of children 12-23 months fully immunized (Penta 3) as a percentage of total number of children within the age bracket	200	96.7	96.7
		<b>Malaria Incidence per 1000</b>	The number of new cases of malaria in a year per 1000 population at risk	0.09	178	
		<b>Under-5 Malaria Case Fatality Rate</b>	Total malaria deaths in children under 5 years in health facilities expressed as a percentage of total malaria admissions in children under 5 years in health facilities	1.03 percent	0.1	0.1
	Reduce noncommunicable diseases	<b>Mortality rate attributed to cardiovascular diseases or cancer, diabetes and chronic respiratory diseases</b>	Probability of dying between the ages of 30 to 70 years from cardiovascular diseases, cancer, diabetes and chronic respiratory diseases	1.52 percent	N/A	N/A



GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
	Reduce the incidence of new STIs, HIV and AIDS and other infections, especially among vulnerable groups	<b>HIV prevalence</b>	Count of people in the population living with HIV expressed as a percentage of Total population	1.65	1.56	1.53
		<b>Percentage of PLHIV who received ART</b>	Total number of PLHIV who received ART combination per year as a percentage of PLHIV	246,953	244,365	151,526
		<b>AIDS-related mortality rate per 100,000 population</b>	Estimated number of adults and children who have died due to AIDS-related causes in a specific year, expressed per 100,000 population	41.23	17.5	38.92
Food Systems Transformation and Nutrition Security (FST&NS)	<b>Promote food transformation (processing and value addition)</b>	<b>Number of Food borne outbreak incidents</b> - National outbreak - Institutional (DHIMS) - Aflatoxin incidence	Count of foodborne outbreak incidents reported in the media or to the FDA	-		
		<b>Number of food manufacturing facilities in FDA register</b>	Count of manufacturing facilities in FDA register for same.			

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
	<b>Promote nutrition specific and sensitive programmes and interventions</b>	<b>Prevalence of malnutrition</b> -Stunting -Underweight -Wasting	Proportion of children 059 months whose height-for-age, weight for-age, weight-for-height is less than two standard deviations (2SD) from the median of the reference population/group by male and female	1.40 percent 0 0		
		<b>Prevalence of Anaemia</b> -Children under-5 years, -Women of reproductive age (15-49 years) -Pregnant women	Proportion of children under 5 years and women age 15-49 years with any form of anaemia	- 1.5 percent 95.8 percent		
		<b>Rate of exclusive breastfeeding</b>	Proportion of children who have not been given any other food or drink or water except breastmilk for first 6 months of life.			
		<b>Proportion of population overweight/obese</b> -Children under-5 -Women (15-49 years) -Men (15-49 years)	Count of children under 5 years and women/men aged 15-49 years whose weight-for-height is greater than two standard deviations (-2 SD) from the median weight of the reference group			



GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
	Improve Food Systems and Nutrition Governance	<b>New policies passed on Food Systems Transformation and Nutrition Security</b>	Number of policies, strategies and legal frameworks passed and implemented towards better Food Systems Transformation and Nutrition Security outcomes			
		<b>Total Government allocations to Food Systems Transformation and Nutrition Security actions</b>	Percentage of annual budget allocated to Food Systems Transformation and Nutrition Security			
		<b>Active Food Systems Transformation and Nutrition Security platforms at the national and local level</b>	Number of Active Food Systems Transformation and Nutrition Security platforms at the national and local level - National - Sub-national	-		
Population Management and Migration for Development	Improve population, civil registration and vital statistics management	<b>Percentage of vital events registered</b> -Births -Deaths	Total vital events registered (births, deaths), expressed as a percentage of expected number of events	-	-730.481	- 663,226 -53.671
	Improve maternal and adolescent reproductive health	<b>Unmet need for Family Planning</b> - GMHS - GDHS	The proportion of women of reproductive age (aged 15-49) who had their need for family planning satisfied with modern method	- 57.4 percent		



GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
		<b>Proportion of adolescents' population who use health corners for reproductive health services and promotion (FAD-GHS)</b>	Count of adolescents who access health corners for Reproductive Health and Promotion Services as a percentage of the total adolescent population	32.2		
		<b>Contraceptive Prevalence Rate</b> - GHMS - GDHS	Proportion of all women currently using modern contraceptive	- 3.745		
		<b>Total Fertility Rate</b> (Provisional Census Data 2021)	Count of children that would be born to a woman (aged 12-54) by the time she ended childbearing if she were to pass through all her childbearing years  conforming to the age specific fertility rates of a given year.			
	Harness the demographic dividend	<b>Youth Development Index</b>	A composite indicator to measure youth development in the areas of education, health, employment and civic and political participation in Ghana. Age bracket for the youth 15-35 years.			





GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
Reducing Poverty and Inequality (Estimates based on intercensal data)	Eradicate poverty and address vulnerability to poverty in all forms and dimensions	<b>Poverty rate</b>  National - Upper - Lower  Urban - Upper - Lower  Rural - Upper - Lower	The proportion of the population that is below the upper and lower poverty lines			
		<b>Proportion of the population who are multidimensionally poor</b>  - National - Urban - Rural - Male - Female - Children (0-17 years)	Proportion of the population experiencing deprivation of basic survival needs			

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
	Reduce income disparities within and across socioeconomic groups and geographical areas	<b>Income Distribution Index</b> <b>(Gini Index)</b>  National  Urban  Rural	A number that demonstrates the inequality in the distribution of wealth or income.  NB: A Gini Index of 0 represents perfect equality, while an index of 1 implies perfect inequality			



GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
Water and Environmental Sanitation	Improve access to safe, reliable, and sustainable water supply services for all	<b>Percentage of population with access to drinking water services</b>	Share of population with access to			
		-Basic	(a) basic drinking water service from an improved source, provided collection time is not more than 30 minutes for a round trip, including queuing			
		-Safely managed	(b) safely managed drinking water services from an improved source that is accessible on premises, available when needed and free from faecal and priority chemical contamination			
		<b>Percentage of distribution losses</b>	The difference between total volume of water treated and that distributed, expressed as percentage of the total amount of water produced at the treatment point			
		-Urban				
		-Rural				

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
	Enhance access to improved and sustainable environmental sanitation services	<b>Proportion of population with access to basic sanitation services:</b>	Population using improved sanitation facilities that are not shared with other households expressed as a percentage of total population.			
		-National	NB: Improved sanitation facility include flush or pour flush toilets to sewer systems, septic tanks or pit latrines, ventilated improved pit latrines, pit latrines with a slab, and composting toilets			
		-Rural				
		-Urban				
		<b>Proportion of communities achieving open defecation-free (ODF) status</b>	Count of communities achieving open defecation-free status	-		
		<b>Proportion of solid waste properly disposed of (major towns/cities)</b>	Percentage of solid waste collected and disposed off in sanitary landfills in the five largest cities – Accra, Tema, Kumasi, Takoradi, and Tamale.			
	Promote efficient and sustainable waste water management	<b>Proportion of Population whose liquid waste (faecal matter) is safely managed</b>	Population whose liquid waste (faecal matter) is safely disposed on site or properly collected, transported and treated off site, expressed as a percentage of total population	-		



GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021 BASELINE YEAR	2023 TARGET	2023 ACTUAL
Child Protection and Development	Prevent and protect children from all forms of violence, abuse, neglect and exploitation	<b>Proportion of children (5-17 years) engaged in hazardous work.</b>	Count of children (5-17 years) engaged in hazardous work as a percentage of all children	-		21
		<b>Percentage of children engaged in child labour</b>	Count of children (5-17 years) engaged in child labour as a percentage of children			30
		<b>Incidence of child abuse cases</b>				
	Improve the policy and legal environment and strengthen institutions and systems for child and family welfare	<b>Percentage of districts implementing Integrated Social Services (ISS)</b>	Count of districts using ISSOP to address child and family welfare services	-100		
		<b>Percentage of districts mainstreaming child protection issues into work plans/budgets</b>	Count of districts implementing child protection and child rights interventions over total number of districts expressed as a percentage	-		160

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
Support for The Aged	Enhance the wellbeing and inclusion of the aged in national development	<b>Percentage of aged benefiting from social protection interventions</b> - LEAP - EBAN welfare - NHIS	Count of 65-year old's and older benefiting from social protection interventions as a percentage of the total number of persons 65 years and above by type of intervention	27.07		27.07
		<b>Percentage of population 70 years and above registered under the NHIS</b>	Count of the aged (70 years and above) with valid NHIS card, expressed as a percentage of persons 70 years and above	4.14		5
Gender Equality	Attain gender equality and equity in political and social development	<b>Percentage of women in public life</b> - Ministers - Dep. Ministers - MPs - MMDCEs - Judiciary - District Assembly Appointees	Count of women in administration and political leadership expressed as a percentage of all people in administration and political leadership		20 23.1 14.4 14.6 42.1 3.8	20 23.1 14.4 14.6 42.1 3.8





GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
		<b>Reported cases of sexual and gender-based violence</b>  - Women  - Girls  - Men  - Boys  - PWDs	Count of persons who are victims of sexual and gender-based violence	11,428  -  3,125  -  17	138  79  18  20  1	341  24  80  2  0
	Strengthen gender mainstreaming, coordination and implementation of gender related interventions in all sectors.	<b>Proportion of sectors and Districts with gender responsive plans and budgets</b>	Count of sectors and Districts with gender responsive plans expressed as a percentag			

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
Sports and Recreation	Enhance sports and recreational infrastructure for all	<b>Number of sporting facilities and infrastructure</b> - Rehabilitated - Constructed	Count of sporting facilities or infrastructure rehabilitated/constructed			- 2 - 4
	Build capacity for sports and recreational development	<b>Number of competitions organised/participated in</b> - Local - Sub-regional - International	Count of sports events organized/participated in		-0 - 0 - 95	- 184 - 45
Youth Development	Improve coordination for youth development	<b>Number of coordinating meeting</b> -National -Regional -District	Count of coordinating meetings held			
	Promote effective participation of the youth in socioeconomic development	<b>Number of youths provided with employable skills</b> - TVET Service - NEIP - YEA - NYA	Count of youth (including PWDs) provided with employable skills by key government agencies		- 2,856	- 955 - - 93,983



GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
	Promote youth participation in politics, electoral democracy and governance	<b>Proportion of young people in political life:</b> <ul style="list-style-type: none"> <li>- Ministers of State</li> <li>- Members of Parliament</li> <li>- MMDCEs</li> <li>- Assembly members</li> <li>- CEOs of public institutions</li> </ul>	The number of youth, between the ages of 15 years and 35 years, in administration and political leadership expressed as a percentage			
Social Protection	Strengthen social protection for the vulnerable	<b>Number of extremely poor households benefiting from LEAP</b>	Count of total number of households that receive cash grants under LEAP	-	350,00	350,580
		<b>Proportion of LEAP beneficiaries that have exited (graduated from LEAP) the cash transfer programme</b>	LEAP beneficiaries exiting cash transfer programme expressed as a percentage of total LEAP beneficiaries		100	0
		<b>Proportion of females on LEAP</b>	Count of number of females benefiting from LEAP	54.8	60	55

GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
	Promote decent pensions	<b>Number of persons who receive regular pension payments under SSNIT and CAP 30</b>  -60 years -55 years	Proportion of persons who receive pension payments under SSNIT scheme and CAP 30	-		
		<b>Coverage of informal sector Pension Schemes</b> Farmers in the cocoa, coffee, and sheanut sub-sector  All categories - Informal Sector Coverage - Coverage - Workers - Schemes Established	Number of informal sector workers covered by informal sector pension schemes expressed as a percentage of the total estimated number of informal sector workers	-		
Disability-Inclusive Development	Promote equal opportunities for Persons with Disabilities in social and economic development	<b>PWDs who benefit from the District Assembly Common Fund for PWDs</b>	Number of persons with disabilities who accessed the Common Fund	8,160		15,00
		<b>Employment rate of persons with disabilities</b>	Percentage of employed persons with disabilities as against the total percentage of persons with disabilities		30	



GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
		<b>Inclusive services provided by sectors</b>	Number of MDAs that provide inclusive services per the total number of MDAs	25	70	
		<b>Sign language interpreters employed</b>	Number of sign language interpreters employed in the public and private sectors		60	
	Promote participation of PWDs in politics, electoral democracy, governance and leadership	<b>Political participation of persons with disabilities</b>  -National (executive appointment and election)  -Local Government level (appointment and election)  -Women with disabilities in politics	Number of persons with disabilities appointed and elected as various levels	- 2	-5	-3



GOALS	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2023	2023
				BASELINE YEAR	TARGET	ACTUAL
	Strengthen institutions and systems that ensure the protection, inclusion and capacity building of Persons with Disabilities	<b>Percentage of MDAs and MMDAs with disability-inclusive plans and budgets</b>  -MDAs (MoGCSP, MOH, MLGRD) (NCPD, GHS, NHIS, Department of Social Welfare and Community Development)  -MMDAs percent MMDAs expressed as a percentage of total MMDAs	Count of MDAs and MMDAs mainstreaming disability issues into their development plans and budgets expressed as a percentage of the total number of MDAs and MMDAs			
	Promote job creation and decent work	<b>Share of waged and salaried workers</b>	Count of persons who take salary or perform paid job under contract (written or not) expressed as percentage of total workers  -Age -Sex -Disability data			



## Appendix 2.3 Environment, Infrastructure and Human Settlements

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
Protected Area	Expand forest conservation areas	Coverage of protected areas (SDG 14.5.1)	Proportion of the total land area designated as protected areas.2	15.06%	15.06%		
						15.06%	15.06%
		Stock of biological diversity: Indigenous plant species - Fishes - Birds - Mammals Species of amphibians and reptiles	The number of species in a system and the variances of species' local abundance	≥2,974 ≥504 ≥728 ≥225 ≥221	≥2,974 ≥504 ≥728 ≥225 ≥221		
	Protect forest reserves	Percentage of degraded areas within forest reserves	Share of degraded forest reserves as a percentage of total forest reserves in the country	20.75%	33.73%		
						37.37%	33.73%
Minerals Extraction		Mineral rights and production: ▪ Mineral rights granted	Count of mineral rights granted in respect of mining lease, prospecting, reconnaissance, salt, quarry, clay, sand mining, small-scale gold/ diamond, etc				

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Mineral production ▪ Gold	Quantity of selected minerals produced per annum	2,822,190	3,724,104		
		▪ Diamonds		54,175	82,252		
		▪ Bauxite		839,465	1,044,166		
		▪ Manganese		3,418,218	3,074,761		
		Value of minerals produced ▪ Gold	Value of selected minerals produced per annum	5,070,723,605	6,684,897,182		
		▪ Diamonds		1,612,979	3,891,372		
		▪ Bauxite		20,484,643	18,616,055		
		▪ Manganese		146,141,293	187,005,118		
		Number of districts and percentage of land area affected by the activities of illicit mining: ▪ No. of Districts	Count of districts reported to be affected by mining and the share of land area affected by illicit mining activities				
		▪ Percent area affected (%)					
	Ensure effective linkage of extractive industry to the rest of the economy	Number of Jobs created by the extractive industry ▪ Large scale (expatriate and local); male and female	Count of persons employed in large- and small-scale mining, both expatriate and local	30,944	31,200		
		▪ Small scale (legal and illegal)		1,100,000	1,200,000		
		Foreign direct investment (in US\$)	Ratio of FDI to GDP, expressed in percentage	1,103.41			



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Mineral revenues (GH¢) ▪ Royalties	Total amount of mineral revenues received through taxes, royalties, corporate social responsibility and export of mineral resources in Ghana Cedis	1,536.00	-		
		▪ Taxes		2,547.00	-		
		▪ Corporate social responsibility		25.74	-		
		▪ Contribution to total merchandise exports		5241.00	6,817.29		
		Repatriation of mineral revenue ▪ % of mineral revenue returned to the Ghanaian economy (Commercial banks)	Ratio of revenue from mineral exports returned to the economy to total revenue, expressed as a percentage	81.6	83.00%		
		▪ % of mineral revenue spent on local good	The value of mineral revenue spent on local goods, expressed as a percentage of total revenue from mineral resources in a given year	67.56	74%		
		Percentage of mineral production processed locally - Gold - Diamonds - Bauxite - Manganese	The amount of the key mineral resources, including gold, bauxite, diamond, manganese, etc produce and processed locally, express as percentage.				

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Proportion of mineral production processed locally	Amount of the key mineral resources, including gold, bauxite, diamond, manganese, etc. produce and processed locally, express as percentage				
<b>Water Resources Management</b>	Promote sustainable water resources development and management	Proportion of bodies of water with good ambient water quality(Water quality index) (SDG 6.3.2)	The proportion of bodies of water bodies in the country that have good ambient water quality. Ambient water quality refers to natural, untreated water in rivers, lakes and groundwaters and represents a combination of natural influences together with the impacts of all anthropogenic activities	58.32	59	57%	57.80%
		Level of Water Stress	Total available freshwater resources divided by the population	1725	1717m3/person		



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
Coastal and Marine Management	Reduce coastal and marine erosion	Proportion of coastline protected	Length (kilometres) of coastline protected expressed as a percentage of total coastline requiring protection	4.2km	8.8km		
		Proportion of investment in financing control structures, construction, and technological improvements	Percentage of resources invested in coastal control structure relative to resource planned	GHS299,127,954	GHS180,611,500	GHS51,000,000	GHS145,751,825
		Level of pollutants of effluent discharge into coastal waters and lagoons	A measure of concentrations of daily biological oxygen demand loads (BOD5), suspended solids, turbidity, and conductivity of effluent discharge	150 Industries monitored for levels of pollutants effluent quality were above EPA recommended guideline levels 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries	162 Industries monitored for levels of pollutants effluent quality were above EPA recommended guideline levels 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries	155 Industries monitored for levels of pollutants effluent quality were above EPA recommended guideline levels 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries	141 Industries monitored for levels of pollutants effluent quality were above EPA recommended guideline levels 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
Environmental Pollution	Reduce environmental pollution	Annual mean levels of fine particulate matter in selected locations (SDG 11.6.2)	Average level of particulate matter (PM10) in the air at selected locations in Accra	N/A	N/A		N/A
		▪ North Industrial Area Annual Mean				78 µg/m3	
		▪ First Light Annual Mean		155.5 µg/m3	162 µg/m <sup>3</sup>	158µg/m3	60.6 µg/m3
		▪ Shangri La Annual Mean		118.2 µg/m3	143 µg/m <sup>3</sup>	143µg/m3	64.7µg/m3
		▪ Achimota Annual Mean		N/A	N/A	N/A	N/A
		▪ La Palm Annual Mean		N/A	N/A	101µg/m3	N/A
		▪ Graphic Road Annual Mean		162.9 µg/m3	168 µg/m <sup>3</sup>	169µg/m3	120.7µg/m3
		▪ Kasoa Annual Mean		N/A	119 µg/m3	103µg/m3	45.6µg/m3
		▪ Amasaman Annual Mean		121.3 µg/m3	106 µg/m <sup>3</sup>	90 µg/m3	N/A
		Number of companies compliant with Environmental Assessments (EA)	Count of companies that adhere to permitting conditions	10543	12947	12,200	14,521
		Number of E-waste recycling facilities audited nationwide	The number of e-waste recycling facilities adhering to permitting conditions in line Act 917 and L.I. 2250	23	16 out of 24 facilities were complying with permit conditions	30	15
		Number of e-waste collection and dismantling points set up	Count of e-waste collection and dismantling points set up	1	2	2	1



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Percentage of authorised persons complying with licensing conditions of Nuclear Regulatory Act, 2015 (Act 895).	Companies complying with licensing conditions of NRA Act	108	362	100%	76%
<b>Deforestation, Desertification and Soil Erosion</b>	Combat deforestation, desertification and soil erosion	Rate of deforestation	The changes in the forest cover arising out of conversion of forested land to other uses, expressed as a percentage of total forested area of the previous year <sup>4</sup>	18.84%	21.87%		21.87%
		Hectares of degraded forest, mining areas, dry and wet lands restored/ rehabilitated within forest reserves	Total area in hectares of lost forest reserves and protected areas restored	18,494.7 ha	27,910.5 ha	Public = 15,000ha Private = 5,000ha Total = 20,000ha	Public = 10,835.6ha Private = 3,333.6ha Total = 14,169.2ha
		Hectares of degraded forest, mining areas, dry and wet lands restored/ rehabilitated outside forest reserves. ▪ Mining ▪ Wetlands and mangroves	Total area in hectares of lost mining areas, wetland and mangrove areas restored				



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
	Promote sustainable use of forest and wildlife resources	Percentage of compliance to the Annual Allowable Cut (AAC) NB: Natural Forest. A forest composed of indigenous trees and not classified as forest plantation . Forest plantation. A forest established by planting or/and seeding in the process of afforestation or reforestation. It consists of introduced species or, in some cases, indigenous species	The volume of timber that can be harvested under sustained-yield management in any one year, as stipulated in the pertinent approved forest management plan.	1,643,571 m3	1,671,303 m3	1,000,000m3	1,688,834m3
		▪ Natural Forest		1,643,571 m3	1,671,303 m3		
		▪ Plantation Forest		203,992 m3	255,346 m3		
<b>Climate Variability and Change</b>	Enhance institutional capacity and coordination for effective climate action	Number of MDAs and MMDAs capacity built for effective climate action	Count of sectors and MMDAs with capacity built in climate change issues	N/A	8 MDAs and 50 MMDAs capacity built	10 MDAs/60 MMDAs	40 MMDAs

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
	Enhance climate change resilience	Percentage of sectors with climate change adaptation strategies	Count of MDAs with climate change adaptation measures as related to agriculture, marine ecosystems, coastal zone infrastructure, human health and settlement, biodiversity, water resources and wetlands etc., expressed as a percentage	53%	57%		
						60%	63%
	Reduce greenhouse gases	Level of Greenhouse gas emissions	Emissions of carbon dioxide, methane, nitrous oxide, and several fluorinated gases in Ghana, expressed in million tonnes of carbon dioxide equivalent	49.0 MT	51.2MT		
						46.8MT	53.4MT

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Global Green Economy Index (GGEI)	Provides a ranking of country and city performance in the global green economy (GGE) and how expert practitioners perceive this performance. The performance index uses quantitative and qualitative indicators to measure how well each country performs in four key dimensions: leadership and climate change; efficiency sectors; markets and investment; and environment and natural capital	46(78 <sup>th</sup> )	46(78 <sup>th</sup> )	46(78 <sup>th</sup> )	47.7% (98 <sup>th</sup> ) out of a total of 160 countries
<b>Transportation (Road, Rail, Air and Water)</b>	Improve efficiency and effectiveness of road transport infrastructure and services	Road condition mix <ul style="list-style-type: none"> <li>▪ Good</li> <li>▪ Fair</li> <li>▪ Poor</li> </ul>	Proportion of classified road network by condition.	44% Good* 34% Fair* 22% Poor*	44% Good* 34% Fair* 22% Poor*	50% Good 28% Fair 22% Poor	48% Good 31% Fair 21% Poor



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Total Road network	Total length (km) of classified road network by type.	94,203km	94,203km*	94,203km	94,203km
		▪ Trunk roads		14,948km	14,948km*	14,948km	14,948km
		▪ Urban roads		28,480km	28,480km*	50,775km	50,775km
		▪ Feeder roads		50,775km	50,775km*	28,480km	28,480km
		Proportion of classified road network maintained	Roads maintained as a percentage of the classified road network	60%	60%	75%	30%
	Enhance safety and security for all categories of road users	Accident statistics ▪ Road crashes	Number of accidents for each transport mode: Road Crashes	11,207	14,960	10,222	14,135
		▪ Inland water accidents	▪ Inland Water Accidents	4	4	3	9
			Injuries -Fatalities	37	12	53 18	
		▪ Air traffic accidents	Aircraft accidents	0	1	0	0
		▪ Train Minor operational incidents Major operational incidents	▪ Train Minor operational incidents Major operational incidents	58 (minors) 1 (major)	62 (minors) 0 (major)		
		Number of road traffic fatalities	Count of persons killed by road accidents	2890	2373	1,871	2,276



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Number of serious injuries	Count of persons seriously injured through road accidents	7237	6276	4,014	6,164
	Improve capacity and efficiency of port operations	Turn-around time of vessels ▪ Tema port	Average time spent for a vessel to unload goods	76.19	91.83	100	72.66
		▪ Takoradi port		93.5	102	100	106.52
		Maritime traffic: ▪ Container traffic (TEUs)	Weight of goods carried by maritime traffic, to and from Ghana	1,562,000	1244245	1,290,830	1,226,635
		▪ Cargo traffic (tonnes)		30,088,625	27033223	30,134,535	26,229,381
	Develop and promote inland water transport system	Inland Water traffic: ▪ Freight (Tonnes)	Quantity of goods and number of vehicles and passengers transported on Volta Lake	79,751.95	45,228.81	77,072.00	67,495.33
		▪ Number of Vehicles (No.)		100,132	101,815	105,648	105,083
		▪ Passenger (No.)		1,090,607	1,173,233	1,152,600	1,223,536

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
	Position Ghana as the aviation hub for West African subregion	Total air freight and number of transit passengers by categories: ▪ Domestic aircraft movement	Count of air passengers and weight of air freight to and from Ghanaian airports	16,596	19,343	20,217	17,786
		▪ International aircraft movement		21, 274	24,627	27,444	26,072
		▪ Domestic passengers		722, 721	852,101	938,784	775,662
		▪ International passengers		1,269,898	1,800,341	1,899,553	2,138,999
		▪ Freight movement (tonnes)		1,800,341	38,998	49,846	40,774
	Modernise and extend railway network	Passenger traffic and goods traffic by railways: ▪ Passenger traffic (1000 passengers)	Count of passengers and weight of goods carried by railways (Revise indicator definition to read as : Distance covered by railway on passengers and goods traffic)	87.95	271.38	400	167.12
		▪ Goods traffic (1,000 tonnes)		587	375.51	400	214.43
		Volume of goods transited through Ghana:  Transit cargo traffic (tonnes)  Transit containers traffic (TEUs)	The volume of goods that passes through Ghana sea ports to landlocked or other coastal countries	1,649,595 88,083	1,660,608 80,702	1,772,191 84,112	1,759,819 90,314

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
Information and Communication Technology Development	Enhance application of ICT in national development	Total broadband capacity of the country	Total broadband capacity in gigabyte available and in use for ICT development.	2,905 (GB)	5,938(GB)	3,478 (GB)	6,938 (GB)
		▪ Available for ICT development		2,905 (GB)	5,938(GB)	3,478 (GB)	5,938 (GB)
		▪ In use for ICT development		981.20 (GB)	1,509.91(GB)	1,509.91 (GB)	1,736 (GB)
		▪ International transit		2,905(GB)	1,270(GB)		
		▪ Local backbone capacity (Local Transit)		915(GB)	555.97(GB)	23,884 (GB)	25,078 (GB)
	Expand the digital landscape	Internet penetration rate:	The ratio of population with access to internet to total population, expressed as a percentage	76.84%	71.56%	71.56%	72.56%
		Subscribers		23,659,953	22,732,692	22,732,692.00	25,121,259.00
		Providers (No.)		14	11	11	12





FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
Science, Technology and Innovation	Mainstream science, technology and innovation in all socio-economic activities	Research and development (R&D) expenditure as a percentage of GDP	Total public expenditure by Government and Government institutions, and private sector investments in science, technology and innovation, expressed as a percentage of GDP	1.00%	0.38%		0.38%
						1%	
		Number of research findings adopted by industry	Count of research findings of key national research institutions (including CSIR, GAEC and the universities) adopted by industry	125	173		
						120	80
		Number of technologies commercialised	Count of technologies commercialized	20	56		
						50	12

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
Energy and Petroleum	Ensure availability of, clean, affordable and accessible energy	Per capita consumption of energy per annum (in Tonnes of Oil Equivalent (TOE): ▪ Total (TOE/capita) ▪ Electricity FOCUS (kWh)/capita ▪ Petroleum (TOE/capita) ▪ Biomass (TOE/capita)	Total amount of energy consumed in the economy per year divided by the population expressed in Tonnes of Oil Equivalent (TOE)	0.3			
				586			
				0.15			
				0.10			
		Electricity access rate	The population with access to electricity as a percentage of entire population	86.63%	88.54%		
						75%	88.85%
		Total Installed capacity of power generation plants	The total electricity generated by the various supply sources, including hydro, thermal and renewable sources in Megawatts (MW)	5,489			

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Percentage of indigenous energy sources: Installed Capacity Hydro Thermal Renewable sources (i.e. solar)	The quantity of electricity generated by the various sources such as hydro, thermal and renewable sources, expressed as a percentage of total electricity supply	44.51 55.15 0.34	44.29 54.88 0.83		
		Available Capacity Hydro Thermal Renewable sources (i.e. solar)		52.63 47.37 0	52.63 47.37 0		
		Percentage of households with access to electricity	The number of households with electricity as a percentage of total number of households	87.00%			
		Change in Renewable Energy (RE) penetration	Change in generation from RE sources				
		Share of renewable energy in electricity generation mix	Percentage of renewable energy installed systems in total generation capacity	2.76%			

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Customer Average Interruption Duration Index (CAIDI) ECG	Average number of hours of Outages Customers experience in a year				
		▪ Metro		1.24	1.62hrs	2hrs	1.89hrs
		▪ Urban		1.65	2.00hrs	3hrs	1.78hrs
		▪ Rural		1.73	2.13hrs	4hrs	1.96hrs
		NEDCO ▪ Metro ▪ Urban ▪ Rural		Metro=2.2 Urban=1.6 Rural=1.5	Metro= Urban= Rural=	Urban: 1.45hrs Rural: 1.72hrs	Urban: Hrs1.66 Rural: 1.60hrs
		Number of weeks of Strategic Stocks of petroleum products	Number of weeks petroleum products in reserve for emergency purpose available	1 week	2 weeks		

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
	Promote efficient transmission and distribution system	Transmission losses	The difference between power purchased from producers and sales by transmission companies, expressed as a percentage of power purchased	5.01%	4.10%		
						4.65%	3.86%
		Distribution losses ▪ ECG	The difference between power purchased from producers and sales by distribution companies, expressed as a percentage of power purchased	ECG = 30%	30.62%		
						10.55%	9.54%
	Improve financial capacity and sustainability of utility companies	▪ NEDCo		27.40%			31.78%
		Cost Recovery Ratio (%) ▪ ECG	Total Revenue divided by Total Cost of operation	VRA= 71.65%	VRA=64.97%		
				ECG=104.60%	ECG=64.97%		
		▪ NEDCo					
		Commercial losses ▪ ECG	Ratio of billed energy to supplied energy to customer	20.45	21.07		
		▪ NEDCo					19.84%

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
	Ensure efficient utilisation of energy	Power factor	Measurement of power factor				
		Share of efficient appliances	Average share of efficient regulated appliances on the market				
	Promote petroleum exploration	Number of development wells completed and hooked-up ▪ Jubilee Field ▪ TEN Field	Count of development wells completed and hooked up	Jubilee Field : Thirty-five (35) development wells TEN Field : Sixteen (16) development wells	Jubilee: 3 wells TEN: 1 well	Jubilee: 6 wells TEN: N/A	Jubilee: 7 wells TEN: N/A
		Amount of new investments in oil and gas sector (US\$ billion)	Amount of investments going into exploration for oil and gas, and development of those already discovered	\$127.5M was invested by companies in the exploration phase. \$146.4M was invested on development activities.	A total amount of <b>\$1.02 billion</b> was invested in the sector. <b>\$60M</b> was invested by companies in the exploration phase. <b>\$960M</b> was invested on development activities		



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
	Promote development and use of indigenous capabilities for exploitation of petroleum resources	Value of services and contracts awarded to indigenous companies	Value of services and contracts undertaken by indigenous Ghanaian companies in the oil and gas sector	<b>US\$133,175,479.71</b>	A value of <b>230,523,983 USD</b> was awarded to Indigenous Ghanaian Companies representinng <b>36%</b> of the total value of contracts awarded (\$646,262,908.00)		
		Share of contracts awarded to indigenous companies	The number of contracts of the oil and gas industry executed by indigenous Ghanaian industry, expressed as a percentage of total contracts of the industry per annum	34% (99,309,740.72)	45% (359 Contracts/ POs awarded to indigenous companies out of 797 contracts/POs)		
		Percentage share and value of services awarded to indigenous companies	The value of contracts of the oil and gas industry executed by indigenous Ghanaian industry, expressed as a percentage of total contracts of the industry per annum	21% (US\$133,175,479.71)	<b>27%</b> <b>(US\$146,688,726.22)</b>		



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Proportion of Ghanaians employed in the oil and gas sector ▪ Management	Count of Ghanaians employed in the oil and gas sector as a percentage of total employment in the sector	Management-13.5% (644)	11.77% in Management category (i.e. 370 out of a total of 3,143 Ghanaians)		29
		▪ Technical		Technical - 37.4% (1,784)	44.41% in Core Technical category (i.e. 1,396 out of a total of 3,143 Ghanaians)		363
		▪ Others		Others- 49% (2,337)	43.81% in Other roles category (i.e. 1,377 out of a total of 3,143 Ghanaians)		533
	Leverage oil and gas industry as a catalyst for national economic development	Share of oil and gas sector in GDP	Total value added of oil and gas activities as a percentage of total GDP				
		Proportion of households with access to LPG	Count of household with access to LPG expressed as a percentage of total household population				



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Change in Processing Capacity	The level of change in total processing capacity in barrels per stream day				
		Volume of natural gas supplied or transported (MMscf)	The quantity of gas supplied to power companies, Tema industrial enclave and subregion	3061.98MMscf	35383.37MMscf		25949.73MMscf
		▪ Tema Industrial enclave					
		▪ Togo					
		▪ Cote d'Ivoire					
		Proportion of petroleum revenue allocated to priority areas	Annual Budget Funding Amount (ABFA) allocated to social and economic infrastructure across all sectors, expressed as a percentage				
	Minimize potential environmental impacts of oil and gas industry	Percentage of companies complying with condition of their respective Environmental Assessment (EA) and Environmental Management Plans (EMP) Permit	Proportion of conditions under the respective EA and EMP permits being adhered to by companies in the oil and gas sector	100% compliance			

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Percentage change in oil refinery capacity (%) TOR-Platon GNGC Akwaaba	The change in total oil refinery capacity, including expansion of existing refinery and construction of new refinery, expressed as a percentage	45,000bpd 1700bpsd 150mmscfd 4000 bpd			
<b>Human Settlements Development and Housing</b>	Promote sustainable, spatially integrated development of human settlements	Percentage of Spatial Development Frameworks, structural Plans and Local Plans developed: ▪ Regional Spatial Development Frameworks (% of Regions with RSDFs).	Count of MMDAs who have prepared and are implementing Spatial Development Frameworks (SDF), Structural Plans (SP) and Local Plans (LP) as a percentage of total MMDAs	18.75%	18.75%(3)		
	Provide adequate, safe, secure, quality and affordable housing	▪ District Spatial Development Frameworks		SDFs= 8.05%(21)	SDFs= 8.05%(21)		
		▪ Structural Plans (District)		SPs= 11.88%(31)	SPs= 11.88%(31)		
		▪ Local Plans					
		Number of household units provided nationally (thousands) : Urban	Count of household units constructed by the public and private sector in the rural and urban areas	1339			
		Rural			824      824	1200 1200	96 96
<b>Rural Development Management</b>	Enhance quality of life in rural areas	Number of rural sub-projects completed, and jobs created under the rural development and management programme: ▪ Sub-projects	Count of rural sub-projects completed and jobs created under the rural development and management programme	344	549		
		▪ Jobs created		33,952	55,686		



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
<b>Urban Development Management</b>	Promote resilient urban development	Proportion of urban population	Count of people living in urban areas, expressed as a percentage of total population	57	17, 472,530 (56.7%) per 2021 PHC		
<b>Construction Industry Development</b>	Build a competitive and modern construction industry	Construction Industry laws enacted and implemented	Legal frameworks which will regulate the development of the industry enacted into law, including the setting up of apex body for the industry				
<b>Drainage and Flood Control</b>	Address recurrent devastating floods	Number of drainage master plans prepared: ▪ Regional	A comprehensive plan which outlines systemic actions to create adequate artificial waterways to carry storm water discharge in major cities and towns			8	
		▪ Districts					
						129	
		Length of drains(km) constructed: ▪ Primary		4.74km 2km	6.87km 2.3km	25km 10km	9.19km 3.48km
		▪ Secondary		2.74km	4.57km	15km	5.71km

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
		Number of flood warning stations constructed/rehabilitated	Count of national advanced flood warning system installed for forecasting floods	NA			
<b>Infrastructure Maintenance</b>	Promote effective maintenance culture	National public works maintenance framework instituted and operationalized	A routine maintenance arrangement for all public infrastructure in health, education, roads, railways, ports, etc., introduced and enforced by Government with appropriate sanctions				

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
<b>Land Administration</b>	Develop efficient land administration and management system	Number of days to register lands: ▪ Land title certificate	Average number of days it takes to get title to land in a year	150days	120days		
		▪ Land Registry (Deeds)	Average number of days it takes to register deed	30days	20days		
		Number of regional and district Land Commission offices established ▪ Regional	Count of regional and district offices established	0	6		
		▪ District		0	0		
<b>Zongos and Inner Cities Development</b>	Improve basic social infrastructure and services and livelihood conditions of Zongos and inner cities	Proportion of people living in slum areas	Population living in slum areas as a percentage of total population	28.6% (8.8 million)			
		Number of slums/ Zongo communities upgraded	Count of slums/zongos upgraded	0	9,019,964		
						1	

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	2021	2022	2023	2023
				BASELINE DATA	Actual	Target	Actual
DISASTER MANAGEMENT		Number of recorded incidence of disasters across the country	Total number of disasters occurrences across the country in a year	1,926	2,426		
		Number of communities trained in disaster prevention and management (especially bush fires and flooding)	Total number of communities that benefit from disaster prevention and management training per annum	2,626	6,271		
		Number of deaths, missing persons and persons affected by disaster per 100,000 people	Total number of persons affected by disasters	682	141,356		



## Appendix 2.4 Governance, Corruption and Public Accountability

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Target	2023 Actual
<b>Democratic Governance</b>	Deepen democratic governance	1. Number of CRC recommendations implemented	Count of CRC recommendations implemented (White paper)	-	-		
		2. Change in the budgetary resources approved and released to: - Parliament - EC - CHRAJ - JS - NMC - NCCE	Change in the budgetary resources approved and released to Parliament, Judiciary and IGIs expressed as a percentage of the preceding year's allocation to: - Parliament - EC - CHRAJ - JS - NMC - NCCE	- 523.6% - 290.8% - 44.7% - 437.3% - 4.3% - 68.3%	- - - -		
		3. Good Governance Index (GGI)	Composite index covering six dimensions of governance namely, Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law, Control of Corruption, based on over 30 individual data sources produced by a variety of survey institutes, think tanks, non-Governmental organizations, international organizations, and private sector firms	-	-		

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Target	2023 Actual
<b>Local Governance and Decentralization</b>	Deepen political and administrative decentralization	4. Pre-conditions for the election of MMDCEs met <ul style="list-style-type: none"> <li>▪ Amendment of relevant legislations</li> <li>▪ Conduct of referendum</li> </ul>	Pre-conditions for the election of MMDCEs include the revision of Articles 243 (1) and 55 (3) of the Constitution, revision of section 20 of Act 936 and the conduct of referendum for the MMDCE election	-	-		
		5. Staff strength of MMDAs	Total number of employees in all MMDAs, expressed as a percentage of the total number required/on Government payroll	MMDAs share of personnel on Govt. payroll = 5.05% (GoG only)	-		
	Improve decentralized planning	6. Percentage of MDAs and MMDAs medium-term development plans certified and implemented	Count of MDAs and MMDAs medium-term development plans certified and implemented expressed as a percentage.	-	-		
	Strengthen fiscal decentralization	7. Share of MMDA total revenue in relation to total national revenue	Total MMDAs revenue (including IGF, DACF, DACF-RFG, GoG transfers and Donor funds) expressed as a percentage of total national revenue	MMDAs revenue as share of total national revenue = 3.01%	-		
		8. Proportion of central government transfers to MMDAs in total national budget	Amount of DACF and other GoG funding to MMDAs, expressed as a percentage of annual national total revenue, excluding grants	Share of central government transfers to MMDAs in total national budget= 2.14%	-		
	Strengthen the coordinating and administrative functions of regions	9. Share of central Government budgetary allocations and releases to RCCs	Share of central Government approved budgetary allocations and releases to RCCs	-	-		



Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Target	2023 Actual
<b>Public Accountability</b>	Deepen transparency and public accountability	10. Number of Public Accounts Committee (PAC) recommendations implemented	Count of PAC recommendations on the annual Auditor-General's Report implemented by relevant agencies	207 recommendations	-		
		11. Launch the National Monitoring and Evaluation Information System(NaMEIS) to monitor the quality of service delivery by Government	An ICT-based national monitoring and evaluation system developed and operated by NDPC to monitor the delivery of public services	The system was fully designed and tested in 2021.	-		
		12. Percentage of RTI request responded to by MDAs and MMDAs	Number of responses over the total request expressed as a percentage	NA	-		
<b>Public Institutional Reform</b>	Build an effective and efficient government machinery	13. Proportion of Government institutions using the HRMIS to improve service delivery - MDAs - MMDAs	Count of Government institutions using the Human Resource Management Information System to update their HR data (processing of recruitment, promotions, resignations and retirement, etc.) expressed as a percentage of total Government institutions	Re-implementation of the HRMIS for 12 MDAs to address initial implementation challenges.	-		
		14. Proportion of public service institutions with client service charters -MDAs -RCCs -MMDAs	Number of public service institutions with client service charters expressed as a percentage of all public service institutions	-	-		
		15. Percentage of public institutions with ethics officers	Number of public institutions with ethic officers expressed as a percentage of total public institutions	-	-		

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Target	2023 Actual
		16. Percentage of eligible Officers completing the Staff Performance Appraisal Instrument in M&Ds. · Percentage of Chief Directors achieving the “excellent” rating in the evaluation of the Performance Agreement · Percentage of Directors / HoDs achieving the “excellent” rating in the agreed deliverables	Number of eligible Officers completing the Staff Performance Appraisal Instrument in M&Ds expressed as a percentage	-	-		
<b>Public Policy Accountability</b>	Enhance capacity for policy formulation and coordination	17. Number of public policies formulated in line with the National Public Policy Formulation Guidelines (NPPFG)	Count of public policies that are formulated in line with the prescribed format and content for drafting public policies in the NPPFG	-	-		
		18. Extent of usage of Ghana macro-economic model	Scope of usage (with evidence) of the Ghana macro-economic model to ascertain various scenarios such as aspiration targeting and policy analysis by NDPC, EMT, BoG and MoF	Ghana Macro Economic Model was used to prepare policy brief on the impact of COVID-19 on the attainment of selected Macro-economic projections.	-		

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Target	2023 Actual
Human Security and Public Safety	Enhance security service delivery	19. Police-citizen ratio	The ratio of the total number of police officers to the country's population	1:769	1 : 694		
		20.Change in reported cases of crime -Murder -Rape -Armed robbery - Drug trafficking	The change in the number of reported cases of major crimes including rape, armed robbery and murder, drug trafficking and drug-related crime expressed as a percentage of total number of reported cases of major crimes in the preceding year	1.42%	-		
	Enhance public safety	21. Fire officer-citizen ratio	Ratio of fire officers to total population	1:2,379	1:2,440		
		22. Recorded incidence of fire outbreaks	Number of reported incidents of fire outbreaks (Industrial, bush fires, domestic, vehicular, institutional, commercial, others)	6,115	-		
		23. Recorded cases of foreigners without residence/work permit arrested	Total number of foreigners without resident/work permit arrested	20,582	-		
		24. Recorded cases of foreigners without residence/work permit prosecuted	Total number of foreigners without resident/work permit processed and arraigned before court		-		
		25. Occupancy rate in prison/ detention facilities - Adult male - Adult female - Juvenile(M) - Juvenile(F)	Prison population expressed as a percentage of total holding capacity	37%	-		

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Target	2023 Actual
		26. Net recruitment rate into the Ghana Armed Forces	Rate of recruitment into the Ghana Armed Forces, Ghana Air Force, Ghana Navy, minus the rate of loss of personnel through retirement, death etc.	9.72% 10.06% 0.34% (Policy of extending the retirement years from 25years to 30years)	-		
		27. Percentage of personnel deployed in peacekeeping operations	Armed Forces personnel involved in peacekeeping operations expressed as a percentage of the total number of personnel in the Ghana Armed Forces	10.01% (A lot of missions have folded up. Congo, Sudan missions folded)	-		
<b>Corruption and Economic Crime</b>	Promote the fight against corruption and economic crime	28. Proportion of corruption cases for which prosecution has been initiated by: § Office of the Special Prosecutor  § Office of the Attorney General	Number of corruption cases for which prosecutions have been initiated as a percentage of all corruption cases received	Office of the Special Prosecutor established and functioning	-		
		29. Number of corruption cases recorded and investigated by state anti-corruption institutions including CHRAJ and EOCO	Count of corruption related cases received by: EOCO - investigated cases, - Prosecuted - Obtained conviction - Recoveries from proceeds (GHS) CHRAJ - investigated	- 463 - 17 - 1 2,829,293.43  - 44 cases	-		
		30. Number of corruption cases prosecuted by the Attorney- General Department	The number of corruption related cases prosecuted by the Attorney-General Department	-	-		



Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Target	2023 Actual
		31. Number of corruption cases prosecuted by the Special Prosecutor	The number of corruption related cases prosecuted by the special prosecutor	-	-		
		32. Percentage of corruption cases investigated	Corruption cases for which investigations have been carried out expressed as a percentage of total number of corruption cases received	-	-		
		33. Corruption Perception Index	Composite index of corruption which focuses on corruption in the public sector including the abuse of public office for private gain (i.e., bribes taken by public officials in public procurement and recruitment)	73 out of 180	-		
Law and Order	Promote access and efficiency in delivery of justice	34. Number of lawyers called to the Bar	Count of new lawyers called to the Bar in a given year - Called to the Bar:	785			
		35. Percentage of courts automated	-	-			
		36. Percentage of cases settled through Alternative Dispute Resolution (ADR)	Count of cases recorded and settled through ADR - Recorded - Settled - Legal Aid received - Actual	- 9,578 - 5,604 - 5,002 - 1,335	-		
		37. Un-sentenced detainees	Total number of detainees awaiting trial as a proportion of overall prison population	-	-		



Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Target	2023 Actual
<b>Civil Society and Civic Engagement</b>	Improve participation of civil society in national development	38. Press Freedom Index-PFI	A composite index of every kind of violation directly affecting journalists including murder, imprisonment, physical attacks and threats, news media censorship, confiscation of newspaper issues, searches and harassment.	-	-		
		39. Voice and accountability Index	Composite index of 84 variables, from 50 sources that capture perceptions of citizens about their participation in selecting their Government, as well as freedom of expression, freedom of association, and a free media	-	-		
<b>Attitudinal Change and Patriotism</b>	Promote discipline in all aspects of life	40. Good Society Campaign strategy	Long-term national campaign to imbibe patriotism, productivity in all , including developing and promoting core national values.	-	-		
<b>Development Communications</b>	Ensure responsive governance and citizen participation in the development dialogue	41. National Policy Dialogues organized	Counts of - National Development fora (NDF) organized - Mass Media Campaigns	-	-		

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Target	2023 Actual
<b>Culture for National Development</b>	Promote culture in the development process	42. L.I.s on lines of succession to stools and skins for rightful successors	Number of LI (Documentation of rightful successor to stools/skins)	20	17	20	17
		43. Proportion of cultural centres that are functional	Number of operational cultural centres in the regions (i.e., museums, art centres, theatres) expressed as percentage of total cultural centres in the country	0	-		
		44. Number of Chieftaincy disputes recorded and resolved	- Total no. of new cases - Total no. of unresolved chieftaincy disputes	451	7 6	9.5% (47 cases out of 492)	10% 7.4% (38 cases out of 515)

Focus Areas	Policy Objectives	Indicators	Indicator Definition	2021 Baseline	2022 Actual	2023 Target	2023 Actual
<b>Ghana's Role in International Affairs</b>	Enhance Ghana's International Image and Influence	45. Number of Ghanaians occupying positions in international organizations	Count of Ghanaians elected or appointed to positions in international organizations	-	6		
	Promote Ghana's Political and Economic Interests Abroad	46. Number of foreign markets for Ghanaian products	Number of markets identified abroad for Ghanaian products -Existing  -New	-	One hundred and fifty-five (155) foreign markets were identified for Ghanaian products.		
		47. Number of investment promotion activities held	Count of trade and investment promotions carried out by Ghana Missions abroad	-	12	60	11
	Integrate Ghanaian Diaspora in National Development	48. Number of Ghanaians abroad who participate in general elections (presidential elections)	Count of Ghanaians abroad who participate(vote) in presidential elections				
		49. Number of Ghanains captured on the diaspora database	Count of Ghanaians captured on the diaspora database	-	Yet to establish diaspora database		
		50. Number of protocols on African open skies implemented	Count of protocols on African open skies implemented	-	No protocol on open skies implemented		

## Appendix 2.5 Emergency Planning and COVID-19 Response

FOCUS AREA	P O L I C Y OBJECTIVES	INDICATORS	INDICATOR DEFINITION	I N D I C A T O R TYPE	BASELINE		Target	Actual
					YEARS	DATA	2023	2023
Hydrometeorological Threats	Promote proactive planning and implementation for disaster prevention and mitigation	Number of recorded incidence of disasters across the country	Count of disaster occurrences across the country in a year	Output	2022	2,426	2023	2728
		Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population.	The number of people who died, went missing or were directly affected by disasters per 100,000 population	Output	2022	456.00	800	580
Geological Threats	Minimize Ghana's geological threats	Number of vulnerable buildings in earthquake and landslide high risk zones mapped out	Count of buildings vulnerable to earthquakes, landslides and other related geological hazards mapped	Outcome	2022	15%	N/A	N/A
		Earthquake early warning systems installed	count of early warning systems for earthquakes installed expressed as a percentage of total number of early warning systems required	Output	2021	8 of 200	N/A	N/A



FOCUS AREA	P O L I C Y OBJECTIVES	INDICATORS	INDICATOR DEFINITION	I N D I C A T O R TYPE	BASELINE		Target	Actual
					YEARS	DATA	2023	2023
Anthropogenic	Minimise anthropogenic threats	Number of well-resourced emergency operational centers established	Count of well-resourced emergency operational centres established	Output	2022		N/A	N/A
		▪ National				47	N/A	N/A
		▪ Regional				6	N/A	N/A
		▪ District				41	N/A	N/A
Technology and Security Threats	Strengthen National preparedness against cybercrime and terrorism	Mean response time to network intrusion	Mean response time to a cyber-attack once system administrator becomes aware of it	Outcome	2020	-	N/A	N/A



FOCUS AREA	P O L I C Y OBJECTIVES	INDICATORS	INDICATOR DEFINITION	I N D I C A T O R TYPE	BASELINE		Target	Actual
					YEARS	DATA	2023	2023
		Recorded cases of organised crime ▪ money laundering ▪ human trafficking ▪ firearms trafficking ▪ illegal gambling ▪ extortion, ▪ counterfeit goods ▪ wildlife and cultural property smuggling	Count of various crimes run by enterprises of criminals for profit expressed	Outcome	2022	8 4 6 rescued victims of Human Trafficking	N/A	N/A
<b>Relief Operation and Humanitarian Assistance of Disaster Victims</b>	Enhance relief operations and humanitarian welfare	Number of disaster victims supported with relief items.	Distribution of relief items distributed to disaster victims	Output	2021	62,982	318,929	112,426
<b>COVID-19 Response</b>	Enhance industry resilience to shocks (e.g., COVID-19)	Proportion of SMEs provided with COVID-19 recovery financial support : ▪ Loans	Count of small and medium scale enterprises provided with COVID-19 recovery incentives as a percentage of SMEs	Output	-	-	N/A	N/A

Table 2: General Indicators

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target 2023	Actual 2023
					YEARS	DATA		
Hydrometeorological Threats	Promote proactive planning and implementation for disaster prevention and mitigation	Number of communities trained in disaster prevention and management (fires, flooding, etc.)	Count of communities that benefit from disaster prevention and management training per annum	Output	2022	144	7208	6926
		Number of regional and district capitals implementing city Resilience action plans	Count of regional and district capitals with developed city resilience action plans and commenced implementation	Outcome	2022	NADMO collating data to draft the Ghana Plan of Action for Disaster Risk Reduction and Climate Change Adaptation	N/A	N/A
		Number of RCCs and MMDAs with disaster risk reduction (DRR) plans	Count of RCCs and MMDAs with DRR plans expressed as a percentage of total RCCS/MMDAs	Output	2020	152		
			▪ RCCs				N/A	16
			▪ MMDAs				N/A	261





FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target 2023	Actual 2023
					YEARS	DATA		
		National Action Plan for Sendai Framework Developed	A national action plan developed to implement the Sendai Framework for Disaster Risk Reduction in line with global requirements.	Output	2022	NADMO has prepared a zero draft of the action plan	N/A	Zero Draft
	Enhance coordination among key institutions	DRR committees established among the National and all Regional Houses of Chiefs	Number of DRR committees established in National and all - Regional Houses of Chiefs <ul style="list-style-type: none"> <li>▪ National</li> <li>▪ Regional</li> </ul>	Output	-	-	522	545
		Proportion of DRR planning/coordination meetings held with the involvement of traditional leaders.	Count of DRR planning / coordination meetings held with traditional leaders expressed as a percentage of total meetings held: <ul style="list-style-type: none"> <li>▪ National</li> <li>▪ RCCs</li> <li>▪ MMDAs</li> </ul>	Process	2019	-	523	132
Geological Threats	Minimize Ghana's geological threats	L.I. on site investigation certification by GGSA prior to construction work developed, passed by Parliament enforced	L.I. for the site investigation certification by GGSA prior to construction work, developed, passed by Parliament and enforced	Output	2020	No L.I.	N/A	N/A



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2023	2023
Biological Threats	Enhance surveillance system and build response capacity to prevent, detect, contain, and respond to epidemics and pandemics	Existence of administrative framework on information flow	An administrative framework that clearly identifies chain of command and information flow amongst relevant agencies	Process	2022	Currently not in existence	N/A	Not in existence
		Constitutional law/Act covering emergency preparedness, response, recovery and mitigation enacted	Passage of the Health bill which includes the emergency preparedness and response plan into law	Output	2022	Yet to be enacted	N/A	Yet to be enacted
		A national emergency preparedness and response plan developed	Formulation of the national emergency preparedness and response plan covering all essential services providers in the country	Output	2022	Draft has been prepared	N/A	Zero Draft
Anthropogenic	Minimise anthropogenic threats	National Contingency Planning Board (NCPB) set up	Board of experts with a representative from the Ghana Armed Forces, Ghana National Fire Service, DVLA, NADMO, EPA, and Ghana Atomic Agency/Nuclear Board, established	Output	2022	The executive instrument of the National Contingency Planning Board is ready for parliamentary approval.	N/A	The executive instrument of the National Contingency Planning Board is ready for parliamentary approval.



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2023	2023
		Proportions of Gas station facilities utilizing the Standard Operation Procedures (SOPs)	Count of gas station facilities using SOPs as a percentage of all gas station facilities	Outcome	2020	-	N/A	N/A
Technology and Security Threats	Strengthen National preparedness against cybercrime and terrorism	Budgetary resource allocated and released to the National Cyber Security Authority	Amount of budgetary resource allocated to National Cyber Security Authority in a given year	Input	2020	-	N/A	N/A
		Number of MMDAs with trained security experts	Count of MMDAs with security personnel with advanced training in cybercrime and terrorist modus operandi expressed as a percentage	Output	-	-	N/A	N/A
		Inter-Agency task force for Counter-Terrorism Established	A task force with representation of all security services to coordinate efforts against terrorism	Output	2020	No Inter Agency task force	N/A	N/A
	Minimise the incidence of organised crime	Percentage of small and light weapons recovered	Count of recovered weapons (small and light) compared against the estimated number of weapons in circulation	Output	2022	4 2 4 confiscated illicit small arms were identified.	1,500	0

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2023	2023
COVID-19 Response	Ensure safety of life, property, and social wellbeing	Recorded cases of violence linked to economic, ethnic, political and chieftaincy conflicts	Count of ethnic, political and chieftaincy violence recorded in a year	Output	-	-	N/A	N/A
	Enhance industry resilience to shocks (e.g., COVID-19)						N/A	N/A
		COVID-19 related expenditure as a percentage of GDP	Government expenditure on COVID-19 expressed as a percentage of Gross Domestic Product (GDP)	Output	-	-	N/A	N/A
	Ensure resilient and innovative tourism and arts industry	Percentage of enterprises affected by COVID-19 in the tourism and creative arts industry provided with credit schemes	Number of enterprises affected by COVID-19 in the tourism and creative arts industry provided with credit schemes as a percentage of all COVID 19 affected enterprises in the tourism and creative arts industry	Output	-	-	N/A	N/A

FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2023	2023
	S u s t a i n agriculture and rural development	Number of farmers supported with: ▪ agricultural inputs ▪ extension and advisory services ▪ markets	Count of farmers who are provided with access to agricultural inputs, extension and advisory services and market	Output	-	-	N/A	N/A
	P r o m o t e innovative and alternative learning	Percentage of primary, JHS, SHS, TVET and Tertiary schools/institutions with technologies or strategies to support remote learning	Count of schools/ institutions with technologies or strategies to support remote learning expressed as a percentage of all schools/ institutions	Output	-	-		
		▪ Primary			-	-	N/A	N/A
		▪ JHS			-	-	N/A	N/A
		▪ SHS			-	-	N/A	N/A
		▪ TVET			-	-	N/A	N/A
		▪ Tertiary			-	-	N/A	N/A
		Proportion of students using remote learning platforms	Count of students using remote learning platforms as alternative ways of learning expressed as a percentage	Outcome	-	-		
		▪ Primary			-	-	N/A	N/A
		▪ JHS			-	-	N/A	N/A
		▪ SHS			-	-	N/A	N/A
		▪ TVET			-	-	N/A	N/A
		▪ Tertiary			-	-	N/A	N/A



FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target 2023	Actual 2023
					YEARS	DATA		
	Ensure secured health systems	Existence of a logistics management information system existence of a health sector emergency response system (GhILMIS-Ghana Integrated Logistics Management Information System)	A fully functional logistics management information system a fully functional health sector emergency response system. It's a Nationwide coverage.	-	-	-	Ghana Integrated Logistics Management Information System (GhILMIS) established	Has been established and operationalised. 94.29% of commodities supplied.
	Sustain food and nutrition security		Global food security Index	Output	2022	Moderate (82 out 113 countries)	Data not available yet	Data not available yet
	National food insecurity	Proportion of the population at risk of hunger/ who are food insecure		-	2020	12%	Data not available yet	Data not available yet
		Proportion of MMDAs with actions/strategies for identifying and addressing food and nutrition insecurity	Count of MMDAs with strategies for identifying and addressing food and nutrition insecurity expressed as a percentage of all MMDAs	-	-	-	Data not available yet	Data not available yet
		Proportion of MMDAs implementing FNS actions in their MTDPs	Count of MMDAs who have implemented more than 50% of their FNS actions expressed as a percentage	-	-	40%	Data not available yet	Data not available yet

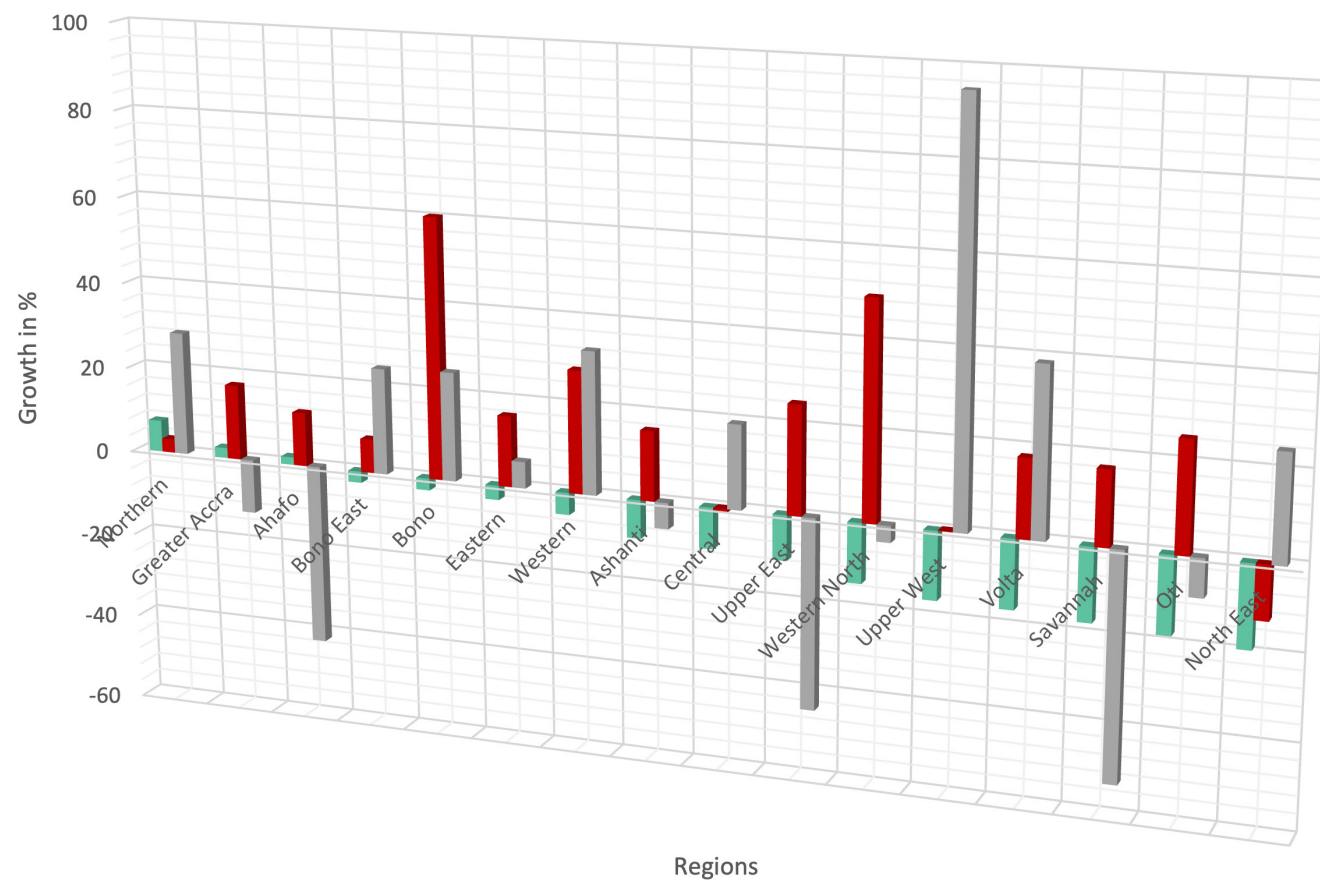


FOCUS AREA	POLICY OBJECTIVES	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE		Target	Actual
					YEARS	DATA	2023	2023
	Reduce business and workers' vulnerability to internal and external shocks	N a t i o n a l Unemployment Insurance scheme for workers	N a t i o n a l Unemployment Insurance scheme for workers established and functional	Output	-	-	N/A	N/A
	Strengthen the social protection system to include emergency preparedness and response	National emergency relief fund developed and established	N a t i o n a l emergency relief fund developed and established	Output	-	Bill developed	N/A	N/A
	Improve water and sanitation services	Number of good hygiene sensitisations undertaken	Count of national campaigns carried out through traditional and non-traditional means to sustain good hygiene practices in a year	Output	-	-	N/A	N/A
	E n h a n c e environmental protection services	EPA's online services system fully operationalised	Proportion of EPA's online service operating at optimal level expressed as percentage	Output	-	-	N/A	N/A
	P r o m o t e shock resilient construction in the road and rail sectors	Number of road and rail personnel trained in resilient technologies in construction	Count of road and rail personnel trained in resilient technologies (ICTs, etc.) in construction	Output	-	-	N/A	N/A



## Appendix 2.6 Implementation, Coordination Monitoring and Evaluation

Appendix 2.6. 1 Figure 2: Growth in total revenue by regions (Source: MMDAs 2023 APRs)



Source: MMDAs 2022 APRs

## Appendix 2.6. 2 MMDAs with negative total revenue growth, 2021-2023

	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Atebubu-Amantin	6,167,169.33	8,341,122.49	11,591,276.53	8,322,536.22	71.8	-0.2
Ketu North	5,767,255.29	7,429,957.21	13,285,132.00	7,418,170.81	55.8	-0.2
Krachi West	3,331,020.54	3,344,077.65	9,303,304.00	3,317,688.52	35.7	-0.8
Mpohor	5,230,064.12	7,200,992.06	8,069,522.92	7,115,885.30	88.2	-1.2
Wassa Amenfi West	5,897,401.36	7,681,121.78	10,803,926.30	7,563,627.16	70	-1.5
Upper Manya Krobo	3,002,726.88	4,267,030.63	9,500,922.53	4,203,379.44	44.2	-1.5
Juaben	4,640,879.35	7,556,960.70	13,277,571.42	7,436,228.33	56	-1.6
Ellembele	10,676,647.33	10,716,477.75	18,074,493.00	10,381,978.33	57.4	-3.1
Tamale Metro	18,280,501.58	18,931,374.87	38,615,585.60	18,252,083.73	47.3	-3.6
Tema Metro	38,207,735.67	42,365,164.16	49,531,196.56	40,806,983.46	82.4	-3.7
East Gonja Municipal	4,450,460.47	5,206,524.70	12,083,360.64	11,889,548.01	98.4	-3.72
Ashaiman Mun.	14,123,711.68	14,672,442.24	22,748,834.46	14,038,064.49	61.7	-4.3
Ablekuma West Mun	9,586,176.41	13,530,485.12	15,709,292.00	12,905,297.15	82.2	-4.6
Bekwai Mun	4,042,686.75	11,516,199.22	17,209,244.02	10,821,564.21	62.9	-6
Sekyere Central	8,484,214.24	7,178,959.32	8,625,385.17	6,740,378.77	78.1	-6.1
Ablekuma North Mun.	11,053,334.43	15,271,890.00	19,367,118.91	14,314,587.45	73.9	-6.3
Asante Akim North	3,740,992.80	8,504,846.06	11,561,757.20	7,913,582.90	68.4	-7
Nanumba South	4,632,930.68	6,827,975.38	9,294,742.86	6,348,781.35	68.3	-7
Kwahu Afram Plains North	6,359,223.42	7,944,499.61	10,769,690.04	7,357,093.20	68.3	-7.4
Nkwanta South	2,442,497.99	4,023,402.00	12,945,201.82	3,691,693.50	28.5	-8.2
Wassa Amenfi Central	8,005,279.00	6,560,842.30	9,126,997.76	6,016,010.37	65.9	-8.3
Ekumfi	5,878,404.31	5,629,670.27	10,264,684.53	5,133,254.22	50	-8.8
Bibiani Anhw. Bekwai	8,146,307.24	12,268,514.64	13,786,630.23	11,103,820.34	80.5	-9.5
Asante Akim South	6,640,221.51	7,906,186.29	11,336,094.15	7,015,350.22	61.9	-11.3



	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Builsa South	4,168,677.19	6,692,490.97	14,731,347.80	5,887,930.30	40	-12
Nadowli/Kaleo	5,637,392.72	3,880,152.16	8,479,434.13	3,409,742.18	40.2	-12.1
Central Tongu	3,181,726.35	3,024,925.56	5,995,257.79	2,620,703.56	43.7	-13.4
Asanti Akim Central	3,418,776.05	5,119,130.14	7,517,414.42	4,434,390.46	59	-13.4
Asuogyaman	5,352,490.23	7,477,818.39	9,459,123.96	6,437,755.19	68.1	-13.9
Birim South	5,622,500.30	6,962,432.06	8,366,306.43	5,777,908.07	69.1	-17
Ada West	6,427,085.10	8,604,282.07	10,542,240.60	7,111,001.70	67.5	-17.4
Akyemansa	3,475,072.59	4,580,190.91	5,857,396.23	3,745,731.27	63.9	-18.2
Achiase	2,582,773.03	4,414,139.99	5,601,642.53	3,606,737.57	64.4	-18.3
Sene East	5,269,005.98	3,054,022.15	5,534,558.07	2,478,010.88	44.8	-18.9
Upper Denkyira West	9,216,225.24	9,046,531.18	11,093,678.96	7,316,811.62	66	-19.1
Anloga	2,301,509.87	6,826,781.72	10,257,389.71	5,514,222.75	53.8	-19.2
Assin North	5,956,334.70	4,013,999.08	6,141,870.17	3,239,948.75	52.8	-19.3
Okaikwe North Mun.	12,764,399.23	15,157,633.87	20,672,562.39	12,180,658.57	58.9	-19.6
Lambusie/Karni	5,293,581.87	5,268,894.77	7,525,823.64	4,218,895.93	56.1	-19.9
Agortime Ziope	2,552,656.47	2,960,472.30	5,390,258.87	2,360,368.42	43.8	-20.3
Pru East	5,468,879.07	6,204,243.95	10,389,104.62	4,868,256.78	46.9	-21.5
Amansie South	7,180,796.30	9,975,331.31	14,347,851.00	7,795,115.63	54.3	-21.9
Prestea Huni Valley	14,287,189.56	22,953,283.09	19,525,224.11	17,896,861.13	91.7	-22
Kwahu East	5,366,954.35	7,318,093.56	9,287,240.01	5,694,084.05	61.3	-22.2
Korle Klottey Mun	17,128,148	23,437,746	28,120,380.32	18,156,300.80	64.6	-22.5
Weija-Gbawe Mun	11,596,060.07	11,523,284.58	17,434,707.63	8,871,898.36	50.9	-23
Kwahu Afram Plains South	3,999,677.96	4,834,779.19	8,665,014.39	3,672,213.60	42.4	-24
Gomoa Central	3,985,374.28	5,157,320.30	11,591,549.30	3,914,022.74	33.8	-24.1
New Juaben North	4,686,015.79	4,473,287.33	7,508,211.96	3,339,802.69	44.5	-25.3



	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Denkyembour	6,044,644.67	5,694,143.98	5,748,751.48	4,239,794.33	73.8	-25.5
Afigya Kwabre South	11,572,237.22	14,174,393.93	18,899,949.44	10,351,383.35	54.8	-27
Savelugu	1,563,590.87	2,403,323.00	6,048,111.44	1,739,318.42	28.8	-27.6
Kintampo South	4,562,919.49	8,435,465.98	8,551,717.00	6,100,764.00	71.3	-27.7
Juaboso	2,161,990.13	5,821,099.90	9,177,922.62	4,057,073.27	44.2	-28.4
Ablekuma Central Mun	6,945,908.96	11,819,719.80	12,104,225.35	8,459,716.24	69.9	-28.4
Krachi Nchumuru	2,692,823.04	2,945,700.24	6,769,634.37	2,060,426.46	30.4	-30.1
Atiwa East	4,024,964.86	8,546,458.21	3,339,802.69	5,868,075.16	175.7	-31.3
Ejisu Municipal	10,074,998.53	8,489,123.69	16,570,084.86	5,826,583.96	35.2	-31.4
Akatsi North	3,801,887.27	2,745,654.01	5,453,974.87	1,869,154.91	34.3	-31.9
Kpando	4,505,426.99	4,669,756.22	10,455,522.89	3,138,036.79	30	-32.8
Kumasi Metro.	43,610,625.87	51,728,102.50	40,937,938.03	34,562,919.01	84.4	-33.2
West Akim	4,255,111.82	12,450,309.19	27,257,493.33	8,240,729.49	30.2	-33.8
Ayensuano	3,835,142.46	4,081,642.62	6,383,532.49	2,702,922.96	42.3	-33.8
Pru West	4,141,654.78	4,477,773.59	7,322,814.01	2,944,906.76	40.2	-34.2
Afadzato South	2,554,818.21	4,030,383.60	6,402,210.45	2,634,756.16	41.2	-34.6
Zabzugu	5,591,878.16	3,754,745.28	5,497,181.16	2,398,021.95	43.6	-36.1
Sene West	3,076,647.41	3,959,519.00	5,792,625.68	2,494,007.35	43.1	-37
Ayawaso North Mun	6,867,718.49	9,438,974.23	20,854,056.00	5,850,023.24	28.1	-38
Kadjebi	3,330,847.34	4,188,398.49	9,654,669.32	2,491,009.96	25.8	-40.5
Adentan Mun.	23,433,349.38	24,932,741.99	7,055,832.78	14,621,126.60	207.2	-41.4
Sefwi Akontombra	3,192,984.78	3,961,109.00	5,602,190.21	2,286,716.20	40.8	-42.3
Nkoranza North	4,212,180.35	4,594,933.31	5,891,139.89	2,632,522.64	44.7	-42.7
Suhum	7,709,593.75	5,678,111.71	13,631,258.33	3,241,149.52	23.8	-42.9
Bosome Freho	2,177,627.03	3,564,933.28	6,179,287.77	2,031,542.52	32.9	-43



	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Amansie West	8,290,084.69	9,178,464.25	10,617,842.92	5,217,355.01	49.1	-43.2
Sekyere Afram Plains	4,766,208.90	5,921,487.32	8,040,604.96	3,260,795.94	40.6	-44.9
Akatsi South	4,239,115.45	7,678,026.22	5,891,784.95	4,091,536.16	69.4	-46.7
Nkwanta North	2,874,818.04	5,002,764.50	7,409,731.58	2,661,078.60	35.9	-46.8
Banda	1,382,572.83	5,882,491.68	7,150,386.40	3,107,678.80	43.5	-47.2
Cape Coast Metro	11,664,279.03	14,360,378.01	10,109,106.75	7,534,964.15	74.5	-47.5
Ada East Dist.	4,791,295.74	5,536,813.90	9,804,476.94	2,885,290.91	29.4	-47.9
Ledzokuku Mun.	11,247,019.58	16,187,140.40	14,840,564.85	8,356,183.38	56.3	-48.4
Wa West	2,273,386.80	3,792,578.25	11,455,279.91	1,922,564.83	16.8	-49.3
Jaman South	3,922,819.18	4,851,289.76	7,790,129.70	2,447,232.91	31.4	-49.6
Ayawaso East Mun.	5,980,218.90	13,533,494.37	13,224,388	6,471,452.36	48.9	-52.2
Guan	2,600,756.06	2,984,088.52	5,244,005.53	1,368,852.33	26.1	-54.1
Akwapim South	7,437,973.31	9,599,127.12	11,186,000.00	4,400,062.19	39.3	-54.2
Nsawam Adoagyiri	10,116,478.92	11,114,402.29	6,827,031.51	5,081,984.63	74.4	-54.3
Bawku West	3,451,634.46	4,529,450.79	6,852,043.47	2,051,563.95	29.9	-54.7
Dormaa East	8,367,322.58	8,526,140.25	7,232,226.35	3,745,674.36	51.8	-56.1
Afigya Kwabre North	4,991,027.38	6,867,026.23	8,404,392.17	2,887,160.62	34.4	-58
Ajumako-Enyam-Essiam	4,049,584.50	7,237,019.49	7,321,890.35	3,027,982.70	41.4	-58.2
Jomoro	4,179,961.32	6,629,553.91	8,608,963.12	2,728,958.26	31.7	-58.8
Bawku Mun	7,515,775.92	8,979,481.90	25,418,599.72	3,696,294.31	14.5	-58.8
Abuakwa South	9,983,924.75	10,892,252.33	14,125,908.57	4,354,170.62	30.8	-60
Kwahu South	5,754,477.88	7,733,536.94	7,545,905.97	3,067,152.88	40.6	-60.3
Fanteakwa South	5,540,159.81	7,212,871.34	6,073,197.24	2,855,615.91	47	-60.4
Wenchi	3,251,327.00	11,654,350.25	9,913,696.04	4,599,220.39	46.4	-60.5
Twifu Ati-Morkwa	4,119,368.15	7,051,776.00	6,574,767.12	2,748,085.94	41.8	-61
Twifu-Hemang Lower Denkyira	5,647,530.90	6,391,007.57	7,057,494.25	2,406,068.55	34.1	-62.4

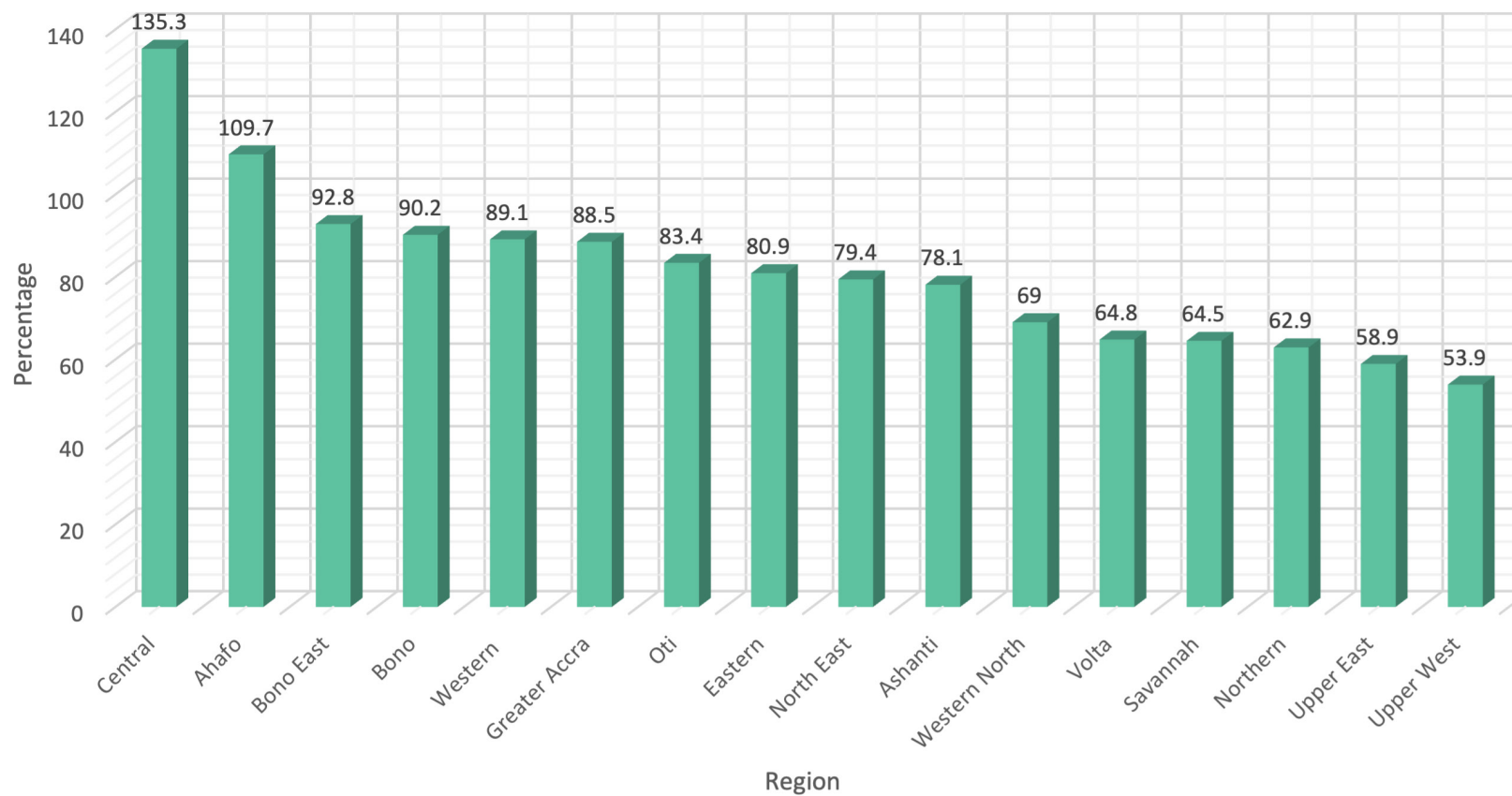


	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Central Gonja	4,040,433.79	5,254,071.34	6,863,284.27	3,567,207.47	52	-62.7
Dormaa West	5,499,238.43	4,465,430.09	5,347,609.00	1,638,569.12	30.6	-63.3
Kpandai	4,104,496.56	9,636,821.72	6,935,141.96	3,480,728.97	50.2	-63.9
Jirapa	3,999,069.12	7,238,776.05	12,879,668.35	2,453,601.73	19.1	-66.1
Kintampo North Mun	9,263,447.14	8,561,644.84	7,217,111.62	2,798,457.66	38.8	-67.3
Offinso Municipal	10,144,784.84	12,609,924.35	15,472,457.23	4,080,827.10	26.4	-67.6
Berekum West	4,907,882.81	6,973,953.35	6,049,242.42	2,031,487.23	33.6	-70.9
Talensi	6,845,253.59	12,226,732.45	5,628,516.39	3,077,668.87	54.7	-74.8
Biakoye	2,641,812.42	3,361,495.36	526,547.90	404,657.72	76.9	-88
Fanteakwa North	6,427,278.86	8,130,239.41	988,709.00	864,163.44	87.4	-89.4
Atwima Nwabiagya North	4,678,883.21	7,241,195.88	10,066,595.12	734,328.91	7.3	-89.9
Bole	6,778,428.87	6,826,578.17	13,049,708.28	2,636,019.49	20.2	-152.55
Sawla - Tuna - Kalba	2,977,933.51	3857312.68	15,476,168.70	8,209,215.10	53	-188.39

Source: MMDAs 2022 APRs



### Appendix 2.6. 3 Coverage of MMDAs estimated IGF by regions



Source: MMDAs 2023 APRs



## Appendix 2.6. 4 MMDAs with negative total revenue growth, 2021-2023

	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance	Coverage	Growth
Atebubu-Amantin	6,167,169.33	8,341,122.49	11,591,276.53	8,322,536.22	71.8	-0.2
Ketu North	5,767,255.29	7,429,957.21	13,285,132.00	7,418,170.81	55.8	-0.2
Krachi West	3,331,020.54	3,344,077.65	9,303,304.00	3,317,688.52	35.7	-0.8
Mpohor	5,230,064.12	7,200,992.06	8,069,522.92	7,115,885.30	88.2	-1.2
Wassa Amenfi West	5,897,401.36	7,681,121.78	10,803,926.30	7,563,627.16	70	-1.5
Upper Manya Krobo	3,002,726.88	4,267,030.63	9,500,922.53	4,203,379.44	44.2	-1.5
Juaben	4,640,879.35	7,556,960.70	13,277,571.42	7,436,228.33	56	-1.6
Ellembele	10,676,647.33	10,716,477.75	18,074,493.00	10,381,978.33	57.4	-3.1
Tamale Metro	18,280,501.58	18,931,374.87	38,615,585.60	18,252,083.73	47.3	-3.6
Tema Metro	38,207,735.67	42,365,164.16	49,531,196.56	40,806,983.46	82.4	-3.7
East Gonja Municipal	4,450,460.47	5,206,524.70	12,083,360.64	11,889,548.01	98.4	-3.72
Ashaiman Mun.	14,123,711.68	14,672,442.24	22,748,834.46	14,038,064.49	61.7	-4.3
Ablekuma West Mun	9,586,176.41	13,530,485.12	15,709,292.00	12,905,297.15	82.2	-4.6
Bekwai Mun	4,042,686.75	11,516,199.22	17,209,244.02	10,821,564.21	62.9	-6
Sekyere Central	8,484,214.24	7,178,959.32	8,625,385.17	6,740,378.77	78.1	-6.1
Ablekuma North Mun.	11,053,334.43	15,271,890.00	19,367,118.91	14,314,587.45	73.9	-6.3
Asante Akim North	3,740,992.80	8,504,846.06	11,561,757.20	7,913,582.90	68.4	-7
Nanumba South	4,632,930.68	6,827,975.38	9,294,742.86	6,348,781.35	68.3	-7
Kwahu Afram Plains North	6,359,223.42	7,944,499.61	10,769,690.04	7,357,093.20	68.3	-7.4
Nkwanta South	2,442,497.99	4,023,402.00	12,945,201.82	3,691,693.50	28.5	-8.2
Wassa Amenfi Central	8,005,279.00	6,560,842.30	9,126,997.76	6,016,010.37	65.9	-8.3
Ekumfi	5,878,404.31	5,629,670.27	10,264,684.53	5,133,254.22	50	-8.8
Bibiani Anhw. Bekwai	8,146,307.24	12,268,514.64	13,786,630.23	11,103,820.34	80.5	-9.5
Asante Akim South	6,640,221.51	7,906,186.29	11,336,094.15	7,015,350.22	61.9	-11.3



	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance	Coverage	Growth
Builsa South	4,168,677.19	6,692,490.97	14,731,347.80	5,887,930.30	40	-12
Nadowli/Kaleo	5,637,392.72	3,880,152.16	8,479,434.13	3,409,742.18	40.2	-12.1
Central Tongu	3,181,726.35	3,024,925.56	5,995,257.79	2,620,703.56	43.7	-13.4
Asanti Akim Central	3,418,776.05	5,119,130.14	7,517,414.42	4,434,390.46	59	-13.4
Asuogyaman	5,352,490.23	7,477,818.39	9,459,123.96	6,437,755.19	68.1	-13.9
Birim South	5,622,500.30	6,962,432.06	8,366,306.43	5,777,908.07	69.1	-17
Ada West	6,427,085.10	8,604,282.07	10,542,240.60	7,111,001.70	67.5	-17.4
Akyemansa	3,475,072.59	4,580,190.91	5,857,396.23	3,745,731.27	63.9	-18.2
Achiase	2,582,773.03	4,414,139.99	5,601,642.53	3,606,737.57	64.4	-18.3
Sene East	5,269,005.98	3,054,022.15	5,534,558.07	2,478,010.88	44.8	-18.9
Upper Denkyira West	9,216,225.24	9,046,531.18	11,093,678.96	7,316,811.62	66	-19.1
Anloga	2,301,509.87	6,826,781.72	10,257,389.71	5,514,222.75	53.8	-19.2
Assin North	5,956,334.70	4,013,999.08	6,141,870.17	3,239,948.75	52.8	-19.3
Okaikwe North Mun.	12,764,399.23	15,157,633.87	20,672,562.39	12,180,658.57	58.9	-19.6
Lambusie/Karni	5,293,581.87	5,268,894.77	7,525,823.64	4,218,895.93	56.1	-19.9
Agortime Ziope	2,552,656.47	2,960,472.30	5,390,258.87	2,360,368.42	43.8	-20.3
Pru East	5,468,879.07	6,204,243.95	10,389,104.62	4,868,256.78	46.9	-21.5
Amansie South	7,180,796.30	9,975,331.31	14,347,851.00	7,795,115.63	54.3	-21.9
Prestea Huni Valley	14,287,189.56	22,953,283.09	19,525,224.11	17,896,861.13	91.7	-22
Kwahu East	5,366,954.35	7,318,093.56	9,287,240.01	5,694,084.05	61.3	-22.2
Korle Klottey Mun	17,128,148	23,437,746	28,120,380.32	18,156,300.80	64.6	-22.5
Weiija-Gbawe Mun	11,596,060.07	11,523,284.58	17,434,707.63	8,871,898.36	50.9	-23
Kwahu Afram Plains South	3,999,677.96	4,834,779.19	8,665,014.39	3,672,213.60	42.4	-24
Gomoa Central	3,985,374.28	5,157,320.30	11,591,549.30	3,914,022.74	33.8	-24.1
New Juaben North	4,686,015.79	4,473,287.33	7,508,211.96	3,339,802.69	44.5	-25.3



	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance	Coverage	Growth
Denkyembour	6,044,644.67	5,694,143.98	5,748,751.48	4,239,794.33	73.8	-25.5
Afigya Kwabre South	11,572,237.22	14,174,393.93	18,899,949.44	10,351,383.35	54.8	-27
Savelugu	1,563,590.87	2,403,323.00	6,048,111.44	1,739,318.42	28.8	-27.6
Kintampo South	4,562,919.49	8,435,465.98	8,551,717.00	6,100,764.00	71.3	-27.7
Juaboso	2,161,990.13	5,821,099.90	9,177,922.62	4,057,073.27	44.2	-28.4
Ablekuma Central Mun	6,945,908.96	11,819,719.80	12,104,225.35	8,459,716.24	69.9	-28.4
Krachi Nchumuru	2,692,823.04	2,945,700.24	6,769,634.37	2,060,426.46	30.4	-30.1
Atiwa East	4,024,964.86	8,546,458.21	3,339,802.69	5,868,075.16	175.7	-31.3
Ejisu Municipal	10,074,998.53	8,489,123.69	16,570,084.86	5,826,583.96	35.2	-31.4
Akatsi North	3,801,887.27	2,745,654.01	5,453,974.87	1,869,154.91	34.3	-31.9
Kpando	4,505,426.99	4,669,756.22	10,455,522.89	3,138,036.79	30	-32.8
Kumasi Metro.	43,610,625.87	51,728,102.50	40,937,938.03	34,562,919.01	84.4	-33.2
West Akim	4,255,111.82	12,450,309.19	27,257,493.33	8,240,729.49	30.2	-33.8
Ayensuano	3,835,142.46	4,081,642.62	6,383,532.49	2,702,922.96	42.3	-33.8
Pru West	4,141,654.78	4,477,773.59	7,322,814.01	2,944,906.76	40.2	-34.2
Afadzato South	2,554,818.21	4,030,383.60	6,402,210.45	2,634,756.16	41.2	-34.6
Zabzugu	5,591,878.16	3,754,745.28	5,497,181.16	2,398,021.95	43.6	-36.1
Sene West	3,076,647.41	3,959,519.00	5,792,625.68	2,494,007.35	43.1	-37
Ayawaso North Mun	6,867,718.49	9,438,974.23	20,854,056.00	5,850,023.24	28.1	-38
Kadjebi	3,330,847.34	4,188,398.49	9,654,669.32	2,491,009.96	25.8	-40.5
Adentan Mun.	23,433,349.38	24,932,741.99	7,055,832.78	14,621,126.60	207.2	-41.4
Sefwi Akontombra	3,192,984.78	3,961,109.00	5,602,190.21	2,286,716.20	40.8	-42.3
Nkoranza North	4,212,180.35	4,594,933.31	5,891,139.89	2,632,522.64	44.7	-42.7
Suhum	7,709,593.75	5,678,111.71	13,631,258.33	3,241,149.52	23.8	-42.9
Bosome Freho	2,177,627.03	3,564,933.28	6,179,287.77	2,031,542.52	32.9	-43



	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance	Coverage	Growth
Amansie West	8,290,084.69	9,178,464.25	10,617,842.92	5,217,355.01	49.1	-43.2
Sekyere Afram Plains	4,766,208.90	5,921,487.32	8,040,604.96	3,260,795.94	40.6	-44.9
Akatsi South	4,239,115.45	7,678,026.22	5,891,784.95	4,091,536.16	69.4	-46.7
Nkwanta North	2,874,818.04	5,002,764.50	7,409,731.58	2,661,078.60	35.9	-46.8
Banda	1,382,572.83	5,882,491.68	7,150,386.40	3,107,678.80	43.5	-47.2
Cape Coast Metro	11,664,279.03	14,360,378.01	10,109,106.75	7,534,964.15	74.5	-47.5
Ada East Dist.	4,791,295.74	5,536,813.90	9,804,476.94	2,885,290.91	29.4	-47.9
Ledzokuku Mun.	11,247,019.58	16,187,140.40	14,840,564.85	8,356,183.38	56.3	-48.4
Wa West	2,273,386.80	3,792,578.25	11,455,279.91	1,922,564.83	16.8	-49.3
Jaman South	3,922,819.18	4,851,289.76	7,790,129.70	2,447,232.91	31.4	-49.6
Ayawaso East Mun.	5,980,218.90	13,533,494.37	13,224,388	6,471,452.36	48.9	-52.2
Guan	2,600,756.06	2,984,088.52	5,244,005.53	1,368,852.33	26.1	-54.1
Akwapim South	7,437,973.31	9,599,127.12	11,186,000.00	4,400,062.19	39.3	-54.2
Nsawam Adoagyiri	10,116,478.92	11,114,402.29	6,827,031.51	5,081,984.63	74.4	-54.3
Bawku West	3,451,634.46	4,529,450.79	6,852,043.47	2,051,563.95	29.9	-54.7
Dormaa East	8,367,322.58	8,526,140.25	7,232,226.35	3,745,674.36	51.8	-56.1
Afigya Kwabre North	4,991,027.38	6,867,026.23	8,404,392.17	2,887,160.62	34.4	-58
Ajumako-Enyam-Essiam	4,049,584.50	7,237,019.49	7,321,890.35	3,027,982.70	41.4	-58.2
Jomoro	4,179,961.32	6,629,553.91	8,608,963.12	2,728,958.26	31.7	-58.8
Bawku Mun	7,515,775.92	8,979,481.90	25,418,599.72	3,696,294.31	14.5	-58.8
Abuakwa South	9,983,924.75	10,892,252.33	14,125,908.57	4,354,170.62	30.8	-60
Kwahu South	5,754,477.88	7,733,536.94	7,545,905.97	3,067,152.88	40.6	-60.3
Fanteakwa South	5,540,159.81	7,212,871.34	6,073,197.24	2,855,615.91	47	-60.4
Wenchi	3,251,327.00	11,654,350.25	9,913,696.04	4,599,220.39	46.4	-60.5
Twifu Ati-Morkwa	4,119,368.15	7,051,776.00	6,574,767.12	2,748,085.94	41.8	-61



	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance	Coverage	Growth
Twifu-Hemang Lower Denkyira	5,647,530.90	6,391,007.57	7,057,494.25	2,406,068.55	34.1	-62.4
Central Gonja	4,040,433.79	5,254,071.34	6,863,284.27	3,567,207.47	52	-62.7
Dormaa West	5,499,238.43	4,465,430.09	5,347,609.00	1,638,569.12	30.6	-63.3
Kpandai	4,104,496.56	9,636,821.72	6,935,141.96	3,480,728.97	50.2	-63.9
Jirapa	3,999,069.12	7,238,776.05	12,879,668.35	2,453,601.73	19.1	-66.1
Kintampo North Mun	9,263,447.14	8,561,644.84	7,217,111.62	2,798,457.66	38.8	-67.3
Offinso Municipal	10,144,784.84	12,609,924.35	15,472,457.23	4,080,827.10	26.4	-67.6
Berekum West	4,907,882.81	6,973,953.35	6,049,242.42	2,031,487.23	33.6	-70.9
Talensi	6,845,253.59	12,226,732.45	5,628,516.39	3,077,668.87	54.7	-74.8
Biakoye	2,641,812.42	3,361,495.36	526,547.90	404,657.72	76.9	-88
Fanteakwa North	6,427,278.86	8,130,239.41	988,709.00	864,163.44	87.4	-89.4
Atwima Nwabiagya North	4,678,883.21	7,241,195.88	10,066,595.12	734,328.91	7.3	-89.9
Bole	6,778,428.87	6,826,578.17	13,049,708.28	2,636,019.49	20.2	-152.55
Sawla - Tuna - Kalba	2,977,933.51	3857312.68	15,476,168.70	8,209,215.10	53	-188.39

Source: MMDAs 2023 APRs



## Appendix 2.6. 5 MMDAs that recorded negative IGF Growth in 2023

	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Ellembele	3,486,056.84	3,942,436.65	5,400,000.00	3,902,506.15	72.3	-1
Jaman South	730,865.50	1,186,068.24	1,369,009.93	1,168,531.03	85.4	-1.5
Hohoe	1,244,700.53	1,279,864.96	2,380,368.49	1,258,380.91	52.9	-1.7
Birim North	5,606,619.86	3,736,542.90	6,150,128.29	3,662,091.18	98	-2
Savelugu	287,365.00	328,725.00	461,241.00	321,297.19	69.7	-2.3
New Juaben North	1,450,443.93	1,314,635.68	1,464,821.46	1,273,527.75	86.9	-3.1
Weija-Gbawe Mun	5,931,179.88	5,542,217.65	6,367,313.00	5,361,594.51	84.2	-3.3
Korle Klottey Mun	10,225,745.30	13,997,601.00	16,690,727.60	13,392,547.90	80.2	-4.3
South Dayi	499,060.68	533,787.02	626,489.00	510,120.04	81.4	-4.43
Atwima Nwabiagya North	764,668.67	960,476.44	1,134,480.00	916,544.04	80.8	-4.6
Ahanta West	2,722,912.28	2,356,081.90	2,903,419.45	2,230,993.62	76.8	-5.3
Nzema East Municipal	585,746.28	851,732.34	818,915.00	798,871.96	97.6	-6.2
Kwahu Afram Plains South	411,708.29	679,112.98	549,000.00	622,408.58	91.7	-8.3
Nanton	59,695.51	117,342.02	257,246.50	107,390.00	41.7	-8.5
Asante Akim North	699,614.92	1,101,593.41	1,064,485.00	1,003,685.26	94.3	-8.9
Ledzokuku Mun.	4,536,222.56	6,975,593.62	7,000,000.00	6,307,253.19	90.1	-9.6
Afigya Kwabre North	546,409.76	895,943.04	905,287.00	805,475.77	89	-10.1
Effia-Kwesimintsim	3,079,216.97	2,974,137.96	4,424,381.59	2,670,368.19	60.4	-10.2
Adentan Mun.	12,999,695.10	14,611,107.82	13,989,825.00	12,987,449.39	92.8	-11.1
Pru West	446,673.25	588,250.39	655,500.00	514,254.37	78.5	-12.6
Nkoranza North	238,705.80	327,706.36	459,540.00	285,205.82	62.1	-13
Tema Metro	24,450,112.00	26,098,515.95	25,816,198.45	22,336,538.62	86.5	-14.4
Birim South	344,292.56	414,160.86	501,297.00	352,859.53	70.4	-14.8



	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Abura-Asebu-Kwaman.	355,839.47	489,035.54	530,000.00	399,296.97	75.3	-18.4
Assin North	213,209.41	286,533.00	332,250.00	233,454.61	70.3	-18.5
Nandom	158,022.34	209,335.40	209,875.40	170,391.42	81.2	-18.6
Upper Denkyira West	655,286.53	1,119,104.64	900,000.00	904,520.37	100.5	-19.2
Ablekuma North Mun.	3,892,563.15	4,404,013.62	4,095,811.23	3,550,443.14	86.7	-19.4
Amansie South	2,856,347.42	4102431.96	5,440,900.00	3,283,988.08	60.4	-20
Sene East	213,137.97	403,754.04	360,773.18	321,933.18	89.2	-20.3
Bawku Mun	980,983.15	684,540.91	952,214.52	543,479.57	79.4	-20.6
Ablekuma Central Mun	3,601,574.59	4,683,566.37	4,000,000.00	3,705,273.10	92.6	-20.9
Akatsi South	644,253.44	732,403.01	822,280.00	574,692.72	69.9	-21.5
Ho West	421,002.28	473,789.29	618,134.16	538,403.53	87.1	-21.5
Bole	853,004.65	683,601.17	1,520,000.00	536,378.95	35.3	-21.5
Nanumba South	132,226.20	225,575.24	293,440.00	172,617.13	58.8	-23.5
Gushiegu	123,033.20	307,892.20	300,000.00	234,911.96	78.3	-23.7
Afadzato South	215,593.26	298,140.99	320,046.45	225,365.93	70.4	-24.4
North Gonja	257,349.17	272,886.00	275,500.00	200,600.00	72.8	-26.5
Bibiani Anhw. Bekwai	1,421,602.25	1,962,654.13	2,554,831.40	1,400,552.61	54.8	-28.6
Asuogyaman	865,413.58	929,801.64	945,787.90	663,850.99	71.4	-28.6
Talensi	425,265.57	1,871,821.68	900,100.00	1,257,317.84	139.7	-32.8
Upper West Akim	517,890.17	1,029,907.90	889,023.00	660,484.50	74.3	-35.9
Abuakwa South	1,058,331.96	2,174,869.70	1,389,512.28	1,332,424.84	95.9	-38.7
Ayawaso East Mun.	1,777,442.29	3,838,590.95	3,054,800.00	2,185,629.64	71.5	-43.1
Jomoro	1,012,563.35	1,242,420.23	1,625,174.00	642,723.61	39.5	-48.3
Jaman North	6,575,505.09	8,700,570.07	3,003,229.00	3,155,126.09	105.1	-63.7





	2021	2022	2023			
MMDAs	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Berekum West	1,185,914.18	1,780,936.64	299,800.00	295,452.30	98.5	-83.4
Nanumba North	445,661.91	423,594.85	400,000.00	62134.45	15.5	-85.3
Sefwi Akontombra	827,650.83	538,898.05	532,529.50	53,109.82	10	-90.1
Kpandai	163,358.00	6,088,312.62	161,100.00	159,493.56	99	-97.4

Source: MMDAs 2023 APRs

## Appendix 2.6. 6 Revenue performance of MDAs, 2021-2023

	2021	2022	2023			
MDAs	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
(%)Ministry of Chieftaincy and Traditional Affairs	34,452,293.95	41,250,068.00	44,980,080.00	74,136,196.00	164.8	70.7
Ministry of Communications and Digitalization	495,256,832.95	292,387,137.87	580,955,698.78	769,431,208.15	132.4	64.5
Ministry of Education		17,503,991,459.92	17,786,817,998.52	21,457,944,727.06	120.6	21
Commission On Human Rights and Administrative Justice	44,753,984.81	49,564,636.96	45,400,308.00	57,645,685.59	127	16.3
Ministry of Environment, Science, Technology & Innovation	481,552,369.81	546,237,391.86	615,430,060.00	697,643,028.85	113.4	15.1
Ministry of Employment and Labour Relations	208,027,126.00	168,670,392.22	76,699,342.00	97,187,299.42	126.7	12.1
Ministry of Transport	3,011,074,081.98	3,574,150,869.99	2,448,237,213.92	2,817,681,616.42	115.1	10.3
Ministry of Trade and Industry	529,517,997.00	602,065,000.00	587,214,053.00	587,214,053.00	100	0
Ministry of Interior	4,004,214,552.02	5,407,745,394.80	2,332,054,212.96	2,233,631,014.16	95.8	-1.8
Public Services Commission	8,634,091.94	18,007,000.00	12,215,450.00	11,858,230.00	97.1	-2
National Media Commission	8,756,332.70	3,074,399.61	9,200,970.00	9,159,253.03	99.5	197.9



	2021	2022	2023			
MDAs	Performance (GHS)		Estimates (GHS)	Performance (GHS)	Coverage (%)	Growth (%)
Ministry of Information	125,976,177.00	118,286,803.96	28,883,997.00	20,400,128.00	70.6	-7.2
Office of the Head of Civil Service	33,173,838.00	42,971,803.80	7,626,436.44	3,329,387.94	43.7	-10
Ministry of Foreign Affairs and Regional Integration	61,316,025.41	103,214,559.17	176,765,021.00	166,143,840.25	94	-10.3
Ministry of Roads and Highways	3,478,366,390.00	3,675,340,906.86	6,379,497,540.00	5,795,783,556.00	90.9	-15.9
Ministry of Local Government, Decentralisation and Rural Development	929,849,416.37	1,434,068,235.89	2,074,323,448.00	1,715,522,317.23	82.7	-25
Ministry Of Gender, Children and Social Protection	297,736,532.71	1,252,847,569.47	1,630,647,573.00	1,241,982,368.79	76.2	-31
Ministry of Youth and Sports		370,949,427.35	395,723,261.00	280,278,922.74	70.8	-31.1
Office of the Attorney General and Ministry of Justice	181,529,233.13	188,333,312.79	430,400,466.00	363,691,636.77	84.5	-35.4
Ministry of Works and Housing	983,319,000.00	517,577,000.00	386,290,287.00	291,212,100.00	75.4	-43.7
Ministry of Energy	278,624,535.65	289,270,230.96	319,210,086.56	189,102,348.53	59.2	-45
Ministry of Tourism, Arts and Culture	8,146,856.00	14,498,425.88	21,481,271.00	14,206,000.00	66.1	-50.2
Ministry of Railways Development	537,178,663.52	652,921,904.86	802,355,496.58	358,523,116.89	44.7	-68
National Commission for Civic Education	60,551,855.56	88,678,745.07	165,501,719.00	98,483,999.28	59.5	-75.6
Ministry of Food and Agriculture	1,133,542,873.00	711,638,528.00	2,035,938,716.00	1,458,828,685.50	71.7	-81.1
Ministry of Finance	2,605,293,009.92	458,507,690.39	2,435,529,947.00	1,910,420,670.31	78.4	-114.5
Ministry of Fisheries and Aquaculture Development	60,906,195.86	56,844,662.16	258,122,584.87	161,678,474.05	62.6	-169.7
Ministry of Sanitation and Water Resources	652,322,137.00	42,530,935.13	1,877,818,745.75	270,337,668.59	14.4	-3779.6
Ministry of Health			15,954,536,813	9,573,099,647	60.0	
Total	20,200,562,084.78	38,225,624,492.97	59,919,858,796.6	52,726,557,179.6	88.0	-18.8

Source: MDAs 2023 APRs



## Appendix 2.6. 7 MMDAs AAP implementation by region

Region	2021	2022	2023
Western	88.1	93.4	93.9
Bono	89.4	90.3	93.7
Greater Accra	92.4	92.1	91.6
North East	66.4	88.7	91.2
Bono East	81.2	90.5	91.0
Volta	85.9	89.2	90.9
Western North	89.9	86.0	90.6
Northern	84.4	82.2	89.8
Central	87.3	90.0	88.9
Ahafo	88.0	91.2	88.0
Eastern	85.9	85.6	86.4
Oti	81.7	80.0	83.6
Upper East	91.2	92.6	77.0
Upper West	83.6	86.9	75.9
Ashanti	86.9	91.4	72.1
Savannah	83.0	75.9	68.6
Average	85.3	87.9	85.8

