



REPUBLIC OF GHANA

MEDIUM-TERM NATIONAL DEVELOPMENT POLICY FRAMEWORK

**AN AGENDA FOR JOBS: CREATING PROSPERITY
AND EQUAL OPPORTUNITY FOR ALL (FIRST STEP)
2018-2021**



GOVERNMENT OF GHANA
NATIONAL DEVELOPMENT PLANNING COMMISSION

DECEMBER 2017



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**VOLUME I:
POLICY FRAMEWORK**

GOVERNMENT OF GHANA
NATIONAL DEVELOPMENT PLANNING COMMISSION

DECEMBER 2017

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LIST OF ACRONYMS

ACP	African, Caribbean and Pacific Group of States
ADR	Alternative Dispute Resolution
AFOLU	Agriculture, Forestry and Other Land Uses
AGI	Association of Ghanaian Industries
AOCDP	Accelerated Oil Capacity Development Programme
AU	African Union
AUC	African Union Commission
BDC	Bulk Distribution Companies
BPO	Business Process Outsourcing
BRT	Bus Rapid Transit
CBOs	Community-Based Organisations
CCM	Centre for Coastal Management
CDM	Clean Development Mechanism
CERSGIS	Centre for Remote Sensing and Geographic Information Services
CET	Common External Tariff
CFR	Case Fatality Rate
CFTA	Continental Free Trade Area
CHAG	Christian Health Association of Ghana
CHM	Clearing House Mechanism
CHPS	Community-Based Health Planning and Services
CLFZ	Child Labour-Free Zone
CLTS	Community-Led Total Sanitation
COHA	Cost of Hunger in Africa
COP	Conference of Parties
COP	Child Online Protection
COTVET	Council for Technical and Vocational Education and Training
CPR	Contraceptive Prevalence Rate
CREMA	Community Resource Management Area
CSIR	Council for Scientific and Industrial Research
CSOs	Civil Society Organisations
CWSA	Community Water and Sanitation Agency
DACF	District Assemblies Common Fund
DMBs	Deposit Money Banks
DMTDP	District Medium-Term Development Plans
DVLA	Driver and Vehicle Licensing Authority
DWSP	District Water and Sanitation Plan
ECF	Extended Credit Facility
ECG	Electricity Company of Ghana
ECOWAS	Economic Community of West African States
EIZ	Energy Industrial Zone
ENT	Ear, Nose and Throat
EOCO	Economic and Organised Crime Office

EPA	Environmental Protection Agency
EPA	Economic Partnership Agreement
ESFRP	Energy Sector Financial Restructuring and Recovery Plan
ESLA	Energy Sector Levy Act
ETLS	External Trade Liberalisation Scheme
EU	European Union
FC	Forestry Commission
FCUBE	Free Compulsory Universal Basic Education
FIC	Financial Intelligence Centre
FNS	Food and Nutrition Security
FORIG	Forestry Research Institute of Ghana
FP	Family Planning
FPSO	Floating Production Storage and Offloading
FRL	Fiscal Responsibility Law
G&IEBA	Gender and Informal Economy Budget Analysis
GAMA	Greater Accra Metropolitan Area
GCAP	Ghana Commercial Agriculture Project
GDHS	Ghana Demographic and Health Survey
GDP	Gross Domestic Product
GEPA	Ghana Export Promotion Authority
GER	Gross Enrolment Ratio
GETFUND	Ghana Education Trust Fund
GHG	Greenhouse Gases
GhIS	Ghana Institution of Surveyors
GHS	Ghana Health Service
GIDA	Ghana Irrigation Development Authority
GIFMIS	Ghana Integrated Financial Management Information System
GIS	Geographic Information Systems
GJA	Ghana Journalists Association
GLSS	Ghana Living Standards Survey
GMeT	Ghana Meteorological Agency
GMP	Gas Master Plan
NGC	Ghana National Gas Company
GNPC	Ghana National Petroleum Corporation
GOG	Government of Ghana
GPEG	Ghana Partnership for Education Grant
GPS	Global Positioning System
GRA	Ghana Revenue Authority
GRIDCO	Ghana Grid Company Limited
GSA	Ghana Standards Authority
GSE	Ghana Stock Exchange

GSGDA I	Ghana Shared Growth and Development Agenda, 2010-2013
GSGDA II	Ghana Shared Growth and Development Agenda, 2014-2017
GSS	Ghana Statistical Service
GTA	Ghana Tourism Authority
GWCL	Ghana Water Company Limited
GWTS	Ghana Wood Tracking System
HCT	HIV Counselling and Testing
HRM	Human Resource Management
HRMIS	Human Resource Management Information System
IBES	Integrated Business Establishment
ICCES	Integrated Community Centre for Employable Skills
ICT	Information and Communications Technology
IDF	Industrial Development Fund
IDRS	Integrated Disease Surveillance and Response
IEPA	Interim Economic Partnership Agreement
IGOs	Intergovernmental Organisations
IHR	International Health Regulations
ILGS	Institute of Local Government Studies
ILM	Integrated Landscape Management
IM	Independent Monitoring
IMF	International Monetary Fund
IMMR	Institutional Maternal Mortality Ratio
INDC	Intended Nationally Determined Contribution
IPP	Independent Power Producer
IRS	Indoor Residual Spraying
JHS	Junior High School
KIA	Kotoka International Airport
KTPP	Kpone Thermal Power Project
LAP	Land Administration Project
LAS	Legality Assurance System
LC	Lands Commission
LEAP	Livelihood Empowerment against Poverty
LI	Legislative Instrument
LLTNs	Long-Lasting Insecticide Treated Nets
LMIC	Lower Middle-Income Country
LMIS	Labour Market Information System
LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas
LUSPA	Land Use and Spatial Planning Authority
M&E	Monitoring and Evaluation
MASLOC	Microfinance and Small Loans Centre

MASTESS	Mathematics, Science and Technology Scholarships Scheme
MC	Minerals Commission
MCPs	Master Craftspersons
MCRA	Ministry of Chieftaincy and Religious Affairs
MDAs	Ministries, Departments and Agencies
MDF	Minerals Development Fund
MDGs	Millennium Development Goals
MDPI	Management Development and Productivity Institute
MESTI	Ministry of Environment, Science, Technology and Innovation
METASIP	Medium-Term Agriculture Sector Investment Plan
MFARI	Ministry of Foreign Affairs and Regional Integration
MLGRD	Ministry of Local Government and Rural Development
MLNR	Ministry of Lands and Natural Resources
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCEs	Metropolitan, Municipal and District Chief Executives
MMIP	Multilateral Mining Integration Project
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
MOJAGD	Ministry of Justice and Attorney-General's Department
MOTCCA	Ministry of Tourism, Culture and Creative Arts
MPR	Monetary Policy Rate
MTCTHIV	Mother-to-Child Transmission of HIV
MTTU	Motor Traffic and Transport Unit
MW	Megawatt
NACAP	National Anti-Corruption Action Plan
NAP	National Apprenticeship Programme
NBSAP	National Biodiversity Strategy and Action Plan
NCC	National Commission on Culture
NCCE	National Commission for Civic Education
NCCP	National Climate Change Policy
NCDs	Non-Communicable Diseases
NCPD	National Council on Persons with Disability
NDA	Net Domestic Assets
NDCs	Nationally Determined Contributions
NDPC	National Development Planning Commission
NEA	National Education Assessment
NECC	National Employment Coordinating Council

NEDCo	Northern Electricity Company
NFA	Net Foreign Assets
NGO	Non-Governmental Organisation
NHA	National Hydrology Authority
NHIS	National Health Insurance Scheme
NIP	National Integrated Programme
NITA	National Information Technology Agency
NPRA	National Pensions Regulatory Authority
NPTT	National Plan on Technology Transfer
NSDF	National Spatial Development Framework
NSRP	National Solar Rooftop Programme
NTDs	Neglected Tropical Diseases
NVTI	National Vocational Training Institute
NYA	National Youth Authority
OASL	Office of the Administrator of Stool Lands
OAU	Organisation of African Unity
ODA	Official Development Assistance
ODF	Open Defecation Free
OIC-G	Opportunities Industrialisation Centre, Ghana
OIMC	Office of Inter-Ministerial Coordination (OIMC)
OPD	Outpatient Department
OVC	Orphans and Vulnerable Children
PAC	Public Accounts Committee
PEAs	Private Employment Agencies
PEF	Private Enterprise Federation
PFMA	Public Financial Management Act
PHC	Population and Housing Census
PHE	Physical and Health Education
PNDC	Provisional National Defence Council
PPP	Public-Private Partnership
PRAAD	Public Records and Archives Administration Department
PSC	Public Services Commission
PSMP	Power Sector Master Plan
PWD	Persons with Disability
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RELCs	Research Extension Liaison Committees
RHNP	Regenerative Health and Nutrition Programme
RLPG	Rural Liquefied Petroleum Gas
ROPAL	Representation of People's Amendment Law
RRT	Rapid Response Team

RSDf	Regional Spatial Development Frameworks
RTI	Right to Information Bill
SBCC	Social Behavioural Change Communication
SDGs	Sustainable Development Goals
SHS	Senior High School
SLM	Sustainable Land Management
SMEs	Small and Medium Enterprises
SOEs	State-Owned Enterprises
SOP	Standard Operations Procedure
SSNIT	Social Security and National Insurance Trust
STIs	Sexually Transmitted Infections
TB	Tuberculosis
T-Bills	Treasury Bills
TEN	Tweneboa, Enyenra, Ntomme oil fields
TICO	Takoradi International Company
TSA	Treasury Single Account
TVET	Technical and Vocational Education and Training
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
USA	United States of America
USAID	United States Agency for International Development
UTDE	Untrained Teachers Diploma Education
VBA	Volta Basin Authority
VLTC	Volta Lake Transport Company
VP	Verification Protocols
VRA	Volta River Authority
WA-EU EPA	West Africa-European Union Economic Partnership Agreement
WAMZ	West African Monetary Zone
WC	Water Closet
WHO	World Health Organization
WRA	Women of Reproductive Age
WRC	Water Resources Commission
WRI	Water Research Institute
WWDs	Women with Disabilities
YEA	Youth Employment Agency

EXECUTIVE SUMMARY

BACKGROUND

The medium-term national development policy framework for 2018-2021, Agenda for Jobs: Creating Prosperity and Equal Opportunity for All is the sixth in the series of development policy frameworks prepared over the past two decades. The framework builds on the successes and addresses the challenges of its immediate predecessor, the Ghana Shared Growth and Development Agenda (GSGDA II), which was implemented over the period 2014-2017.

The purpose of the policy framework is to operationalise the vision, policies and programmes outlined in the President's Coordinated Programme of Economic and Social Development Policies (CPESDP) presented to Parliament in fulfillment of Article 36, Clause 5 of the Constitution. It becomes the implementation framework to guide the overall economic and social development of the country.

The entire process of preparing the policy framework was coordinated by the National Development Planning Commission (NDPC), in accordance with Section 1 of the National Development Planning (System) Act, 1994 (Act 480). The policy framework was prepared through a participatory process, using Cross-Sectoral Planning Groups (CSPGs) drawn from the public sector, private sector, civil society, academia, the media, identifiable groups, and individual experts. The CSPGs provided information on the state of implementation of GSGDA II; made proposals on policy options based on their knowledge and expertise; and validated and prioritised the policies in the framework. The draft policy framework was reviewed in national and regional consultations in accordance with the National Development Planning Commission Act, 1994 (Act 479), and subsequently approved by NDPC, after which it was submitted to the Office of the President for consideration.

POLICY CONTEXT

This document is prepared within the context of Ghana's credentials as a beacon of democracy in Africa following yet another peaceful transfer of power from one political party to another in 2017. Ghana's political stability and deepened democratic governance underpins the great opportunity to implement long-term policies, develop local and international partnerships to promote mutually beneficial activities and further attract local and foreign investment. This notwithstanding, polarisation of the political space remains a concern as development issues are often discussed along partisan lines. This results in inconsistent implementation of otherwise useful policies and programmes, at the expense of the economy and social cohesion.

The instability in global prices of primary commodities (gold, cocoa and oil), coupled with falling demand for Ghana's traditional exports, has resulted in significant revenue shortfalls for the government, thereby impacting negatively on the implementation of development plans. Agriculture and the manufacturing sub-sector have recorded a significant slowdown in growth. Manufacturing in particular has faced challenges of unreliable electricity supply, high cost of doing

business, and high cost of credit. The recent production of oil and gas in commercial quantities presents a unique opportunity for Ghana to establish associated industries such as petrochemicals and fertiliser, with strong linkages with the rest of the economy.

About 19.2 percent of Ghana's population is between the ages of 15 and 24 years. However, the economic growth rate is not generating jobs fast enough to absorb the teeming youthful population, and conditions for self-employment remain difficult. About 90 percent of businesses in Ghana are informal, with little or no access to safety nets, capital markets, and often incapable of generating sufficient savings to offset shocks and to expand their businesses.

The challenges of climate change are evident in the increase in average temperatures, changes in rainfall patterns, decline in fish catch, and the rising incidence of extreme weather events. These changes affect the livelihoods of about 60 percent of the population who depend directly or indirectly on natural resources. The indiscriminate destruction of land and water bodies through illegal mining activities (*galamsey*) poses a real threat to the country's natural capital, social cohesion and national security.

Despite several years of reforms, public institutions remain weak, while the public perception of corruption remains high. The public sector is characterised by weak accountability and sanctions regimes; weak enforcement of and compliance with rules and regulations; inadequate ICT infrastructure and undue interference in the functioning of public institutions.

On the international front, Ghana has signed a number of international protocols, notably the Africa Union Agenda 2063, the Sustainable Development Goals, and the Paris Climate Change Agreement. The country is therefore obliged to translate the various global and regional frameworks into national actions for implementation.

VISION FOR NATIONAL DEVELOPMENT

In the context of the constitutional requirement to establish a free and just society, the government's medium-term vision, as articulated in the Coordinated Programme of Economic and Social Development Policies, 2017-2024, is to:

“Create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all.”

BROAD GOALS AND OBJECTIVES

Four main goals are derived from the vision for the period of the policy framework, 2018-2021, namely:

- Create opportunities for all Ghanaians;
- Safeguard the natural environment and ensure a resilient built environment;
- Maintain a stable, united and safe society; and
- Build a prosperous society.

To achieve these goals, the medium-term priority policies, programmes and projects will be anchored on the following strategic areas: restoring the economy; transforming agriculture and industry; strengthening social protection and inclusion; revamping economic and social infrastructure; and reforming public service delivery institutions.

EXISTING SITUATION

Economic

The economic situation over the past few years has been characterised by slow GDP growth, rapid depreciation of the cedi, rising and erratic rates of inflation, increasing budget deficits, and high interest rates, amidst growth in trade deficits and high youth unemployment. At an average annual real GDP growth rate of 4.7 percent during the 2013-2016 period and compared with average annual real GDP growth of 7.3 percent during the 2010-2013 period, per capita GDP increased from US\$1,305.30 in 2010 to US\$1,841.00 in 2013, then declined to US\$1,515.61 in 2016. Addressing these challenges is therefore critical for placing the economy on the path to attain the long-term goal of high and employment-intensive growth.

Social

The social sector has seen a number of improvements in recent years. The quantity of school infrastructure has increased at all levels during the period from the 2012/2013 to the 2015/2016 academic years. Total enrolment and completion rates recorded improvements. As of 2015/2016, there were 35 special schools with a total of 6,874 children enrolled. This compares with total enrolment of 6,180 in 2012/13. However, concerns regarding quality of education at all levels persist.

Life expectancy in Ghana has improved over the last decade and stands at 60.5 years for males and 62.5 years for females in 2016. Under-5 mortality has fallen from 80 per 1,000 live births in 2008 to 60 per 1,000 live births in 2014. Infant mortality is down from 50 per 1,000 live births in 2008 to 41 per 1,000 live births in 2014. The institutional maternal mortality ratio (iMMR) has declined from 155 deaths per 100,000 live births in 2013 to 150 deaths per 100,000 live births in 2016 while the national median HIV prevalence rate has fallen from 3.6 percent in 2003 to below the 2 percent threshold of sustainable decline between 2013 and 2015.

In 2006, Ghana achieved the MDG 1 target of halving the proportion of people living in extreme poverty well ahead of the 2015 target date. Since then, the country has continued to make significant progress in further reducing poverty. The proportion of the population with access to safe drinking water in urban areas increased from 55.9 percent in 2014 to 76 percent in 2016, while access in rural areas decreased from 64.0 percent in 2014 to 62 percent in 2016. Access to wastewater services is very low, with only about 3 percent of liquid waste generated in major towns and cities properly disposed of.

Despite the improvements, the following key development challenges require attention: inadequate and inequitable access to education for persons with disability (PWDs); inadequate

funding sources for education; gaps in physical access to quality healthcare; unmet health needs of women and girls; increasing morbidity, mortality and disability; high incidence of HIV and AIDS among young people; food insecurity; inadequate coverage of reproductive health and family planning services; increasing irregular and precarious migration; high incidence of poverty; poor waste and sanitation management; inadequate care for the aged; gender disparities in access to economic opportunities; weak social protection systems; limited opportunities for PWDs to contribute to society; high levels of unemployment and underemployment among the youth; and inadequate and poor sports infrastructure.

Environment

The environmental situation continues to cause concern. Degradation of protected areas and rapid loss of biodiversity are rife, with about 31 percent of all areas within forest reserves – amounting to 0.7 million hectares – classified as degraded as of the end of 2016. Environmental pressures have also worsened in coastal zones due to increasing population density and overconcentration of industries, coupled with poor sanitation services. Potable water sources are diminishing at such a fast rate that the country is likely to be faced with water crisis by 2030 if the trend continues. The rising trend of urbanisation in Ghana, reported to be about 3.4 percent annually, is outpacing urban infrastructural development and service delivery. Poor drainage and perennial floods continue to pose major challenges.

Current spatial planning practice in the country is generally weak to handle comprehensively the complex issues in the urban arena such as enforcement of zoning and building regulations. Despite the housing supply rising from 2,181,979 units in 2000 to 3,392,745 units in 2010, demand for housing has continually lagged behind supply, resulting in a housing deficit of approximately 1.7 million units as of 2015. The population of slums continues to increase, especially in Accra, Tema-Ashaiman, Kumasi, Tamale and Takoradi and was estimated at 500,000 in 2001 and 6,418,580 in 2014.

Ghana has a significant infrastructure gap. The national network of roads in 2015 was estimated at 72,380.65 kms, of which 39 percent was in good condition. Services provided by the current rail network are generally poor and unreliable. As of 2015, internet penetration was estimated at 70 percent while mobile penetration stood at 128 percent. The proportion of the population with access to electricity improved from 80.5 percent in 2015 to 83.2 percent in 2016.

Governance

Ghana continues to make considerable progress in democratic governance, promoting peace and respect for human rights, the rule of law and the independence of the judiciary.

There have been improvements in resource allocation to Parliament and the Judiciary, thereby enhancing their capacity to perform their functions effectively. Over the years, the government has introduced systems and structures to improve transparency and accountability in the management of public funds. Key among them is the introduction of the Financial Administration

Act (FAA), 2003 (Act 654); Public Procurement Act, 2003 (Act 663); and Internal Audit Agency Act, 2003 (Act 658).

MEDIUM-TERM POLICY INTERVENTIONS

The policy objectives, strategies and flagship initiatives of the government contained in the policy framework are organised under the following broad themes: Economic Development; Social Development; Environment, Infrastructure and Human Settlements; Governance, Corruption and Public Accountability; and Ghana's Role in International Affairs.

ECONOMIC DEVELOPMENT

Medium-Term Goal and Targets

The overall goal of the government's economic development strategies, over the medium term, is to build a prosperous society. This entails: optimising the key sources of economic growth; building a strong and resilient economy, capable of withstanding internal and external shocks; enhancing a competitive and enabling business environment; transforming agriculture and industry; and developing robust tourism and creative arts industries.

The government's long-term target is to raise per capita GDP from US\$1,515.6 in 2016 to at least US\$2,500 by 2020, rising further to at least US\$2,700 by 2021 and US\$3,500 by 2024. This will entail achieving average annual GDP growth rate of at least 7.2 percent between 2018 and 2024, with a particular focus on reviving and strengthening manufacturing, permanently resolving the perennial energy crisis, and aggressively promoting exports, especially high-value manufactures.

The agriculture sector, designated as a major driver for improving household incomes and rural development, is expected to grow at an average annual rate of at least 5 percent over the medium term, 2018-2021. The industrial sector is projected to grow at an annual average rate of 8.4 percent. The peak growth rate of 17.4 percent is expected to be achieved in 2018, primarily due to increased production of oil and gas from the Jubilee, Tweneboa-Enyenra-Ntomme (TEN) and Sankofa-Gye Nyame fields and expected improvement in growth of the construction, electricity and manufacturing sub-sectors. The services sector is expected to grow at an average of 7.7 percent per annum, with information and communications expected to lead growth in the sector at an average rate of about 15.6 percent per annum.

Medium-Term Focus

To achieve the overall goal of building a prosperous country, key policy objectives to be pursued include: strengthen monetary discipline and financial stability; ensure improved fiscal performance and sustainability; promote international trade and investment; enhance a business-enabling environment; formalise the informal economy; improve production efficiency and yield; and diversify and expand the tourism industry for economic development.

A number of flagship initiatives will be implemented to accelerate the attainment of economic development goals. These include the introduction and implementation of the One District, One Factory initiative; a paperless transaction processing system at all ports of entry and introduction of mandatory joint inspections at the ports; establishment of an electronic payments system; a policy to cap earmarked funds at 25 percent of tax revenue; and the Planting for Food and Jobs initiative to stimulate food production and boost incomes.

SOCIAL DEVELOPMENT

Medium-Term Goal

The overall goal of the government's social development strategies, over the medium term, is to create equal opportunity for all. This entails: expanding opportunities where large-scale job creation is possible; expanding access to and improving the quality of education at all levels for all socio-economic groups; expanding access to and improving the quality of healthcare; and strengthening social protection, especially for children, women, persons with disability and the elderly.

Medium-Term Focus

Among the policy objectives to be pursued are: enhance inclusive and equitable access to and participation in quality of education at all levels; strengthen the healthcare management system; ensure food and nutrition security; improve population management; improve access to safe and reliable water supply and environmental services for all; eradicate poverty in all its forms and dimensions; ensure effective child protection and family welfare; enhance the well-being of the aged; strengthen social protection especially for children, women, persons with disability and the elderly.

Flagship initiatives to be implemented to help create equal opportunity for all include: implement the policy of free education for all Ghanaian children up to senior high school; redefine basic education to include secondary education; restructure the National Health Insurance Scheme (NHIS); introduce a quota system of 30 percent participation of women in public appointments; enforce the Disability Act, including improving access to public buildings for the physically challenged.

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

Medium-Term Goal

Over the medium term, the goal of the government regarding environment, infrastructure and human settlement development is to ensure a resilient built environment while safeguarding the natural environment.

Medium-Term Focus

Efforts to achieve the goals for environment, infrastructure and human settlements in the medium term will be guided by the following policy objectives: expand forest conservation areas; ensure sustainable extraction of mineral resources; promote sustainable water resource development and management; reduce coastal erosion and conserve marine areas; combat deforestation, desertification and soil erosion; and enhance climate-change resilience. Others are: improve efficiency and effectiveness of road transport infrastructure and services; make Ghana the aviation hub for the West African sub-region; modernise and extend the railway network; ensure availability of clean, affordable and accessible energy; promote sustainable, spatially integrated, balanced and orderly development of human settlements; and improve quality of life in slums, Zongos and inner cities.

The flagship initiatives to be implemented towards safeguarding the natural environment and ensuring a resilient built environment include: implement the Water-for-All programme to ensure every Ghanaian has access to potable water; establish a digital addressing system; establish a national database, using the National Identification System as the primary identifier, with linkages to the databases of institutions; establish special development authorities for the Savannah, Middle Belt and Coastal Belt, and the Zongo Development Fund; dedicate energy supply sources for industrial enclaves and zones; expand the railway network to northern Ghana to open up economic opportunities and link the country with neighbouring countries.

GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

Medium-Term Goal

The overall goal of the government in the medium term is to maintain a stable, united and safe society. This will entail: deepening democratic governance and public accountability; enhancing public sector management and service delivery; promoting the rule of law and equal access to justice; promoting peaceful coexistence of all segments of society; and ensuring public safety and security

Medium-Term Focus

For the attainment of the overall goals, implementation of medium-term policy will include: deepen democratic governance; expand political and administrative decentralisation; strengthen transparency and public accountability; build effective and efficient government machinery; enhance security service delivery; intensify the fight against corruption and economic crimes; promote access and efficiency in delivery of justice; encourage discipline in all aspects of life; and integrate culture in the development process

Flagship initiatives to be implemented include: establish by an Act of Parliament an Office of the Special Prosecutor; implement an effective assets declaration regime; hold direct elections of Metropolitan, Municipal and District Chief Executives (MMDCEs); enact the Municipal Finance Bill

into law; appoint women to at least 30 percent of available public office positions as part of active engagement and involvement of women in development; ensure passage of the Right to Information Bill; and safeguard the independence of the judiciary and strengthen the institutional capacity of Parliament.

GHANA'S ROLE IN INTERNATIONAL AFFAIRS

Medium-Term Goal

The overall goal of medium-term foreign policies and programmes is to strengthen Ghana's role in international affairs.

Medium-Term Focus

For the attainment of this goal, the policy objectives to be pursued include: promote a globally competitive foreign service; enhance Ghana's international image and influence in international organisations; leverage Ghana's governance and security credentials to promote our political and economic interests abroad; and integrate the Ghanaian diaspora in national development.

Key flagship initiatives to be implemented include: reposition the Economic Trade and Investment Bureau (ECTIB) to serve as the link between Ghana's Missions abroad and MDAs and other stakeholders at home; establish an Office of Inter-Ministerial Coordination (OIMC) on foreign affairs and related issues; facilitate linkages between Ambassadors and High Commissioners and MMDCEs with a view to maximising investment and trade opportunities for local authorities; create incentives for diaspora investment, trade and technology transfer; reposition the Diaspora Affairs Bureau to support the diaspora effectively; facilitate the implementation of the Representation of the People Amendment Law (ROPAL); create a database of all Ghanaians outside Ghana linked to the national identification system; enhance advocacy on implementation of the Dual Citizenship Law; issue a chip-embedded biometric passport; and regularise the Diaspora Summit as an annual event.

IMPLEMENTATION ARRANGEMENTS

The medium-term policy framework will be implemented within the context of the decentralised planning system which promotes broad participation and partnership in the development process at all levels of society. The MDAs and MMDAs constitute the basic structures for implementation of plans, programmes and activities based on their respective institutional mandates. The Regional Coordinating Councils (RCCs) will provide relevant data and facilitate the preparation, coordination, harmonisation, monitoring and evaluation of district development plans. As the apex planning body, NDPC is expected to prescribe the format and content, and review, approve, certify and coordinate development plans of MDAs and MMDAs. The approved plans will form the basis for budgeting, as well as for monitoring and evaluating development programmes and projects. Civil society, public sector, academia, development partners and all other development

actors will be able to take part in the implementation process at all levels by working in collaboration with the relevant public sector organisations.

Over the implementation period of this policy framework, the Office of the Minister of Planning will have the primary responsibility for ensuring effective linkage between the medium-term national development policy framework and the annual national budget. The Office of the Senior Minister will have the responsibility of undertaking reforms of the public sector and building efficient public institutions with the capacity to deliver effective public services and execute the government agenda. The Ministry of Finance (MoF) on the other hand, will focus on resource mobilisation and allocation, based on the priority policies and programmes; track revenues and expenditures, and collaborate with other institutions to produce annual performance reports, as part of the budget documents.

MONITORING AND EVALUATION

Monitoring and evaluation (M&E) of implementation of the national development agenda is provided for in the National Development Planning (System) Act, 1994, (Act 480), and every implementing agency of the government is enjoined by law to undertake monitoring and evaluation of its policies, programmes and projects. The national M&E system comprises primarily the President, Parliament, Ministry of Monitoring and Evaluation, NDPC and all MDAs and MMDAs. NDPC is mandated to coordinate the national M&E system, while the Ministry of M&E has been set up under the Office of the President to provide real-time monitoring of the President's strategic programmes and projects with a view to taking prompt remedial action where necessary. To this end, the work of the Ministry of M&E reinforces the national M&E system in ensuring that the President's priority programmes are effectively implemented.

CHAPTER ONE

INTRODUCTION

1.1 PURPOSE

The 1992 Constitution affirms the long-term national development imperative for the country. It enjoins all governments to “take all necessary action to ensure that the national economy is managed in such a manner as to maximise the rate of economic development and to secure the maximum welfare, freedom, and happiness of every person in Ghana and to provide adequate means of livelihood and suitable employment and public assistance to the needy” (*Article 36, Clause 1 of the 1992 Constitution of the Republic of Ghana*).

In pursuance of this constitutional provision, Article 36, Clause 5 requires that within two years upon assumption of office, all Presidents shall present to Parliament a Coordinated Programme of Economic and Social Development Policies, including agricultural and industrial programmes at all levels and in all regions of Ghana. To operationalise the vision and policies outlined in the Coordinated Programme, a medium-term national development policy framework is expected to be prepared in line with the requirements of the National Development Planning (System) Act, 1994 (Act 480); National Development Planning (System) Regulations, 2016 (LI 2232); National Development Planning Commission Act, 1994 (Act 479); Local Governance Act, 2016 (Act 936); Public Financial Management Act, 2016 (Act 921); and other relevant legislation.

Since 1996, successive governments have prepared and implemented medium-term development policy frameworks to guide the overall economic and social development of the country in line with Article 36 (5) of the Constitution. Notable among these frameworks are: Ghana Vision 2020 (The First Step), 1996-2000; Ghana Poverty Reduction Strategy (GPRS I), 2003-2005; Growth and Poverty Reduction Strategy (GPRS II), 2006-2009; Ghana Shared Growth and Development Agenda (GSGDA I), 2010-2013; and Ghana Shared Growth and Development Agenda (GSGDA II), 2014-2017.

Thus, the *Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, 2018-2021* is the sixth in the series of national development policy frameworks produced under the Fourth Republican Constitution. It will operationalise the President’s Coordinated Programme – named the *Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, 2017-2024* – and will build on the successes and challenges of GSGDA II, 2014-2017. It will also serve as the basis for the preparation and implementation of sector and district medium-term development plans produced by Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs) respectively, and the annual national Budget over the period 2018-2021.

1.2 STRUCTURE OF THE DOCUMENT

This document comes in three parts. Part One analyses the key issues and challenges to be addressed, the specific policies to be pursued and the related strategies to be implemented. Part Two is a presentation in matrix form of the policy issues, objectives and strategies, and the agencies involved in implementation. Part Three presents the indicators to be used in monitoring the attainment of the goals and objectives in this policy framework.

Following the Introduction, Chapters Two to Six provide analysis of the various aspects of national development issues and proposed interventions to be pursued, focusing on economic development; social development; environment, infrastructure and human settlements; governance, corruption and public accountability; and Ghana's role in international affairs. The implementation mechanism for the policy framework and the monitoring and evaluation arrangements are outlined in Chapter Seven. The appendices present the matrix of medium-term policies and strategies to be implemented in 2018-2021 and their linkages to global development agenda such as the United Nations Sustainable Development Goals (SDGs) and African Union Agenda 2063, and the indicators to be used in tracking implementation of the policy framework.

1.3 PROCESS FOR PREPARING THE FRAMEWORK

This policy framework was prepared through a participatory process, using the Cross-Sectoral Planning Groups (CSPGs). Section 15 of the National Development Planning Commission Act, 1994 (Act 479), enjoins the National Development Planning Commission (NDPC) to establish CSPGs for the preparation of development policies, strategies and plans. In compliance with the Act, five main CSPGs were formed, with members drawn from the public sector, private sector, civil society, academia, the media, identifiable groups, and individual experts. The main function of the CSPGs was to integrate and coordinate the planning and development activities of sectors of the economy and society. They also provided information on the state of implementation of GSGDA II; made proposals on policy options based on their knowledge and expertise; and validated and prioritised the policies in the framework.

The draft policy framework was reviewed at national and regional consultations in accordance with the National Development Planning Commission Act, 1994 (Act 479), and subsequently finalised by NDPC, and submitted to the Office of the President for consideration. The entire process was coordinated by NDPC in accordance with Section 1 of the National Development Planning (System) Act, 1994 (Act 480) and the Ministry of Planning.

1.4 POLICY CONTEXT

Ghana consolidated its image as a beacon of democracy in Africa with yet another peaceful democratic change in government in 2017, the fourth under the Fourth Republican Constitution and the third time power has changed hands from one political party to another. Ghana has had a multiparty democracy for 25 years, one of the longest uninterrupted periods in contemporary Africa. Stability in the political environment and deepened democratic governance presents

Ghana with a great opportunity to implement long-term policies and make them succeed with greater impact. It also facilitates the development of local and international partnerships to promote mutually beneficial activities and further attract local and foreign investment.

As democracy evolves in Ghana, rights to freedom of speech and expression have significantly improved and expanded. Media pluralism continues to thrive with rapid growth in the number of television, radio, print and social media outlets. This has enhanced civil society engagement in democratic governance and the national development discourse, as well as public accountability as civil society organisations (CSOs) and informal political and social groups continue to hold governments and public office holders accountable for their actions. The major concern, however, is the weak institutional capacity to ensure that the media play their watchdog role instead of becoming a potential tool for social and political division and disintegration.

The production of oil and gas in commercial quantities since 2010 has contributed significantly to national revenue alongside gold, diamonds, bauxite and manganese which remain major mineral exports. The development and processing of oil and gas presents a unique opportunity for Ghana to establish associated industries such as petrochemicals and fertiliser as well as forging strong links with other sectors of the economy. Unfortunately, key sectors that could accelerate economic growth, provide jobs and incomes and improve the living conditions of many Ghanaians have performed unsatisfactorily in recent years. Agriculture and the manufacturing sub-sector have recorded a significant slowdown in growth. Manufacturing in particular has faced the challenges of unreliable electricity supply, high cost of doing business, and high cost of credit.

Global economic stagnation, especially in the European Union, the recurrent instability in global prices of gold, cocoa and oil and Ghana's overdependence on these primary commodities have resulted in significant revenue shortfalls for the government and weak implementation of development plans.

The growing middle class in Ghana is partly a product of the shift from subsistence agriculture to income-earning opportunities in the services sector. While the proportion of the workforce employed in the agricultural sector decreased from 61.1 percent to 44.7 percent between 1984 and 2013, the services sector registered an increase from 25.2 percent to 40.9 percent of the workforce over the same period. With per capita gross domestic product (GDP) rising from US\$1,260 in 2008 to a peak of US\$1,515.64 in 2016, disposable income increased, along with rising demand for consumer goods and opportunities for economic expansion.

Meeting this growing demand will require increased local production to minimise imports and create jobs. About 19.2 percent of Ghana's population is between the ages of 15 and 24 years. This youthful population is exposed to modern technology and has easier access to information, especially in urban areas, to enable it to contribute to national development efforts. However, the economy is not growing fast enough to absorb the teeming youthful population and the opportunities for creating self-employment remain limited.

The challenge of climate change in Ghana is real. Rainfall patterns have changed and become less predictable. The warming of the sea is also affecting fishing. This combination affects the livelihoods of about 60 percent of Ghanaians. The situation is made worse as illegal mining activities (*galamsey*), destroy vast arable lands, and pollute water bodies and ecosystems. The capacity for exploiting climate change opportunities remains weak and appropriate policies will be pursued in this regard.

Ghana has made some progress in modernising and expanding infrastructure, as well as improving basic services including telecommunications and ports services. However, service delivery in other areas, such as water, sanitation, electricity and transportation, lag behind significantly. Rapid urbanisation and economic growth have exposed infrastructure bottlenecks and exacerbated the demand for increased infrastructure services.

Development institutions remain weak despite several reform programmes. Institutional roles and functions have not been properly defined while provision of resources to attain development goals remains inadequate. In addition, global terrorism is a potential threat to Ghana as activities of various groups expand to countries in the West African sub-region including Nigeria, Mali, Niger and Burkina Faso.

Addressing these challenges will require a combination of policy, institutional and legislative reforms, attitudinal change and public education. Appropriate conditions need to be created for the productive potential of the Ghanaian private sector to emerge through adaptation, invention and innovation, especially in the industrial sector where better quality jobs and high incomes are possible. Complementary policies need to be introduced to bring about fiscal discipline, low and stable prices, and smart borrowing to create the necessary fiscal space for private sector development. Prudent fiscal management will create favourable conditions to reduce interest rates to spur private sector investment, expansion and job creation.

1.5 VISION FOR NATIONAL DEVELOPMENT

The overall development aspiration of government is to develop a Ghana beyond aid. This entails having efficient public services delivery system; modern economic and social infrastructure; expanded investments in strategic sectors of the economy to propel economic growth and development; efficient exploitation of the country's natural resources; an expanded revenue base; and an efficient public financial management system that eliminates waste. The implementation of the Coordinated Programme of Economic and Social Development Policies, 2017-2024 (CPESDP) and the associated medium-term national development policy framework, is the important first step in placing the country on the path to attaining this long-term aspiration.

Over the medium term, the government's vision 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.”

This vision is informed by the need for a strong economy that expands opportunities, inspires people to start businesses, stimulates expansion of existing businesses, and ultimately leads to creation of jobs, increased economic growth and higher incomes. In this regard, citizens are able to expand their scope of choices in decisions on consumption and savings, while the government is able to enhance its capacity to provide the basic goods and services that citizens desire; expand access to social services such as education, training and skills development, healthcare; and direct investment towards infrastructure such as transportation, electricity, affordable housing, water and sanitation. The vision also takes cognisance of Ghana's international commitments such as the African Union (AU) Agenda 2063 and the United Nations Sustainable Development Goals.

A major thrust of this vision is to deepen democratic governance and public accountability; enhance public sector management and service delivery; and promote the rule of law and peaceful coexistence of all segments of society. The realities of our times, such as the phenomena of globalisation and digitisation, call for enhancing Ghana's role in international affairs; fostering partnerships; and harnessing the synergies of public-private partnerships and purposeful engagement with the media and civil society

1.6 GOALS AND OBJECTIVES

Derived from this medium-term vision are four main goals to be pursued over the implementation period of the policy framework. These are:

- Create opportunities for all Ghanaians;
- Safeguard the natural environment and ensure a resilient, built environment;
- Maintain a stable, united and safe society; and
- Build a prosperous society.

To achieve the envisaged growth, jobs, and prosperity for all, the overall framework will aim to build a strong and resilient economy that is capable of withstanding internal and external shocks, foster a competitive and enabling business environment; and optimise the key sources of economic growth. In addition, the government will pursue policies to create opportunities for all by expanding access to education and health, and creating more avenues for employment. The natural environment will be safeguarded by rehabilitating degraded areas and supporting the conservation of biodiversity and priority ecosystems. Modern and integrated infrastructure will also be developed. In the medium term, efforts will be geared towards maintaining a stable, united and safe society by deepening democratic governance and public accountability; enhancing public sector service delivery; promoting the rule of law and equal access to justice; ensuring public safety and security; and strengthening Ghana's role in international affairs.

Within this context, the themes of the Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, 2018-2021 are as follows:

- Economic development;
- Social development;
- Environment, infrastructure and human settlements;
- Governance, corruption and public accountability; and
- Strengthening Ghana's role in international affairs

1.7 STRATEGIC DIRECTION AND PRIORITIES

The new direction for national development under the Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, 2018-2021 is to enable the potential of the Ghanaian private sector to emerge through invention, innovation, adoption and adaptation, especially in the industrial sector of the economy, thereby providing better quality jobs, especially for the youth, and boosting incomes. The charge to the government, in this regard, is to initiate and implement a set of transformative policies to build one of the most business-friendly and people-centred economies in Africa, capable of delivering quality jobs and prosperity for all Ghanaians.

Stimulating the private sector to work and to lead the job-creation agenda will require restoring confidence in the economy by improving overall macroeconomic management, reducing the cost of doing business, fighting corruption, ensuring the availability of reliable power, facilitating access to land and promoting skills development. In this regard, expenditure will be prioritised in favour of policies, programmes and projects in the following strategic areas:

- Restoring the economy;
- Transforming agriculture and industry;
- Strengthening social protection and inclusion;
- Revamping economic and social infrastructure; and
- Reforming public service delivery institutions.

While sound monetary policies are necessary, the greatest policy pivot is effective fiscal policy management, including maintaining fiscal discipline by narrowing the gap between public spending and public revenue, reducing government borrowing, and creating the fiscal space to reduce the vulnerabilities of the economy to shocks. Good fiscal management will provide favourable conditions for reducing interest rates to spur higher private sector investment, expansion and productivity. Establishing a national identification system as the primary identifier of individuals will add the necessary impetus for addressing the challenges of the informal economy and expanding financial inclusion. Medium-term policy also aims to raise agricultural productivity and strengthen its nexus with industry, and to identify and promote value-addition opportunities among Ghana's soft and hard primary commodities from agriculture and mining.

A well-defined industrial policy is needed to provide direction, to boost the operational capacity of firms, and to facilitate small business incubation as a way to promote the government's One District, One Factory initiative. The complementary policy direction is to increase infrastructure expenditure to eliminate critical bottlenecks in the areas of roads, rail, aviation, water, sanitation, and energy, and to distribute infrastructure fairly and comprehensively across the country.

The government's social policy regime is to invest in people by improving access to expanded provision of quality education, healthcare, and affordable housing. Specific policies for social protection and inclusion will be implemented to address the needs of vulnerable people.

To position the public service to deliver effectively on its mandate, far-reaching institutional reforms will be necessary, including strengthening the capacity of public sector institutions to deliver public goods and services efficiently. A strong foreign policy for prosperity and equal

opportunity will be pursued to reduce Ghana's vulnerability to shocks and threats from the international system, as well as safeguard its national interests and maintain its sovereignty.

CHAPTER TWO

ECONOMIC DEVELOPMENT

2.1 INTRODUCTION

This chapter reviews development performance over the past decade and a half and how this record shapes the priority policy choices for building a prosperous society. The review covers the following areas:

- Economic Growth and Employment;
- Macroeconomic Situation;
- Industrial Development;
- Private Sector Development;
- Informal Economy;
- Corporate Governance;
- Agriculture and Rural Development; and
- Tourism and Creative Arts Development.

2.2 REVIEW OF RECENT ECONOMIC PERFORMANCE

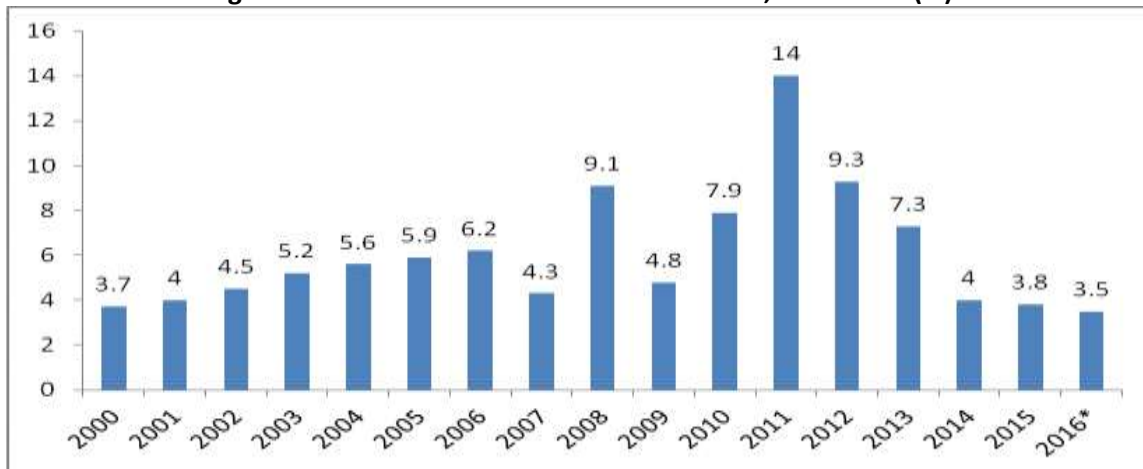
The economic situation over the past few years has been characterised by slow GDP growth, rapid depreciation of the cedi, rising and erratic rates of inflation, increasing budget deficits, and high interest rates, amidst growth in trade deficits and high youth unemployment. With average annual real GDP growth down to 4.7 percent during the 2013-2016 period compared with 7.3 percent during the 2010-2013 period, per capita GDP rose from US\$1,305.30 in 2010 to US\$1,841.00 in 2013 and subsequently declined to US\$1,515.61 in 2016. Addressing these challenges is therefore critical for placing the economy on the path to attaining the long-term goal of high and employment-intensive growth.

2.2.1 Economic Growth and Employment

i. Trends in Economic Growth

The Ghanaian economy recorded its highest real GDP growth rate ever – 14.05 percent – in 2011. This growth rate was propelled in particular by the commencement of commercial production of oil, which contributed significantly to more than tripling the real GDP growth rate from the annual average of 4.9 percent for the preceding 20 years (Figure 2.1). The subsequent slowdown in oil production combined with the impact of the power crisis from 2012 onwards, fiscal dislocations arising from the growing wage bill and debt repayments, led to a considerable slowdown in the real GDP growth rate from 14.05 percent in 2011 to 3.55 percent in 2016. For most of the period 2014 to 2016, the average annual GDP growth rate was 5.15 percent, compared to the average of 7.31 percent registered during the period 2010 to 2013.

Figure 2.1: Growth of Gross Domestic Product, 2000-2016 (%)



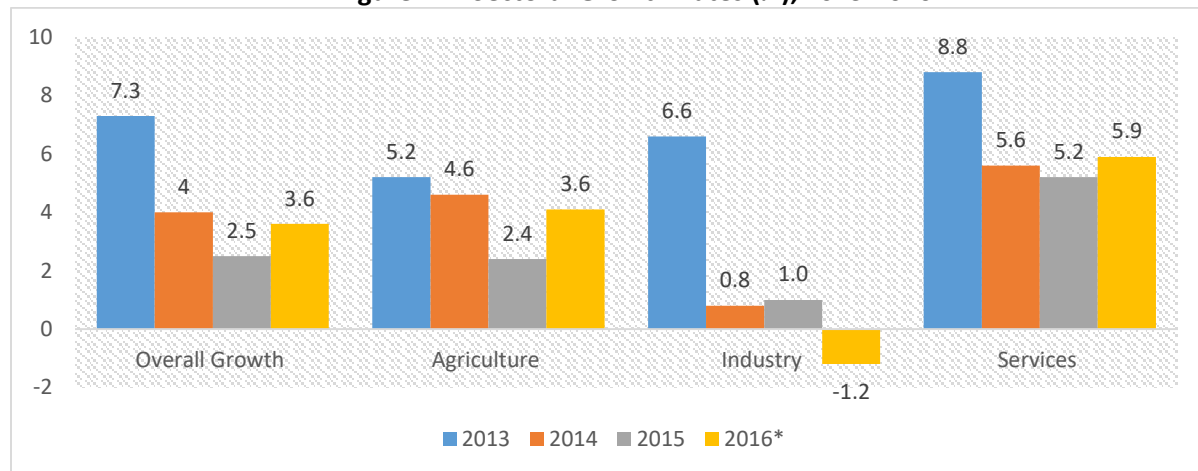
Source: NDPC, based on data from Ghana Statistical Service (2016)

*Provisional figures

ii. Sources of Growth

Except for industrial sector growth, which increased from 6.95 percent in 2010 to 41.64 percent in 2011 as a result of oil production, overall economic growth since 2010 has been driven largely by the services sector, which averaged 8.4 percent growth between 2010 and 2016. Over the same period, growth in the agricultural sector averaged 3.5 percent while industry averaged 9.3 percent. In 2016, overall output in the industrial sector declined by 1.16 percent, largely as a result of a 13.0 percent decline in oil production. However, the services sector grew by 5.9 percent, while the agricultural sector expanded by 3.6 percent (Figure 2.2).

Figure 2.2: Sectoral Growth Rates (%), 2013-2016



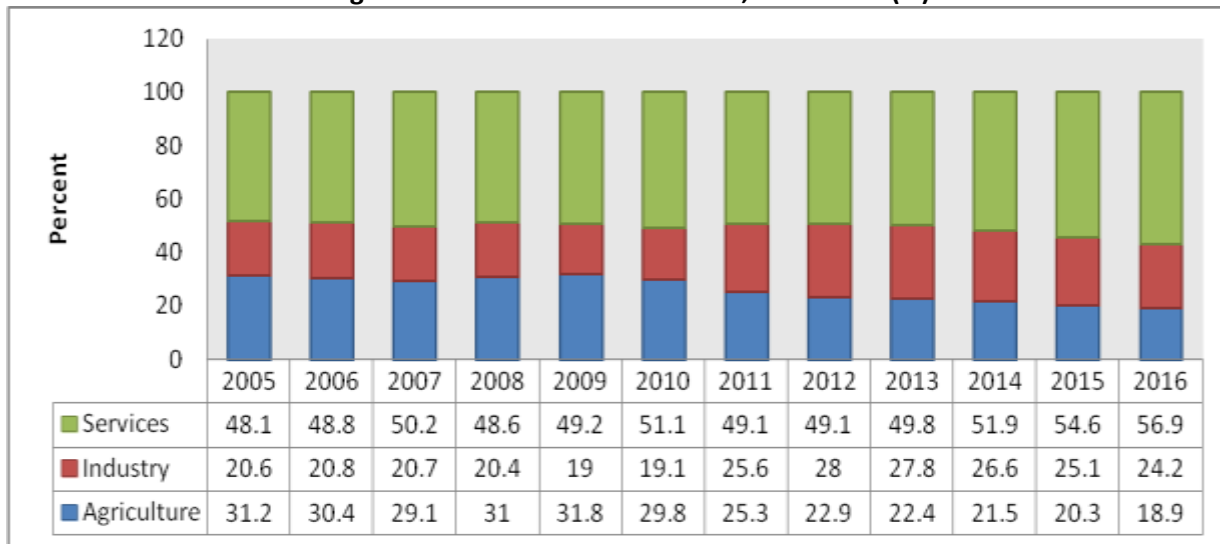
Source: NDPC, based on data from GSS (2016)

Manufacturing, which was the hardest hit by the energy crisis in 2013 and 2014 (with contraction in GDP of 0.5 percent and 0.82 percent respectively) recovered to 2.45 percent growth in 2016. With the exception of the “Community, social and personal service activities” sub-sector, which shrank by 1.10 percent in 2016, all other sub-sectors in the services sector recorded positive growth rates in 2016.

iii. Structure of the Economy

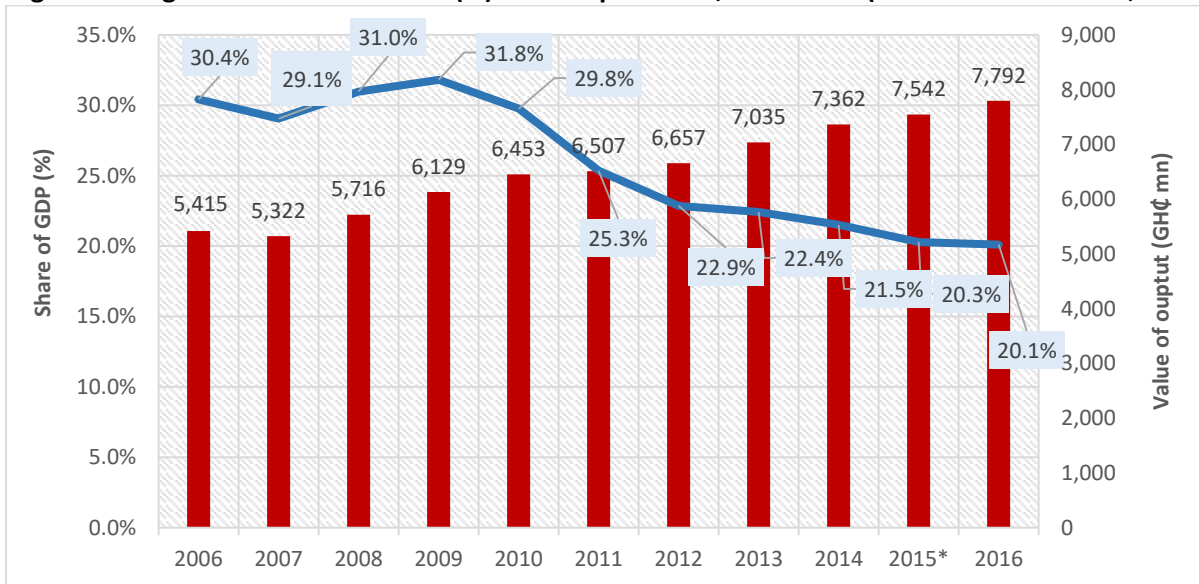
With the rapid growth in services came a steady rise in its overall share of GDP, which reached 56.9 percent in 2016, up from 48.1 percent in 2005 (Figure 2.3). Similarly, industry’s share of GDP increased from 20.6 percent to 24.2 percent over the same period. The share of agriculture, however, continued to decline, reaching 18.9 percent, down from 31.2 percent in 2005. In absolute terms, agricultural output, adjusted for inflation, increased from GH¢5.4 billion in 2006 to GH¢6.8 billion in 2016. However, given overall low productivity in the sector, it can be concluded that the increase in real output could have been higher (Figure 2.4).

Figure 2.3: Sectoral Shares of GDP, 2005-2016 (%)



Source: NDPC, based on data from GSS (2016)

Figure 2.4: Agriculture Share of GDP (%) and Output Value, 2006-2016 (Constant 2006 Prices, GH¢ mn)



Source: NDPC, based on data from GSS (2016)

The dominant services sub-sector remains transport and storage, followed by financial and insurance activities; wholesale and retail trade; hotels and restaurants; and real estate in that order. The transport and storage sub-sector, which is the third largest sub-sector of the economy, has expanded from 10.6 percent in 2010 to 13.3 percent in 2016, while the financial and insurance sub-sector, which remains the fastest expanding sub-sector of the economy increased from 5.2 percent to 9.4 percent during the same period. Although these sub-sectors are expanding faster, they are not sufficiently complementing agricultural and manufacturing production in a manner that will generate adequate numbers of sustainable jobs. The bulk of credit supplied by the deposit money banks (DMBs) continued to be allocated to the services sector, and to the construction, mining and cocoa sub-sectors, with negative consequences for the growth of manufacturing and agriculture, which the banks still consider as high-risk undertakings with high default rates.

Although the industrial sector has expanded over the past decade on the back of commercial oil production, manufacturing remains low and has declined from 6.8 percent in 2010 to 4.6 percent in 2016. This presents significant challenges for the medium-term agenda of industrialisation on the foundation of agriculture and the country's natural resources. The construction sub-sector remains the largest in the industry sector and has expanded from 8.5 percent in 2010 to 13.7 percent in 2016, making it the second largest sub-sector in the economy after the crops sub-sector. Meanwhile, the mining and quarrying sub-sector, which expanded significantly from 2.3 percent in 2010 to 9.5 percent in 2012 on account of oil production, has since shrunk to 4.2 percent in 2016, after the share of oil production normalised.

The crops sub-sector is the single most important sub-sector of the economy and requires urgent intervention. Although its relative share of total GDP has declined over the past decade, it still has the largest share – in 2010, it was estimated at 21.3 percent but then declined to 17.4 percent in 2013 and further to 14.5 percent by 2016.

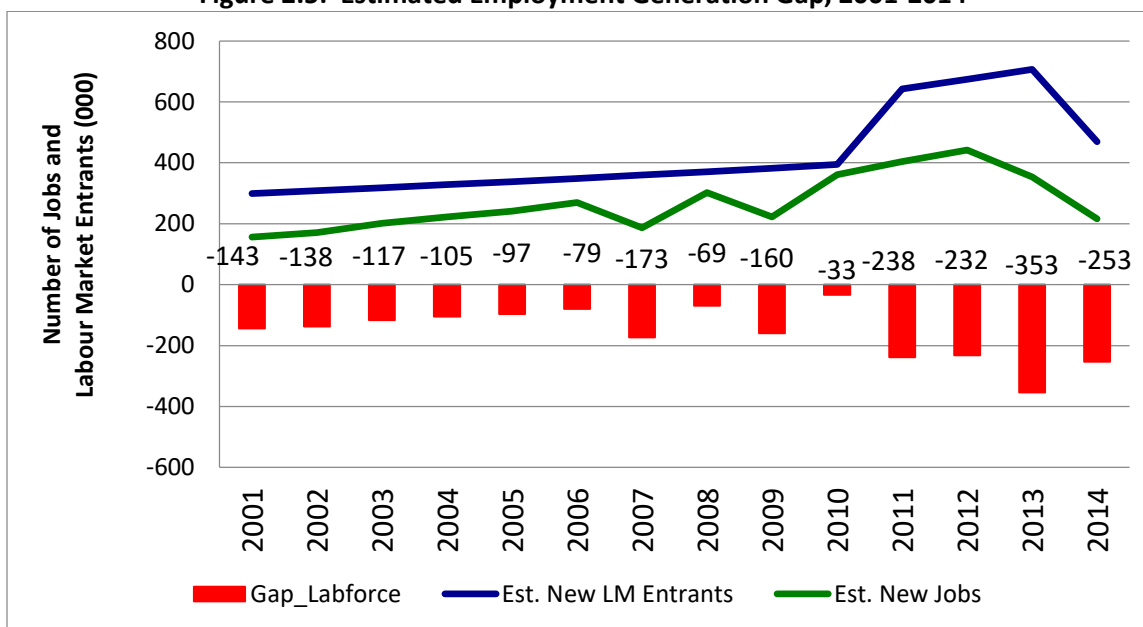
iv. Employment

Successive rounds of the Ghana Living Standards Survey (GLSS) show that employment levels have risen from 5.77 million in 1992 to 12.03 million in 2013, representing 3.7 percent average annual employment growth. Employment growth has generally been slower than overall economic growth, raising concerns about the quality of Ghana's economic growth. The distribution of employment by economic sector shows that agriculture continued to lead sources of employment in Ghana. However, its share has declined from 61.1 percent in 1984 to 44.7 percent in 2013. Over the same period, the services sector share has increased from 25.2 percent to 40.9 percent. At just 3.7 percent, the average annual pace of employment growth is inadequate for the creation of sufficient job opportunities, especially for the youth.

Figure 2.5 presents the gap between estimated new labour market entrants and actual jobs created between 2001 and 2014. The gap ranges from a low of 33,000 in 2010 to a high of 353,000 in 2013. Data from the Integrated Business Establishment Survey (IBES) published by the Ghana Statistical Service show that in 2014, a total of 207,492 new jobs were created by non-

household establishments, covering only 44.0 percent of the estimated 469,000 people who entered the labour market that year. The services sector accounted for most (181,641, or 87.0 percent) of the jobs created in 2014, while 24,095 (12.0 percent) were in industry. The manufacturing sub-sector accounted for 19,113 of jobs in the industrial sector, according to the survey. The implication of these trends is that an effective short-term strategy is required to close the employment gap and the under-employment problem on a sustainable basis.

Figure 2.5: Estimated Employment Generation Gap, 2001-2014



Source: NDPC, based on data from GSS (2015)

2.2.2 Macroeconomic Developments

i. Monetary and Financial Policy Management

Inflation Rate

The medium-term policy objective for price stability during the period 2014-2017 was to attain a single-digit rate of inflation and sustain it for a reasonable length of time in support of accelerated economic growth and development. For the greater part of the period, this objective was not attained and inflation remained generally high.

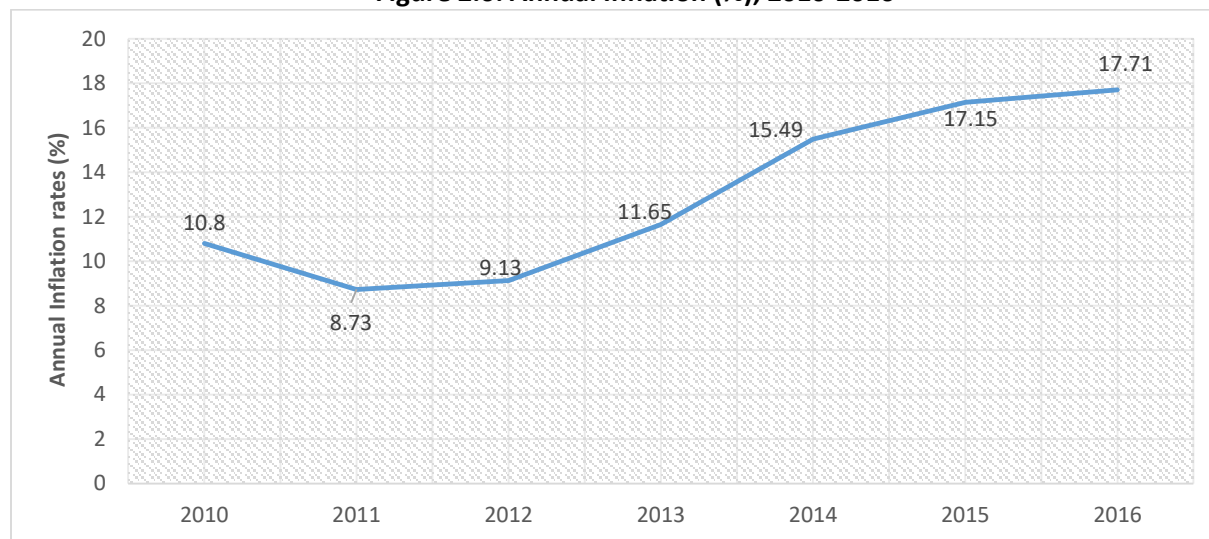
In 2011, the annual average rate of inflation fell to 8.73 percent, the lowest level for several years, and was sustained throughout 2011 and 2012, thereby recording the longest period of single-digit inflation over the past two decades. However, a rapidly depreciating cedi and a worsening energy crisis, which constrained manufacturing in particular, led to a steady increase in year-on-year inflation to 10.1 percent in 2013. The situation was aggravated by a series of increases in fuel and utility prices as well as the removal of various consumer subsidies by the government. Among the consumer items disproportionately affected by these policies were transportation and housing and utilities, which increased the cost of doing business and led to the collapse of

many businesses, especially small and medium enterprises (SMEs).

Prices continued to rise until March 2016, when year-on-year inflation peaked at 19.2 percent and then began to decline, partly in response to the fiscal consolidation strategy underlying the Extended Credit Facility the government arranged with the International Monetary Fund (IMF) in 2015 as part of the efforts to stabilise the economy. In the event, year-on-year inflation ended 2016 at 15.4 percent and for the year as whole, inflation was 17.7 percent (Figure 2.6).

During this period, the relatively high inflation became a major source of fiscal instability, with the cost of doing both government and private business remaining high as credit and input costs escalated. Any long-term strategy for accelerating growth, creating jobs, and increasing incomes should aim at addressing the persistent increases in inflation.

Figure 2.6: Annual Inflation (%), 2010-2016



Source: NDPC, based on GSS data (2016)

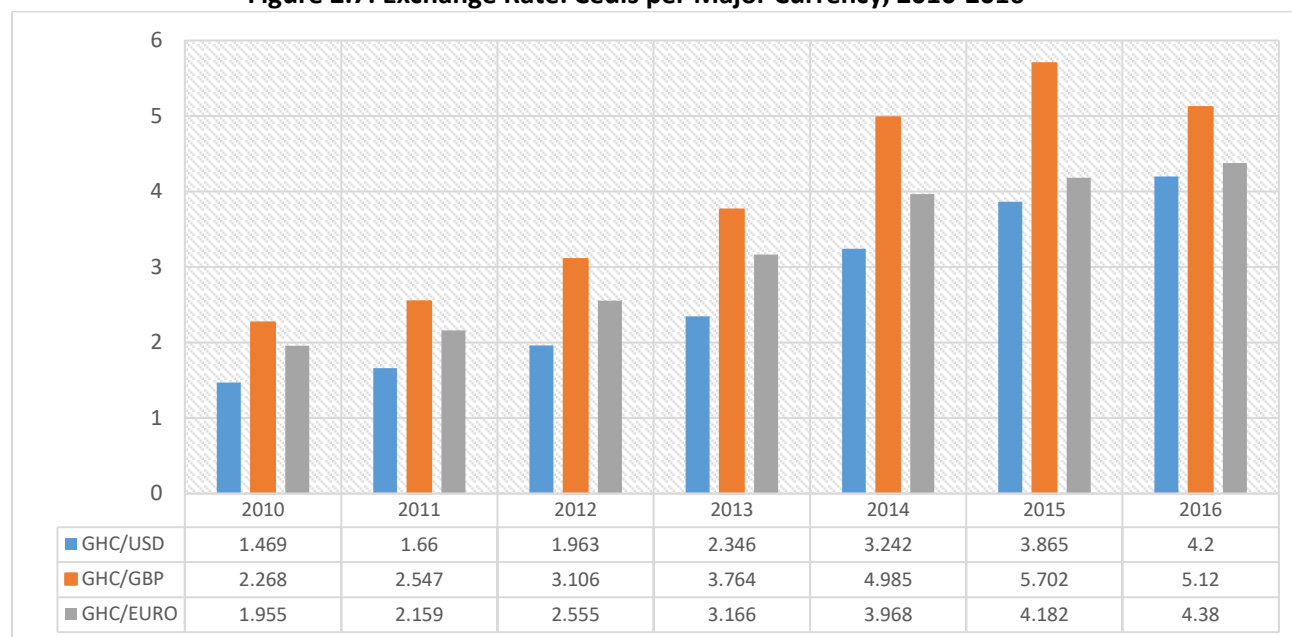
Exchange Rate Developments

The past decade and a half has shown the cedi depreciating rapidly against major currencies such as the US dollar, the euro and the British pound. This was largely because Ghana has an import-dependent economy, and efforts to diversify and strengthen exports beyond primary commodities such as cocoa and gold have had mixed results. In 2013, for example, manufactures made up 77.0 percent of the country's merchandise imports, while manufactures formed only about 17.0 percent of exports. The comparable figures for lower middle-income countries were 55.1 percent for imports and 50.1 percent for exports. This and other structural problems underlie the poor performance of the cedi over the years.

The overall objective for foreign exchange policy during the period 2014-2017 was to ensure a stable exchange rate regime capable of supporting the export sector and national economic development. The target was to ensure that the annual average depreciation of the cedi against

the US dollar did not exceed 4 percent in order to attain the medium-term per capita income target. Assessment of progress so far shows major difficulties in attaining this objective, with exchange rate depreciation constituting a major source of macroeconomic instability, especially in 2014. The exchange rate to the US dollar increased from GH¢1.47 in 2010 to GH¢2.25 in 2013, rising considerably to GH¢3.24 in 2014 and further to GH¢4.2 in 2016, implying a cumulative depreciation of 65 percent against the US dollar (Figure 2.7). The corresponding depreciation rates against the pound and euro were 55.7 percent and 55.3 percent respectively.

Figure 2.7: Exchange Rate: Cedis per Major Currency, 2010-2016

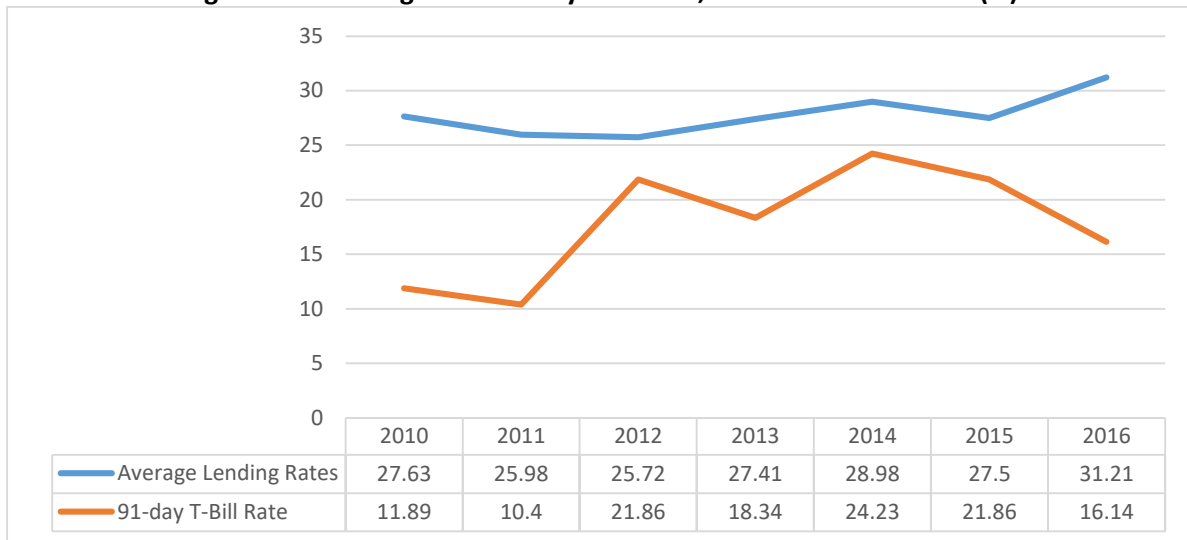


Source: NDPC, based on data from the Bank of Ghana, 2003-2016

Movements in Interest Rates

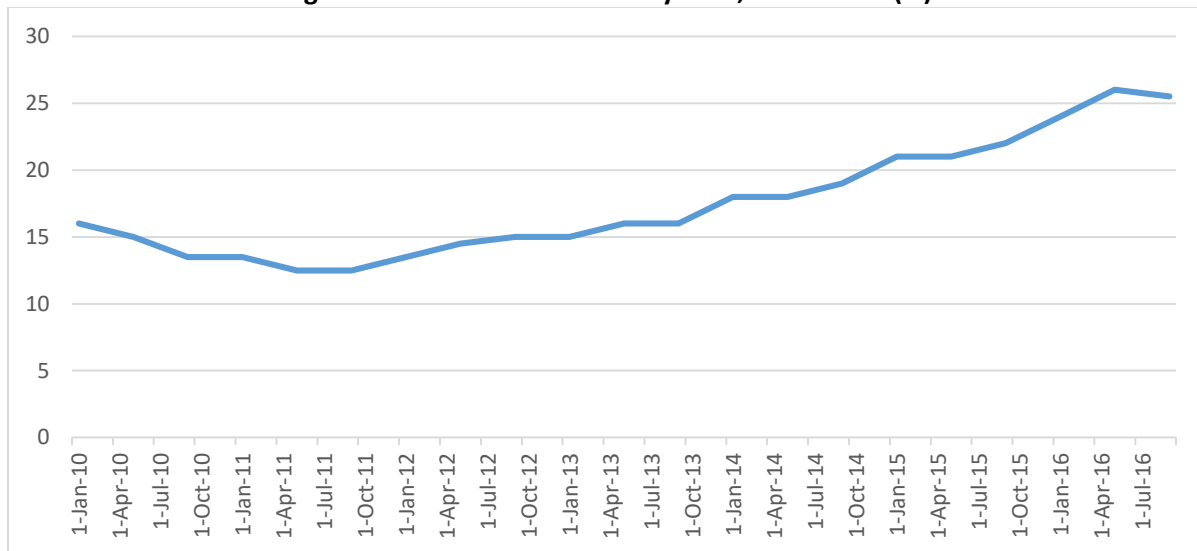
The medium-term policy objective of the government during the period 2014-2017 was to manage monetary policy efficiently so as to ensure competitive interest rates, reduce the cost of capital and improve private sector access to credit. Over the period, the cumulative effect of high inflation, a fast-depreciating cedi, and a rapid expansion in government spending – facilitated by borrowing from the central bank – resulted in a steady increase in interest rates, thereby restricting business credit growth and further constraining economic growth. Between 2010 and 2016, for example, the lending rate rose from 27.63 percent to 31.21 percent, following a corresponding rise in the 91-day Treasury Bill rate from 10.40 percent to 16.16 percent (Figure 2.8). During the period, the central bank tightened monetary policy by consistently raising its policy rate to bring down consumer inflation. Between February 2010 and November 2016, the Bank of Ghana raised its policy rate from 16 percent to 25.5 percent as the year-on-year inflation rate increased from 10.80 percent to 17.71 percent during the same period (Figure 2.9). The historically positive relationship between the lending rate and the T-Bill rate, however, broke down in 2015, and although the 91-day T-Bill rate increased in 2016, inflation also continued to rise. This phenomenon is a possible indication of the strong influence of other factors that determine interest rates besides the policy rate.

Figure 2.8: Lending and Treasury Bill Rates, December 2010-2016 (%)



Source: NDPC, based on data from the Bank of Ghana, 2003-2016

Figure 2.9: Bank of Ghana Policy Rate, 2010 -2016 (%)



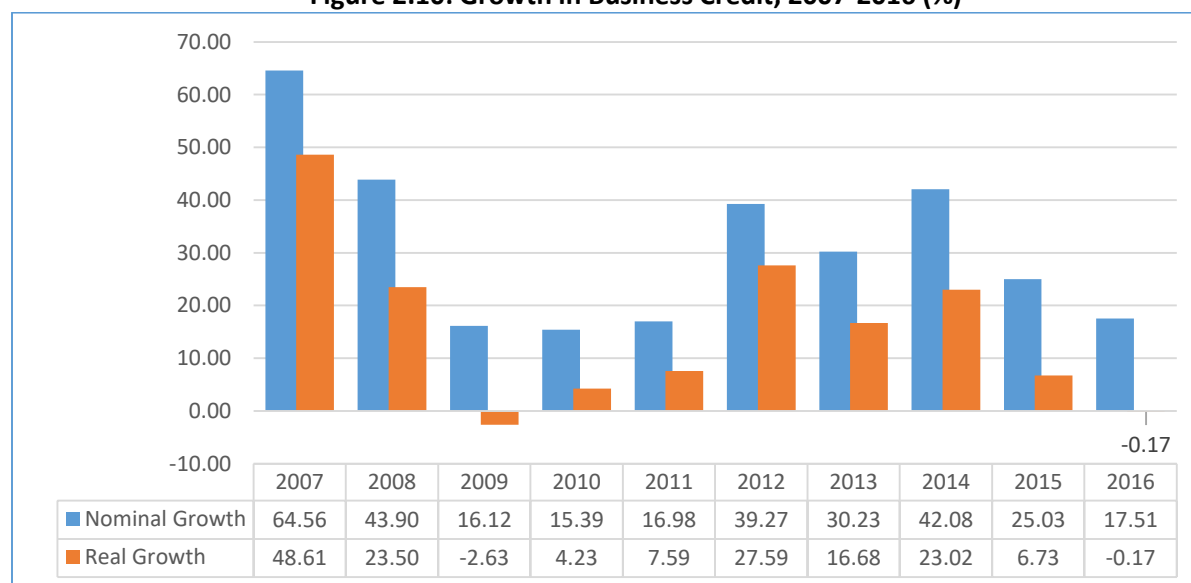
Source: NDPC, based on data from the Bank of Ghana, 2003-2016

Meanwhile, the interest rate spread remains high as deposit money banks (DMBs) are unable to reduce operational rates commensurate with the reduction in policy rates by the Bank of Ghana. The challenge for policy action is therefore to implement an appropriate set of interventions to address these persistently wide interest rate spreads thereby enabling the private sector to access funds at lower rates for investment and encourage savings.

Access to credit

Inadequate access to affordable credit remains a major constraint to business growth and private sector development generally in Ghana. This is largely due to a domestic savings rate that is among the lowest in the world. In 2015, for instance, the gross domestic savings rate as a proportion of GDP for Ghana was 16.95 percent compared to 32.34 percent for India and 47.86 percent for China. Not surprisingly, in 2015, lending rates in India and China, respectively, were 10.01 percent and 4.35 percent, compared to Ghana's 27.5 percent and 31.21 percent in 2016. The very low domestic savings rate for Ghana is compounded by high inflation rates which reduce the purchasing power of the little credit that is available to Ghanaian businesses. Between 2007 and 2016, nominal growth in credit to the private sector averaged 31.1 percent per year; when adjusted for inflation, however, the growth rate was only 15.2 percent. Indeed, while credit to the private sector in 2016 grew by 17.5 percent in nominal terms, in real (inflation-adjusted) terms, it actually declined by 0.17 percent, a further reflection of the woes of the economy (Figure 2.10).

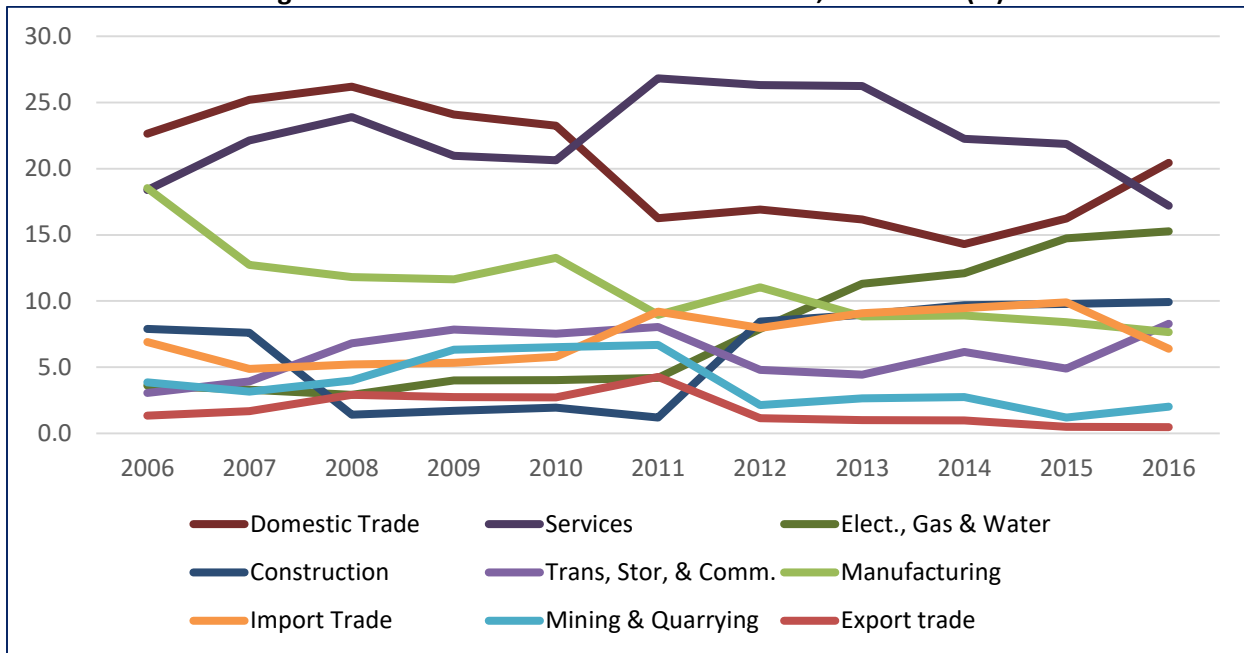
Figure 2.10: Growth in Business Credit, 2007-2016 (%)



Source: NDPC, based on Bank of Ghana data (2017)

Besides the issue of high interest rates, credit from the deposit money banks to critical sectors of the economy – such as manufacturing, agriculture, and the export sector – also declined steadily in favour of “less productive” sectors, such as import trade. Between 2006 and 2016, the share of credit to manufacturing declined from 18.52 percent to 7.66 percent; for agriculture, it fell from an already low 4.37 percent to 3.65 percent, while it declined from 1.34 percent to 0.48 percent for export trade (Figure 2.11).

Figure 0.11: Sectoral Trends in Business Credit, 2006-2016 (%)



Source: NDPC, based on Bank of Ghana data, 2006-2016

Financial Inclusion

Financial inclusion has been recognised globally as critical to achieving sustainable economic growth and overall national development. Despite over three decades of financial sector reforms, a significant proportion of Ghanaians remains unbanked. According to a report by the Consultative Group to Assist the Poor, access of the adult population to financial services in the traditional banking sector increased from 34.0 percent in 2010 to 36.0 percent in 2015, while in the non-banking sector it expanded from 41.0 percent to 58 percent during the same period. Among the reasons cited for the limited access are high transaction costs, low borrowing (or deposit) rates, high account maintenance fees, and the inconvenience of long travel times and poor customer care. The report also indicates that the proportion of Ghanaians with active mobile money accounts doubled between 2010 and 2015 to 17.0 percent, designating Ghana as the most digital financial services-ready country in Africa. A Bank of Ghana report in 2016 indicates that the value of mobile money accounts in 2015 was GH¢35.4 billion, up from GH¢11.2 billion in 2014. Most of the accounts, however, are for banking purposes and money transfer. Actual commercial transactions will increase with greater formalisation of the economy.

ii. Fiscal Policy Management

Revenue, Expenditure and Fiscal Deficit

The attainment of a low fiscal deficit-to-GDP ratio has been a long-term target in Ghana. However, this has proved to be largely elusive in recent times as the country struggles to achieve revenue targets and contain expenditure growth. The deficit-to-GDP ratio increased from a low of 1.8 percent of GDP in 2005 to a high of 11.1 percent in 2013 before declining to 8.7 percent in

2016. In spite of the non-attainment of revenue targets, government revenue as a percentage of GDP has improved from a low of 14.2 percent in 2002 to 20.0 percent in 2016. However, just as revenue performance has improved, expenditure as a proportion of GDP has escalated from 15.4 percent in 2002 to 30.3 percent in 2016, thereby significantly outstripping revenue mobilisation (Table 2.1).

Table 2.1: Fiscal Performance of Central Government, 2002-2016 (% of GDP)

Item	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Budget Deficit	-2.3	-2.3	-2.0	-1.8	-4.7	-5.6	-8.5	-6.0	-7.4	-4.3	-10.3	-11.1	-10.1	-6.9	-8.7
Government Revenue	14.2	15.7	18.4	17.8	17.1	19.5	18.2	18.8	19.1	21.4	22.1	20.8	21.8	23.1	20.0
Government Expenditure	15.4	17.3	20.2	18.9	21.4	24.6	26.5	23.0	25.0	22.5	27.8	29.4	28.2	27.8	30.3
Recurrent	13.0	14.0	15.7	14.6	17.0	19.3	20.2	17.3	19.9	18.6	23.1	24.3	22.8	22.7	25.7
Capital	2.5	3.3	4.5	4.3	4.4	5.3	6.4	5.7	5.2	3.9	4.8	5.1	5.4	5.1	4.5

Source: NDPC, based on data from Ministry of Finance, 2016

Budget Rigidities

Added to the expenditure slippages was the narrow space within which fiscal policy has been implemented, mainly as a result of the impact of earmarking for statutory funds – such as the Ghana Education Trust Fund (GETFund), District Assemblies Common Fund (DACF) and the Road Fund; workers' compensation; and debt servicing. These three expenditure items took up an average of 87.3 percent of domestic revenue between 2002 and 2016. Together, they encumbered 73.6 percent of domestic revenue in 2004, rising to 88.8 percent in 2008, 98.4 percent in 2013 and 103.1 percent in 2016 (Table 2.2). This has left the Minister of Finance with little discretionary power to allocate resources for directly productive uses.

Table 2.2: Budget Rigidities: Earmarked Expenditure Share of Domestic Revenue, 2002-2016 (% of GDP)

Item	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Statutory ¹	8.8	13.6	12.0	16.7	15.0	24.9	24.1	17.2	23.5	21.4	24.3	24.3	20.3	23.2	26.5
Interest Payments	25.9	26.4	18.3	15.3	15.4	12.1	14.5	18.2	18.6	13.8	15.7	23.5	29.6	30.9	33.1
Compensation	49.4	48.3	43.3	42.6	53.7	46.8	50.2	50.9	46.8	45.4	46.3	50.6	43.7	41.3	43.5
Total	84.2	88.3	73.6	74.6	84.1	83.7	88.8	86.3	89.0	80.7	86.3	98.4	93.6	95.3	103.1

Source: NDPC, based on data from Ministry of Finance, 2016

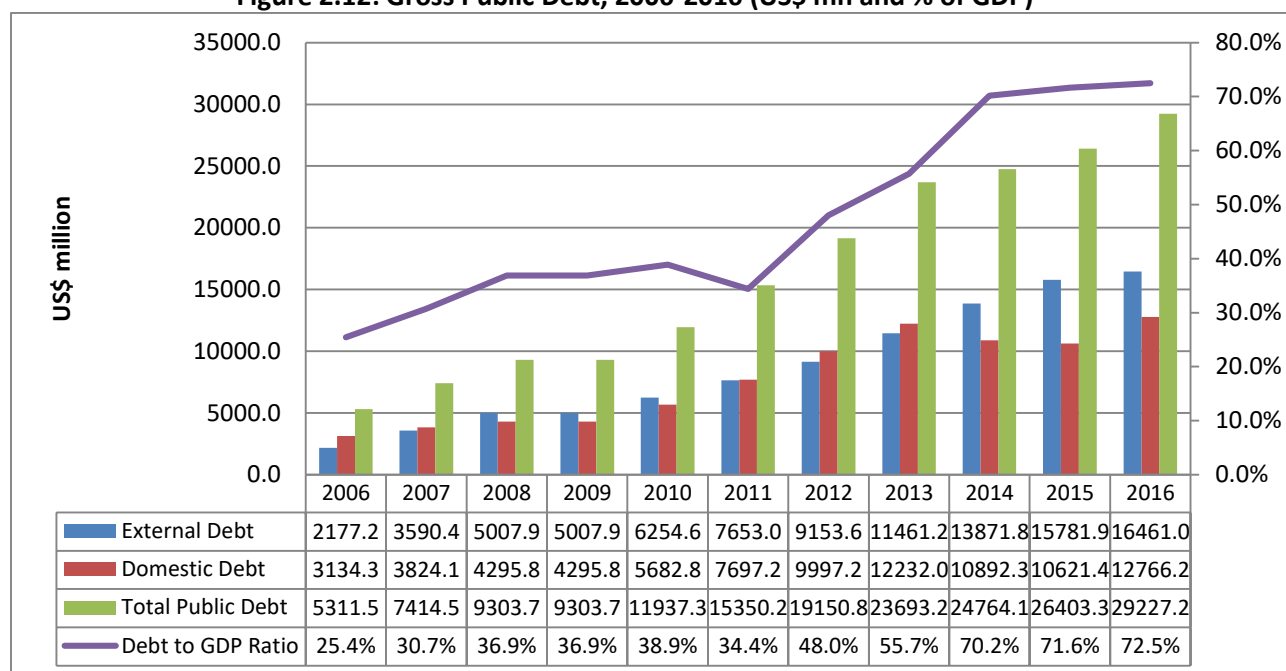
Public Debt Management

The widening fiscal deficit has fed into gross public debt, which has been increasing in both cedi and US dollar terms. Rising public debt in recent years has become a major source of macroeconomic instability. Public debt as a share of GDP increased from 25.4 percent in 2006 to 72.5 percent in 2016. In nominal terms, total public debt rose from GH¢4,976.89 million (US\$5,311.57) in 2006 to GH¢122,263.00 million (US\$29,227.32) in 2016 (Figure 2.11), with

¹ Statutory = DACF, NHF, GETFund, Road Fund, Retained IGFs, Petroleum Related Funds, Transfer to GNPC, and Other

external debt making up 56.3 percent of total debt stock in 2016 in contrast to the period between 2011 and 2013 when total public debt stock was dominated by gross domestic debt.

Figure 2.12: Gross Public Debt, 2006-2016 (US\$ mn and % of GDP)



Source: NDPC, based on data from Ministry of Finance, 2016

In terms of composition, Others (including non-residents) hold the bulk of domestic debt followed by DMBs and BoG respectively. However, commercial creditors dominate Ghana’s external debt portfolio, followed by debt from multilateral sources and from bilateral creditors respectively. Total interest payments continued to increase, with domestic interest payments declining while external interest payments increased.

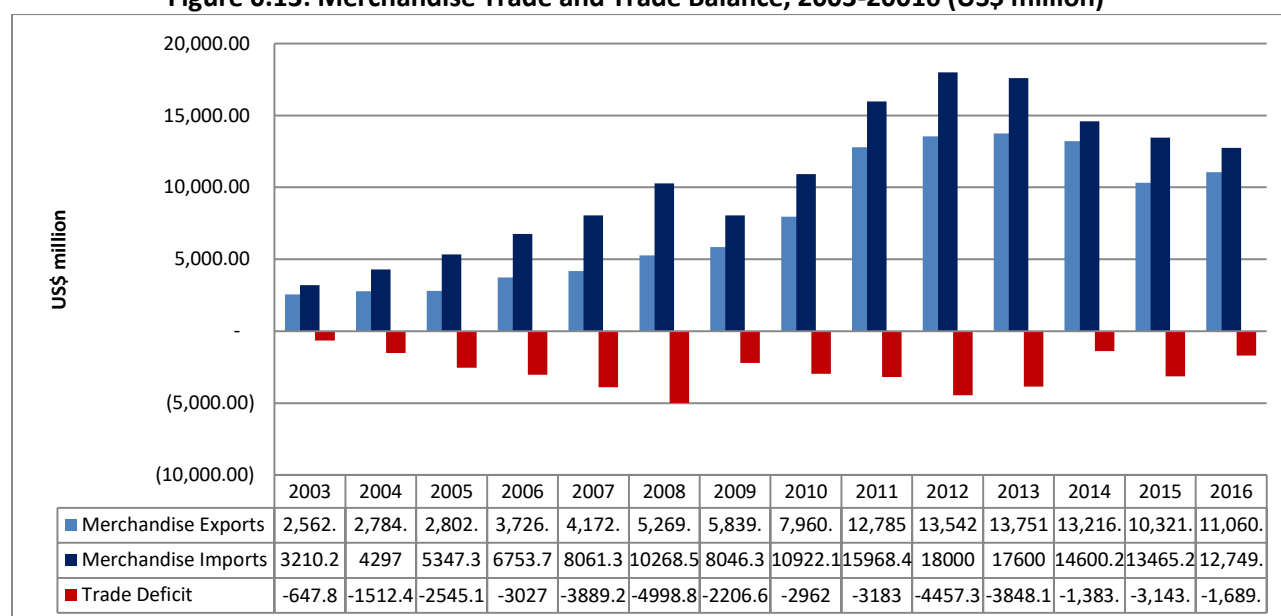
iii. External Sector Developments

The country’s external sector activities continued to be dominated by large merchandise trade deficits, resulting in a deteriorating balance of payments position and weakening of the cedi. The value of merchandise exports increased from US\$2,562.4 million in 2003 to US\$13,752 million in 2013, representing an average annual growth rate of 22 percent over the period (Figure 2.12). However, the value of merchandise exports decreased substantially afterwards, even after the production of crude oil began. A combination of low volume of production and decline in commodity prices accounted for the fall in export receipts over the period. Merchandise exports fell from US\$13,552.4 in 2012 to US\$10,438.10 in 2015, a decrease of 23 percent. These exports, however, increased marginally to US\$11,060.74 million in 2016 on account of a moderate commodity price recovery.

Apart from the last few years of overall decline, merchandise imports have increased much faster than merchandise exports, resulting in a substantial widening of the trade deficit. Imports rose

from US\$3,210 million in 2003 to US\$17,600 million in 2013, representing an import-to-GDP ratio of 40 percent in 2013. The decline in imports in the last three years was a result of a fall in the value of non-oil imports, mainly on account of a sharp depreciation in the value of the cedi. The trade balance for 2015 indicated a deficit of US\$3,928.90 million, which is more than double the deficit of US\$1,383.3 million recorded in 2014. However, the trade deficit improved to US\$2,814.0 million (6.6 percent of GDP) in 2016, as a result of a decline in imports and a rise in exports.

Figure 0.13: Merchandise Trade and Trade Balance, 2003-2016 (US\$ million)

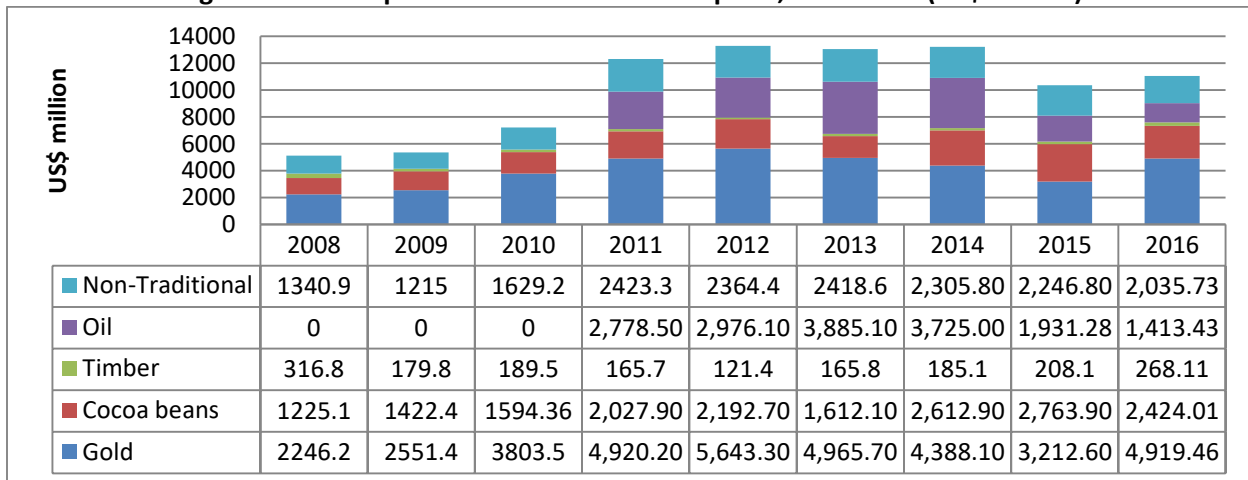


Source: NDPC, based on data from Bank of Ghana, 2016

The composition of Ghana's merchandise exports has also not experienced any major changes over the years. The country continues to export primary commodities such as unrefined minerals, raw agricultural products and crude oil, together contributing about 86 percent of total exports. Mineral exports are dominated by gold, which accounted for US\$4,965.7 million (96.6 percent) of total mineral export earnings, and contributed 37.1 percent to the country's total export earnings in 2016 (Figure 2.13). Cocoa beans, which used to be the second leading export earner before oil production, contributed just about 11 percent of total export earnings in 2016, with a value of US\$2,424.01 million and a growth rate over the last five years of about 7.4 percent, which is sluggish compared with the 19 percent growth rate for gold.

Non-traditional exports (NTEs) have also been on the decline despite attempts at diversification. Earnings from NTEs fell from US\$2,423.3 million in 2015 to US\$2,035.73 in 2016.

Figure 0.14: Composition of Merchandise Exports, 2008-2016 (US\$ million)



Source: NDPC, based on data from Bank of Ghana and Ghana Export Promotion Authority, 2016

2.2.3 Industrial Development

Industry generally plays a central role in accelerated job creation and economic transformation when driven by expansion in the manufacturing sub-sector. However, over the years, the contribution of the manufacturing sub-sector has declined significantly from a high of 6.9 percent in 2011 to a low of 4.9 percent in 2014, and down further to 4.6 percent in 2016, thus affecting the growth of the industry sector and its share of GDP. The decline can be largely attributed to the high cost of doing business coupled with erratic power supply, an unfavourable macroeconomic environment and a generally unfriendly business climate.

The impact of the manufacturing decline is evident in its continued stagnation behind the other sub-sectors in terms of employment. The agriculture, forestry and fishing sub-sector continued to be the main source of employment with 35.9 percent, followed by wholesale and retail, repair of motor vehicles and motorcycles (20.8 percent), and then manufacturing at 13.5 percent.

2.2.4 Private Sector Development

Efforts continue to develop a robust private sector for economic growth, job creation and prosperity. However, structural problems persist. These include the high cost of doing business (notably, high and multiple taxes), high cost of credit, lack of access to long-term financing for businesses, bureaucratic bottlenecks, and lack of supportive economic infrastructure. These have led to a generally unfriendly business environment, globally uncompetitive industries, weak private sector growth and a dwindling manufacturing sector.

According to the World Bank's Ease of Doing Business reports, Ghana's ranking has declined from 63rd out of 183 countries surveyed in 2011 to 111th out of 190 countries surveyed in 2015. At the same time, Ghana's global competitiveness rankings index has worsened from 114th out of 133 countries survey in 2011 to 119th out of 140 countries surveyed in 2015. The slow progress made in private sector development is reflected in the weakening of growth in the key sectors and sub-

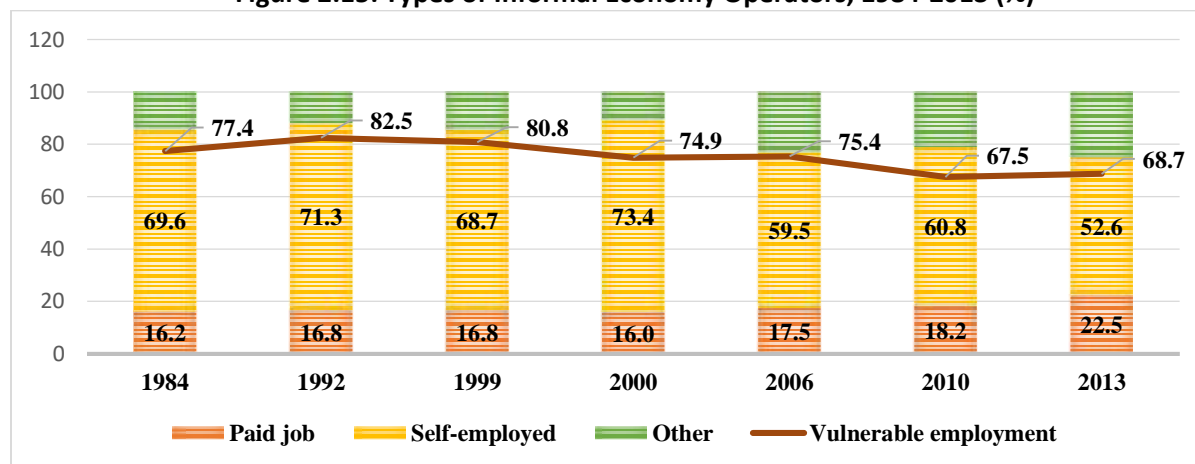
sectors of the economy, especially agriculture and manufacturing, which have high potential for economic growth and job creation

Future strategy will therefore adopt a new approach grounded in the knowledge that successful private sector development requires a dynamic and continuous process of reform, performance reviews, and reformulation of policies and strategies over the long term, rather than a collection of time-bound, donor-funded projects with no strategic direction or effective coordination. Interventions identified for implementation should also aim at addressing the fundamental structural issues, including high and multiple taxes; high cost of credit; lack of access to long-term financing for businesses; bureaucratic bottlenecks; and lack of supportive economic infrastructure.

2.2.5 Informal Economy

The informal economy is the diversified set of economic activities, enterprises, jobs, and workers that are not regulated or protected by the state². The three broad informal economy types in Ghana are: (1) self-employed (or own-account operators who do not hire others); (2) micro-, small- and medium-sized enterprises which hire others; and (3) employees (paid and unpaid family workers) (Figure 2.15). The 2016 Integrated Business Establishment Survey (IBES) report, which is a census of all sectors undertaking some legal activity in Ghana, shows that about one-tenth (9.5 percent) of business establishments are formal with the remaining 90.5 percent being informal. More than three-quarters (79.8 percent) of the establishments are micro-sized, indicating that medium-sized and large-sized firms are relatively less represented in Ghana.

Figure 2.15: Types of Informal Economy Operators, 1984-2013 (%)



Source: NDPC, based on GSS, Ghana Living Standards Survey (GLSS) Rounds 3 to 6; Population Census 1984, 2000; Population and Housing Census 2010

The major concern for the informal economy in Ghana is the increasing risk and vulnerability of the actors in the sector. Even though those characterised as vulnerable in the sector have decreased from 77.4 percent in 1984 to 68.7 percent in 2013, the proportion remains high. They

² <http://www.wiego.org/informal-economy/about-informal-economy>

are the least likely to have social protection and safety nets to guard against economic shocks and sufficient savings to offset these shocks.

2.2.6 Corporate Governance

Good corporate governance is at the core of efficient utilisation of public and private resources to achieve results. It is also a driver for ensuring accountability at the corporate, industry, sector and national levels in the utilisation of resources. Annual reports from the Auditor-General on the use of public resources continue to reveal weaknesses in institutional decision making and responsibility tracking that are the result of a breakdown in corporate governance in public sector management. Indeed, for the private sector, poor corporate governance also contributes to dismal performance of firms, and compounds the challenges of high production costs and difficulties in doing business.

2.2.7 Agriculture and Rural Development

The agricultural sector in Ghana comprises crops (including cocoa), livestock, fisheries and aquaculture, and forestry and logging. It is made up, predominantly, of subsistence smallholder production units, with weak linkages to the industrial and the services sectors. Although the growth rate of agriculture and the sector's contribution to GDP have declined over the past decade, it still plays a significant role in the economy, offering employment to 44.7 percent of the population in 2013.

Successive agricultural development strategies have focused on modernising the sector and positioning it as a major vehicle for the structural transformation of the economy through effective linkage to industry. The intended modernisation of agriculture entails significant improvements in productivity-enhancing measures along the value chain, including the adoption of high-yielding crop varieties; mechanisation; improved extension services; upgrading skills of operators; and access to inputs, markets and finance.

At 3.8 percent, average annual growth in agriculture between 2006 and 2016 was lower than the overall GDP growth average of 6.8 percent for the same period, an indication of persistent under-performance. The sector has also been characterised by erratic growth patterns. In 2007, for example, all sub-sectors with the exception of livestock posted negative growth rates, leading to an overall decline of 1.7 percent. In 2008, however, growth jumped to 7.4 percent, buoyed by a 17.4 percent increase in fisheries production, only to slow down to 0.8 percent in 2009. Although growth recovered afterwards, it remained low, ending 2016 at 3.6 percent. Indeed, apart from the livestock sub-sector, which has grown consistently at an annual average rate of 5.0 percent, growth in the other sub-sectors – notably, cocoa and forestry – has been highly uneven. Such erratic growth patterns, common in other sectors, are indicative of poor development planning as well as weak linkages between plans and budgets, a major challenge that will have to be addressed with the greatest urgency.

i. Production efficiency

The yields of most crops in Ghana are significantly lower than what could be achieved by adopting good agricultural practices. Productivity in the cocoa sub-sector remains low at 0.4 mt/ha compared to potential yield of 1.0 mt/ha and actual yield of 0.6 mt/ha recorded by farmers in neighbouring Côte d'Ivoire. Cassava yield was estimated at 18.8 mt/ha in 2015, compared with a potential of 28.0 mt/ha, while those for maize and rice were 1.92 mt/ha and 2.75 mt/ha respectively, compared to their potential yield of 6 mt/ha and 7.2 mt/ha respectively.

Production inefficiencies and the high cost of production have negatively affected the profitability of agricultural production and made imports cheaper and more attractive to traders. In the livestock sector, where more intensive management skills and technologies are required, the high cost of production has a severe impact on the growth rate of production of the various species. This has led to a thriving meat and other livestock import sector, with an attendant negative impact on the domestic livestock industry and pressure on the cedi.

Improved seeds and planting materials

Successive governments have introduced policies and programmes to improve farmers' access to production inputs (including planting materials) and to extension services, with various degrees of success. In 2016, in an effort to increase the productivity of farmers, a total of 88 varieties of food crops (including varieties of cassava, cowpea, maize, rice, soybean, and yam) were released to farmers. However, very few of these varieties have so far been adopted. While more than 90 percent of soybean-planted areas use improved seeds, only 10 percent of yam-planted areas use improved varieties.

Fertiliser application

In Ghana, inorganic fertiliser consumption stands at 25.3 kg per hectare of arable land, less than half the rate in sub-Saharan African countries such as Nigeria (64 kg/ha) and Malawi (56 kg/ha). While Ghana's figure has been growing from a low base of 6 kg/ha in 2002, it is still below the average of sub-Saharan African countries that have implemented fertiliser subsidy programmes over the past two decades. The main reasons for low fertiliser use in Ghana include poorly developed input supply networks, lack of credit and poor technical knowledge.

Irrigation development

According to the Statistics, Research and Information Directorate (SRID) of the Ministry of Food and Agriculture (MOFA), by 2013 an estimated 56 percent (7,834,000 ha) of the agricultural land area was under cultivation, of which only about 0.4 percent was under irrigation. The production system, being mainly rain-fed, is highly vulnerable to climate variability, resulting in low yields and incomes for farmers. This presents unfavourable conditions for year-round agricultural production and for reducing poverty among farmers.

Mechanisation

The number of tractors per square kilometre of arable land in Ghana remained low in 2007, estimated at 5. To reduce the burden of hired labour, the government launched the Agricultural Mechanisation Service Centres (AMSEC) programme in 2007. The programme was aimed at making mechanisation services available to farmers at their doorstep, by ensuring that each district with potential for mechanisation has at least one AMSEC. The idea was to improve the tractor-to-farmer ratio while reducing the average age of tractors (estimated at more than 15 years) by replacing aged tractors. Assessment of progress of implementation has shown modest results, with the total number of AMSECs improving from 67 in 2009 to 89 in 2014 but this has since declined to 69 in 2016, while the tractor-to-farmer ratio has improved from 1: 1,800 in 2009 to 1: 1,230 in 2016. Current challenges are the high maintenance cost of the AMSECs and the increasing cost to farmers of using their tractor services. This has led to low tractor utilisation rates and, ultimately, the profitability and sustainability of the Centres.

ii. Product Development

Crop Production

The major crops cultivated in Ghana can be put in four groups, namely: cereals (maize, rice, sorghum and millet), starchy staples/roots and tubers (cassava, yam, cocoyam and plantain); legumes (groundnuts, soybean, cowpea); and fruits and vegetables.

Past efforts at promoting selected crop development have focused on diversifying agricultural production for the purposes of ensuring food security, increasing export revenue and securing the raw material base to support industry. The selection of crops to be promoted has been done based on their viability and suitability in the three main agro-ecological zones. According to the 2015 Annual Progress Report (APR) on the previous medium-term plan – Ghana Shared Growth and Development Agenda (GSGDA II), 2014-2017 – some progress has been recorded in promoting selected staples for food security. Ghana continued to be self-sufficient in the production of roots and tubers, and to some extent maize. However, it continued to record a deficit in rice production, which is met through imports. The development of horticultural and cash crops for export continued to be challenged by value chain constraints, including the high cost of production inputs, low application of technology (especially among smallholder farmers) leading to comparatively lower yields; poor storage and transportation systems; poor marketing systems; and inadequate development of and investment in processing and value addition.

Livestock and poultry development

The national development objective of attaining food security also entails access to an adequate supply of quality meat, animal and dairy products. Past strategies for promoting livestock and poultry development have focused on: intensifying disease control and surveillance, especially for zoonotic and scheduled diseases; increasing research for large-scale breeding and production of guinea fowl, cattle, sheep, and goats especially in the northern regions; and facilitating access

of operators to technology and appropriate financial instruments to enhance their competitiveness. Assessment of progress in the sector over the past decade and half has shown that the sector is relatively stagnant, with an average growth rate of about 5 percent over the past decade. A large proportion of domestic meat consumption is met through imports, with poultry and milk products constituting over 50 percent.

iii. Storage, Transport and Processing

Available data from MoFA show that average post-harvest losses of major staples in Ghana remain very high and have not changed significantly over the past decade. Average post-harvest losses for cereals as of 2015 were estimated at 8.8 percent, while those for roots and tubers were 19.9 percent. Programmes continue to be implemented to improve the management of quality staple crops, including the construction of pack houses. However, their impact has not been significant. Overall post-harvest losses of major staple crops declined by about 16 percent over the past eight years, an average of 2 percent per annum (Table 2.3). Post-harvest losses stem from poor farm-level practices, poor transport and handling, and poor storage that expose produce to moulds, rodents and other pests. Conventional storage solutions usually tend to be very expensive for smallholder farmers.

Poor road conditions imply high costs for long-haul motorised transportation in rural markets. Further, many smallholder farmers produce only small quantities for sale so regular transport options have a much bigger capacity than a farmer needs, making unit costs higher unless farmers bulk together and share the capacity. Cheaper transport solutions from the farm gate to the next market, in the form of motorised tricycles that meet the needs of smallholder farmers will lower costs, and eventually reduce the incidence of losses through theft, bushfires, animal destruction and physical damage.

Table 2.3: Post-Harvest Losses of Selected Crops, 2008-2015 (%)

Year	2008	2009	2010	2011	2012	2013	2014	2015
Maize	18.25	17.79	17.35	16.91	16.49	16.08	15.68	15.29
Rice	5.54	5.40	5.27	5.14	5.01	4.88	4.76	4.64
Sorghum	7.68	7.49	7.30	7.11	6.93	6.76	6.59	6.43
Cassava	25.46	24.82	24.20	23.60	23.01	22.44	21.88	21.33
Yam	21.96	21.41	20.87	20.35	19.84	19.34	18.86	18.39
Fish (Marine)	31.79	30.99	30.22	29.46	28.72	28.00	27.30	26.61
Fish (Artisanal)	31.10	31.90	30.20	29.46	28.82	28.10	27.39	26.70

Source: NDPC, 2015 Annual Progress Report, 2016

2.2.8 Fisheries and Aquaculture Development

The fisheries and aquaculture sector is a component of the real sector of the economy. It contributes significantly to real GDP and agricultural sector growth, and provides direct and indirect livelihoods. The sector also contributes to the protein intake of the population and supports national food and nutrition security. In 2016, national per capita fish consumption was estimated at 19.85 kg as against the global average of 20.2 kg. During the same period, the total

annual fish requirement stood at 1,121,335 tonnes as against total national fish production of 419,330.79 tonnes. This leaves a production deficit of 702,004.21 tonnes, part of it met through imports.

Fish production in Ghana comprises marine, inland and aquaculture sub-sectors. In 2016, marine production constituted 70.3 percent of total fish production, followed by inland fisheries (20.1 percent) and aquaculture (9.6 percent). Aquaculture production continued to increase from 1,667 tonnes in 2006 to 52,470 tonnes in 2016. This is due to interventions such as the Tilapia Breeding Programme and the training of cultured fish producers by the government and other stakeholders. At this rate, aquaculture is projected to surpass inland fisheries by 2025.

2.2.9 Tourism and Creative Arts Development

Ghana's historical, cultural and ecotourism assets provide a significant opportunity to develop the tourism industry and generate quality jobs. The sector has recorded considerable growth over the years, accounting for 6 percent of total employment, contributing 5.3 percent to GDP, and growing at an average of 9 percent annually. It has also been estimated that each tourist spends between US\$1,000 and US\$2,000 per visit, an indication of the sector's significant potential for foreign exchange earnings. In addition, the tourism supply chain is linked closely to agriculture (e.g. foodstuffs, agro-processing, packaging, etc.), light manufacturing, construction (to expand hospitality facilities), and the growth of SMEs (which mainly populate the service supply side of the value chains).

Again, the upsurge in creative arts as a commercial component of media consumption, tourist packaging, and destination marketing constitutes an emerging value node that can be mined to expand the attraction and value proposition in Ghana's tourism potential. While culture *per se* is an already huge attraction, the repackaging of culture to embed creative arts more deeply provides significant opportunities for jobs at all points in the tourism value chain beyond the consumption of performances at tourist destinations.

Tourism site development provides avenues for labour-intensive job creation as well as opportunities to stimulate demand for goods and services. Ghana, however, faces several challenges including poor infrastructure, poor service culture, low skills development, high hotel rates, unreliable utilities (power supply, water) and incomplete telecoms coverage, making Ghana altogether a high-cost tourist destination.

Despite the apparent potential, Ghana's participation in the international tourism business remains low. Ghana's overall ranking in the World Economic Forum's (WEF), 2015³ Travel and Tourism Competitiveness Index (TTCI) was 120th out of 141 countries. South Africa, Mauritius and Kenya, outperformed Ghana, ranking 48th, 56th and 78th respectively. In term of prioritisation of

³ Source: World Economic Forum, 2015

travel and tourism, Ghana ranks 126th whereas Mauritius, Kenya and South Africa rank 2nd, 23rd and 46th respectively. Similarly, the level of Ghana's tourism infrastructure (hotels, car rentals, and ATM service) as well as health and hygiene lag behind that of major tourism destinations in Africa such as South Africa, Kenya and Mauritius.

Indeed, despite the facelift to Kotoka International Airport, Ghana still lags behind its comparators on air transport infrastructure. Like most countries in the region, Ghana also maintains relatively higher airport taxes and charges when compared to Kenya, South Africa and Mauritius. In the wake of political and religious extremism, insurgencies, and high crime in Kenya and South Africa, Ghana outperformed them on safety and security issues, but Ghana has an inflexible visa regime, ranking 128th (a drop from 125th in 2013) globally compared to the rank of 3rd, 10th and 17th for Mauritius, Senegal and Kenya, respectively. Mauritius' global ranking of 64th compared to 107th for Ghana with respect to ICT readiness for tourists points to a need to raise the level of information and communications technology (ICT) sophistication in Ghana's tourism sector. Finally, and perhaps most critical but unaddressed in the short term, is Ghana's performance in customer service, which is significantly worse than that of all the comparator countries.

2.3 KEY MEDIUM-TERM DEVELOPMENT ISSUES

Arising out of the review of recent performance are the following key development issues to be addressed by medium-term policy interventions.

i. Economic Growth and Employment

The key issues are: slowdown in economic growth caused by power supply challenges and lack of an enabling environment for private sector growth and development; erratic pattern of sources of economic growth; persistent decline in the crop sub-sector share of GDP; falling manufacturing output; poor linkage of the services sector (especially the finance and insurance sub-sectors) to agriculture; economic growth not accompanied by appropriate levels of job creation; and weak linkage between agriculture and industry.

ii. Macroeconomic Situation

The key issues are: persistently high and volatile rates of inflation; low domestic savings rates; high lending rates and interest rate spreads; inadequate access to affordable credit, especially long-term financing for the private sector; declining DMB credit to critical sectors of the economy such as manufacturing, agriculture, and the export sector, in favour of "less productive" sectors such as the import trade; volatility in currency markets; absence of linkage between pay and productivity in the public service; weaknesses in public expenditure management and weak commitment control; and lack of fiscal space mainly due to rigidities from earmarking of funds. Others are: the high and unsustainable public sector wage bill; systemic abuse in the exemptions regime; heavy public debt burden and high debt-service payments; expenditure overruns and accumulated arrears; revenue under-performance caused by leakages, loopholes and tax

exemptions; large unbanked population; reliance on primary exports; increasing trade deficits; rising import bill; and declining non-traditional exports (NTEs).

iii. Industrial Development

The key issues are: persistent decline in manufacturing, thereby affecting growth of the industry sector; high cost of doing business and production partly due to poor power supply, the unfavourable macroeconomic environment, and a generally unfriendly business climate; limited access and application of modern technology; limited supply of raw materials for local industries from local sources; relatively high cost of production inputs; lack of tailor-made financing instruments for the manufacturing sub-sector; extensive capacity under-utilisation and existence of idle industries across the country; inadequate cottage industries; and concentration of manufacturing industries in only a few cities and towns.

iv. Private Sector Development

The key issues are: persistently unstable macroeconomic environment; under-developed and weak financial markets that put long-term capital beyond the reach of most business operators; relatively weak economic infrastructure; poor public sector service delivery; and unreliable and expensive utilities, especially water and energy. Others include: shortcomings in the legal and regulatory environment; delays in resolving commercial disputes; inadequate managerial and technical skills; poor entrepreneurship culture; obsolete technology; weak dialogue platform between government and private sector; and a cumbersome licensing regime.

v. Informal Economy

The key issues are: persistent high risk and vulnerability of actors in the sector; lack of social protection and safety nets to guard against economic shocks; limited access to financial services, especially affordable credit; inadequate capacity to generate sufficient savings to offset economic shocks and to expand businesses; weak managerial capacity; lack of a proper identification system; and inadequate policies to transform the sector from low to high productivity.

vi. Corporate Governance

The key issues are: poor accountability at the corporate, industry, sector and national levels; a weak institutional and regulatory framework for enforcing corporate governance principles; poor local systems for economic and political governance, which tend to be highly personalised and relationship-based; and weaknesses in institutional decision making.

vii. Agriculture and Rural Development

The key issues are: high cost of production; poor marketing systems; seasonal variability in food supply and prices; high dependence on seasonal and erratic rainfall; encroachment on designated

irrigation sites; high cost of energy for irrigation; poor storage and transportation systems; poor farm-level practices; high cost of conventional storage solutions for smallholder farmers; low quality and inadequate agriculture infrastructure; lack of farmer insurance; inadequate agribusiness enterprise along the value chain; and low levels of mechanisation.

Additional issues include: low application of technology, especially among smallholder farmers, leading to comparatively low yields; low transfer and uptake of research findings by stakeholders; under-funding of Research Extension Liaison Committees (RELCs); ageing farmer population and declining youth interest in agriculture; inadequate start-up capital for the youth; lack of long-term credit for agriculture; inadequate access to land for agriculture; poor storage; untimely release of planting materials and certified seeds; inadequate private investment in agribusiness ventures; inadequate dissemination of information on business opportunities along the agriculture value chain; and a weak regulatory regime to enforce standards.

The rest are: low-quality genetic material of livestock species; low level of husbandry practices; low productivity and poor handling of livestock; inadequate feed and water quality standards for livestock/poultry; and an inadequate disease monitoring and surveillance system.

viii. Fisheries and Aquaculture Development

The key issues are: exploitation of fisheries resources over and above sustainable levels; proliferation of illegal fishing methods; use of outmoded fishing craft; insufficient monitoring and control to ensure compliance with laws and regulations on fisheries; weak involvement of communities in the management of fisheries resources; lack of alternative livelihood opportunities for coastal/fishing communities; inadequate fishing infrastructure; low levels of private sector investment in aquaculture development, especially small- and medium-scale producers; high cost of aquaculture inputs; and weak extension service delivery.

ix. Tourism and Creative Arts Development

The key issues are: poor standards, inefficiencies and low productivity; poor tourism and creative arts infrastructure; high hotel rates; low skills development in customer and other services; informality and lack of an effective legal, regulatory and institutional regime for the creative industry; and weak coordination among public institutions in the implementation of policy interventions related to the creative arts industry.

2.4 MEDIUM-TERM GOAL FOR ECONOMIC DEVELOPMENT

The overall goal of the government's economic development strategies, over the medium term, is to build a prosperous society. This entails: optimising the key sources of economic growth; building a strong and resilient economy capable of withstanding internal and external shocks; establishing a competitive and enabling business environment; transforming agriculture and industry; and developing a robust tourism and creative arts industry.

2.5 MEDIUM-TERM POLICY OBJECTIVES AND STRATEGIES

2.5.1 Medium-Term Economic Growth

i. Projected Per Capita GDP and Medium-Term Real GDP Growth

The long-term target of the government's economic development strategy is to at least double per capita GDP by 2024. Per capita GDP is projected to increase from US\$1,515.6 in 2016 to at least US\$2,500 by 2020, rising further to at least US\$2,700 by 2021 and US\$3,500 by 2024. This will entail achieving average annual GDP growth of at least 7.2 percent between 2017 and 2024, with a particular focus on reviving and strengthening manufacturing, permanently resolving the perennial energy crisis, and aggressively promoting exports, especially high-value manufactures. A peak GDP growth rate of 9.1 percent is projected to be achieved in 2018, on account of an increase in petroleum production, and manufacturing sector utilisation of idle capacity caused by the energy crisis.

The sector expected to lead overall real GDP growth over the 2018-2021 period is industry – which is projected to grow at an average rate of about 8.4 percent – followed by services with 7.7 percent growth and agriculture with 5 percent growth.

ii. Key Assumptions Underlying Medium-Term Growth

The economic growth targets, derived from the current level of development and feasible expectations in the long term, are based on the following assumptions:

- The population growth rate will not exceed 2.3 percent per annum;
- The Ghana cedi depreciation rate against the US dollar does not exceed 4.2 percent per annum;
- The fiscal deficit is contained and does not become a major source of macroeconomic instability;
- The government aggressively pursues efficient economic management, including:
 - maintaining an average inflation rate per annum of not more than 10 percent;
 - undertaking structural and institutional reforms to stimulate growth and utilise idle industrial capacity caused by the energy crisis;
 - effectively implementing the One District, One Factory initiative, the Planting for Food and Jobs programme, and associated activities that will further free the productive potential of the economy;
 - addressing the energy crisis in a more sustainable manner;
- There is purposeful growth of the manufacturing sub-sector to offset the potential fall-off in overall growth as the effects of oil growth wash out from 2019 onwards and even turn negative in all but one of the succeeding years;
- The government implements an aggressive export strategy, with emphasis on strategic and high-value manufactures;
- Manufacturing achieves an average annual real growth rate of at least 6 percent, compared with the current growth rate of 2.7 percent in 2016; and
- Annual real growth in electricity reaches at least 7 percent.

iii. Sources of Economic Growth

Agricultural sector

The agricultural sector is designated as a major driver for higher household incomes and faster rural development. The sector is expected to grow at an average annual rate of at least 5 percent over the medium term. The crops sub-sector is projected to grow at an average annual rate of at least 6 percent, while the livestock and fisheries sub-sectors are projected to grow at an average of at least 6.3 percent and 4 percent respectively. The forestry and logging sub-sector is expected to grow at an average annual rate of 4.1 percent over the same period.

Interventions such as One Village, One Dam and the Planting for Food and Jobs programme are expected to significantly raise productivity and incomes in the agricultural sector, and ultimately bring about qualitative change in rural lives. Additional strategies that will be implemented include better marketing; greater access to and application of fertiliser; intensifying the adoption of science and technology innovation, especially among smallholder farmers; increasing funding for Research Extension Liaison Committees (RELCs); improving mechanisation services along the value chain; strengthening extension services; and ensuring institutional coordination for agriculture development.

Industrial sector

During the implementation period, the industrial sector is projected to grow at an annual average rate of 8.4 percent. The peak growth rate of 17.4 percent is expected in 2018, primarily due to increased production of oil and gas from the Jubilee, TEN and Sankofa-Gye Nyame fields and higher growth in construction, electricity and manufacturing.

The manufacturing sub-sector is projected to be boosted by a gradual increase in capacity utilisation by manufacturers due to the expected restoration of reliable electricity supply, a reduction in taxes on imported intermediate inputs, and the overall reduction in the cost of doing business in the country under the government's "stimulus package". The One District, One Factory initiative is also projected to boost manufacturing activity over the period.

The government will partner with private local and foreign investors to develop large-scale strategic anchors to serve as growth poles for the economy and to generate quality jobs. There will be a special focus on pharmaceuticals, cement, salt, agro-processing, apparel and accessories, furniture and furnishings, and light machinery. In addition, an Integrated Bauxite Authority will be established to facilitate processing of Ghana's bauxite into alumina and its conversion into aluminium ingots using the VALCO smelter, and then further integration in value-adding domestic manufacturing of aluminium products. A national industrial sub-contracting exchange programme will be developed to link SMEs to large-scale enterprises as a mechanism to promote local content development.

Services sector

The contribution of the services sector continues to increase, with transport and storage, financial and insurance activities, wholesale and retail trade, hotels and restaurants, and real estate being the dominant sub-sectors. Over the medium term, the services sector is expected to grow at an average of 7.7 percent per annum, with information and communications expected to lead with an average growth rate of about 15.6 percent per annum. Financial intermediation is expected to follow with an average growth rate of 10.6 percent per annum, while the real estate sub-sector is projected to grow at 8.1 percent per annum.

iv. Structure of the Economy

The services sector is projected to be the largest during the implementation period, with a share of 53.1 percent, while the industry and agriculture sectors follow with 25 percent and 19.2 percent, respectively.

2.5.2 Strong and Resilient Economy

The overall objective of macroeconomic policy is to restore and sustain macroeconomic stability beyond the medium term. This will entail implementing a set of complementary policies aimed at strengthening monetary discipline and financial stability; sustainably improving fiscal performance; and promoting international trade and investment. Fiscal policies, including revenue, expenditure and debt management policies, will effectively complement monetary policies to create the appropriate macroeconomic environment in support of accelerated private sector growth and development for job creation and prosperity for all.

i. Strengthen Monetary Discipline and Financial Stability

As part of the strategies to strengthen monetary discipline and financial stability, the central bank will tighten its institutional framework for monetary policy management, including establishing a Financial Stability Council (FSC) with the mandate to, among other things, assess the vulnerabilities of the financial system and provide oversight. The current methodology for determining base rates across banks will be reviewed to enhance its efficiency and transparency, in addition to reinforcing Section 40 of the Bank of Ghana Act, 2002 (Act 612) to keep the ratio between currency in circulation and foreign exchange cover relatively stable. Price and exchange rate stability will be pursued through prudent and disciplined fiscal and monetary policy management, an increase in domestic production, and an increase in exports.

Financial sector reforms will be undertaken to deepen financial markets, promote financial inclusion, improve the supervision and regulation of financial institutions and move the country's payment system away from cash towards an electronic payments system. Effective measures will be instituted in the short-to-medium term to deepen the capital market, increase liquidity and trading activities, and encourage more companies to list on the capital market. The operations of the credit reference bureau and the inter-bank foreign exchange market will be strengthened;

and a more comprehensive market for insurance and mortgage finance developed. Policies will be implemented to reposition the country as an international financial services centre (IFSC) within the region.

ii. Ensure Sustainable Improvement in Fiscal Performance

To ensure sustainable improvement in fiscal performance, government policies will aim at increasing revenue mobilisation, including strengthening the on-going revenue administration reforms; improving public expenditure management, including expenditure rationalisation to enhance the efficiency of public spending; and ensure effective debt management.

Increase revenue mobilisation

To increase revenue mobilisation, the government will strengthen revenue institutions and administration; review the tax exemptions regime; pursue full implementation of the Excise Tax Stamp Act, 2013 (Act 873); review existing legislation and all administrative instructions regarding non-tax revenue/internally generated funds (NTR/IGF) to develop an IGF policy; and diversify sources of resource mobilisation.

Implementation of tax reforms will aim at broadening the tax base, while protecting low-income earners and the poor. An intervention that will anchor the widening of the tax net will be the implementation of the National Identification Scheme, which is a government priority project. This will support efforts at bringing in undocumented, economically active persons and the informal economy, thereby accelerating financial inclusion.

Strengthen expenditure management

To strengthen expenditure management, the Public Financial Management Act, 2016 (Act 921) will be strictly enforced, in addition to enacting a fiscal responsibility law (FRL). This will incorporate a robust sanctions regime to be effectively enforced. The required institutional arrangements, including functional and independent Audit Committees, will be made to promote and enhance the effectiveness of the FRL. A fiscal stability council will be established to coordinate the medium-term fiscal policy anchors to guide fiscal policy, as well as monitor compliance. Additional expenditure control measures to be implemented include: expanding and strengthening the Ghana Integrated Financial Management Information System (GIFMIS) across all MDAs and MMDAs, as well as strengthening the Treasury Single Account (TSA).

The provisions of the Public Procurement Act, 2003 (Act 663), as amended by the Public Procurement (Amendment) Act, 2016 (Act 914), will be strictly enforced. Another level of approval for MDAs and MMDAs will be introduced. State-owned enterprise (SOE) reforms will be undertaken with the primary objective of consolidating the state's ownership role, improving performance and ensuring effective and efficient service delivery. The reforms will include the implementation of a credit risk assessment framework to guide SOE borrowing and to ensure

that the necessary security structures and instruments are instituted by SOEs to honour their debt obligations. A single entity will be established to provide oversight for SOEs.

Ensure effective debt management

To ensure effective debt management, medium-term policies will aim at keeping public debt at the lowest cost and at prudent levels of risk. In this regard, a debt sustainability analysis (DSA) will be regularly conducted and published, as well as an update of the Medium-Term Debt Strategy (MTDS) in accordance with the requirements of the Public Financial Management Act, 2016 (Act 921). The reports will inform policy decisions, serving as guides to reducing the debt burden and insulating the economy against unanticipated fiscal shocks. Complementary interventions include: adopting global standards of risk and treasury management to ensure accountability in the use of state resources; and reducing domestic borrowing and the resulting crowding out of the private sector.

Capacity for Economic Management

Public sector capacity is deemed critical for effective macroeconomic policy management and positive development outcomes. In this regard, the strategies for reinforcing economic management arrangements, processes and institutions include: strengthening economic planning and forecasting; building and sustaining national and sub-national capacity for macroeconomic planning and management; strengthening the collaboration between key public institutions responsible for economic policy management; enhancing the production and dissemination of disaggregated economic data; strengthening data interoperability within the national statistical system; and developing and operationalising a national macroeconomic model for planning and forecasting.

iii. Promote International Trade and Investment

The broad policy objective for the external sector is to build up reasonable levels of foreign reserves consistent with the development needs of the country; maintain a solid balance of payments position; and maintain the overall stability of the Ghana cedi against the currencies of major trading partners. Specific policy measures to be pursued include: promote value addition and seek marketing opportunities within Africa and beyond for made-in-Ghana (MiG) products; pursue pragmatic measures to remove bottlenecks along the entire supply chain of exports, including addressing port capacity and access issues, transport links, finance, trade facilitation, and market access issues; restructure the operations of the Ghana Export Promotion Authority (GEPA) and implement the National Export Strategy; pursue the objectives of ECOWAS, including the establishment of an ECOWAS regional market; and promote effective implementation of the ECOWAS Trade Liberalisation Scheme (ETLS) and remove bottlenecks in the scheme.

Others are: facilitate the adoption and implementation of the ECOWAS Common External Tariff (CET); pursue the objectives of the African Union (AU) and establish the Continental Free Trade Area (CFTA); pursue measures to take full advantage of multilateral trade agreements such as the African Growth and Opportunity Act (AGOA) initiative of the US government, and the EU-

ECOWAS Economic Partnership Agreement (EPA); and provide support to stakeholder organisations in export promotion activities.

In addition, the government will restructure the Customs Division of the Ghana Revenue Authority (GRA) to optimise its operational efficiency; improve the supply-side capacity of Ghanaian firms; strengthen links between industrial and trade policies; improve trade infrastructure; regularise unauthorised entry and exit routes; promote consumption of made-in-Ghana products; and adopt import-substitution strategies where feasible.

2.5.3 Industrial Transformation

Industrialisation presents the opportunity to expand the economy and create more decent jobs. In this context, the flagship One District, One Factory initiative will be used to drive the industrial development agenda, especially at local level, in addition to implementing the National Industrial Revitalisation Programme with a stimulus package for industries. The government's industrialisation agenda will aim at addressing the underlying structural constraints, including inadequate and unreliable power supply; institutional bottlenecks; and lack of access to land. In order to promote industrial transformation, the policies to be pursued are: ensuring energy availability and reliability; increasing production and supply of quality raw materials; improving research and development (R&D) and financing for industrial development; ensuring appropriate skills development for industry; improving access to land for industrial development; and implementing flagship industrial development initiatives.

i. Ensure Energy Availability and Reliability

Sound industrial development and competitiveness of local industries require reliable energy supply, in addition to lower cost of doing business and globally competitive production costs. Over the medium term, the electricity tariff structure will be realigned in support of industrial development, while identifying and increasing long-term generation of base load power at the lowest possible cost configuration. The necessary investment will be made to upgrade, renew and expand the power transmission and distribution network, while the corporate governance deficiencies in the energy sector that contribute to inefficiency, waste, and poor services will be addressed.

ii. Boost Production and Supply of Quality Raw Materials

To boost industrial production, incentives will be provided for the production and supply of quality raw material inputs. For agro-processing, a programme of support will be introduced for the cultivation of selected agricultural products as raw materials. Support will also be given to recycling and reprocessing industrial waste to extend the industrial value chain, as well as developing new raw material bases for industries. To this end, a programme will be introduced in collaboration with industry, especially the beverage industry, to replace imported raw materials with local ones.

iii. Improve Research and Development (R&D) and Financing for Industrial Development

Industrial development, especially manufacturing, requires significant investments in research and development (R&D) in order to grow technical competencies and technological capabilities. To ensure that the national industrialisation effort generates the necessary private sector interest and investment, the operations of public research institutions will be strengthened and refocused on selected strategic industries. In addition, specific incentives will be instituted for R&D laboratories to be established by the private sector in support of the value chain in targeted industries. Science, technology and innovation will be leveraged for industrial development.

iv. Ensure Improved Skills Development for Industry

To address the challenges faced by industry in obtaining and aligning skilled personnel to production needs, the following policy initiatives will be pursued: establish apprenticeship and skills development centres to train skilled labour for specific industrial sub-sectors; develop, in collaboration with trade unions, a database of trained apprentices and artisans; establish a National Apprentice Recruitment Agency; in partnership with the private sector, transform the apprenticeship training model from a supply-driven approach to a market-demand model; and create an information portal and set up a task force to assist the youth and artisans in making their products and services visible on a local, national, and global scale.

v. Improve Access to Land for Industrial Development

Access to land remains a major constraint to industrial development, establishment of industrial and special export zones, and large-scale investment in agriculture. Targeted interventions will therefore be implemented to resolve the problem of access to land. These will include: facilitating access to dedicated land in every region for the establishment of multi-purpose industrial parks, sector-specific industrial enclaves, and enterprise free zones; supporting the development of existing and new industrial clusters and manufacturing enclaves; developing vibrant commercial zones in the international border areas to the north, east, and west; and implement a programme with neighbouring countries to jointly establish industries in these commercial zones within the framework of ECOWAS integration .

vi. Pursue Flagship Industrial Development Initiatives

To accelerate industrial development and job creation, special flagship initiatives will be implemented. These initiatives will include: building competitiveness of industries by providing them with a stimulus package; implementing the One District, One Factory initiative; implementing strategic anchor industrial initiatives; and introducing an industrial subcontracting exchange to link SMEs with large-scale enterprises.

2.5.4 Private Sector Development

The main thrust of private sector development policy will be to turn Ghana into the most business-friendly country in Africa. It will entail creating an enabling environment to attract both

domestic and foreign investors with the aim of growing businesses and expanding the sector. In furtherance of this, the structural and institutional bottlenecks that constrain business expansion and growth will be identified and systematically addressed.

To create a globally competitive private sector environment, the strategies to be implemented will aim at: enhancing the enabling environment for business; promoting public-private sector dialogue; improving business financing; supporting entrepreneurship and SME development; promoting export development; enhancing domestic trade; and ensuring consumer protection.

i. Enhance Business Enabling Environment

To improve the business environment, comprehensive regulatory reforms will be undertaken. The reforms will entail establishing an electronic register for business legislation, regulations and processes; conducting periodic reviews of business regulations to ensure a significant reduction in the cost and volume of regulatory compliance; and developing a web portal for business regulations. Other interventions to be implemented include: designing targeted regulatory reliefs for SMEs in order to reduce entry barriers for young entrepreneurs and start-ups; establishing regulatory reforms units within MDAs and conducting regulatory impact assessments (RIA) across public institutions; reforming the tax system to reduce the burden on businesses as well as creating opportunities for business expansion; developing communication, advocacy and public-private dialogue to enhance the inclusive and open process of stakeholder engagement; and instituting an effective commercial dispute mechanism in support of private sector growth and development.

ii. Promote Public-Private Sector Dialogue

The involvement of the private sector and inclusion of its views in policy and programme formulation is a critical component of policy planning. In this regard, measures will be introduced to institutionalise and formalise engagement between the government and the private sector, in addition to organising a periodic dialogue session. This dialogue platform will bring together government agencies and the business community to engage at the highest level of policy formulation to promote inclusiveness.

iii. Improve Business Financing

To address the high cost of capital and limited opportunities for medium- and long-term financing, and to improve SME access to credit, interventions to be implemented include: reviewing the mandate of the National Investment Bank (NIB) and repositioning it to provide appropriate financing to the industrial sector; establishing an Industrial Development Fund (IDF) to finance critical private industrial initiatives; and realigning the Ghana Investment Promotion Centre (GIPC) to attract investment into selected strategic industries. Others are: restructuring state-sponsored microfinance schemes such as the Microfinance and Small Loans Centre (MASLOC) to provide credit for SMEs; strengthening oversight responsibilities for private microfinance institutions; and positioning EXIM Bank to help finance production for export, especially in the agriculture and agribusiness value chain.

iv. Support Entrepreneurship and SME Development

Small- and medium-sized enterprises (SMEs) serve as a major source of employment and their capacity to create jobs can be enhanced through the provision of targeted support. To this end, priority policy interventions will aim at creating an entrepreneurial culture, especially among the youth. A comprehensive National Entrepreneurship and Innovation Plan (NEIP) will be implemented to support start-ups and early-stage businesses with financing and business development services, including incubator hubs and business accelerator services. In addition, measures will be instituted to improve management of entrepreneurship training infrastructure and facilities across the country; restructure the National Board for Small-Scale Industries (NBSSI) and the Rural Enterprise Project (REP) to provide business development services; expand the Venture Capital Fund to cover start-up businesses and SMEs; restructure the Youth Entrepreneurship Agency (YEA) and Youth Entrepreneurship Scheme (YES) to coordinate their use of public resources in the provision of entrepreneurship training and business development services.

v. Enhance Domestic Trade

To create the enabling environment to facilitate domestic trade, strategic interventions to be implemented will include: implementing reforms in port clearing systems and benchmarking Ghana's ports against best practices; restructuring the Customs Division of the GRA to improve its operational efficiency; enforcing the rules and regulations regarding the reservation of areas of the retail trade for Ghanaians; implementing a local content law and competition law; developing modern markets and retail infrastructure in every district to enhance domestic trade; accelerating the implementation of the National Trade Policy; and accelerating harmonisation of regional standards.

vi. Ensure Consumer Protection

To ensure consumer protection, the strategies to be pursued include: facilitating the passage of a Consumer Protection Law; strengthening the institutional framework for consumer protection; and strengthening the operations of institutions responsible for enforcing standards and preventing the sale and distribution of substandard and harmful goods.

vii. Promote Good Corporate Governance

To promote good corporate governance, the strategies to be implemented include: collaborating effectively with private sector organisations such as the Association of Ghana Industries (AGI), Ghana Chamber of Commerce and Private Enterprise Federation (PEF), to implement programmes aimed at institutionalising good governance principles in the management of corporate organisations and businesses. In addition, state institutions with responsibility for ensuring strong corporate governance, such as the Securities and Exchange Commission, Commission on Human Rights and Administrative Justice (CHRAJ), Public Services Commission (PSC), Audit Service and GIPC, will be strengthened to perform their functions effectively. Programmes will be implemented vigorously to improve corporate governance of SOEs. This will

commence with incorporating the tenets of good corporate governance practices in the mandates of the management and boards of all public enterprises, while making such tenets part of the periodic performance contracts signed with public institutions, as well as a key benchmark for performance monitoring.

viii. Formalise the Informal Economy

Formalising the informal economy is an important medium-term objective of the government. The attainment of this objective depends largely on the implementation of two important interventions, namely: the National Identification System as the primary identifier of all persons; and the digital address system, which aims to record all properties (state and non-state) in a centralised national database. Together, these interventions will facilitate the tracking of enterprises (formal or informal), and an individual's credit history, credit rating and credit performance from different sources related to that fixed location. Identifying individuals and informal economy enterprises using the National Identification System will make for easy targeting of government interventions where they are most needed.

In addition, the strategies for formalising the informal economy include: deepening the reach of financial services; improving financial literacy, especially among women and the youth in the informal economy; improving access to finance for informal economy operators and agricultural enterprises in rural areas; and strengthening consumer financial protection.

2.5.5 Agriculture and Rural Development

Over the medium term, agriculture will serve as the main driver of rural transformation. This will entail promoting agro-industrial enterprises as the basis for the One District, One Factory initiative. Government policies, in this respect, will aim at shifting agricultural development from a supply driven-approach to a more strategic and business-centred approach. To this end, the main pillars for agricultural development will be: promoting a demand-driven approach to agricultural development; ensuring greater public investment; increasing production efficiency and yield; improving post-harvest management; intensifying the application of science, technology and innovation; promoting agriculture as a viable business among the youth; and promoting livestock and poultry for food security and income generation.

i. Promote a Demand-Driven Approach to Agricultural Development

To promote a demand-driven approach to agricultural development, the key strategies to be implemented include: facilitating capacity building in negotiations, meeting standards and regulations, and skills development in contracting for actors along the value chain; ensuring implementation of the Ghana Commercial Agriculture Project (GCAP) to link both smallholder and commercial producers to industry; and developing market support services for selected horticultural, food and industrial crops to enhance production for export. The strategy will also include facilitating the establishment of stakeholder-controlled marketing companies for grains and other selected products, including a Cashew Marketing Authority. Emphasis will also be given

to promotion and expansion of organic farming to enable producers to tap into growing world demand for organic products.

ii. Ensure Improved Public Investment

To ensure improved public investment in agriculture, the strategies to be pursued will include: accelerating the provision of critical public infrastructure such as feeder roads, electricity and water; developing tailor-made agricultural financing, especially long-term instruments; designing and implementing needs-based technical assistance and extension support; instituting tax relief and incentives for agriculture investment; and restructuring MOFA to have a marketing department to work with the Ministry of Trade and Industry (MOTI) to support the demand-driven agenda. Others are: introducing District Chambers of Agriculture, Commerce and Technology (DCACT) with the mandate to promote agribusiness through better collaboration between the private and public sectors at district level; supporting the development of at least two exportable agricultural commodities in each district; and creating district agriculture advisory services (DAAS) to provide advice on productivity enhancing technologies.

iii. Improve Production Efficiency and Yield

To attain the objective of improved production efficiency and yields, the strategic interventions to be implemented include: establishing modalities and regulatory frameworks for production of seed/planting materials, and other agro inputs; increasing investment in research and development of climate-resilient, high-yielding, disease- and pest-resistant, short-duration crop varieties, taking into account consumer health and safety; expanding and strengthening extension services; and ensuring effective implementation of the yield improvement programme. Others are: intensifying and increasing access to agricultural mechanisation along the value chain; promoting commercial and block farming; implementing the government's flagship One Village, One Dam intervention to facilitate the provision of community-owned and managed small-scale irrigation, especially in the Afram Plains and northern savannah; and mobilising investment to expand and rehabilitate irrigation infrastructure, including formal schemes, dams and dugouts. The development of both public and private sector large-scale irrigation schemes will also be supported, while systems for harvesting excess water for irrigation will be introduced.

iv. Improve Post-Harvest Management

The strategies to be implemented to improve post-harvest management include: supporting selected products beyond the farm gate in post-harvest activities such as storage, transportation, processing, packaging and distribution; providing incentives to the private sector and District Assemblies to invest in post-harvest activities; providing support for small- and medium-scale agro-processing enterprises through the One District, One Factory initiative; ensuring continuous expansion and upgrading of road infrastructure connecting farms to marketing centres; and reorganising the National Food Buffer Stock Company to be more efficient and market oriented, with incentives for private sector participation. Other strategies are: facilitating the provision of storage infrastructure with a drying system at district level and a warehouse receipt system;

facilitating trade and improving the environment for commercial activities; and setting up commodities trading centres (i.e. modern farmers' markets) across all MMDAS, focusing on grain, vegetable and tuber marketing.

v. Intensify the Application of Science, Technology and Innovation

To intensify the application of science, technology and innovation in agriculture development, the strategies to be pursued include: promoting the use of information and communications technology (ICT) in the agricultural value chain in order to minimise cost in all operations; improving the effectiveness of Research-Extension-Farmer Liaison Committees (RELCS), and integrating the concept into the agricultural research system to increase the participation of end-users in technology development; and establishing a database on all farmers, drawn from the national identification system. The rest are: promoting insurance schemes to cover agricultural risk; disseminating information on weather and prices; strengthening research programmes of the Council for Scientific and Industrial Research (CSIR), as well as those of the agricultural and related sciences departments of public universities and other institutions; and developing a fertiliser industry.

vi. Promote Agriculture as a Viable Business among the Youth

To promote agriculture as a viable business among the youth, the strategic interventions to be implemented include: support the youth to go into enterprises along the agricultural value chain; develop and implement programmes to attract youth into off-farm activities such as handling, processing, packaging and transportation; link the youth to financial institutions for the provision of start-up capital; design and implement special programmes to build the capacity of the youth in agricultural operations; and support the youth to have access to land.

vii. Promote Livestock and Poultry Development for Food Security and Income Generation

To promote livestock and poultry development for food security and income generation, the strategies to be implemented include: enact a law on veterinary services and animal production; ensure effective implementation of the Medium-Term Agriculture Investment Plan (METASIP) to modernise the livestock and poultry industry; and strengthen research into large-scale breeding and production of livestock across the country. Others are: improve training facilities and set up additional ones in animal health; intensify disease control and surveillance, especially for zoonotic and scheduled diseases; promote cattle ranching and provide incentives to the private sector to develop grazing reserves for ruminants and other livestock; facilitate the establishment of livestock development centres in the three agro-climatic zones in collaboration with the private sector, to promote the production of cattle and small ruminants such as sheep and goats; and strengthen livestock and poultry research and adoption.

2.5.6 Fisheries and Aquaculture Development

The structure of fish production in Ghana is projected to change significantly over the long term, with marine output expected to dominate fish production, followed by aquaculture and inland

output. This structural transformation will be driven largely by efficiency gains and increased private sector investment in aquaculture. To place the fisheries and aquaculture sub-sector on the path to attaining its long-term goal, policy interventions over the medium term will aim at achieving the following objectives: sustainable development and management of aquaculture; and sustainable development and management of aquatic fisheries resources.

i. Ensure Sustainable Development and Management of Aquaculture

To ensure the sustainable development and management of aquaculture, the strategic interventions include: providing adequate incentives to stimulate private sector investment in aquaculture development; providing quality extension service delivery; and implementing the Aquaculture for Food and Jobs programme. Others are: implementing the fisheries nucleus out-grower scheme; developing aquaculture parks and promoting construction of culturing facilities (hatcheries, laboratories and fish feed mills); promoting the use of irrigation systems and other impounded reservoirs for aquaculture; promoting mariculture; and implementing appropriate bio-security measures at all aquaculture establishments.

ii. Ensure Sustainable Development and Management of Aquatic Fisheries Resources

The strategies to be implemented include: promoting marine conservation and protection in a sustainable manner; improving fisheries infrastructure to attract private sector investment; reducing illegal fishing and post-harvest losses; transforming the fisheries sub-sector through science, research, technology and innovation; and providing economic incentives, including financing, to stimulate private sector investment.

2.5.7 Tourism and Creative Arts Development

Ghana possesses an extensive array of natural tourist attractions which include United Nations Heritage Sites, forts and castles, ancient mosques, major shrines and cathedrals, slave trade sites, routes and artefacts, as well as indigenous craft villages. Others include national parks, resource reserves, wildlife sanctuaries, wetland reserves, beaches, lakes and rivers, waterfalls and general scenic beauty. Ghana also possesses significant cultural/historical heritage and creative arts, with festivals for harvest, migration, purification and war, among other categories. These natural and cultural/historical and creative arts assets provide huge opportunities for income generation. To harness the potential of the sector for accelerated development, policies to be implemented will aim to: diversify and expand the tourism industry; and develop a competitive creative arts industry.

i. Diversify and Expand the Tourism Industry for Economic Development

To attain this objective, the strategic interventions to be implemented include: transforming Ghana into a major Meetings, Incentives, Conferences and Exhibitions (MICE) centre; expanding the tourism sector through investment, innovation, and pursuit of service excellence; promoting public-private partnerships for investment in the sector; promoting local tourism; and developing available and potential sites to meet international standards. Others are: mainstreaming tourism

development in district development plans; developing palace museums to preserve national culture and promote tourism in communities; instituting measures to curtail emerging threats such as sex tourism; and promoting the establishment of tourism clubs in all educational institutions.

ii. Develop a Competitive Creative Arts Industry

To develop a competitive creative arts industry, the strategic interventions to be pursued will include: drawing up a policy and enforcing legal and regulatory frameworks for the creative arts industry to flourish; strengthening the Copyright Office and its related agencies; strengthening the National Creative Arts Council to implement its programmes effectively; promoting public-private partnerships (PPP) in the development of the creative arts industry; strengthening partnerships and participation in global oriented arts events and businesses; strengthening institutions and improving the coordination framework of the creative arts sector, including the National Commission on Culture; and raising awareness of the importance of tourism and creative arts.

2.6 FLAGSHIP PROJECTS AND INITIATIVES UNDER ECONOMIC DEVELOPMENT

2.6.1 Strong and Resilient Economy

- i. Establishment of a Financial Stability Council with the mandate to continuously assess the vulnerabilities of the financial system and provide oversight to avert these risks;
- ii. Establishment of the International Financial Services Centre (IFSC);
- iii. Establishment of an electronic payments system;
- iv. Establishment of a National Tax Evasion Hotline;
- v. Enforcement of the Public Financial Management Act (Act 921);
- vi. Creation of a Treasury Management Unit in the Ministry of Finance to handle all treasury management and related functions;
- vii. Establishment of a Fiscal Council with the mandate to institute and enforce rules to anchor fiscal policy implementation;
- viii. Implementation of a programme to clean up the public sector payroll using the Social Security and National Insurance Trust (SSNIT) database; and enforce the policy and guidelines on the effective dates of promotion and recruitment in the public service;
- ix. Introduction of a policy to cap earmarked funds at 25 percent of tax revenue;
- x. Establishment of a single entity with oversight responsibility for SOEs;
- xi. Implementation of a credit risk assessment framework to guide SOE borrowing and continued monitoring to ensure that security structures and instruments are adequate for honouring debt obligations;
- xii. Implementation of special initiatives for capital market development;
- xiii. Implementation of a sound liability management initiative to improve management of public debt;
- xiv. Development and implementation of a short-to-medium term debt management strategy; and
- xv. Acceleration of the Export Development Strategy.

2.6.2 Industrial Transformation

- i. Implementation of the government's flagship One District, One Factory industrial initiative;
- ii. Implementation of a National Industrial Revitalisation Programme with a stimulus package for industry;
- iii. Establishment of an Industrial Development Fund (IDF);
- iv. Institution of incentive schemes for renewable energy projects for industrial development;
- v. Establishment of a Machine Tool Industry;
- vi. Establishment of an integrated aluminium industry, using Ghana's natural resources in bauxite, hydro, gas and its existing smelter. This will entail:
 - o Setting up an Integrated Bauxite Authority to oversee development of the industry;
 - o Developing the bauxite mines located in Awaso, Nyinahin and Kyebi;
 - o Establishing a refinery at one of the bauxite sites close to Tema, where the VALCO smelter is located;
 - o Allocating a dedicated, reliable and affordable source of power for the smelter;
 - o Developing railway infrastructure between the mines and Tema;
 - o Converting the alumina to aluminium at the current VALCO plant; and
 - o Establishing an industrial park dedicated to manufacturing aluminium products;
- vii. Establishment of a multi-purpose industrial park in all regions;
- viii. Establishment of foundry-based manufacturing and precision machine tooling, using computer-aided design (CAD)/computer-aided manufacturing and computer numerical control (CNC) systems;
- ix. Establishment of apprenticeship and skills development centres to train skilled labour for specific industrial sectors; and
- x. Establishment of a National Apprentice Recruitment Agency.

2.6.3 Private Sector Development

- i. Establishment of a permanent consultative forum for public-private sector dialogue;
- ii. Expansion of coverage of the e-Services Portal to all parts of the country;
- iii. Implementation of a Made-in-Ghana (MiG) policy;
- iv. Implementation of a Competition Law;
- v. Implementation of an efficient street-naming and house-numbering system;
- vi. Implementation of import duty and tax exemption reform initiatives;
- vii. Implementation of the National Entrepreneurship and Innovation Plan (NEIP);
- viii. Implementation of a mandatory job impact assessment for all public sector projects or initiatives;
- ix. Establishment of technology and innovation incubation centres on campuses of public research institutions;

- x. Establishment of a Technology Commercialisation Unit (TCU) in the Ministry of Environment, Science, Technology and Innovation (MESTI) to spearhead the partnership between the government, research institutions, industry and academia;
- xi. Introduction of a local content policy and enactment of legislation for a substantial proportion of all government projects and procurement to be executed by local firms;
- xii. Establishment of an industrial sub-contracting exchange scheme to link large-scale companies with SMEs;
- xiii. Implementation of a paperless transaction processing system at all ports of entry and introduction of mandatory joint inspections at the ports;
- xiv. Removal of all internal customs barriers on the port corridors; and
- xv. Implementation of targeted public sector reforms, including operationalisation of the One-Stop Online Business Registration System to reduce the time spent on business registration; and instituting tax reforms.

2.6.4 Agricultural Development and Rural Transformation

- i. Implementation of the Planting for Food and Jobs initiative to stimulate food production and boost incomes;
- ii. Implementation of the One Village, One Dam initiative to ensure all-year-round farming, especially in the north; and
- iii. Implementation of subsidy programmes on retail prices of seeds, fertilisers and other agrochemicals.

2.6.5 Fisheries and Aquaculture Development

- i. Establishment of aquaculture parks;
- ii. Design and implementation of the Aquaculture for Food and Jobs programme; and
- iii. Design and implementation of the Youth in Aquaculture Development programme.

2.6.6 Tourism and Creative Arts Development

- i. Implementation of the Marine Drive project;
- ii. Implementation of a programme to transform the country into a major Meetings, Incentives, Conferences and Exhibitions (MICE) centre; and
- iii. Implementation of the Creative Arts Council Law and strengthening of the National Creative Arts Council, the Copyright Office and related agencies, and the National Commission on Culture.

CHAPTER THREE

SOCIAL DEVELOPMENT

3.1 INTRODUCTION

The vision underlying the Constitution of the Republic of Ghana is to build a fair and equitable society, where every citizen has the opportunity to live a long, productive and meaningful life. This vision implies that people are placed at the centre of development, and are assured of equitable access to quality education, healthcare, affordable housing, and efficient public transportation, utility services, as well as social protection and inclusion for the vulnerable. This chapter reviews recent performance and outlines the medium-term strategies for achieving the social development goals of the country.

3.2 REVIEW OF EXISTING SITUATION

The pursuit of social development policies in the recent past have focused on working towards a well-trained, disciplined, highly productive and healthy population, capable of driving and sustaining the socio-economic transformation of the country over the long term. Progress made and continuing challenges in key areas are as follows:

3.2.1 Education and Training

Education and training are key aspects of national development, and have served as the main vehicle through which knowledge, skills, attitudes, values and character are acquired to build the requisite human capital. Successive governments have, therefore, prioritised education and training in their medium-term plans. Under GSGDA II, strategic interventions aimed at: increasing inclusive and equitable access to, and participation in quality education at all levels; improving the quality of teaching and learning; promoting the teaching and learning of science, mathematics, and technology at all levels; and improving management of education service delivery.

Facilities and Access

According to the Ministry of Education's 2016 Sector Performance Report, the quantity of school infrastructure increased at all levels during the period 2012/2013-2015/2016. At kindergarten level, facilities increased from 19,277 during the 2012/2013 academic year to 22,052 during the 2015/2016 academic year, while at primary level, the number rose from 19,854 to 22,289 during the same period. At junior high school (JHS) level, the increase was from 12,436 to 14,767, while at senior high school (SHS) level, it was from 828 in 2012/2013 to 872 in 2015/2016. Similarly, at tertiary level, the number of public and private universities, teacher training colleges, polytechnics, and specialised and professional colleges rose from 119 in 2012/2013 to 146 in 2015/2016. Together, they have significantly enhanced access to education at all levels. However, the overall picture shows many inadequate facilities, and in some cases, clearly of poor

quality. In addition to those walking long distances to school, some children continued to study under trees.

Despite these challenges, data from the Education Management Information System (EMIS) of the Ministry of Education show that total student enrolment continued to increase at all levels. During the 2012/2013 academic year, the gross enrolment ratio (GER) – which measures total enrolment of pupils at a given level of education, irrespective of the age of the pupils – was estimated at 113.8 percent at kindergarten level. This rose to 123.8 percent in 2015/2016, while the GER at primary level rose from 105.0 percent to 111.3 percent during the same period. At JHS level, it increased from 82.2 percent to 88.0 percent, while at SHS level it increased from 36.8 percent to 49.6 percent during the same period.

The other important figure is the net enrolment ratio (NER), which measures enrolment of pupils with the appropriate age at a given level of education as a proportion of all children of that age. The NER at kindergarten level increased from 74.8 percent in 2012/2013 to 79.5 percent in 2015/2016, while at primary school level it rose from 84.1 percent to 91.5 percent during the same period. The NER at JHS level rose from 47.8 percent to 50.3 percent, while at SHS level it increased from 23.6 percent in 2012/2013 to 25.2 percent in 2015/2016. At tertiary level, general enrolment in public universities, polytechnics and public colleges of education has increased from 202,063 in 2012/13 to 327,621 in 2015/16.

The national survival or completion rates – which measure the proportion of pupils/students who stay and complete school after enrolment – improved, especially at JHS and SHS levels. Following a decline from 112.4 percent in 2012/2013 to 97.5 percent in 2013/2014, the completion rate at primary level increased to 99.6 percent in 2014/2015 and further to 101.6 percent in 2015/2016. At JHS level, it rose from 70.1 percent in 2012/2013 to 76.1 percent in 2015/2016, while at SHS level it increased from 31.0 percent to 46.0 percent during the same period.

Inclusive and Special Education

Ghana has been implementing policies to ensure that children with disability and special needs are not denied access to education. As of 2015/2016, there were 35 special schools with a total of 6,874 children enrolled, an increase from the total enrolment of 6,180 in 2012/2013. Some of the key challenges facing the delivery of inclusive education are the inappropriate architectural design of schools impairing easy access for the disabled; teachers inadequately trained to handle children with special needs; the absence of disability-friendly school environments; and inadequate provision of teaching and learning materials. In 2016, the government announced an inclusive education policy which provides the framework for integrating children with mild-to-moderate disability in the regular school system. Sustaining the implementation of this policy will ensure that no child is denied basic education by virtue of his/her disability or special needs.

Gender Parity

Ghana continues to make considerable progress towards the attainment of gender parity, especially at the lowest level of education. Gender parity has already been achieved at kindergarten level, while at the primary and SHS levels significant progress has been recorded. The gender parity index at kindergarten and primary levels remained at 0.99 and 0.97 respectively in 2016. At SHS level, the parity improved from 0.86 in 2012/13 to 0.94 in 2015/16, an indication that girls are catching up in secondary education. However, gender parity at JHS level has worsened from 0.95 in 2013 to 0.93 in 2016, while at the tertiary level the proportion of females enrolled was estimated at 44 percent during the 2015/16 academic year.

Quality of education

Quality education remains an important concern of both the government and the general public. Available data from the National Educational Assessment (NEA) of pupils' competence in English and mathematics at Primary 3 and 6 show that a majority of pupils lack the foundation skills for understanding concepts in mathematics, while very few pupils attained proficiency in English and mathematics. The proportions of pupils who achieved proficiency in English and mathematics at P3 level were estimated at 28.4 percent and 22.1 percent respectively in 2013 when the last NEA was conducted, while only 39 percent of P6 pupils achieved proficiency in English and 10.9 percent in mathematics. The major causes can be traced, in part, to: lack of a national standardised test for assessing primary pupil attainment of critical foundational competencies in literacy and numeracy; inadequate teachers; poor state of education infrastructure; and shortages of teaching and learning materials. The pupil-trained teacher ratio (PTTR) improved between 2012/2013 and 2015/2016, with the percentage of trained teachers at KG estimated at 66 percent, primary at 78 percent, and JHS at 90 percent during the 2015/2016 academic year. This situation is compounded by the high incidence of teacher absenteeism and poor use of teacher time on tasks.

Mathematics and Science Education

Across the levels of education, performance in mathematics and science has been poor. During the 2016 West African Senior School Certificate Examination (WASSCE), for instance, 18.1 percent and 38.1 percent of students failed in integrated science and core mathematics respectively. As a result of this low performance in mathematics and science, most students were unable to pursue science, technology and engineering programmes at tertiary level. For Ghana to develop and be globally competitive, it is important to pursue an aggressive programme that enables and encourages a significant proportion of the youth to pursue and benefit from science, technology, engineering and mathematics education.

Skills Training

The delivery of formal technical and vocational education and training (TVET) is currently undertaken in a total of 644 public and private TVET institutions and 163 secondary technical schools across the country in 2016 compared with the situation in 2013/2014 when the total

number of institutions offering TVET was 738. The total number of students benefiting from this formal TVET is estimated at 53,171 in 2015/2016 compared with 71,158 in 2013/2014 and 42,513 in 2014/2015. The current challenge for the provision of TVET is that it is spread across multiple providers in the formal and informal economy, posing problems for effective coordination and supervision. TVET and skills training in the public sector is spread across 10 ministries with different enabling Acts and mandates, and for a large section of the youth, the informal economy remains the dominant avenue for skills acquisition. However, apprenticeship in the informal economy is characterised by lack of common standards and proficiency certification.

3.2.2 Health and Health Services

To advance towards the goal of universal health coverage (UHC), recent policy implementation has focused on: bridging equity gaps in access to healthcare; ensuring sustainable healthcare financing arrangements that protect the poor; and improving governance, management and efficiency in health service delivery. Others are improving access to quality service delivery and quality mental health services; improving maternal, child and adolescent healthcare; and preventing and controlling non-communicable diseases (NCDs) and neglected tropical diseases (NTDs).

Access to Quality HealthCare and Trends in Key Health Outcomes

According to the United Nations Development Programme 2015 Human Development Report, life expectancy in Ghana has improved over the last decade and now stands at 60.5 years for males and 62.5 years for females. Improvement in life expectancy is partly the result of enhanced access to quality healthcare and nutrition. Between 2013 and 2016, the number of functional Community-based Health Planning and Services (CHPS) compounds rose from 2,580 to 4,034, and outpatient services improved, due in part to the introduction of the National Health Insurance Scheme (NHIS) in 2003. The increased in number of CHPS compounds has brought greater access to healthcare for about 70 percent of the population living more than 8 km from the nearest health facility. CHPS compounds were noted to have accounted for 8.5 percent of total OPD attendance and 36 percent of immunisation coverage in 2015. Meanwhile, NHIS coverage continued to expand from 10,144,527 people (representing 38.0 percent of the population) in 2013 to 11,341,021 in 2015 (representing 41.0 percent), but declined marginally to 11,029,068 in 2016, constituting 38.4 percent of the population.

Nonetheless, gaps in physical access to quality healthcare and inadequate emergency services persist, and there is an emerging phenomenon of deterioration in Ghana's profile of non-communicable diseases (NCD). The World Health Organisation's NCD profile of Ghana for 2014 reveals that heart-related diseases increased from 30,062 cases in 2008 to 48,472 cases in 2014. Hypertension increased from 799,028 cases in 2008 to 830,620 cases in 2014, while diabetes mellitus increased from 189,672 cases to 214,357 cases during the same period. The proportion of children under-5 who were overweight decreased from 5 percent 2008 to 3 percent in 2014.

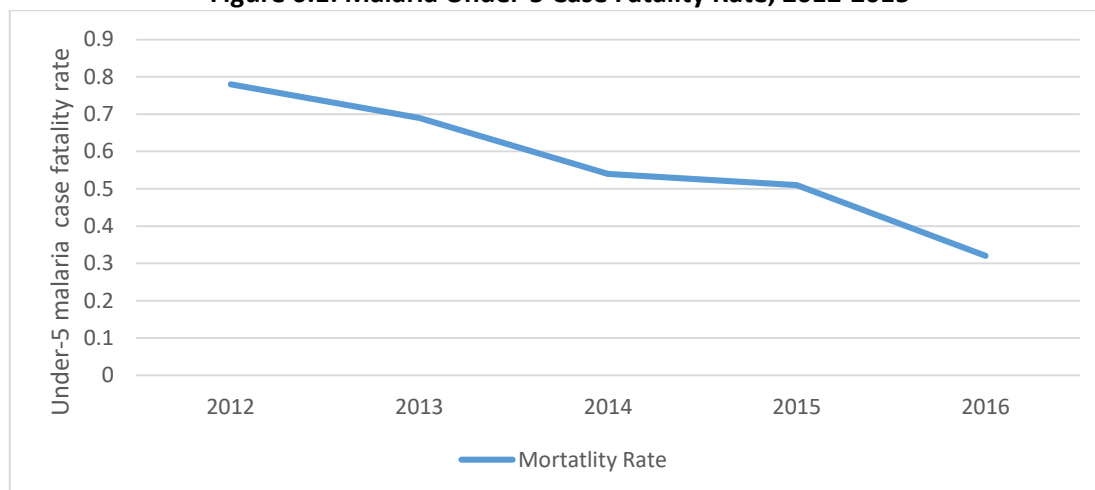
Improving child, adolescent and maternal healthcare

The country has made progress in reducing child mortality. According to the Ghana Demographic and Health Survey (GDHS), under-5 mortality declined from 80 per 1,000 live births in 2008 to 60 per 1,000 live births in 2014. This implies that one in every 17 children born in the country dies before reaching the fifth birthday. Similarly, the infant mortality rate declined from 50 per 1,000 live births in 2008 to 41 per 1,000 live births in 2014. Despite these improvements in child mortality, wide disparities exist between geographical areas and among socio-demographic groups. At regional level, under-5 mortality is highest in the three northern regions and Ashanti Region and lowest in the Greater Accra and Brong Ahafo regions. In another category, the risk of dying before age 5 is relatively higher among children of mothers with no education, and among those living in poor households.

The institutional maternal mortality ratio (iMMR) declined from 155 deaths per 100,000 live births in 2013 to 150 deaths per 100,000 live births in 2016. Regional disaggregation of the iMMR shows that four regions – Ashanti, Brong Ahafo, Eastern and Upper West – all experienced improvement in their iMMR. Although maternal healthcare has improved over the past 20 years, the pace has been slow and remains a challenge to national development.

The same can be said of malaria, which is a major cause of morbidity and mortality, especially among children under 5 years and pregnant women. Interventions continued to be implemented to reduce malaria deaths, including: enhancing access to and use of long-lasting insecticide treated nets (LLTNs); and introducing indoor residual spraying (IRS) to eliminate high parasite prevalence, particularly in the northern sector of the country. These measures have contributed immensely to the reduction in the under-5 malaria case fatality rate (CFR) from 0.67 deaths per 100 admissions in 2013 to 0.32 deaths per 100 admissions in 2016.

Figure 0.1: Malaria Under-5 Case Fatality Rate, 2012-2015



Source: MOH, *Holistic Assessment of Health Sector Programme of Work, 2016*

HIV/AIDS Prevalence Rate and TB Success Rate

Ghana has made significant progress towards halting the spread of HIV and AIDS. The national median HIV prevalence rate has declined from 3.6 percent in 2003 to below the 2 percent threshold of sustainable decline of prevalence rate between 2013 and 2015. However, gradual increases have been registered since 2014, reaching 2.4 percent in 2016, which is above the threshold of sustainable decline of prevalence. The positive observation about the current situation is that the HIV prevalence rate among young persons between the ages of 15 and 24 years, which is used as a proxy for new incidence, has recorded a consistent decline from 1.7 percent in 2011 to 1.1 percent in 2016. This pattern needs to be sustained.

Figure 3.2: Median HIV Prevalence, 2003-2016 (%)

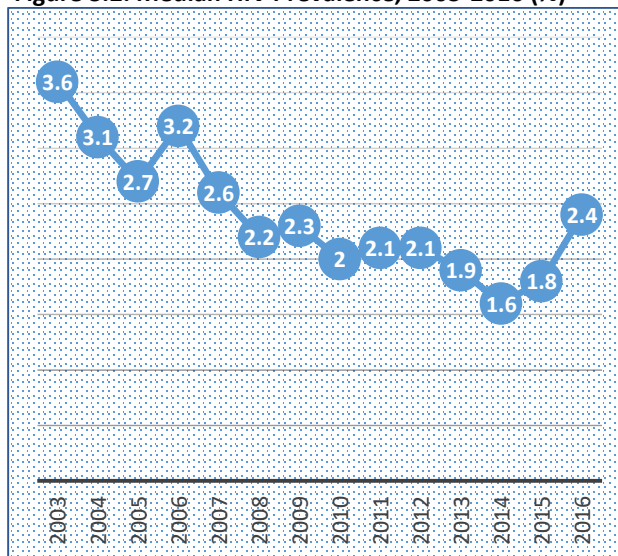
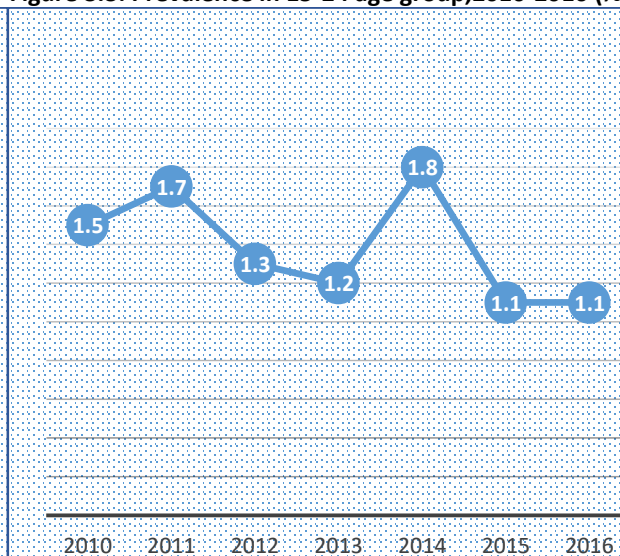


Figure 3.3: Prevalence in 15-24 age group, 2010-2016 (%)



Sources: GAC/NACP, Annual Reports, 2016

The treatment success rate for TB, obtained through cohort analysis, has shown a decline since 2013. To improve TB case detection and survival, the government has been implementing the National Tuberculosis Programme as its main policy intervention. However, its impact has been limited, especially since 2013. After recording an improvement from 85 percent in 2011 to 87 percent in 2013, the treatment success rate fell back to 85 percent in 2015. This indicates the need for prompt policy action.

3.2.3 Food and Nutrition Security

Ghana continued to make considerable progress in improving the nutritional status of children. According to the most recent (2014) Ghana Demographic and Health Survey (GDHS), the proportion of children suffering from stunting (chronic malnutrition) declined from 28 percent in 2008 to 19 percent in 2014, while the prevalence rate of underweight children declined from 14 percent to 11 percent during the same period. The prevalence rate of wasting also declined, from 8.5 percent in 2008 to 5 percent in 2014. However, marked differences exist by location, region and socio-economic group. According to the 2014 GDHS, children living in rural areas are more

likely to be stunted (22 percent) and underweight (13 percent) than those living in urban areas (15 percent and 9 percent respectively). In the regions, the proportion of underweight children ranges from 6 percent in Brong Ahafo to 20 percent in the Northern Region. Stunting prevalence is also highest in the Northern Region (33 percent) and lowest in the Greater Accra Region (10 percent). Among socio-economic groups, children in the poorest households are almost three times as likely to be stunted as children in the wealthiest households (25 percent and 9 percent respectively).

In the recent past, because of improved food production, Ghana has not suffered widely from food insecurity. Domestic production of selected staple food crops continues to exceed national demand, reflecting surpluses. Despite this positive outcome, household food insecurity persists in certain parts of the country and there is unacceptably high child malnutrition, prevalence of micro- and macro-nutritional deficiencies, and an increased incidence of diet-related non-communicable diseases. The Ghana Cost of Hunger Study conducted by the African Union Commission in 2016 estimated the annual cost of child undernutrition and its socio-economic impact on health, education and productivity at GH¢4.6 billion, which is equivalent to 6.4 percent of GDP.

Over the medium term, policy interventions will therefore aim at addressing the following challenges: prevalence of hunger in certain areas; household food insecurity; inadequate management of food maintenance systems; weak nutrition-sensitive food production systems; infant and adult malnutrition; increased incidence of diet-related non-communicable diseases; weak food and nutrition security (FNS) institutional framework and coordination; inadequate public education and communication on nutrition; and weak nutrition-sensitive planning and programming.

3.2.4 Population Management and Migration for Development

Population Management

Population and development are intricately linked. The proper management of population issues, including migration, is therefore critical for ensuring and sustaining economic growth and development. According to the Ghana Statistical Service, the population of Ghana is currently growing at an annual rate of 2.5 percent, which is above the medium-term target of 2.3 percent set under GSGDA II and far from the target of 1.5 percent set for 2020 by the National Population Council (NPC). The total population of Ghana has grown more than fourfold, from 6,726,815 in 1960 to 24,658,823 in 2010 and 28,308,301 in 2016, accompanied by an increase in population density from 28.6 people per square kilometre to 103.4 people per square kilometre during the same period. At the same time, there is rapid urbanisation, passing the 50 percent mark in 2010, with implications for urban development and management.

The current population growth rate is the result of relatively high but declining fertility and declining mortality. Available data from the Performance Monitoring and Accountability Country Report of the Bill and Melinda Gates Institute for Population and Reproductive Health showed

an improved contraceptive prevalence rate (CPR) in 2015. Currently, only 47 percent of the total demand for family planning is met, with the highest demand among young women, rural women and those with primary or middle/JHS education. Meeting the unmet demand for family planning will not only improve the health and wellbeing of women, children and families but also support economic development.

Another important aspect of the population that has significant development implications is the population structure. Ghana has a youthful structure, with about 38.3 percent of the population under 15 years old, followed by young adults (15-24 years) at 20 percent. There is also evidence of ageing, with the elderly population (65 years and older) increasing from 3.2 percent in 1960 to 4.7 percent in 2010. Yet, the age dependency ratio, measured per 100 active population (15-64) has declined substantially from 90 dependents (children and elderly) per 100 employed population in 1960 to 76 per 100 in 2010, creating opportunities for savings and other ways of harnessing the demographic dividend for accelerated, long-term national development.

For effective management of the country's population over the medium term, the interventions to be implemented aim at addressing the following key challenges: weak management of population issues; high fertility rate among adolescents; unmet need for adolescent and youth sexual and reproductive health services; inadequate provision and coverage of reproductive health and family planning services; inadequate financial support for family planning programmes; high incidence of child marriage, teenage pregnancy and accompanying school drop-out rates; inadequate sex education for young people; and untapped benefits of the youth bulge.

Migration for Development

In the past, migration has been managed only from the point of view of immigration and security, with little emphasis on its importance for national development. However, there are new approaches to development policy formulation that place a premium on harnessing the benefits of migration for long-term, socio-economic development while minimising its negative consequences.

In the face of uneven spatial development, with deficits in employment, social services and infrastructure in sending areas, rural-urban migration has long been a major coping strategy for disadvantaged populations. While migrants from rural and poor communities may send remittances back to their communities to alleviate poverty, sending communities suffer from food insecurity arising from the abandonment of agriculture by the youth in favour of urban life and the consequent rise in the average age of farmers. Furthermore, emigration of Ghanaians has led to massive brain drain, especially in the health and education sectors. According to the 2014 National Migration Policy, an estimated 56 percent of doctors, 24 percent of nurses, and more than 60 percent of faculty at polytechnics and 40 percent at public universities, emigrated to other countries in search of better economic condition. Many students who leave to study on scholarship opt to stay abroad rather than risk unemployment at home, contributing to the size of the Ghanaian diaspora. Unskilled youth also continue to migrate from Ghana through the very

dangerous trans-Sahara Desert route to Europe, unknown numbers perishing in the desert or in the Mediterranean Sea. As undocumented migrants – among whom females are most severely exploited and abused – they are at the mercy of unscrupulous employers without adequate access to social services and social protection, and subject to mass deportation.

Data from 268 associations compiled by the Ministry of Foreign Affairs and Regional Integration from 42 Ghana missions show that 311,836 Ghanaian residents are on the records of these associations and are contributing significantly to the development of the country through remittances. The 2016 World Bank Migration and Remittances Factbook ranked Ghana as second in the top 10 remittance receiving countries in sub-Saharan Africa after Nigeria, with total remittances of US\$2.0 billion and US\$2.8 billion respectively. The share of remittances in Ghana's GDP was estimated at 13.6 percent in 2015 compared with 10.9 percent in 2014.

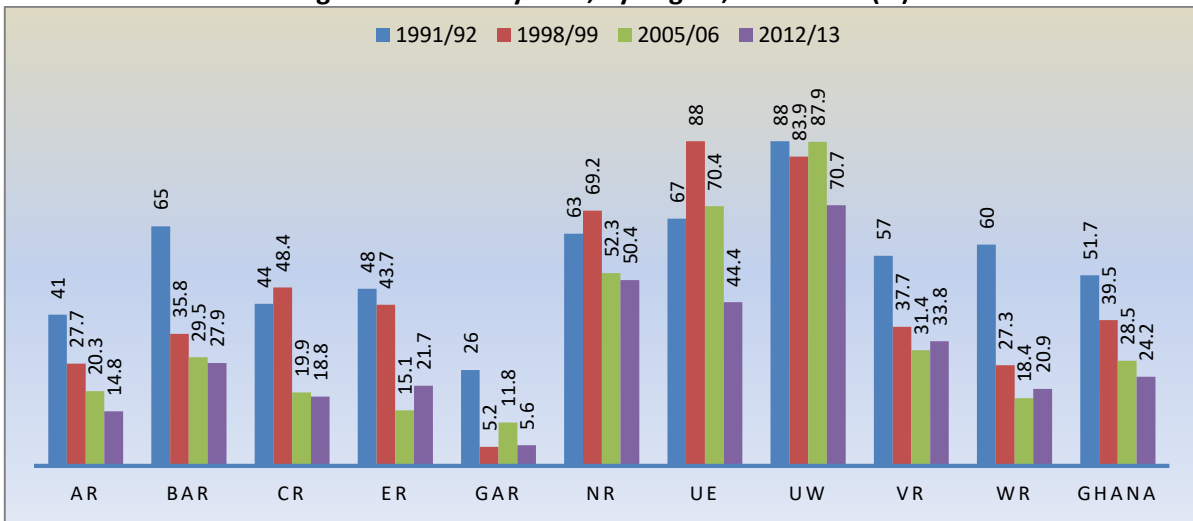
Migration from the sub-region continued to increase due to political instability and economic conditions. Ghana's borders remain relatively porous, enabling human trafficking, smuggling and other potential security threats. The border management system is weak and characterised by inadequate collaboration among security agencies within and across borders. The Immigration Service Act, 1989 (PNDCL 226) and the Immigration Act, 2000 (Act 573), which is the regulatory framework for monitoring the entry, residence, employment and exit of foreigners in Ghana, do not have the subsidiary legislation or operational guidelines for their full implementation. Other challenges regarding harnessing migration for socio-economic development include: low capacity of the government, CSOs and the private sector in migration management; increased barriers to regular migration; human trafficking; and internally displaced persons.

3.2.5 Poverty and Inequality

In 2006, Ghana achieved the Millennium Development Goal (MDG 1) target of halving the proportion of people living in extreme poverty well ahead of the target date of 2015. Since then, the country has continued to make significant progress in further reducing poverty. Results of the 2012/2013 Ghana Living Standards Survey (GLSS 6) showed that overall poverty fell to 24.2 percent in 2013 from 31.9 percent in 2006, while extreme poverty declined from 16.5 percent to 8.4 percent over the same period.

Although the reduction in overall poverty and extreme poverty occurred in both rural and urban localities and across the country, an analysis of poverty gap ratios (which measure the depth of poverty) shows that poverty is more severe in rural areas and parts of the three northern regions than it is elsewhere in the country. Poverty is most severe in the Upper West Region (57.0 percent of its population), followed by the Upper East Region (39.0 percent) and the Northern Region (38.8 percent), implying that more effort will be required to bring down poverty in these areas.

Figure 3.4: Poverty Rate, by Region, 1991-2013 (%)



Source: NDPC, based on GSS data, 2016

The incidence of poverty was observed to be highest among households headed by food-crop farmers and those self-employed in agriculture, at about 46 percent and 39 percent respectively in 2012/2013. Those in informal employment have higher rates of absolute poverty than those employed in the public and private formal sectors. Policies aimed at reducing poverty must therefore target these socio-economic groups.

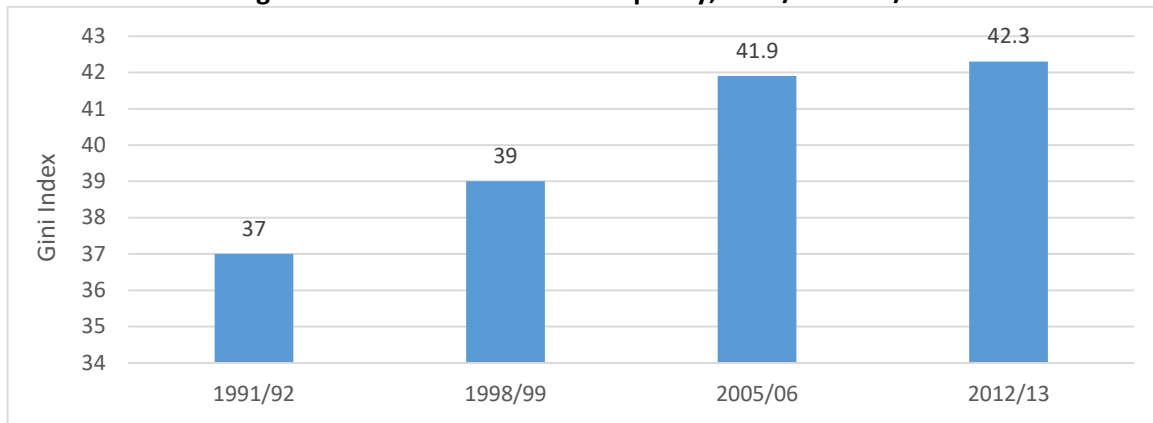
Figure 3.5: Absolute Poverty Incidence, by Economic Activity of Household Head, 2005/2006-2012/2013 (%)



Source: Ghana Statistical Service (2007)

Although the rapid economic growth recorded in Ghana over the years has led to a significant reduction in poverty, there is evidence of widening income inequality (Figure 3.6). Analysis of income inequality using the Gini Index reveals inequality widening from 37 percent in 1991/92 to 42.3 percent in 2012/13. Six regions recorded widening income inequality, while the Western, Central, Greater Accra and Ashanti regions recorded declining income inequality.

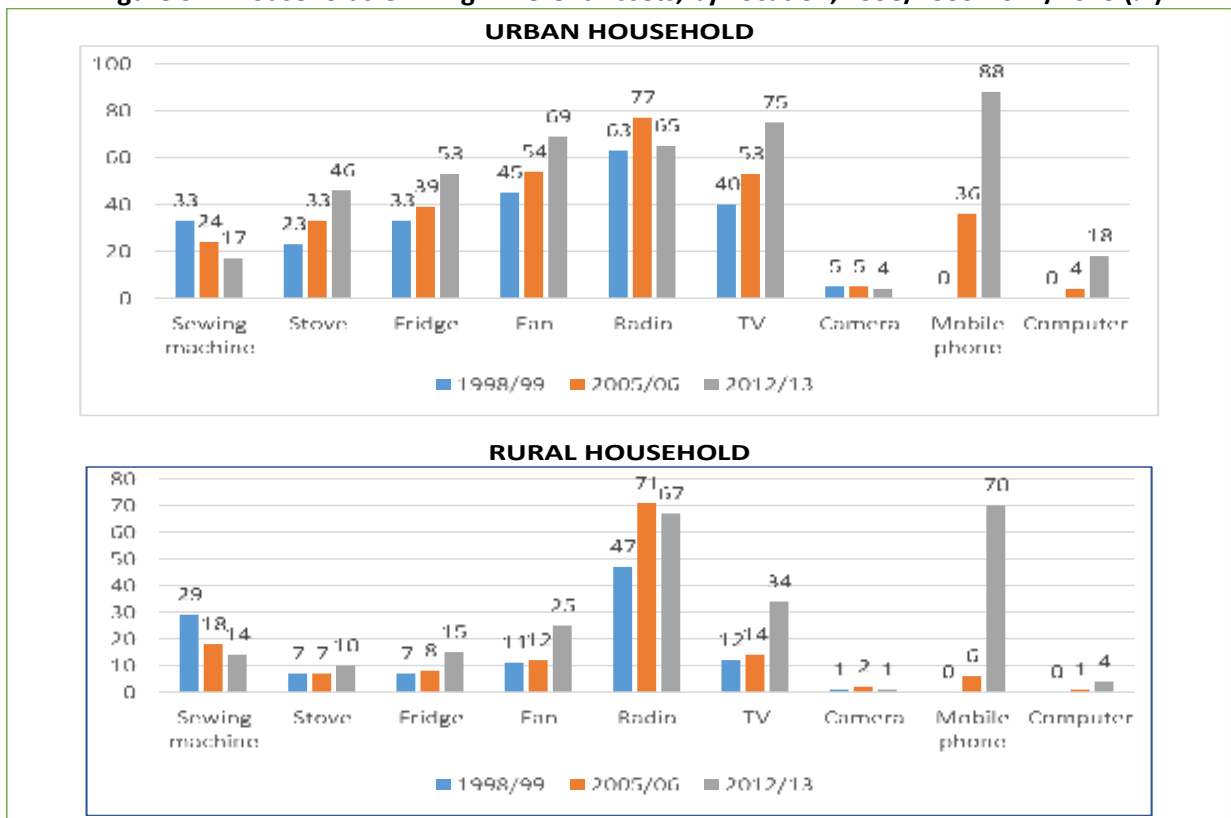
Figure 3.6: Trends in Income Inequality, 1991/92-2012/13



Source: NDPC, Annual Progress Report of GSGDA II (2014)

This pattern of poverty reduction and income inequality observed using income poverty measurements is consistent with the pattern observed using non-monetary measurements such as household ownership of assets. Overall, modest improvements were observed in the proportion of households owning assets over the period 1998/1999-2012/2013 (Figure 3.7). This implies improving welfare levels in the general population. On the other hand, inequality persists, with ownership of assets being much higher in urban areas than in rural areas.

Figure 3.7: Households Owning Different Assets, by Location, 1998/1999-2012/2013 (%)



Source: GSS 1999, 2005 and 2014

3.2.6 Water and Environmental Sanitation

Water Supply

The proportion of the population with access to safe drinking water in urban areas increased from 55.9 percent in 2014 to 76 percent in 2016, while access in rural areas decreased from 64.0 percent in 2014 to 62 percent in 2016. The proportion of districts benefiting from safe water services improved from 88 percent to 92 percent over the same period. However, distribution losses in water systems worsened from 49.0 percent in 2014 to 51.1 percent in 2016. Major challenges in the water sector include: meeting increasing demand; intermittent supply; high level of unaccounted-for water; poor planning in MMDAs for water supply; inadequate maintenance of facilities; weak institutional coordination in water service delivery, and unreliable drinking water quality.

Environmental Sanitation

Policies and programmes pursued under GSGDA II in the sanitation sub-sector aimed to accelerate provision of improved environmental sanitation facilities. However, progress in improving access to sanitation remains poor. The proportion of the population with access to improved sanitation services increased marginally from 14 percent in 2013 to 15 percent in 2014 and 2016, well short of the 18 percent target. An estimated 20 percent of the population practices open defecation. Solid waste management remains inadequate in many places, with the proportion of solid waste properly disposed of declining from 79 percent in 2014 to 70 percent in 2016. Access to wastewater management services is very low, with proper disposal of only about 3 percent of liquid waste generated in major towns and cities.

Challenges facing environmental sanitation services include: low access to improved toilet facilities; high prevalence of open defecation; low level of investment in the sanitation sector; limited capacity at the MMDA level to plan and manage sanitation services; poor solid waste collection service; poorly managed solid waste disposal sites; low levels of material re-use and recycling; poor waste disposal practices; high user fee for sanitation services; poor hygiene practices; inadequate hygiene education; weak policy and institutional coordination; poor management of municipal and industrial wastewater; limited coverage of sewage networks; inadequate wastewater treatment plants; poorly managed on-site treatment systems, occurrence of wastewater flooding; and regular incidence of oral-faecal diseases..

3.2.7 Child Protection and Family Welfare

Children are an integral part of the family system and their welfare is critical. The family system, both nuclear and extended, contributes in the support of children. The Children's Act, 1998 (Act 560) sets the minimum age for light work at 13 years and hazardous work at 18 years. According to the GLSS 6 (2014) report, 21.8 percent of Ghanaian children aged 5-17 years were engaged in child labour. The proportion of male children in child labour was marginally higher (22.7 percent) than that of females (20.8 percent). Child labour is also more prevalent in rural areas (32.2

percent) than in urban areas (12.4 percent) with the rural savannah recording the highest proportion of children (34.6 percent) engaged in child labour among locations in Ghana.

Evaluation results of the implementation of the National Plan of Action on the Elimination of the Worst Forms of Child Labour indicate that despite a number of interventions, 14.2 percent of children were engaged in hazardous child labour in 2014. Again, the proportion was higher for males (15.4 percent) than for females (12.9 percent) and almost three times as high in rural areas (20.7 percent) as in urban areas (7.7 percent).

Children remain vulnerable to maltreatment, domestic violence, sexual abuse and exploitation. The Domestic Violence and Victim Support Unit (DOVVSU) of the Ghana Police Service recorded 4,720 offences against children in 2016, compared with 11,345 in 2014. A majority of these cases were non-maintenance (75 percent), defilement (11.6 percent) and abduction (5.4 percent). To ensure child protection and improve family welfare, the following challenges need to be addressed: ineffective inter-sectoral coordination of interventions related to child protection and family welfare; poor quality of services for children and families; weak capacity of caregivers; inadequate enforcement of policies on child trafficking, “streetism”, and exposure to harmful online content; and inadequate professional staff to assist with reformation of children in correctional centres.

3.2.8 The Aged

The 2010 Population and Housing Census showed that the total number of persons aged 60 years and above was 1,643,381. This represents about a 65 percent increase over the 2000 estimate of 998,940, with an average annual growth rate of 6.5 percent. The elderly population is also becoming more female. Furthermore, the extended family system, which has over the years provided significant social support to the aged, is gradually breaking down. The phenomena of modernisation and urbanisation are not replacing the traditional safety net with an effective, formal support system. Although a national ageing policy was launched in 2010 with the aim of ensuring the aged live in security and dignity, little progress has been made as a result of the absence of the National Council on Ageing proposed in the policy to coordinate implementation.

The social protection and social safety net mechanisms introduced over the past decade to provide support for the vulnerable and excluded in society have not been adequate in guaranteeing protection and support for the aged. While the Pensions Act, 2008 (Act 766) provides the necessary framework for extending social security coverage to a majority of workers outside the SSNIT pensions scheme, a significant number of workers in the informal economy (which provides about 90 percent of total employment) do not have any form of pension. The implication is that most persons aged 60 years and above are not covered by any form of pension. The key challenges for development policy, therefore, are: poor implementation of interventions aimed at the aged; shortfalls in funding to support the implementation of interventions; inadequate institutional care for the aged; limited opportunities for civic activity and recreation; inadequate essential public services; and high incidence of poverty among the aged.

3.2.9 Gender Equality, Empowerment of Women and Girls

Ghana has adopted several international gender conventions in its legal framework, it has the necessary institutional architecture to promote gender equality and successive governments have implemented interventions to promote gender equality.

While women have occupied high-profile public positions such as Chief Justice, Speaker of Parliament, Chairperson of the Electoral Commission and Chief of Staff, the proportion of women in public positions remains far below the 40 percent target set under GSGDA II. The proportion in 2016 was 23.5 percent. Significant barriers exist in women's access to economic resources and participation in public life, which is a manifestation of entrenched socio-cultural constructs and traditional practices. There is under-representation of women in Parliament and the general political and economic landscape. A study conducted by the Ministry of Gender, Children and Social Protection in 2016, showed that public institutions have made limited progress in adopting gender-responsive budgeting. Making further gains in the empowerment of women and girls requires a radical approach to removing the underlying structural barriers, including the economic, political, educational, socio-cultural and traditional beliefs that hamper the promotion of gender equality.

3.2.10 Sports and Recreation

Globally, the sports industry has become a major economic activity, creating jobs and incomes for a significant section of the population. It also creates a spirit of competitiveness and team work. Although, current data on the contribution of sports to national development are unavailable, the impact is estimated to be high, through direct and multiplier effects. Ghana continued to organise and participate in various local and global sporting events, both at competitive level and for cooperation purposes. However, the sports sector continues to lack the appropriate modern infrastructure, institutional, regulatory, and management structures and capacity to develop effectively. Sports and recreational infrastructure across all sporting disciplines remain inadequate, and little progress has been made in improving the situation. Assessment of progress shows that only five sports facilities have been rehabilitated and one constructed since 2014, including the rehabilitation of the Kpando Sports Stadium and the construction of the Cape Coast Sports Stadium. Most of the investments in sports over the years have been in football at the expense of other disciplines.

Sports and recreation are intrinsically linked. The promotion of recreation leads to a healthy society. However, over the years, limited attention has been paid to promoting recreation in the context of national development. There are inadequate policies and programmes, institutions and facilities to deliberately incorporate recreation in the way of life of the people.

To promote sports and recreation effectively, the following constraints need to be addressed: inadequate and poor sports and recreational facilities; poor maintenance of existing facilities; encroachment on designated sports and recreational lands; absence of disability-, child- and aged-friendly facilities; limited community-level sports and recreational activities; weak

institutions for marketing and promotion of locally organised sports; and inadequate and unbalanced investments in sports development. Others are: weak capacity for sports development and management; low participation of PWDs in sports; declining public interest in locally organised sports; and lack of gender equity in sports.

3.2.11 Youth Development

According to the 2015 Labour Force Survey, the youth, defined as those aged 15-35 years, constitute 35.9 percent of the population. Empowering the youth with the knowledge and skills to play a full role in nation building is therefore paramount. Currently, an estimated 16.9 percent of the youth are unemployed, with a labour underutilisation rate of 42.0 percent. Factors contributing to this situation include: lack of employable skills; mismatch of education and industry; inability of the economy to create new jobs at a much faster rate; and limited access for the youth to start-up capital. Evidence from GLSS 6 shows that about 77 percent of the youth have only basic education qualifications or less, making it difficult to get decent jobs. Reversing the situation will require accelerated training and re-skilling interventions for large numbers of youth.

In addressing the youth unemployment situation, it is important to review how youth programmes are conceived and implemented. Past youth development interventions have been overly concentrated on unemployment to the neglect of the other aspects of youth development, including: their role in developing new business and creating economic opportunities; as change agents in communities; and participation in political governance. Young people have been involved in the electoral process since independence, especially playing a role in community mobilisation and canvassing for votes. However, their involvement in political party decision making and the public policy-making processes has been limited. The National Youth Policy, which addresses some of these issues, has been implemented on an *ad hoc* basis at best.

3.2.12 Social Protection

Past development efforts recognise the critical role of social protection interventions. This is predicated on the fact that in the pursuit of growth and development, there are categories of persons who by virtue of their vulnerability may not be able to participate effectively and may therefore require some social safety net. In this regard, Ghana has been implementing major social protection interventions since the inception of poverty reduction strategies in 2003 to address poverty and vulnerability. These include the National Health Insurance Scheme (NHIS) (2003), Ghana School Feeding Programme (GSFP) (2005), Capitation Grant (2005), and Livelihood Empowerment against Poverty (LEAP) (2008). These interventions have been complemented by broader programmes in education and health that have social protection elements.

However, certain population groups still suffer from multiple vulnerabilities due to chronic poverty and the manner in which these interventions have been implemented. For most of these social protection initiatives, coverage remains extremely low due to limited funding and poor targeting of intended beneficiaries. For instance, the targeting mechanism has led to an

imbalance in beneficiaries of the Ghana School Feeding Programme in favour of urban schools instead of rural schools which are very much more in need of such an intervention.

Another important concern regarding these interventions is the delay in developing and implementing an exit strategy, especially for the LEAP programme. Since its introduction, the number of beneficiary households has increased from 1,645 in 2008 to 213,048 in 2016. The original design of LEAP was not to create life-long dependents but to help households “leap” out of poverty through the implementation of productive and financial inclusion interventions in addition to the LEAP cash grant. Under the NHIS, most non-registered Ghanaians have complained about the high costs of the premium to get registered in the scheme. Others have bemoaned the frustrations of accessing services provided by the NHIS. To develop effective social protection mechanisms, these issues need to be given appropriate consideration.

3.2.13 Disability and Development

About one-fifth of Ghana’s population is estimated to be living with either a physical, intellectual or emotional disability. This group faces severe social stigma in an entrenched culture of discrimination, evident in inequalities in access to employment, education, healthcare and use of public places. Despite constitutional and legislative guarantees on the rights of persons with disability (PWDs), the laws have not been effectively implemented and discrimination against PWDs persists. In spite of the passage of the Disability Act, 2006 (Act 715), a number of public facilities remain inaccessible to PWDs. Lack of enforcement of the Act, lack of accessibility standards in the built environment to guide the construction industry, the cost of designs to incorporate the needs of PWDs, and the limited and unstructured consultation and involvement of PWDs in decision making continue to pose a challenge to mainstreaming PWDs in the national development process. To address the issue of access to public infrastructure in the built environment, the government drew up and launched the Ghana Accessibility Standards for the Built Environment in 2016.

The Disability Act makes provision for the establishment of a National Council on Persons with Disability (NCPD) to implement and coordinate the disability policy. However, about 40 percent of districts that receive funds do not have NCPD representatives on their Disability Fund Management Committee (DFMC), hampering effective monitoring. Employment policies favouring PWDs have so far had limited impact. The share of the District Assemblies Common Fund (DACF) for PWDs, which is meant to be used for providing them with employable skills and assistance, continues to have teething problems arising from the poor management, allocation and recovery of the funds. Misapplication of funds by MMDAs continues to be reported.

3.2.14 Employment and Decent Work

The 2015 Labour Survey Report estimated that 76.7 percent of the population 15 years and older was economically active (i.e. the labour force). Within the labour force population, 67.6 percent was employed and 9.1 percent unemployed. The labour force participation rate of the population 15 years and older was 75.2 percent, with that for males being 79.0 percent and 72.4 percent for

females. In addition, the proportion of male population employed is 71.4 percent, while that of female constitute a lower proportion of 64.7 percent.

The total unemployment rate was recorded as 11.9 percent and is higher for females (12.5 percent) than for males (11.5 percent). Unemployment is also higher among persons with education (except at tertiary level) than among those with little or no education – the unemployment rate is 19.3 percent for senior high school leavers, 11.3 percent for junior high school leavers or Basic Education Certificate Examination holders and 7.3 percent for persons with tertiary qualifications.

The report estimates that a little over 1.8 million people are in paid employment and the majority of the unemployed are in vulnerable employment, given that about 5 million of currently employed persons are own-account workers while about 847,001 of them are contributing family workers. In addition, it is estimated that about 10 percent of the working population is underemployed and most of them are in unskilled agriculture/fishery (42.2 percent). The rest of the underemployed are in service/sales (20.4 percent) as well as craft and related trades (19.3 percent). The highest proportions of underemployed persons are in the 25-29 (15.3 percent) and 30-34 (15.2 percent) age groups.

3.3 MEDIUM-TERM GOAL FOR SOCIAL DEVELOPMENT

The overall goal of the government’s social development strategies, over the medium term is to create opportunities for all Ghanaians. This entails: expanding opportunities where large-scale job creation is possible; expanding access to and improving the quality of education at all levels for all socio-economic groups; expanding access to and improving the quality of healthcare; and strengthening social protection, especially for children, women, persons with disability and the elderly.

3.4 MEDIUM-TERM POLICY OBJECTIVES AND STRATEGIES FOR SOCIAL DEVELOPMENT

For the attainment of overall social development goals, implementation of medium-term policy interventions will focus on the following priority areas: education and training; health and health services; food and nutrition security; population management and migration for development; poverty and inequality; water and environmental sanitation; child protection and family welfare; support for the aged; gender equality, empowerment of women and girls; sports and recreation; youth development; social protection; disability and development; and employment and decent work.

3.4.1 Education and Training

To address the challenges identified in the education sector and place the country on the path to achieving the goal of expanding access and improving quality of education at all levels for all socio-economic groups, which relates to Goal 4 of the Sustainable Development Goals (SDGs),

the medium-term policy interventions will aim to: enhance inclusive and equitable access to, and participation in quality education at all levels; strengthen school management systems; and ensure sustainable sources of financing for education.

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

For the achievement of this objective, the strategies to be implemented include: redefining basic education to include secondary education; reforming the curriculum with emphasis on competencies in reading, writing, arithmetic, critical thinking and problem solving and creativity at primary level; developing standards and national assessment tests for foundational literacy and numeracy competencies at primary level; continuing the implementation of free SHS and TVET for all students; ensuring inclusive education for all boys and girls with special needs; and popularising and demystifying the teaching and learning of science, technology, engineering and mathematics (STEM) and ICT education in basic and secondary education.

The rest include: increasing investments to facilitate the implementation of policy on the 60:40 admission ratio of science to humanities students at tertiary level; facilitating implementation of language policy; reviewing policies to meet emerging demands in education especially at tertiary level; expanding infrastructure and facilities at all levels; and restructuring content of the educational system to emphasise character building, patriotism and the promotion of values, such as culture of excellence, punctuality, honesty and integrity.

Strengthen school management systems: Strategies to be implemented to strengthen management systems include: re-aligning and revamping existing public technical and vocational institutions for effective coordination and standardisation; building effective partnerships with religious bodies, civic organisations and the private sector in the delivery of quality education; fully decentralising the management of education service delivery; implementing accelerated programmes for teacher development and professionalisation; implementing reforms and strengthening the regulatory agencies that operate in the education sector; establishing well-resourced and functional senior high institutions in all districts; enhancing quality of teaching and learning; and ensuring adequate supplies of teaching and learning materials.

Others include: exploring alternative sources for non-formal education; providing life skills training for managing personal hygiene, fire safety, environment, sanitation and climate change; improving the learning of research and innovation development; establishing monitoring and evaluation systems in planning management units; and implementing a policy of differentiation and diversification.

Ensure sustainable sources of financing for education: Measures to be pursued to ensure sustainable sources of financing for education include: providing adequate and timely financing for quality education at all levels; creating space for the involvement of the private sector in education financing and service delivery, including promoting public-private partnerships (PPP) in the delivery of education services; and establishing a national research fund.

3.4.2 Health and Health Services

For the promotion of good health and delivery of efficient health services, the policy objectives over the medium term are: ensure affordable, equitable, easily accessible and universal health coverage (UHC); strengthen healthcare management systems; reduce disability, morbidity, and mortality; and ensure the reduction of new HIV and AIDS/STIs infections, especially among vulnerable groups.

Ensure affordable, equitable, easily accessible and universal health coverage (UHC): The strategies to be implemented include: strengthening the referral system; accelerating implementation of Community-based Health Planning and Services (CHPS) policy; expanding and equipping health facilities; revamping emergency medical preparedness and response services; and adopting and implementing a strategy for local pharmaceutical production.

Other strategies include: scaling up the integration of traditional medicine into existing health service delivery system; improving medical supply chain management systems; accelerating implementation of the mental health strategy and law; promoting health tourism; promoting use of ICT and e-health strategies in healthcare delivery; expanding specialist and allied health services; strengthening the National Health Insurance Scheme (NHIS); effectively implementing the health financing strategy; and improving the use of ICT in health insurance and facility management.

Strengthen healthcare management system: Strategies to be implemented to achieve this objective include: enhancing efficiency in the governance and management of the health system; strengthening the district and sub-district health systems; formulating and implementing a health sector capital investment policy and plan; improving the production and distribution mix of critical staff; implementing health sector decentralisation policy and strategy; strengthening collaboration and partnership with the private sector to provide health services; improving health information management systems and research; strengthening capacity for monitoring and evaluation; expanding and equipping medical training facilities; and providing incentives for pre-service and specialist postgraduate trainees.

Reduce disability, morbidity and mortality: Interventions to be pursued to reduce disability, morbidity and mortality are: strengthening maternal and new-born care and adolescent services; intensifying implementation of the malaria control programme; strengthening prevention and management of malaria cases; formulating a national strategy to control climate change-induced diseases; implementing the non-communicable diseases (NCDs) control strategy; strengthening rehabilitation services; intensifying polio eradication efforts; accelerating implementation of the

national strategy to eliminate yaws, leprosy, buruli ulcer, filariasis and other neglected tropical diseases. Others include: reviewing and scaling-up the regenerative health and nutrition programme (RHNP); developing and implementing the national health policy for the aged; strengthening integrated disease surveillance and response (IDRS) at all levels; and fully implementing international health regulations (IHRs).

Ensure reduction of new HIV, AIDS, STIs and other infections, especially among vulnerable groups: To ensure the reduction of new HIV and AIDS/STI infections, especially among vulnerable groups, measures to be adopted include: expanding and intensifying HIV testing and counselling (HTC) programmes; intensifying education to reduce stigmatisation; intensifying behavioural change strategies especially for HIV/AIDS and TB high-risk groups; strengthening collaboration among HIV/AIDS, TB, and sexual and reproductive health programmes; intensifying efforts to eliminate mother-to-child transmission of HIV (MTCTHIV); ensuring access to antiretroviral therapy (ART); and supporting the local production of ART commodities.

3.4.3 Food and Nutrition Security

In this priority area, the medium-term policy interventions to be implemented will aim at partly achieving the SDG Goal 2 of “ending hunger, achieve food security and improved nutrition, and promote sustainable agriculture”, including the target of ending “all forms of malnutrition”, “hidden hunger” (lack of essential nutrients), and over-nutrition. This will entail ensuring food and nutrition security and strengthening food and nutrition security (FNS) governance.

Ensure food and nutrition security: The main strategies to be implemented are: reducing food loss and waste; promoting the production of diversified, nutrient-rich food and consumption of nutritious foods; strengthening early warning and emergency preparedness systems; promoting healthy diets and lifestyles; reducing infant and adult malnutrition; developing and implementing a food and nutrition security strategy; and scaling-up proven, cost-effective, nutrition-sensitive and nutrition-specific interventions.

Strengthen food and nutrition security governance: Strategies to be implemented to achieve this policy objective include: developing and implementing a legal framework for food and nutrition security governance; strengthening a multi-sector platform for decision making on nutrition; instituting sustainable mechanisms for funding FNS interventions at national, regional and district levels; strengthening FNS research, data and information management systems; developing and disseminating a multi-stakeholder social mobilisation, advocacy and communications strategy on food and nutrition security; and instituting capacity-building programmes for FNS at all levels.

Other interventions include: improving formulation and implementation of nutrition-sensitive interventions; ensuring that trade and investment policies support nutrition objectives; finalising and implementing national food safety policy; updating and implementing national legislation and regulations to meet international food safety standards; establishing an effective food safety

monitoring system; promoting nutrition-sensitive trade and investment; and establishing an early-warning system for laboratory-confirmed infections.

3.4.4 Population Management and Migration for Development

To ensure effective management of the country's population, an appropriate policy environment will be created for reaping the potential benefits of current population dynamics. To this end, the policy interventions will aim at improving population management; harnessing the demographic dividend; and harnessing the benefits of migration for national development.

Improve population management: To improve population management, the strategies to be implemented include: strengthening coordination, planning, implementation, monitoring and evaluation of population policies and programmes; intensifying public education on population issues at all levels of society; developing a reliable system for the management of demographic data; restructuring and repositioning the Births and Deaths Registry; strengthening civil registration and vital statistics; improving maternal and adolescent reproductive health; strengthening the integration of family planning and nutrition education in adolescent reproductive healthcare; eliminating child marriage and teenage pregnancy; and integrating reproductive health in curricula at all levels of education, including colleges of education and health training institutions.

Harness demographic dividend: For the attainment of this objective, measures to be implemented include: strengthening coordination, planning, implementation, monitoring and evaluation of population policies and programmes; scaling up educational campaigns to remove socio-cultural barriers against sexual and reproductive health services for young people; and improving nutrition outcomes among adolescent girls and women in their fertile ages. Others include: strengthening public institutions to engender young people's trust by addressing their priorities and creating opportunities for effective engagement; developing a Youth Development Index to track progress on youth empowerment; expanding technical and vocational education and training to address high school drop-out rates; collaborating with the media on advocacy for investing in young people; and strengthening research and modelling on harnessing the demographic dividend.

Harness the benefits of migration for socio-economic development: To harness the benefits of migration for socio-economic development, the strategies to be pursued include: improving the economy of rural districts to curb rural-urban migration; mainstreaming migration in national development; ensuring effective management of irregular migration; promoting initiatives to transform brain drain into brain gain; leveraging remittances for national development; creating an enabling environment for the return of Ghanaian migrants and their reintegration; and adopting appropriate measures for prevention of internal displacement of Ghana's population.

Other strategies include: developing a policy and legal framework for labour migration; facilitating skills circulation through bilateral, multilateral and regional programmes; strengthening legal access to labour markets and ensuring protection of migrant workers;

adopting gender-sensitive labour migration policies, including ratification and domestication of ILO Convention 189 on migrant domestic workers; and promoting agreements covering the portability of pensions, social security and health benefits.

The rest include: improving working conditions in sectors affected by brain drain and brain circulation; developing a database on the Ghanaian diaspora; developing reciprocal agreements with destination countries regarding academic and occupational credentials; strengthening migration data and information management systems; establishing a policy, legal (compliance with international protection obligations and their domestication) and institutional framework for management of refugees and asylum seekers; and promoting effective border management.

3.4.5 Poverty and Inequality

The main objective in this policy area is to eradicate poverty in all forms and dimensions and minimise inequality among socio-economic groups and between geographical areas. To this end, social interventions such as the Youth Employment Programme, Free Maternal Care, Microfinance and Small Loans Centre (MASLOC), Mass Cocoa Spraying Exercise, Youth Enterprise Support Programme, and Metro Mass Transit Transport Service will be strengthened.

In addition, the basket of social protection interventions – including the Ghana School Feeding Programme (GSFP); Free School Uniform and Exercise Books; Livelihood Empowerment against Poverty (LEAP) Programme; Capitation Grant; National Health Insurance Scheme (NHIS) for the exempt category; and the Labour-Intensive Public Works programme – will be strengthened and effectively implemented. A productive strategy for financial inclusion will be developed and implemented to facilitate the graduation of LEAP beneficiaries from the cash transfer programme. This will help create a fair and inclusive society, and ensure that all citizens share in the country's wealth and prosperity.

Measures will also be introduced to ensure fair and balanced allocation of national resources and access to the basic necessities of life across ecological zones, gender, income and socio-economic groups including PWDs and vulnerable people; and accelerate the establishment of special development authorities for selected areas.

3.4.6 Water and Environmental Sanitation

The interventions to be implemented over the medium term will aim at expanding access to safe and reliable water supply services for all, enhancing access to improved and reliable environmental sanitation services, and promoting efficient and sustainable wastewater management.

Expand access to safe water supply services: Strategies to be implemented to improve access to water supply services include: improve water production and distribution systems; reduce system and commercial losses; promote efficient water use; ensure sustainable financing of the sector; develop capacity to implement Ghana's Drinking Water Quality Management Framework;

promote water harvesting; and support MMDAs to develop and implement District Water and Sanitation Plans (DWSP) and increase public-private partnerships in the sector; and harmonise implementation of legislation regulating decentralised development planning systems in the water sector.

Enhance access to improved environmental sanitation services: Priority actions include: enforce law and regulations on importation and use of hazardous waste; promote waste-to-energy technologies; improve management of waste disposal sites; expand disability- and gender-friendly sanitation facilities; develop innovative financing mechanisms and scale up investments in the sanitation sector; promote private sector participation in the provision of sanitation services; establish a National Sanitation Fund; promote a National Total Sanitation Campaign; provide public education on solid waste management; improve institutional capacity and coordination; review, gazette and enforce MMDA bye-laws on sanitation; develop and implement strategies to end open defecation.

Promote efficient and sustainable wastewater management: Priority strategies to be implemented include: developing and implementing sewerage masterplans, including faecal sludge management and waste treatment facilities for all human settlements; promoting recycling and safe re-use of wastewater; promoting waste-to-energy technologies; and attracting private sector investment in wastewater management.

3.4.7 Child Protection and Family Welfare

To improve child protection and family welfare, the strategies to be pursued will aim at: ensuring effective child protection and family welfare system; and ensuring the rights and entitlements of children.

Ensure effective child protection and family welfare system: To reduce the policy gaps in child and family welfare, child protection interventions will be mainstreamed in MDA and MMDA development plans, and implemented under the “child and family welfare and justice for children” policies. In addition, an inter-sectoral framework will be established for implementation, collaboration, reporting and accounting on child protection and family welfare issues. Technical and financial resources for child protection and welfare interventions will be prioritised at all levels to ensure effective implementation of child protection and family welfare programmes. The capacity of institutions to implement child protection and family welfare policies and programmes will be strengthened, while decentralising the Department of Children for effective coordination and implementation of interventions. Other interventions to be implemented are: developing a Child Protection Management Information System; enhancing implementation and reporting on child protection issues; implementing the national social protection floor for children; expanding social protection interventions to reach all categories of vulnerable children; and continuing implementing policies that increase enrolment and retention in schools such as the School Feeding Programme and Capitation Grant.

Ensure the rights and entitlements of children: To ensure the rights and entitlements of children, interventions will be pursued to: end harmful traditional practices such as female genital mutilation and early child marriage; enhance inclusion of children with disability in all spheres of child development; increase access to education and education materials for orphans and vulnerable children and children with special needs; introduce a District Integrated Social Services programme for children, families and vulnerable adults; promote justice for children, including improving correctional facilities and strengthening the capacity of care givers; and eliminate the worst forms of child labour by enforcing laws on child labour and child trafficking. The interventions will also include introducing Juvenile Panels, intensification of family values, right to education for all children, birth certificates, database on street children, and child beggars and skills training for street children.

3.4.8 Support for the Aged

To ensure adequate social protection and long-term care for the aged, the medium-term strategic interventions to be implemented will aim at enhancing the well-being of the aged, as well as ensuring adequate healthcare for them.

Enhance the well-being of the aged: To attain this objective, the National Ageing Bill will be passed and the Ageing Council established to coordinate implementation of the ageing policy. In addition, relevant databases on the aged will be developed to support policy making, planning and monitoring and evaluation. The capacity to formulate, implement, monitor and evaluate policies on ageing will be strengthened and ageing issues mainstreamed in national development frameworks and poverty-reduction strategies. Interventions will be implemented to ensure that the economic well-being of the aged is protected, especially in the area of income security and house ownership. Socially supportive community care systems for the aged, based on positive traditional and modern values and devoid of stereotyping, discrimination and disrespect, will be promoted, in addition to creating safe spaces and recreational day care centres and homes for the elderly. Adequate attention will be paid to gender variations in the implementation of ageing interventions.

Ensure adequate healthcare for the aged: To address the health challenges of the elderly, geriatric healthcare will be enhanced in the Ghana Health Service through the training of geriatric healthcare professionals (Geriatric Doctors and Nurses) as well professional geriatric care givers. Implementation of the NHIS scheme will be strengthened to ensure that the exemption regime for indigenes is effectively implemented.

3.4.9 Gender Equality, Empowerment of Women and Girls

The overall goal of women's empowerment policies is to attain gender equality and equity in political, social and economic development systems and outcomes. For the attainment of this goal, the policy measures to be implemented over the medium term will aim at achieving the following objectives: attain gender equality and equity in political, social and economic development systems and outcomes; and promote the economic empowerment of women.

Attain gender equality and equity in political, social and economic development systems and outcomes: To achieve this objective, the strategies to be implemented include: ensuring the passage into law and implementation of the Affirmative Action (Gender Equality) Bill; targeting the attainment of gender balance on all government-appointed committees, boards and other relevant official bodies; passing the Domestic Workers' Bill into law; instituting gender-responsive budgeting and training on gender equality in civil and public services; introducing measures to promote change in the socio-cultural norms and values inhibiting gender equality; and mainstreaming gender topics in the curriculum at basic education level.

Promote economic empowerment of women: To promote economic empowerment of women, especially in the informal economy, the administrative directive on the reservation of 30 percent of poverty alleviation funds of MMDAs to service women's enterprises will be reintroduced and enforced, while ensuring that at least 50 percent of MASLOC funds continue to be allocated to female applicants. Other measures to be pursued include: introducing interventions to ensure women have equal access to land title; reforming the tax system to reduce the burden on vulnerable persons, including head porters (*kayayei*); improving access to education, health and skills training in income-generating activities for vulnerable persons; enacting and enforcing legislation to ensure fair pay, conditions of service, and promotions in both the formal and informal economy; ensuring the protection of women's access, participation and benefits in all labour-related issues; instituting a programme for mentoring girls to create a pool of potential female leaders; and encouraging women artisans and farmers to form associations for easy access to information and other forms of support.

3.4.10 Sports and Recreation

Sports serves as an important vehicle for global and regional peace, cooperation and partnership. It has the potential to create a lot of jobs, contribute significantly to GDP, and boost the image of the country. To promote the development of sports and ensure that recreation is integrated into the way of life of the people, strategic interventions to be implemented over the medium term will aim at: enhancing sports and recreational infrastructure; building capacity for sports and recreational development; and ensuring sustainable funding sources for the growth and development of sports.

Enhance sports and recreational infrastructure: For the attainment of this objective, the strategies to be pursued include: adopting a national framework for the development and maintenance of sports and recreational facilities; instituting measures to reclaim lands earmarked for sporting and recreational activities; promoting local manufacturing and affordability of sports and recreational equipment; ensuring compliance with the Disability Act in the provision of sports and recreational facilities; integrating sports and recreational needs of aged people and children in the provision of facilities; developing and maintaining sports and recreational infrastructure; promoting partnerships with private sector in the development of sports and recreational infrastructure; promoting less recognised sporting activities; and enforcing the development of designated sports and recreational land use in all communities.

Build capacity for sports and recreational development: To ensure that relevant institutional, regulatory and managerial capacity exists for the development and management of sports and recreation, strategic interventions to be pursued are: building capacity of sports managers, trainers, and trainees; establishing educational and training centres for sports administration and management; providing adequate logistics and equipment for sports competition; strengthening the organisation of domestic competitive sporting events at all levels; promoting the formation of sports clubs in all communities and educational institutions; strengthening existing agencies and sports federations to develop and promote various sporting disciplines; promoting gender equity in sports; promoting sports in school curricula and inter-schools sports competition; and strengthening partnerships with stakeholders in the development of sports.

Ensure sustainable funding sources for the growth and development of sports: The key strategies to be implemented to ensure sustainable financing of sports and recreation development are: drawing up a resource mobilisation strategy and establishing a Sports Development Fund; promoting the economic benefits of sports; developing an accounting framework for the contribution of sports to the economy; ensuring fair distribution of financial resources to all sporting disciplines; and promoting PPP in the development and management of sports and recreational infrastructure, as well as the delivery of services.

3.4.11 Youth Development

For comprehensive development of the youth, the medium-term objective is to create the opportunity for them to participate effectively and positively in the socio-economic development and political governance of the country. This will entail mainstreaming youth issues in national development policies, programmes and projects across all sectors.

Promote effective participation of the youth in socio-economic development: Interventions to be pursued are: equipping the youth with employable skills; strengthening the links between education and the labour market; building the capacity of the youth to discover opportunities; ensuring access to reliable labour market information; strengthening key national institutions, including the NYA and the YEA for them to discharge their mandates effectively; facilitating the creation of partnerships between educational institutions and industry through attachments, internships and volunteer opportunities; and building integrated youth centres in all districts to serve as an information hub for youth development.

Others include: improving the quality of and access to post-basic education skills training; developing and implementing apprenticeship and employable skill training for out-of-school youth and graduates; supporting the youth to participate in modern agriculture; strengthening and harmonising implementation of evidence-based youth employment programmes; strengthening coordination of youth-related institutions and programmes; improving career guidance counselling in schools; facilitating access to credit for the youth; and ensuring participation of youth.

Promote youth participation in politics, electoral democracy and governance: To promote the participation of the youth in politics, electoral democracy, and governance, the interventions to be pursued are: strengthening the inclusion of the youth in civic education; incorporating lessons on governance and democracy in school curricula; developing an effective framework for youth involvement in politics and civic activities; implementing programmes to break the cycle of violence; and promoting awareness of the rights and responsibilities of the youth.

3.4.12 Social Protection

In line with the social development goal of creating opportunities for all Ghanaians and the theme of the SDGs, which is “leaving no one behind”, the government will build an effective and efficient social protection mechanism capable of ensuring that the vulnerable and excluded benefit from the gains in socio-economic development. This will entail strengthening the social protection and social safety net mechanisms, especially for children, women, PWDs and the elderly, as well as ensuring decent pensions for beneficiaries, including those in the informal economy.

Strengthen social protection, especially for children, women, persons with disability and the elderly: For the attainment of this objective, the strategic interventions to be pursued include: mainstreaming social protection in sector plans and budgets; enacting national social protection law, which establishes a Ghana Social Protection Floor and specifies an appropriate exit strategy; instituting effective and accurate means of identifying and enrolling beneficiaries; expanding the national household registry database to cover all regions; establishing effective institutional arrangements for implementing the national social protection policy; and setting up dedicated and sustainable funding arrangements for the national social protection scheme.

Others include: promoting viable and sustainable economic livelihood schemes for the vulnerable, including fisher folk; sustaining fisher folk input support schemes; expanding access to justice, rights, and entitlements for vulnerable groups; strengthening education on and awareness of stigma, abuse, discrimination, and harassment of the vulnerable; establishing well-resourced shelters for abused persons; and developing and implementing productive financial inclusion programmes.

Ensure decent pensions for beneficiaries: To ensure decent pensions for beneficiaries, interventions to be pursued include: strengthening implementation of the National Pensions Act, 2008 (Act 766); instituting effective mechanisms to ensure that pension funds are efficiently managed; implementing mechanisms to ensure that pensions are promptly paid, including establishing desks in MMDAs to decentralise and automate pension payments; undertaking a comprehensive review of SSNIT investments and costs to ensure its financial sustainability; and establishing a system that ensures compulsory social security enrolment for the informal economy.

3.4.13 Disability and Development

As part of the principle of “leaving no one behind”, government policies over the medium term will aim at promoting full participation of PWDs in national development, as well as their participation in politics and governance, and ultimately ensuring that PWDs enjoy all the benefits of Ghanaian citizenship.

Promote full participation of PWDs in social and economic development: For the attainment of this objective, the strategic interventions to be pursued include: amending and implementing the Disability Act, 2006 (Act 715) to conform to the UN Convention on Disability; ensuring passage of legislative instruments for the implementation of Mental Health Act, 2012 (Act 846) and the Disability Act, 2006 (Act 715); resourcing the National Council on Persons with Disability (NCPD); decentralising the NCPD to district level; ensuring effective implementation of its provisions in District Assemblies Common Fund disbursements; ratifying the Marrakesh treaty; developing and maintaining a database on PWDs; creating avenues for PWDs to acquire credit; and fully implementing the Labour Regulations, 2007, LI 1833, Regulations 12, 13 on the establishment of disablement units.

Promote participation of PWDs in politics, electoral democracy and governance: To meet this objective, strategic interventions to be pursued are: introducing policies and programmes that guarantee space for PWDs in local and national governance systems; strengthening inclusion of PWDs in capacity building on governance and democracy; facilitating the exercise of PWD rights in the electoral process; and supporting advocacy for the inclusion of PWDs in politics, electoral processes and governance.

Ensure that PWDs enjoy all the benefits of Ghanaian citizenship: The strategies to be pursued are: ensuring the implementation of the Ghana Accessibility Standards; resourcing special training schools to provide PWDs with technical skills and formal education; promoting inclusive education and lifelong learning for PWDs; ensuring the availability of trained educators, relevant professionals, parents and caregivers and personal assistants; empowering parents and caregivers to provide the needed support; and implementing policies and programmes to eradicate disability-related discrimination. Others are: providing sustainable employment opportunities and decent living conditions for PWDs; promoting the use of sign language in public institutions; strengthening measures for early identification, assessment and intervention for children with disabilities from birth; providing incentives for manufacturers of teaching and learning aids and appliances needed for PWDs; integrating PWD issues in local and national governance systems; facilitating PWD access to justice; and amending the Legal Aid Law to take care of the specific needs of PWDs.

3.4.14 Employment and Decent Work

Within the framework of the Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, economic growth and job creation will be at the centre of implementation of policies, programmes and projects. To this end, priority interventions will be to accelerate economic

activities in the productive sectors, improve the business environment, and facilitate the transition of the informal economy to formality as a means of removing decent work deficits. Over the medium term, the policy objectives are to: improve human capital development and management, and create decent jobs.

Improve human capital development and management: For the attainment of this objective, the interventions to be pursued include: finalising and implementing the National Human Resource Development Policy; developing a National Productivity Index; promoting life-long training programmes and meritocracy, especially in the public service; strengthening employment coordination in all sectors of the economy; accelerating implementation of a comprehensive National Employment policy and Labour-Intensive Public Works policy; revamping public employment centres nationwide; strengthening enforcement of labour laws and regulations as well as the labour administration system; promoting harmonious industrial relations; strengthening measures to prevent informalisation/casualisation of jobs in the formal economy; enforcing laws regarding social security, occupational safety and health measures in all sectors of the economy; promoting and enforcing deeper and wider application of local content and participation laws; introducing mandatory job-impact assessment for all public sector projects and initiatives; and creating equal employment opportunities for PWDs.

Promote the creation of decent jobs: Strategies to be implemented over the medium term are: developing and implementing tailored support services for business units; strengthening the linkages between social protection and employment services; enhancing livelihood opportunities and entrepreneurship; strengthening cooperative systems for the development of business-oriented ventures; mainstreaming labour-intensive methods in specific government interventions; and developing and promoting schemes that support skills training, internship and modern apprenticeship. Others include: creating an effective coordination system for managing labour migration issues; providing infrastructure for business development; regulating the job market and encouraging the formal and informal economy to create decent jobs; strengthening capacity of informal labour unions to engage in social dialogue; and building capacity in the informal economy.

3.5 FLAGSHIP PROJECTS AND INITIATIVES FOR SOCIAL DEVELOPMENT

The flagship projects and initiatives for social development include:

- Implement the policy of free education for all Ghanaian children up to senior high school;
- Redefine basic education to include secondary education;
- Implement reforms in school curricula to emphasise the 4Rs (i.e. Writing, Arithmetic, Reading and Creative Arts, including History of Ghana and French and Arabic as options);
- Implement the accelerated programme for the rationalisation and expansion of educational infrastructure;
- Strengthen technical and vocational education and training (TVET);
- Strengthen and align TVET institutions in the Ministry of Education;
- Popularise and demystify the teaching and learning of science, technology, engineering and mathematics (STEM) and ICT education in basic and secondary schools;

- Implement an accelerated programme for teacher development and professionalisation;
- Reform and strengthen regulatory agencies operating under the Ministry of Education;
- Renew and enhance the Ghana School Feeding Programme (GSFP);
- Restructure the National Health Insurance Scheme (NHIS);
- Expand the domestic production of pharmaceuticals;
- Launch the national Planting for Food and Jobs programme to stimulate food production and generate jobs;
- Introduce a quota system of 30 percent of public appointments for women;
- Expand the coverage of the Livelihood Empowerment against Poverty (LEAP) programme;
- Implement a policy of reserving 30 percent of poverty alleviation/credit funds of MMDAs to service women's enterprises; and
- Enforce the Disability Act, including ensuring access to public buildings for the physically challenged.

CHAPTER FOUR

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

4.1 INTRODUCTION

The natural and built environment of Ghana constitute major resources for accelerated growth and development. For Ghana to achieve its development aspirations, natural resources such as minerals, land, inland water bodies, the ocean, forests and the atmosphere must be well managed and prevented from acting as constraints. Similarly, the built environment, including, economic and social infrastructure, should be improved in support of growth and development, while ensuring that human settlement planning does not lag behind economic and social development planning.

For the attainment of the overall goals for natural resource management, infrastructure development and human settlements development, this chapter reviews the current condition of the natural and built environment with reference to recent development efforts, and outlines the policy objectives and strategies to be pursued over the medium term.

4.2 REVIEW OF EXISTING SITUATION

Recent efforts to improve the management of the country's natural resources have focused on: sustainable extraction of mineral resources; maintaining and enhancing the protected areas system; improving management of coastal and marine areas; reducing environmental pollution; combating deforestation, desertification and soil erosion; improving land administration and management; strengthening water resources management; and enhancing national capacity for adaptation and mitigation of climate variability and change.

To enhance economic and social infrastructure, priority policy interventions have focused on: creating an integrated national transportation network and making Ghana a transport hub in the West Africa sub-region; enhancing energy supply to support industry and households; developing the construction industry; strengthening infrastructure maintenance; supporting technology, science and research development; and promoting information and communications technology development. In addition, interventions have been pursued to strengthen human settlement development, including housing, as well as improve drainage and flood control.

4.2.1 Protected Areas

Ghana has 266 gazetted forest reserves and 18 wildlife protected areas, including seven national parks, six resource reserves, four wildlife sanctuaries, one strict nature reserve and five wetlands designated as sites of international importance (Ramsar sites). Degradation of protected areas and rapid loss of biodiversity are rife. Data from Forestry Commission in 2016 show that about 31 percent of all areas within forest reserves, amounting to 0.7 million hectares, were classified as degraded by the end of 2016. This has arisen largely from human activities such as illegal

farming, illegal harvesting of timber plantation, forest fires, illegal mining and sand mining. These human activities are estimated to have increased by 6 percent between 2013 and 2016 contrary to the government's medium-term target of reducing such infractions by 25 percent. This situation has come about as a result of weak enforcement of regulations and limited logistics to maintain the boundaries of protected areas.

4.2.2 Mineral Extraction

Ghana has a diverse inventory of mineral resources, including reserves of gold, bauxite, iron ore, manganese and diamonds and also occurrences of industrial minerals such as limestone, brown clay, mica, silica sand, salt, aggregate and dimension stone materials. The minerals sector continues to contribute to the growth of the economy in terms of revenue generation, foreign exchange and employment. However, the value chain for almost all the minerals mined are underdeveloped, with limited value addition to primary products. As a result, the synergies between the sector and the rest of the economy remain weak.

Currently, Ghana has 14 large-scale operating mines, comprising 12 gold mines and one each for bauxite and manganese. Following a decline in production in 2015, largely on account of the downturn in global prices of minerals, especially gold, the production of key mineral resources increased significantly in 2016 and contributed 15.63 percent of GDP. Gold production rebounded in 2016, recording a 17 percent increase over the 2015 production level. Over the same period, manganese and bauxite production also increased by 30 percent and 26 percent respectively. The increase in production led to 49 percent increase in total mineral fiscal revenue mobilised by the GRA, a 51 percent increase in royalties and 52.3 percent rise in the total value of mineral exports between 2013 and 2016. In addition, the proportion of mineral revenue spent on local goods increased from 39 percent in 2013 to 48 percent in 2016. The governance arrangements for the sector have been strengthened with the development of the Minerals and Mining (Amendment) Act, 2015 (Act 900), Minerals Development Fund Act, 2016 (Act 912), Ghana Geological Survey Authority Act, 2016 (Act 928), Minerals and Mining Policy, and the Local Procurement list.

The extractive sector has been associated with environmental degradation, poor management of royalties and compensation, and unaccounted flows of minerals revenues. The upsurge in illegal mining (*galamsey*), in particular, has resulted in the destruction of forests and farmlands, pollution of water bodies and an increase in social vices including, prostitution, teenage pregnancy, school drop-outs and truancy. This presents a major threat to peace, stability and socio-economic development. This situation has come about due to the weak systems for the management of natural resources, including weak enforcement of environmental and mining laws and regulations, as well as poor mining practices.

4.2.3 Coastal and Marine Areas

The coastal zone accounts for about 6 percent of the total land area but it accommodates about 30 percent of the national population and a significant proportion of critical infrastructure. The relatively high population density and overconcentration of industries in the coastal zone, coupled with poor sanitation, have worsened environmental pressures and pollution in both the coastal and marine zones. The coastal zone remains vulnerable to the impact of climate change. The potential rise in sea level would result in wetland flooding, contamination of agricultural soil, loss of habitat, and the wiping away of entire communities. Large tracts of coastal areas continue to be battered by strong waves resulting in severe erosion and damage to critical infrastructure, communities and ecosystems.

Comprehensive data on the level of pollution of the country's main lagoons remain unavailable. However, initial findings are that lagoons in Ghana are grossly polluted with very high loads of biochemical, bacteriological and nutrient matter, due to the location of several manufacturing industries – including fish canning, food processing, oil refinery, textiles, metals and chemical industries – in the catchment areas of these lagoons. Sanitation facilities and services in many coastal communities remain inadequate, resulting in a high incidence of open defecation, and pollution of coastal and marine resources.

As part of the efforts to restore economic activities in coastal communities, protect life, property, and enhance life of communities affected by tidal waves, the government has continued to invest in the construction of control structures. The Ngyiresia and Sakumono coastal protection works were completed while other projects (including the Aboadze and Nkontompo works) are nearing completion. A national sensitisation campaign on vessel registration and embossment was carried out among coastal fishing communities to enhance voluntary compliance with the regulations. A functional data centre has also been established at the Ministry of Fisheries and Aquaculture Development (MOFAD) to promote research and provide information on the entire aquatic environment including fish stock levels, water quality and fish disease.

4.2.4 Environmental Pollution

Rapid urbanisation and the increase in industrial activities has brought with it diverse issues of environmental pollution. Results from Environmental Protection Agency (EPA) ambient air quality stations indicate high levels of Particulate Matter (PM₁₀ and PM₅), particularly in urban centres, in excess of World Health Organisation (WHO) and EPA-recommended thresholds. Unpublished information from EPA indicates that emissions from poorly maintained vehicles, charcoal and wood stoves, factories, indoor and outdoor burning activities, and dust from exposed soil constitute the major sources of air pollution in Ghana.

In most places in the major urban centres, there is also an increase in daytime and night-time ambient noise levels beyond EPA-recommended thresholds. The main sources of noise pollution are street traffic, industries, churches, mosques, construction activities, funerals and entertainment centres. The poor management of plastic and electronic waste is perhaps one of

the most serious environmental pollution issues confronting the country. The negative impact of plastics is evident on terrestrial, aquatic and marine ecosystems in the form of litter. Burning of electronic waste to extract materials for re-use exposes the perpetrators and nearby communities to toxic fumes and chemicals.

The main challenges facing the effort to reverse environmental pollution are the weak institutional capacity for environmental management; ineffective enforcement of regulations; poor coordination among the key government institutions responsible for the sector; poor waste management; inability to sustain implementation of interventions; and poor practices on the part of the population.

4.2.5 Deforestation, Desertification and Soil Erosion

Plantation development over the past two decades has resulted in an increase in overall forest cover from approximately 8.6 million hectares in 1990 to 9.3 million hectares in 2016, with about 16 percent of the total classified as closed forest. The size of the closed forest has decreased from 2.7 million ha in 1990 to 1.6 million in 2016, indicating a depreciation rate of 38,529.65 ha per year. The quality of the forests remains low, with only 2 percent of forest reserves deemed to be in excellent condition and another 14 percent in good condition. The degradation of forest has resulted in the fragmentation of strategic habitats, isolation of remnant forest patches, biodiversity loss and a decline in the ecosystem services that forests provide. About one-third of the country's land, particularly in the north, is affected by desertification, while about 69 percent of the total land surface area of the country is estimated as being prone to severe soil erosion. Deforestation, desertification and soil erosion pose a major threat to the country's food, water and energy security.

Illegal small-scale mining (*galamsey*) has become by far the single most important source of destruction of terrestrial and aquatic ecosystems and biodiversity loss. *Galamsey* operations leave behind a trail of uncovered pits, pools of heavily contaminated water, large tracts of land with no vegetative cover, and contaminated land and rivers resulting from the dangerous chemicals used in the illegal operations.

Inadequate collaboration between stakeholder institutions, weak enforcement of relevant laws and regulations, lack of a comprehensive database on forest resources, inadequate human and financial resources, illicit trade in forest and wildlife resources, illegal mining and rising demand for forestry products due to population growth and urbanisation are major challenges to the proper protection, conservation, and sustainable use of the country's rich forest resources.

4.2.6 Land Administration and Management

Ghana has a land area of approximately 23.9 million hectares, comprising approximately 39 percent forest. The remaining 56 percent of the land mass is predominantly under agriculture or human settlement. Land boundaries in the country are generally not demarcated and so the establishment of land ownership and control of land use tends to be problematic.

Urban sprawl, poorly planned settlements, erosion, loss of soil fertility and risk of desertification are major concerns. Complex land tenure systems; an unreliable and incomplete database on land ownership, speculative acquisition of land on a large scale (land grabbing), cumbersome land acquisition processes, multiplicity of land laws, outdated land policy, delays in land registration, protracted land disputes, and poor land use and management are among the factors that continue to hamper the development of the sector. General indiscipline in the sale and purchase of land and ineffective control of human settlement development also persist.

Over the past four years, efforts to improve land administration and management have continued with the implementation of the second phase of the Land Administration Project (LAP-II), with the overall objective of consolidating and strengthening land administration and management systems for efficient and transparent land service delivery. The Minerals Commission continued to collaborate with EPA to regulate mining operations in the country and promote good environmental practices. The Land Use and Spatial Planning Act, 2016 (Act 925) was passed and complemented with the setting up of the Land Use and Spatial Planning Authority to give impetus to spatial planning in the country.

4.2.7 Water Resources Management

Ghana is well endowed with water resources. Surface water resources cover about 5 percent (11,800 km²) of the total land area and comprise three main river systems, namely the Volta, South Western and Coastal river systems, with a mean annual runoff of 39.4 billion m³. The Volta river system is the largest, contributing about 65 percent of the total runoff (Table 4.1). The runoffs are characterised by wide disparities between wet season and dry season flows. Additionally, the distribution within the country is far from uniform, with the south-western part better watered than the coastal and northern regions. Groundwater resources in Ghana are of generally good quality except for some cases of localised pollution and areas with high levels of iron, fluoride and other minerals. Saline groundwater occurs along sections of the coast.

Table 4.1: Surface Freshwater Systems in Ghana

Drainage systems	River bodies	Catchments
Volta River	Black Volta, White Volta, Oti, Daka, Pru, Sene, and Afram	65 percent of freshwater coverage
South Western	Bia, Tano, Offin, Ankobra and Pra	29 percent of freshwater coverage
Coastal	Ayensu, Densu, Ochi-Amissah, Ochi-Nakwa, and Tordzie/Aka	6 percent of freshwater coverage

Source: Adapted from Ghana's Third National Communication Report to the UNFCCC

Potable water sources are diminishing at such a fast rate that the country will likely face water crisis by 2030 if the trend continue. Some of the main causes of declining availability of freshwater are rainfall variability due to climate change; rapid population growth; pollution of rivers; draining of wetlands; poor agricultural practices, surface mining and desertification.

Non-availability of reliable and comprehensive data is a major challenge to the proper management, protection and development of water resources. A further important ongoing concern requiring appropriate hydrological data is the current and future development of urban drainage in Ghana's major cities, for which flood and storm runoff data are needed for proper planning and design.

4.2.8 Climate Variability and Change

Climate variability is generally a natural occurrence. However, with the intensification of human activities, more greenhouse gases (GHG) are released into the atmosphere, causing global warming (climate change) and increased climate variability. Ghana's total greenhouse gas (GHG) emissions have seen a 136.37 percent increase between 1990 and 2012. The agriculture, forestry and other land uses (AFOLU) sector is the largest contributor to Ghana's GHG emissions (45 percent), followed by the energy sector (40 percent) and the waste sector (13 percent).

Ghana's economy is highly vulnerable to climate change and variability due to the high dependence on natural resources and limited capacity to adapt to the effects of climate change. Climate change impact is manifested by: a rise in sea level; changes in the intensity, timing and spatial distribution of precipitation; changes in temperature (variation and mean values); and the frequency, intensity and duration of extreme weather events such as drought, floods and tropical storms.

Climate change and variability have an adverse impact on agricultural productivity, hydropower generation and the performance and lifespan of infrastructure including roads and buildings. The agricultural sector is affected by climate change and variability through a decline in soil fertility, food crop production (especially of roots and tubers) and fish stocks, and a rise in vector-borne diseases.

The National Climate Change Policy (NCCP), launched in July 2014, provides the strategic direction for achieving a climate resilient and climate compatible economy through equitable, low-carbon economic growth. Under the Paris Climate Agreement (COP21) signed in December 2016, Ghana has committed to reducing greenhouse gas emissions by 15 percent by 2030 relative to the business-as-usual scenario. An additional 30 percent emission reduction is attainable with external support in the form of finance, technology transfer and capacity building to cover the full cost of implementing the identified mitigation actions. In addition, a set of 20 mitigation and 11 adaptation actions have also been selected as Ghana's Nationally Determined Contribution (Gh-NDC) for implementation between 2020 and 2030.

4.2.9 Disaster Management

Over the last five years, Ghana has experienced an increased incidence of natural and human-made disasters, resulting in loss of life, livelihoods and property, with a negative impact on the economy. Recurring disasters of recent times include floods, fires, cholera outbreaks, fuel explosions, pest infestation, and the collapse of buildings. These disasters have exposed the

inadequacies in disaster management at all levels. The relatively poor disaster prevention, response and rehabilitation mechanisms often exacerbate the impact of both natural and human-made disasters. Ghana signed the Sendai Framework for Disaster Risk Reduction in 2015 but is yet to draw up an action plan for its implementation. The major challenges of disaster management include: limited early-warning systems, poor coordination among institutions and poor post-disaster recovery and rehabilitation mechanisms.

4.2.10 Human Settlement Development

Human settlement development focuses on spatial planning and management; urban development and management; housing and shelter; slum prevention and regeneration; disaster prevention; and rural development and management.

Spatial Planning and Management

Over the past few years, government action has focused on developing an appropriate framework, spatial planning models and standards; supporting MMDAs to apply Geographic Information Systems (GIS) methodology in spatial planning; and strengthening the institutional and human capacity for effective planning and enforcement of planning and building regulations. Significant accomplishments include the completion of the National Spatial Development Framework (NSDF), the Spatial Development Framework for the Northern Savannah Ecological Zone and associated master plans, and the establishment of the Land Use and Spatial Planning Authority (LUSPA). The Greater Accra and Ashanti regions are also preparing Regional Spatial Development Frameworks (RSDF).

However, current spatial planning practice is generally unable to handle comprehensively the complex issues in human settlements. Thus, spatial planning and development management lag behind the rapid urban growth, resulting in haphazard land use and physical developments and informal settlements throughout the country. These issues are compounded by the challenges of acquiring land including the complicated land tenure system and cumbersome land title registration procedures, and general indiscipline. Other significant challenges include the absence of regional and district spatial development frameworks to guide the comprehensive growth and development of human settlements; inadequate capacity for spatial plan preparation and implementation; and weak enforcement of planning and building regulations.

Housing and Shelter

The 2010 Population and Housing Census report estimates Ghana's total housing stock at 3,392,745 units, compared with 2,181,979 units in 2000. This represents a 55.5 percent increase within the decade. The proportion of houses in rural areas was estimated at 57.7 percent compared with 66 percent in 2000, while those in urban areas were 42.3 percent in 2010 compared with 34 percent in 2000. Despite the increases, demand for housing has continually lagged behind supply, resulting in a housing deficit of approximately 1.7 million units as of 2015. The government continued efforts to make housing accessible to low- and middle-income groups

through affordable housing programmes and incentives for the private sector to invest in housing provision. As an example, the 5 percent value added tax (VAT) on real estate sales was removed to promote real estate development. The national housing policy was introduced in 2015 to properly guide the delivery of housing. Among others measures, the policy proposed the establishment of a National Housing Fund and a National Housing Authority. These are yet to be implemented as of 2016.

The key challenges of the sector include: the growing housing deficit; inadequate infrastructure services; inadequate incentives and capacity support for private sector involvement in housing delivery; increasing cost of building materials; and limited public investment.

Slum Prevention and Regeneration

According to UN-HABITAT, a slum is a run-down area of a city characterised by sub-standard housing and squalor and lacking in tenure security. These areas often lack one or more of the following: access to improved water; access to improved sanitation; sufficient living area; durability of housing; and security of tenure. The rapid increase in urban population puts the country's limited social infrastructure under strain, resulting in congestion, overcrowding and the emergence of slums, with the attendant social vices. The population of slum dwellers continues to increase. The number of people living in slums in Accra, Tema-Ashaiman, Kumasi, Tamale and Takoradi, was estimated at 500,000 in 2001 and 6,418,580 in 2014. On the average, it is estimated that about 20 percent of the country's urban dwellers live in slums.

Current challenges include: the continuing proliferation of slums; deteriorating slum conditions; weak enforcement of laws and regulations to tackle slum development; and limited investment in social programmes in inner cities.

Urban Development and Management

The high rate of Ghana's urbanisation, about 3.4 percent annually, is outpacing urban infrastructural development and service delivery. More than 50 percent of Ghana's population lives in urban areas, resulting in increased strain on limited social, commercial and physical infrastructure. This has in turn brought about congestion, overcrowding, urban sprawl, and worsening air quality. A characteristic of the increasing trend in urbanisation is the concentration of large towns in the southern sector of the country as compared to the northern part which has only one metropolitan area (Tamale) and several small and a few intermediate-sized towns. Another dimension of continuing rural-urban migration is its impact on urban land use and planning.

Rural Development and Management

Agricultural modernisation, which has been one of the major policies for transforming the economy, is yet to be realised. The support infrastructure needed for the agricultural modernisation strategy to take root is not currently available in rural areas. Rural development

has lagged behind urban development, and the gap is reflected in the disparities between rural and urban communities in opportunities, levels of services and quality of life. According to the National Spatial Development Framework (NSDF), approximately 16 percent of households do not have access to mains electricity (7 percent in cities of over 500,000 people; 29 percent in the smallest towns); 50 percent do not have access to piped water (37 percent in large cities, 74 percent in the smallest towns); 75 percent do not have a WC (63 percent in large cities, 93 percent in the smallest towns); 78 percent do not have solid waste collection (64 percent in the largest cities, 97 percent in the smallest towns); and 73 percent dispose of liquid waste improperly (59 percent in the largest cities, 92 percent in the smallest towns).

The prevailing situation has resulted in low levels of agro-based industrial development, poor and inadequate rural infrastructure and services, decimation of rural communities due to the high rate of migration to urban areas; over-exploitation of the natural resources of rural communities and a wide digital divide between urban and rural dwellers.

4.2.11 Drainage and Flood Control

Poor drainage and perennial flooding continue to pose major challenges for the country. Damaging flood occurrences are frequent in Ghana, particularly, urban areas. In 2016, the total number of MMDAs affected by flooding was 44. In 2016, a total of 182,905 persons were affected by floods, rainstorms and windstorms nationwide, with 212 injuries and 136 deaths. The drainage system is generally inadequate and unable to handle storm waters. This is exacerbated by poor waste disposal practices, uncovered and choked drains, poor landscaping, and encroachment on waterways.

4.2.12 Transportation: Road, Rail, Air and Water

The current transport system in Ghana consists of one international airport; five domestic airports (Kumasi, Tamale, Sunyani, Takoradi and Wa); a national road network of about 72,381 kms in 2016, of which 39 percent was in good condition; a limited rail network in the southern half of the country which has deteriorated considerably; and an underdeveloped inland water transport system.

Road Transport

Road transport is the predominant mode of travel in Ghana, carrying an estimated 95 percent and 90 percent of passenger and cargo traffic respectively. The national network of roads in 2016 was estimated at 72,381 kms, an increase of about 2 percent since 2013. The national road condition report indicates that 39 percent of the current road network is in good condition, 32 percent is in fair condition and 29 percent is in poor condition. This shows a deterioration compared with the situation in 2013 when about 45 percent of roads were in good condition, 25 percent fair and 30 percent poor. The proportion of roads maintained/rehabilitated has increased from 45 percent in 2013 to 57 percent in 2016, but this was below the target of 60 percent set for 2016. A significant proportion of the total network is unpaved. Even portions of

the paved network, including national roads, are either uneven or in very poor condition. Overall, there is inadequate maintenance of the road network. Limited road capacity and poor transportation management, particularly in urban areas, are seen in the heavy traffic congestion. Road transport in Ghana is currently associated with long delays and unpredictable travel schedules.

Road Safety

There is generally weak enforcement of road traffic regulations which, together with prevailing indiscipline of all categories of road users, contributes to the relatively high incidence of road crashes. To improve public education on road safety, the National Road Safety Commission (NRSC) produced and distributed posters, handbills and stickers. In addition, outreach programmes were undertaken in communities, market centres, lorry terminals, churches and mosques throughout the country. According to the NRSC, the annual number of road crashes has declined from 14,390 in 2013 to 12,510 in 2016, representing an average annual decline of about 3.3 percent. Other safety issues relate to limited facilities for non-motorised transport (NMT) users and PWDs. There is also a lack of adequate traffic-calming measures on roadways.

Rail Transport

The rail network is confined mostly to the southern part of the country, forming a triangle connecting Accra, Kumasi and Takoradi. There is also a central track connecting Kotoku to Huni Valley. The track is mostly deteriorated, with only 13 percent of the 947 km network operational to some extent. This includes 54 km from Nsuta to Kojokrom and about 10 km from Accra to Tema. However, service is generally poor and unreliable.

Air Transport

Although Ghana has the vision of becoming a preferred aviation hub in the West Africa sub-region, it captures only 10 percent of the aviation market in the region, second to Nigeria with 57 percent of the market. Kotoka International Airport (KIA) is the most frequently used airport for both domestic and international travel, handling nearly 2.38 million passengers and 47,677 tonnes of freight in 2016. The expansion and refurbishment of the arrival hall of KIA continued, with construction of a southern apron for eight wide-body aircraft 95 percent complete and construction of its Terminal 3 also almost complete. The Tamale and Kumasi airports have also been refurbished. The Sunyani and Takoradi airports handle domestic air travel only, and Wa airport is expected to be opened for domestic use soon. There are other facilities used for emergency, medical and tourism purposes, including airstrips with shorter runways. Total domestic passenger throughput in 2016 was 421,986. The challenges for the aviation sector are: inadequate infrastructure and facilities; ageing equipment; high cost of aviation fuel; insufficient security and safety; and lack of multimodal transport.

Water Transport

Ghana's water transport infrastructure includes two sea ports and inland water transport, mainly on the Volta Lake. The two sea ports are Tema and Takoradi, which have been going through recent infrastructure and facility improvements. Despite the improvements, congestion remains high, with average turnaround time for Tema and Takoradi estimated at 103.66 hours and 78.25 hours respectively in 2016. The major physical constraints facing the ports are berth capacity on account of increased container traffic, and limitation of depth. At Tema, the maximum depth at the container terminal is 11.50 metres, which cannot accommodate modern container vessels, while the 9.5 metres maximum depth at Takoradi Port, where the main traffic is export of bauxite and manganese, cannot support bulk carriers, resulting in double handling of cargo using barges to load ships at the buoys, causing additional costs and delays. In addition, there are inefficiencies in intermodal infrastructure, while hinterland movements and cargo dwell times are relatively longer than normal for modern ports.

The Volta Lake serves as the main avenue of inland water transport in Ghana. It runs approximately 450 kms from south to north, with ports at Akosombo, Buiepe and Yapei. Total cargo traffic reported by the Volta Lake Transport Company (VLTC) declined from 101,495 tonnes in 2010 to 54,824 tonnes in 2015, while total passenger traffic increased marginally from 544,478 persons in 2009 to 549,937 persons in 2015. The infrastructure and equipment supporting inland water transport on the Volta Lake include vessels for tramping cargo routes; landside infrastructure; port infrastructure at Akosombo; warehousing and logistics installations; roads connecting to lake transport services; and transport connections (road and rail) between Tema and Akosombo. These facilities are generally not in good condition, and need maintenance or rehabilitation. There is ageing equipment, along with inadequate navigational aids; poorly equipped ports to handle shipments; few standards or regulations for boat construction, use and operations on the lake; and insufficient institutional and logistics capacity for effective regulation of the waterways. Lastly, periodic drops in the lake level expose sand banks, tree stumps and other underwater obstructions that significantly hinder navigation.

Logistics

Ghana has made some advances regarding simplification of trade procedures through the GCNet system operating in major ports. This is complemented by the use of the Global Positioning System (GPS) for tracking truck movements in major road corridors for cargo transit. Similarly, there has been some improvement in infrastructure such as expansion of the sea ports to facilitate the flow of international cargo. There are, however, many practices that significantly hinder the freight industry. These include an excessive number of checkpoints along road corridors resulting in delays and other issues. According to the 2015 Annual Report of Borderless Alliance, there are approximately 41 police checkpoints on the Tema-Paga road. Other issues include inadequate enforcement of axle load control; inefficient cross-border procedures, including the strong presence of informal intermediaries; double execution of guarantee funds (at Tema port and border crossings); and an old vehicle fleet. These bottlenecks in the logistics

chain contribute to the excessive cost to cargo transportation, particularly, to landlocked countries.

4.2.13 Energy and Petroleum

The energy sector is vital for the social and economic development of Ghana. Recent challenges with power supply have emphasised the need to prioritise the management of the sector as a national development imperative. As demand grows (estimated at 10 percent per annum) there needs to be a corresponding expansion in capacity. Total installed capacity stands at 4,132 MW as of the end of 2016. Out of total installed capacity, 61.2 percent is thermal, 38.2 percent hydro, 0.5 percent solar and 0.1 percent others.

Power Generation

The aggregate energy supplied in 2016 (including imports from Côte d'Ivoire) was 13,693 GWh. This comprises 5,560 GWh hydro generation (40.6 percent), 7,378 GWh (53.9 percent) thermal generation and 745 GWh imports (5.4 percent). Current energy generation conditions reveal some key challenges that require attention, including inadequate infrastructure for energy delivery; low involvement of private capital; low contribution of renewable energy in the generation mix; high cost of renewable energy generation; and weak regulatory enforcement.

Energy Conservation and Efficiency

Inefficiency is a major challenge in the energy sector. There are issues of inadequate and obsolete grid network and poor energy utilisation. These have resulted in high transmission and distribution losses. It has been estimated that about 30 percent of final electricity use is wasted, 4 percent of electricity transmitted is lost and 25 percent of electricity distributed is also lost. Thermal power plants in the country also generally operate below their rated capacity owing to low operational efficiency resulting from technical and fuel supply constraints.

Finances of State-Owned Power Companies

As of December 2016, the power sector debt was US\$2.4 billion, which has severely impacted the balance sheet of not only the sector but also that of financial institutions. This is a result of inefficiency, non-payment of power consumed by private and public institutions, non-payment of subsidies, and a poor contracting regime that places the responsibility for supplying fuel to independent power producers at the doorstep of the Volta River Authority (VRA) and/or the Government of Ghana (GoG). This debt overhang has affected the ability of the Electricity Company of Ghana (ECG) to pay power generators and function as a credible off-taker while VRA is similarly unable to pay for lean gas from the Ghana National Gas Company (GNGC) and crude oil suppliers without resort to GoG. This debt situation also threatens the survival of some local banks which are owed in excess of US\$800 million. Even though energy sector levies were introduced in late 2015, they may not be enough to pay fuel suppliers and financial institutions

for the unsustainable inter-utility debt. The liquidity issues facing ECG and VRA have effectively rendered redundant the inter-agency clearing house for reconciling flows in the sector with GoG.

Contracting in the power sector for all additional capacity was done through direct negotiations and sole sourcing. This has resulted in value-for-money issues and expensive power capacity procurement in some contracts. By end-2016, ECG had signed 43 power purchasing agreements and 23 were under discussion. The current estimated demand growth of 10 to 12 percent per annum can lead to redundant capacity if proper plans are not made to align potential supply to available load or effective consumption.

Petroleum

Upstream production

Ghana lifted 5,856,921 barrels of oil in 2016, made up of 4,824,417 barrels from the Jubilee field and 996,459 barrels from TEN. With regard to natural gas, a total of 21,580 million standard cubic feet (mmscf) of raw wet gas was supplied to Ghana National Gas Company (GNGC).

Natural gas

Natural gas presents a relatively cheaper and cleaner option for power generation than crude oil. Current daily production of about 80 mmscfd from Jubilee Field has been intermittent and has therefore affected lean gas availability for power supply over the past three years. Development of the Sankofa fields is expected to supply about 170 mmscfd for over 17 years. There is potentially an additional 50 mmscfd of gas from the TEN fields. These are key for power generation and the manufacturing sector, as it has been estimated that domestic gas demand by VRA and independent power producers (IPPs) will reach 360-400 mmscfd by 2018.

Petroleum contracting

All petroleum contracts issued were awarded through direct negotiation. This has led to the award of some oil blocks to inexperienced companies which are not complying with their work obligations.

Implementation of the Local Content Policy and linkages to other sectors

As of the beginning of 2016, approximately 7,000 people were employed in the petroleum industry. Among them, 5,590 (representing 80 percent) were Ghanaians. Out of the 3,616 people employed by the international oil companies between 2010 and 2015, Ghanaians numbered 2,315 (or 64 percent) and only 7 percent were in managerial roles. Between 2010 and 2015, the total value of oil-related contracts awarded amounted to US\$6.26 billion. Indigenous companies received a US\$1 billion share, representing about 16 percent. This shows a low level of local content in value retention and in high-end employment.

Midstream and downstream activities

Tema Oil Refinery has capacity to refine 45,000 barrels of oil per day but has been affected by financial challenges and inefficiency over the years. The Bulk Oil Storage Company, established to store strategic stocks, has recently ventured into commercial operations. This threatens its core mandate. In the downstream area, the deregulation policy allows bulk oil distributors to import petroleum products, and oil marketing companies to set and vary their prices subject to the pricing window of the National Petroleum Authority. However, implementation has been a challenge due to the imposition of several taxes on petroleum products during periods of low oil prices.

Petroleum sector regulations and mandates

Although the Petroleum Revenue Management and Exploration and Production Laws have been passed, regulations for these laws have not been drawn up. Moreover, there is still a lack of clarity in the operational mandates of the two core entities, Ghana National Petroleum Corporation (GNPC) and GNGC, and their revenue application modalities. GNPC, the state company mandated to explore and produce oil, has over the years ventured into non-core activities that can threaten its effort to build internationally acceptable capacity. GNPC's institutional mandate therefore needs to be re-examined in order to focus its resources effectively on the core mandate for its operations.

Petroleum revenue management

For the past three years, petroleum revenue has been distributed among three broad areas: roads and other infrastructure (64 percent); agricultural modernisation (8.9 percent); and capacity building (26 percent). Reports from the Public Interest and Accountability Committee highlight challenges such as the thin spread of oil revenues, depletion of the Stabilisation Fund and inefficient oil revenue expenditure, including on non-existent projects.

4.2.14 Construction and Development

The government recognises the key role the construction industry plays in the provision of infrastructure in the medium term and beyond. In 2014, a baseline study commissioned by the Chartered Institute of Building (CIOB) identified weaknesses in regulatory enforcement and professional standards as well as a lack of coordination among built environment professionals in the construction industry. In response, a Construction Industry Development Forum (CIDF) was established in September 2017 to facilitate collaboration among built environment professionals, the private sector and the public sector in the construction industry. The CIDF also aims to address critical issues facing the construction industry. Key among these issues are: absence of a central agency responsible for development of the industry; weak classification and certification systems for registration of contractors; lack of regulation of contractor conduct and performance; shortage of skilled construction workers; poor enforcement of regulations and

statutes; lack of effective controls on proliferation of sub-standard construction materials and products; poor safety, health and environmental management practices on construction sites; and increasing cost of building materials.

4.2.15 Infrastructure Maintenance

Poor maintenance culture is a major challenge in Ghana. Public and private infrastructure is often neglected for scheduled maintenance and is in some cases left to deteriorate. There has usually been disproportional emphasis on new construction to the neglect of maintenance plans and their implementation within the infrastructure development industry.

4.2.16 Science, Technology and Research and Development

Recent efforts at promoting science, technology and research and development have focused on: application of science, technology and innovation in all sectors of the economy as well as strengthening the institutional framework for the promotion of science, technology and innovation in all sectors of the economy. Assessment of progress shows that public resources invested in science, technology and innovation development remain low, while the number of research findings adopted by industry as well as the rate of adoption of improved, locally-packaged technologies by MSMEs have continued to decline over the past decade.

Estimates from the Ministry of Environment, Science, Technology and Innovation (MESTI) indicate that public funds spent on research and development amount to 0.05 percent of GDP. Furthermore, research institutions, employing a large number of scientists, engineers, planners and others, have produced volumes of relevant research outputs which have received limited attention and utilisation. There is also little collaboration between public research institutions and businesses on product, service and process innovation, an area which has a lot of potential for product and industrial development, as well as job creation.

4.2.17 Information and Communications Technology Development

Information and communications technology (ICT) is a major facilitator of economic and social transformation. ICT is an important tool for increasing efficiency and effectiveness in both public and private sectors as it provides efficient storage and quick access to information. Recent efforts at developing ICT in Ghana have focused on promoting rapid development and deployment of national ICT infrastructure, strengthening the institutional and regulatory framework for managing the ICT sub-sector, and increasing the use of ICT in other sectors of the economy. Assessment of progress shows that the contribution of the ICT industry to overall GDP has increased from 6.6 percent in 2014 to 8.8 percent in 2016; broadband capacity available for ICT development has increased from 179.67 gigabytes in 2013 to 539.02 gigabytes in 2016; and broadband capacity utilisation for ICT development has increased from 29.3 percent in 2013 to 94 percent in 2016.

As of 2016, internet penetration was estimated at 70.6 percent compared with 9.7 percent in 2013, while mobile penetration rate stood at 136.3 percent in 2016 compared to 107.2 percent in 2013. At the end of March 2016, the total number of mobile data subscribers was 18,813,686, while the total number of subscribers of broadband wireless access data was only 101,851. Major challenges to be addressed in the ICT sector include: an inadequate ICT infrastructure base across the country; poor quality of ICT services; limited use of ICT as a tool to enhance the management and efficiency of businesses and public services; and inadequate security of data and online privacy.

4.3 MEDIUM-TERM GOAL FOR ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

Over the medium term, the government's goal regarding environment, infrastructure and human settlement development is to safeguard the natural environment and ensure a resilient built environment. This will entail: restoring degraded areas and supporting the conservation of biodiversity and priority ecosystems; developing modern and integrated infrastructure; promoting proactive planning for disaster risk prevention and mitigation; and upgrading inner cities, Zongos and slums and preventing the occurrence of new ones.

4.4 MEDIUM-TERM POLICY OBJECTIVES AND STRATEGIES

Achieving the goal for environment, infrastructure and human settlements in the medium term requires prioritisation of interventions in favour of the following: protected areas; mineral extraction; coastal and marine area erosion; environmental pollution; deforestation, desertification and soil erosion; climate variability and change; disaster management; water resources management; human settlements and housing; rural development; urban development; Zongos and inner city development; land administration and management; drainage and flood control; energy and petroleum; transportation; construction and development; infrastructure maintenance; science, technology and innovation; and ICT development.

4.4.1 Protected Areas

To enhance and maintain protected areas, the policy objectives to be pursued over the medium term are to expand forest conservation areas and protect forest reserves.

Expand forest conservation areas: For the attainment of this objective, strategic interventions include: properly demarcating the boundaries of forests; assigning conservation status through bye-laws to mangrove forests, wetlands and sensitive marine areas in district spatial plans; establishing gene banks for indigenous species and refuge areas for threatened, endemic and rare species; and promoting alternative sources of livelihood. In addition, the Forestry Commission and other relevant institutions will be strengthened to implement effectively the National Environmental Protection Programme (NEPP) and the Environmental Action Plan (EAP).

Protect forest reserves: To ensure effective protection of the forest reserves, the strategies to be implemented include: protecting natural forest and biodiversity hotspots; enhancing capacity of MDAs and MMDAs to mainstream biodiversity in development planning and budgeting processes; strengthening the involvement of local communities in forest and wetland management, and accelerating the implementation of the National Biodiversity Strategy and Action Plan. Other strategies include: developing an early warning system for detecting, and guidelines for reporting and managing invasive alien species; promoting research, public education and awareness on biodiversity and ecosystem services; strengthening environmental governance; and enforcing environmental regulations.

4.4.2 Mineral Extraction

The overall aim of medium-term policy in this area is to ensure sustainable extraction of mineral resources and ensure effective linkage of the extractive industry to the rest of the economy.

Ensure sustainable extraction of mineral resources: For the attainment of this objective, the interventions include: ensuring that mining activities are undertaken in an environmentally sustainable manner; providing incentives to attract private sector investments, especially to the northern regions; restructuring small-scale mining and implementing a Multilateral Mining Integration Project (MMIP) to address the menace of illegal and unsustainable mining; fully domesticating the African Mining Vision and decentralising the Minerals Commission; diversifying the minerals production base; and promoting value addition to minerals. A framework for mineral revenue management and benefit sharing with mining communities will be developed together with an integrated information management system.

Ensure effective linkage of the extractive industry to the rest of the economy: To attain this objective, the strategies to be implemented include: leveraging the presence of mineral resources to finance rail infrastructure; regenerating ailing mining companies as part of an overall strategy of protecting jobs and enhancing livelihoods of mining communities; and implementing the Computerised Mining Cadastre to improve mineral title administration and track revenues.

4.4.3 Water Resources Management

Water in its various occurrences, management and uses has always played a central role in human societies. The interventions to be implemented over the medium term will aim at promoting the sustainable development and management of water resources.

Promote sustainable development and management of water resources: Priority strategies to be implemented include: harmonising the laws regulating the water sector; developing a framework for development and use of transboundary water resources; promoting efficient water use; fully enforcing the buffer zone policy; restoring degraded water bodies; incorporating integrated water resource management in development planning; developing hydrogeological and groundwater base maps; mapping and assigning conservation status to sensitive wetlands; and strengthening involvement of local communities in the management of wetlands.

4.4.4 Coastal and Marine Areas

To improve management of coastal and marine areas, strategic interventions will be prioritised towards reducing coastal erosion and conserving marine areas.

Reduce coastal erosion: To reduce coastal erosion, investment will be prioritised for control structures (including the establishment of gabions and boulder revetments), mangrove forest replanting and planting of other vegetative cover. Further efforts will be made to control sand mining along the beach and minimise the use of beach sand for building as well as to strengthen the participation of local communities in sustainable coastal management practices. Other measures to be implemented are: preparing and implementing an Integrated Coastal Zone Management (ICZM) Plan; and establishing a Coastal Zone Commission.

Conserve marine areas: For the conservation of marine areas, the strategies to be implemented include: establishing marine protected areas; regulating harvesting and overfishing; eliminating illegal, unreported and unregulated (IUU) fishing; curbing destructive fishing practices; promoting sustainable solid and liquid waste management in coastal communities; promoting an institutional arrangement for the coordination of marine and coastal resource management; and strengthening institutional capacity for research, monitoring and enforcement of legislation and bye-laws.

4.4.5 Environmental Pollution

The increasing discharge of harmful contaminants into the atmosphere and water from industrial, commercial and domestic activities has become a major concern, especially in urban areas. The focus of the interventions will be to reduce environmental pollution. This will entail: promoting waste recycling and waste-to-energy technologies; promoting the use of environmentally friendly methods and products; intensifying enforcement of regulations on noise and air pollution; and promoting cleaner production and consumption technology and practices. In addition, sensitive areas will be protected from pollution, and the Hazardous and Electronic Waste Control and Management Act, 2016 (Act 917) will be enforced, along with environmentally sound management of chemicals and all waste throughout their life cycle.

4.4.6 Deforestation, Desertification and Soil Erosion

In the medium term, the policy interventions to be implemented are aimed at combating deforestation, desertification and soil erosion and promoting the sustainable use of forest and wildlife resources.

Combating deforestation, desertification and soil erosion: This will be achieved through strategies including: restoring degraded forests; implementing the green infrastructure recommendation in the National Spatial Development Framework; promoting training, research-based and technology-led development for sustainable forest and wildlife management; and fully implementing the National Wildfire Management Policy.

Promoting the sustainable use of forest and wildlife resources. Strategies to be implemented will include: facilitating alternative livelihoods – including eco-tourism – as support schemes for fringe communities along protected areas; enforcing strict and punitive legislation for wildlife crimes; promoting mechanisms for transparent governance, equity sharing and stakeholder participation in forest, wildlife and wood fuel resource management. Others include promoting information dissemination to both forestry institutions and the general public; promoting and developing financing mechanisms for forest value-chain management; improving incentives to encourage the use of less exploitative and non-degrading practices; enacting and enforcing a Legislative Instrument on tree tenure; promoting the use of lesser used species (LUS); and promoting the development of viable forest and wildlife-based industries and livelihoods.

4.4.7 Climate Variability and Change

Over the medium term, the priorities for policy implementation will be aimed at enhancing climate change resilience at all levels and across all sectors. Priority actions will also be geared toward meeting Ghana's commitments under the Paris Climate Agreement (COP21) which seeks to reduce greenhouse gas emissions by 15 percent by 2030 compared to the business-as-usual scenario. There could be an additional 30 percent emission reduction if Ghana receives external support in the form of finance, technology transfer and capacity building to cover the full cost of implementing the identified mitigation actions.

Enhancing climate change resilience at all levels and across all sectors: Specific strategies to be implemented will include: accelerating implementation of the policy actions in the Gh-NDC; developing climate-resilient crop cultivars and animal breeds; promoting and documenting improved climate smart indigenous agricultural knowledge; promoting climate resilience policies for gender and other vulnerable groups; managing climate-induced health risks; developing climate-responsive and resilient infrastructure; obtaining more funds from the Green Climate Fund; enhancing coordination between research, industry and government, and deepening the mainstreaming of climate change in national and sub-national development planning and budgeting processes.

Reduce greenhouse gases: For the attainment of this objective, the strategies to be implemented will include: facilitating implementation of the National Low Carbon Growth (LCG) strategy; accelerating implementation of the Ghana REDD+ Strategy (2016-2036); accelerating programmes to significantly reduce environmental risks and ecological scarcity; initiating a Green Ghana campaign; promoting tree planting and green landscaping in communities; and promoting urban forestry.

4.4.8 Disaster management

The social, economic and environmental losses due to natural and human-made disasters have the potential to stall the gains in national development. Over the medium term, implementation of interventions will aim at promoting proactive planning for disaster prevention and mitigation. Specific strategies to be implemented include: undertaking public education on disaster risk

reduction; strengthening early warning and response mechanisms; enhancing gender sensitivity in disaster management; strictly enforcing health and safety regulations at all levels and across all sectors; and strengthening the capacity of the National Disaster Management Organisation (NADMO) to discharge its mandate.

4.4.9 Transportation: road, rail, air and water

The overall goal of the government's transport policy is to develop modern, integrated, and well-maintained transportation infrastructure as a means to accelerate growth and development. It also seeks to make Ghana a transportation hub within the West African sub-region. In this regard, implementation of medium-term priority policies and programmes will aim at achieving the following objectives: improving efficiency and effectiveness of road transport infrastructure and services; ensuring safety and security for all categories of road users; increasing the capacity and efficiency in port operations; enhancing the contribution of inland waterways for safe and efficient transportation of goods; modernising and expanding the railway network; and ensuring the effective and efficient flow of goods, services, and related information.

Improve efficiency and effectiveness of road transport infrastructure and services: Recognising that inefficiencies in the road transport system are a major constraint to growth and development, the approach to road development will seek capacity improvement by constructing missing links; expanding and maintaining the road network; developing a more rigorous public transport system to help alleviate congestion in urban areas; and tar roads in district capitals and areas of high agricultural production and tourism. These targets will be achieved with strong promotion of private sector participation in construction, rehabilitation and management.

Ensure safety and security for all categories of road users: The hazardous conditions of Ghana roadways continue to endanger citizens. Strategies to be implemented to ensure safer road networks will include: incorporating pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure; providing adequate training for motor vehicle operators; significantly improving enforcement of traffic laws and regulations; and integrating the databases of DVLA, police and insurance companies to assist with traffic law enforcement. Another strategy will be to ensure adequate road signs, markings, traffic calming measures, street lights and non-motorised facilities.

Increase capacity and efficiency in port operations: Building on the ongoing infrastructure and facility improvements at Tema and Takoradi ports, the strategies to be pursued over the medium term will include: expanding private sector participation in the development and management of seaport facilities; continuing expansion port infrastructure to minimise congestion and turnaround time; facilitating the establishment of a new deep seaport to enhance economic activities in the oil and gas industry; ensuring full automation of the process of clearing goods at the ports; and continuing implementation of ports and harbour master plans.

Enhance the contribution of inland waterways to safe and efficient transportation of goods:

Under-utilisation of the transportation potential of Ghana's inland waters, particularly the Volta Lake, presents an opportunity to improve the overall transport system. To this end, the Volta River will be developed into a major transportation artery by building modern ferry ports and providing upgraded ferries and pontoons in collaboration with the private sector. The laws, regulations and standards for operations on the inland waterways will be strictly enforced to help improve services and safety. Furthermore, the capacity of the Ghana Maritime Authority will be strengthened to enable it to play effectively its regulatory role in the maritime industry.

Make Ghana the preferred aviation hub for the West African sub-region: For the attainment of this objective, interventions will aim at strengthening government and private sector collaboration to turn Ghana into a preferred aviation hub in the West African sub-region. Government programmes will aim at providing modern air transport infrastructure, building capacity and establishing the institutional and policy framework to enhance safety and security of air transport services. In addition, efforts will be made to establish a home-based carrier, while encouraging entrepreneurs and local airlines to set up stronger private airlines to make full use of the nation's route rights. In addition, a master plan will be prepared and implemented to help guide the development of modern airport infrastructure.

Modernise and expand the railway network: The strategies for railway development will aim to revamp the rail network and extend it to northern Ghana to support industrialisation and other economic activities. It will also involve reconstructing the western and eastern lines to facilitate passenger and freight movement, including activation of the Boankra inland port. In major urban areas, an integrated light rail transit system will be developed to support public transportation, in addition to integrating rail transport with other modes to ensure a sustainable transport system in Ghana.

Ensure effective and efficient flow of goods, services, and related information: To purposefully develop the logistic sector for the effective and efficient flow of goods, services and related information, medium-term priority strategies will include: upgrading logistics infrastructure such as rail, roads and truck terminals; promoting human resource development and professionalism in the logistics industry, while implementing ECOWAS common tariff agreements and protocols on free movement of people and goods. There will also be integration of logistics infrastructure for smooth transfer of cargo from one mode to another by establishing multimodal dry ports such as Boankra and other truck-staging and management systems. Cross-border modern Integrated Transport System (ITS) and data standardisation will be set up for smooth flow of information at border crossings, and promotion of containerisation, especially for supporting intermodal logistics. Lastly, efforts will be made to eliminate old vehicles unfit for cargo transportation.

4.4.10 Information and Communications Technology Development

Since the turn of the millennium, Ghana has been quite active in developing ICT policies and strategies to promote socio-economic development. These efforts have resulted in appreciable

improvements in mobile and internet penetration, international and inland fibre optic connectivity as well as ICT parks and incubators. In the medium term, these efforts will continue with implementation of policies and programmes aimed at enhancing application of ICT in national development and expanding the digital landscape.

Enhance application of ICT in national development: For the attainment of this objective, the strategies to be implemented will include: positioning the country as a regional ICT hub while accelerating investment in development of ICT infrastructure through collaboration with the private sector; mainstreaming ICT in public sector operations; and improving the quality of ICT services, especially internet and telephony. Efforts will be made to create opportunities for entrepreneurship in ICT and curtail the high cost of ICT services.

Expanding the digital landscape: Rising demand for ever-faster internet calls for expansion of the digital landscape in the medium term. Some of the key strategies to be pursued include: building an integrated national ICT digital infrastructure; providing a regulatory framework to use national ICT digital infrastructure as a platform for e-government services; expanding internet availability and accessibility nationally; developing and implementing regulations to facilitate public private partnerships (PPPs) in ICT development and application; creating a favourable environment to promote e-commerce and offline cashless payments; expanding internet availability and accessibility, especially in schools; establishing innovation hubs and promoting a software and applications industry.

4.4.11 Science, Technology and Innovation

The government aims to place science, technology and innovation (STI) at the centre of development and ensure that STI is mainstreamed in all socio-economic activities. To this end, efforts will be made to ensure that technology drives the implementation of all government policies, programmes and projects. Significant investment will be made towards research and development to ensure that researchers are motivated to find local solutions to the nation's problems. The necessary environment will be created to promote strong partnerships with research institutions, academia and industry, to ensure that research output is turned into industrial applications. This will ultimately lead to a reduction in imports, increased exports and serve as catalyst for job creation and economic growth.

4.4.12 Energy and Petroleum

The transformation of the sector will be driven by the implementation of policies and programmes aimed at addressing challenges in the following areas: sustainable power generation; finances of the state power companies; energy efficiency; attracting investments into the petroleum sector; petroleum contracting; local content and linkages to other sectors of the economy; midstream and downstream activities; and petroleum revenue management. To this end, the key objectives to be achieved are: ensuring availability of clean, affordable and accessible energy; improving financial capacity and sustainability of the power utility companies; ensuring efficient transmission and distribution systems; ensuring efficient utilisation of energy;

promoting petroleum exploration; promoting development and use of indigenous capabilities for exploitation of petroleum resources: leveraging the oil and gas industry as a catalyst for national economic development; ensuring efficient management and utilisation of oil and gas revenue; and minimising potentially adverse environmental impact of the oil and gas industry.

i. Sustainable Power Generation

Over the medium term, the interventions implemented in this focus area will aim at ensuring the availability of clean, affordable and accessible energy. This will entail: restructuring and strengthening the management of hydropower plants and creating a separate thermal market; promoting the use of gas as the primary fuel for power generation; facilitating participation of independent power producers (IPPs) and other private sector institutions in power generation and distribution; and prioritising least-cost, environmentally friendly technologies in the expansion of the country's thermal generation portfolio, in line with Ghana's obligations under the UN Framework Convention on Climate Change (UNFCCC). In particular, regulations for the Renewable Energy law will be developed to incentivise investments in renewable technologies such as solar, wind, geothermal and tidal wave energy.

To provide a long-term solution to the country's power supply requirements, a 10-year power sector master plan will be developed and implemented. Gas from the Jubilee, TEN and Sankofa fields will be leveraged to boost power generation, and incentives provided for aggressive development of indigenous natural gas potential to ensure the security of natural gas supply in the long term. A long-term LNG utilisation programme will also be implemented to expand the market for LNG.

Another intervention will be to build solar parks in the northern part of the country to deploy utility-scale solar photovoltaic systems. Incentives will be provided to owners of commercial, industrial, and utility-scale solar photovoltaic (PV) and wind power systems in the form of one-time tax credits of qualified installed costs, and also to ensure local supply of solar panels. Other important interventions to be implemented to increase renewable energy capacity include establishing a renewable energy industrial zone, in addition to supporting the private sector to build factories for the production and assembly of all components for solar power systems. Solar energy solutions will be promoted in all government and public buildings to reduce demand on the national grid and reduce government expenditure on electricity. Solar and wind mini-grids will also be developed for irrigation and community water supply around the country through PPPs.

Other measures to be pursued to ensure availability of clean, affordable and accessible energy are: promoting net metering technology to encourage end-users to invest in renewables; promoting the conversion of waste to energy; developing options for geothermal and tidal wave energy; and supporting research into the development of safe, secure and sustainable nuclear power programme.

ii. Efficiency of Transmission and Distribution Systems

The medium-term strategy for ensuring the viability of the power utility companies and the growth of the power sector entails improving the efficiency of transmission and distribution systems. Over the medium term, measures to be implemented include: modernising transmission and distribution networks to significantly reduce operational inefficiencies in energy supply and distribution; expanding the distribution and transmission systems; supporting and intensifying sub-regional power interconnectivity in the West African Power Pool (WAPP) involving Ghana, Burkina Faso, Mali, Niger, Togo, Benin and Côte d'Ivoire; and revising the self-help electrification project (SHEP) and using means-testing approaches to enable poor people to connect to the national grid.

iii. Finances of the State Power Companies

The financial stability and sustainability of the utility power companies is key to the survival and growth of the power sector. In this regard, the medium-term strategy for ending the power crises places emphasis on improving the financial capacity and sustainability of the power utility companies. The specific interventions include: developing and implementing an Energy Sector Financial Restructuring and Recovery Plan; injecting liquidity into the power utility companies and restructuring their debts; incorporating a liquidity management mechanism for power utility companies; conducting technical audits on all power sector infrastructure; strengthening the role and capacity of the power sector regulatory agencies in the generation, transmission and distribution of power; supporting the capital market, including the Ghana Stock Exchange, to provide financing for investment in the power sector; and acquiring all new capacity through an open and competitive bidding process.

iv. Energy Conservation

Medium-term efforts at improving the operations of the power sector also entail interventions aimed at ensuring efficient utilisation of energy. Over the medium term, the specific strategies to be implemented for the attainment of this objective include: promoting demand-side management to reduce significantly the operational inefficiencies in energy supply and distribution, as well as the inefficient use of electricity by households and industries; developing and implementing differential pricing regimes and providing incentives for energy conservation; promoting the use and design of energy efficient technologies in public and private buildings; and implementing energy use efficiency policy and programmes.

v. Petroleum Exploration and Production

To realise Ghana's potential for oil and gas production, a key objective of petroleum sector policy is to intensify exploration and production by attracting investments, modern technology and expertise into the sector. To this end, the investment potential of the oil and gas industry will be reviewed with the aim of addressing the challenges of the industry and attracting experienced, technically and financially capable companies. In addition, an enabling environment will be

created through fiscal and non-fiscal measures to attract domestic and foreign investments in oil and gas exploration. In support of the objective of increasing Ghana's oil and gas production capacity and to build new industrial growth poles, oil exploration in the Voltaian Basin, as well as in the Keta and Accra basins, will be accelerated in collaboration with the private sector.

Regulations for the Exploration and Production Law and guidelines for open and competitive bidding will be developed and implemented to award all contracts through an open tendering process. Regulations for measures such as a public register of petroleum agreements, proper data management and full disclosure of information on beneficial owners will be developed to enhance transparency in the petroleum industry.

vi. Local Content and Participation in the Petroleum Industry

To ensure the effective linkage of the oil and gas industry to the rest of the economy, a key medium-term policy objective is to promote the development and use of indigenous capabilities, goods and services for the exploration and production of petroleum resources. To this end, the Western Region will be developed and positioned as a regional oil services hub with a first-class port facility, and as an efficient centre for back-office support for the oil industry in the West African region.

Aggressive investment will be made in education and skills development for Ghanaians to manage the oil and gas sector under an Accelerated Oil Capacity Development Programme. In collaboration with the private sector, jobs will be created in high-impact areas such as fabrication and installation, manufacturing of equipment and parts, and the construction of oil and gas infrastructure. Efforts will be made to ensure that a significant proportion of the crude oil produced in Ghana is refined in-country to add value and build a petrochemical industry as an important growth pillar for the economy and to create jobs.

vii. Petroleum Sector as a Catalyst for National Development

The oil and gas industry in Ghana presents a huge opportunity to support accelerated economic development through linkages with the rest of the economy and by serving as an impetus for the development of new growth poles in the economy, especially in the Western Region. In this regard, the medium-term objective of government policy is to leverage this opportunity as a catalyst for economic development. This will entail: promoting value addition in the oil and gas industry; diversifying the economy with emphasis on local processing of crude oil and natural gas, and their use in strategic industries such as urea, methanol and aluminum; mobilising domestic capital to invest in petroleum products; mobilising public and private sector investment to expand national oil refining capacity, trading, storage and transportation to neighbouring countries and landlocked nations in the sub-region; promoting the use of gas as fuel in the public transportation system; and extending petroleum bulk transportation and distribution infrastructure nationwide.

viii. Petroleum Revenue Management

The overall objective of the government's petroleum revenue management policy is to utilise the oil and gas revenue efficiently to promote growth and development of the country and create wealth for future generations. To this end, strategic interventions to be implemented will include: promoting the investment of oil and gas revenues in growth-inducing and pro-poor programmes to promote balanced development; instituting fiscal discipline in the utilisation of oil revenue in line with the guidelines in the Petroleum Revenue Management Act (PRMA); improving transparency in the management and utilisation of oil and gas resources and revenues; implementing the amended Petroleum Revenue Management Act, working with the oil and gas Extractive Industry Transparency Initiative (EITI); and strengthening the Public Interest and Accountability Committee (PIAC) to further enhance transparency and accountability in the oil and gas sector.

ix. Environmental Protection

Some practices in the oil and gas industry come with negative consequences for the environment. To ensure consistency with international standards on environmental sustainability, the priority medium-term interventions to be pursued include: supporting the Environmental Protection Agency (EPA) and the Petroleum Commission to ensure application of environmentally friendly exploration and production technologies in the oil and gas industry; ensuring compliance with applicable laws and international standards for environment, health and safety in the oil and gas sector, including the policy on zero gas flaring. In addition, efforts will be made to intensify community education on how the oil and gas industry can coexist with the fishing industry. This is to ensure that oil activities are not carried out at the expense of fishing and other lawful economic activities.

4.4.13 Construction Industry Development

The importance of the role played by the construction industry in national development cannot be over-emphasised, especially its contribution to GDP. The sector has been identified as a strategic anchor in the medium-term national development policy framework and is projected to be a major driver of growth and job creation in the medium term and beyond. In this regard, the overall objective for the sector over the medium term is to modernise the industry and make it globally competitive. For the attainment of this objective, the strategies to be implemented include: establishing a central agency for the construction industry to improve efficiency and coordination; improving and standardising techniques and materials used; enforcing quality standards in all aspects of the industry; and promoting and stimulating the development and expansion of the industry. Others are: promoting research and application of modern technology in the delivery of services; establishing and maintaining a construction industry information system for Ghana; instituting an accreditation and certification system for skilled construction workers and site supervisors; and supporting technical education institutions and other professional bodies to train more skilled personnel for the industry.

4.4.14 Drainage and Flood Control

Reducing the recurrence of devastating floods, especially in urban areas, will be a primary medium-term objective for ensuring a resilient built environment. In this regard, the strategic interventions to be implemented will include: constructing storm drains in Accra and other cities and towns; establishing a National Hydrology Authority (NHA) to develop long-term solutions to flooding and the protection of inland and sea coastlines; preparing and implementing adequate drainage plans; improving solid waste management services and stepping up public education on waste disposal.

4.4.15 Infrastructure Maintenance

Poor maintenance of infrastructure will be addressed by incorporating and promoting a proper maintenance culture as part of infrastructure delivery. This will entail: establishing a timely and effective preventive maintenance plan for all public infrastructure; clearing the huge backlog of maintenance works; and instituting a robust maintenance scheme for rail, roads, ports, harbours and other critical infrastructure. Other measures are: enforcing relevant standards in various sectors to reduce rapid deterioration, including strengthening axle load control on roadways; and building capacity to ensure effective infrastructure maintenance.

4.4.16 Land Administration and Management

The overall goal for land administration and management policies in this policy framework is to ensure that land serves as a catalyst for socio-economic development. The medium-term objective is to develop efficient land administration and management systems. The strategies to be pursued are: accelerating the implementation of current land reforms to address title and ownership to land; reviewing and consolidating legislation on land; fully decentralising the Lands Commission and digitising its operations to speed up land services; improving the accuracy of land certificates and ensuring high standards of land data security.

Other interventions to be pursued are: promoting gender equity in land reform, management and land-use planning; promoting measures to prevent and/or address land grabbing; developing incentives for sustainable management of land resources; promoting sustainable land management (SLM) interventions using the integrated landscape management (ILM) approach; and promoting integrated watershed management to combat desertification. In support of the government's industrialisation agenda, land will be secured at strategic locations across the country for industrial and business parks. Efforts will also be made to free up surplus and underutilised lands, in addition to supporting the creation of land banks.

4.4.17 Human Settlements and Housing

To contribute to a resilient built environment through improved human settlement development and housing, medium-term priority interventions will aim at promoting sustainable, spatially

integrated, balanced and orderly development of human settlements, as well as providing adequate, safe, secure, quality and affordable housing.

Promote sustainable, spatially integrated, balanced and orderly development: Priority strategies include: accelerating implementation of the National Spatial Development Framework (NSDF), including spatial plan preparation for regions and districts; strengthening human and institutional capacities for effective land use planning and management nationwide; and supporting full implementation of the Land Use and Spatial Planning Act, 2016 (Act 925).

Provide adequate, safe, secure, quality and affordable housing: Achieving this policy objective will entail implementation of the following strategies: accelerating the implementation of the National Housing Policy; promoting social housing schemes in urban, peri-urban and rural areas; expanding availability of housing finance; supporting private sector involvement in the delivery of rental housing; and supporting self-help building schemes.

4.4.18 Rural Development and Management

Medium-term priority interventions in this policy area aim at enhancing the quality of life in rural areas. The strategies to be implemented include: establishing rural service centres to promote agriculture and agro-based industries; promoting rural enterprise development, financial inclusion, service delivery, capacity building and local economic development; providing basic infrastructure such as potable water, sanitation, electricity, roads, schools, health facilities and low-cost housing; promoting sustainable use and management of natural resources that support the development of rural communities and livelihoods; and providing incentives to attract direct private investment into rural areas.

4.4.19 Urban Development and Management

Implementation of priority medium-term interventions in this focus area will aim, primarily, at promoting resilient urban development and efficient management. To this end, special growth centres and urban networks will be established, with spatially targeted investment interventions (in the Sekondi-Takoradi Urban Network, Cape Coast Urban Network, Tamale Urban Network, Sunyani Urban Network, North-East Urban Network, Aflao Urban Network and Wa Urban Network). The five-tier hierarchy of urban centres involving villages, towns, secondary cities, cities and city regions (conurbations) will be implemented, and structured city regions around Accra, Kumasi and other metropolitan areas created. Other interventions to be pursued include: supporting District Assemblies to plan for infrastructure provision; preparing structure plans for all grade 1, 2 and 3 settlements; and facilitating implementation of the National Urban Policy and Action Plan and the United Nation's New Urban Agenda adopted at Habitat III.

The rest of the interventions are: mainstreaming security and disaster prevention into urban planning and management systems; creating awareness on the greening of human settlements; facilitating the implementation of urban renewal programmes; and facilitating PPPs in the development and maintenance of urban infrastructure.

4.4.20 Zongos and Inner City Development

Over the medium term, policy interventions will be targeted at improving the quality of life in slums, Zongos and inner cities. Specific interventions to be pursued include: establishing a Zongo and inner city development fund to finance programmes such as slum renewal and redevelopment, while strengthening and enforcing the legal framework on slum development; encouraging the participation of slum dwellers in improving infrastructure and facilities; promoting investment in social programmes, including education and training; and supporting local businesses, culture and arts.

4.5 FLAGSHIP PROJECTS AND INITIATIVES

4.5.1 Environment

- Implement the Clean Rivers Programme (CRP) across the country with the participation of voluntary organisations, and collaboration of traditional leaders; and
- Implement the Water-for-All programme to ensure every Ghanaian has access to potable water.

4.5.2 Infrastructure

- Implement a programme on affordable housing for all working Ghanaians and families in modern communities;
- Establish a digital addressing system;
- Establish a national database using the National Identification System as the primary identifier, with linkages to the databases of institutions;
- Dedicate energy supply sources for industrial enclaves and zones;
- Expand the railway network to northern Ghana to open up economic opportunities and link up with neighbouring countries;
- Build a Tema-Akosombo rail link to tie in with a revived and vibrant Volta Lake transportation system that expands transportation and boosts local economic activity;
- Develop an online database of national and sub-national infrastructure assets;
- Establish a Presidential Advisory Council on Science, Technology and Innovation (PACSTI) to ensure high-level attention on STI;
- Establish an Inter-Ministerial Coordinating Council on Science, Technology and Innovation to coordinate STI interventions across all ministries;
- Establish a platform for collaboration between the government, research institutions, academia and industry;
- Improve public funding for research and development (R&D) to at least 1 percent of GDP;
- Enact the STI Bill to ensure continuity in STI programmes from one political administration to another.

4.5.3 Human Settlements

- Establish special development authorities for the Savannah, Middle Belt, Coastal Belt and the Zongo Development Fund

CHAPTER FIVE

GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

5.1 INTRODUCTION

Since Ghana's independence in 1957, good governance and institutional development have been important pursuits of successive governments. As one of the oldest multi-party democratic states in Africa, Ghana continues to record gains in key areas of democratic governance and institutional development, and has served as a good example to others. However, significant challenges exist, characterised by political polarisation; weaknesses in institutions for public accountability, and conflicting and overlapping mandates of public institutions. This chapter assesses Ghana's recent record in democratic governance, corruption and accountability; identifies key weaknesses; and proposes medium-term strategic interventions to address them.

5.2 REVIEW OF EXISTING SITUATION

Since the return to constitutional rule in 1992, successive governments have pursued policies and programmes to maintain the peace and stability of the country. The most recent medium-term national development policy framework, GSGDA II, identified a number of interventions aimed at promoting transparent, responsive and accountable governance. The priority areas included: deepening the practice of democracy and institutional reform; deepening local governance and decentralisation; strengthening policy development and management; public sector reform; promoting development communication; fighting corruption and economic crime; enhancing the rule of law and access to justice; ensuring public safety and security; promoting national culture for development; expanding civil society and civic engagement; and encouraging attitudinal change and patriotism.

5.2.1 Deepening the Practice of Democracy and Institutional Reform

To deepen the practice of democracy, policy implementation has focused on improving the balance of power among the arms of government and other governance institutions; expanding and sustaining opportunities for effective citizen engagement; ensuring an inclusive and equitable political system; and improving the transparency and integrity of the electoral process.

Assessment of progress shows some improvement in resource allocation to Parliament and the Judiciary, thereby enhancing their capacity to perform their functions effectively. Parliament continues to carry out its law-making functions, in addition to its oversight, financial, socio-economic and other regulatory functions. The Public Accounts Committee (PAC) of Parliament continues to organise public hearings on the Auditor-General's reports as a major platform for reviewing public accountability and transparency in the use of public resources.

The Executive continues to support the Judiciary to ensure that it fulfills its statutory functions of maintaining peace, law and order. In addition, the Executive creates political space for civil

society engagement in government processes, including the preparation of annual national budgets, formulation of national development policies, and monitoring of their implementation.

The capacity of independent governance institutions (IGIs) – namely, the Electoral Commission (EC), Commission on Human Rights and Administrative Justice (CHRAJ), National Commission for Civic Education (NCCE), Judicial Service (JS) and the National Media Commission (NMC) – continues to be strengthened. The aim is to enable them to perform their constitutional function of ensuring active checks and balances in the exercise of political authority by the Executive, and promoting good and accountable governance at all levels. The electoral system continues to be strengthened and so far has organised seven successful presidential and parliamentary elections since the return to democratic governance in 1992, and has supervised three smooth transfers of political power between two parties.

However, weaknesses persist, characterised by a power imbalance between the three arms of government (Executive, Judiciary and Legislature), leading to the inability of Parliament to independently and effectively exercise its oversight function in relation to the Executive. In addition, major national policies and programmes suffer from undue politicisation and political violence, especially during election campaigns. The monetisation of the electoral process has led to an uneven playing field for the smaller parties and for women, leading to the marginalisation and exclusion of important political actors.

5.2.2 Deepening Local Governance and Decentralisation

Currently, there are 10 Regional Coordinating Councils, 6 Metropolitan, 55 Municipal and 155 District Assemblies. By law, the Metropolitan, Municipal and District Assemblies (MMDAs) are the highest political, executive, legislative, budgeting and planning authority at local level. The passage of the Local Governance Act, 2016 (Act 936) has resolved the inconsistencies and conflicts in legislation on decentralisation.

The human resource capacity of MMDAs continues to be enhanced with the transfer of more personnel from a number of decentralised agencies to the MMDAs. The introduction of the District Composite Budgeting System has harmonised, rationalised and integrated the hitherto fragmented budgeting at local level, while social accountability platforms, including town hall meetings, have been instituted to strengthen the governance and accountability process. The key challenges for development, however, include: weak fiscal autonomy; low capacity and limited opportunity for mobilising local revenue; retention of some expenditure decisions at central government level; ineffective sub-district structures; weak ownership and accountability of leadership at local level; and weak capacity of local governance practitioners. Other challenges include: poor coordination in preparation and implementation of district development plans; poor linkage between planning and budgeting at national, regional and district levels; weak spatial planning capacity; and limited involvement and participation of citizenry in planning and budgeting.

5.2.3 Public Accountability

Over the years, the government has introduced systems and structures to improve transparency and accountability in the management of public funds. Key among them was the introduction of the Financial Administration Act (FAA), 2003, Public Procurement Act, 2003 (Act 663), and Internal Audit Agency Act, 2003 (Act 658). Also vital are the implementation of the Ghana Integrated Financial Management Information System (GIFMIS) and examination of the audited accounts of public sector institutions by the Public Accounts Committee (PAC) of Parliament. The recent passage of the Public Financial Management Act, 2016 (Act 921), which replaced the FAA, and the Public Procurement (Amendment) Act, 2016 (Act 914) provide other instruments to promote financial integrity in the public financial management system. However, the current concerns regarding these mechanisms are the weak sanctions regime inherent in them.

Through the Local Government Capacity Support Project (LGCSPP), efforts have been made to deepen public accountability by engaging citizens in local governance in Municipal and Metropolitan Assemblies. Town hall meetings and other methods of citizen engagement have been instituted in all MMDAs.

5.2.4 Strengthening Public Policy Development and Management

Past efforts have focused on strengthening policy and development planning processes for equitable and balanced spatial and socio-economic development; promoting and improving the efficiency and effectiveness of performance in the public/civil service; rationalising and defining structures, roles and procedures for state institutions; deepening institutionalisation and internalisation of M&E systems at all levels; and promoting inter- and intra-agency linkages of technology-based information systems.

Within the framework of the decentralised planning system, successive governments have prepared their CPESDP, in accordance with the provisions in Article 36 (5) of the 1992 Constitution, to guide national development, while NDPC has continued to prepare medium-term development policy frameworks to guide implementation of policies and programmes at sector and district levels, and ultimately achieve the national development aspirations of the CPESDP.

To address one of the major concerns of development planning – which is ensuring consistency in policy implementation – a process commenced in 2015 to prepare a long-term national development plan and a Ghana Infrastructure Plan (GIP) to provide a long-term perspective in the preparation of medium-term development policy frameworks, as well as to guide the expansion of national infrastructure in a coordinated manner and on a long-term basis. In addition, the National Development Planning Systems Regulations 2016 (LI 2232) and the Public Financial Management (PFM) Act, 2016 (Act 921) were promulgated to regulate and strengthen the planning system, and ensure that implementation of MDA and MMDA policies, programmes and projects are effectively aligned with the national development policy framework and budget.

The capacity of MDAs and MMDAs continues to be strengthened in plan and budget preparation, implementation, monitoring and evaluation. NDPC continues to provide MDAs and MMDAs with

planning and monitoring and evaluation guidelines to guide them in the preparation of their medium-term development plans and annual progress reports (APR) on the implementation of those plans. The sector and district APR serve as a key input in the national APR on the implementation of the medium-term national development policy framework, which is a key tool for Parliament to exercise oversight on the Executive with regard to the implementation of key commitments in the CPESDP and the medium-term national development policy frameworks.

To strengthen budget execution and the achievement of key development outcomes, budget reforms continue to be implemented. These include the introduction of the Composite Budget in 2012 and Programme-Based Budgeting (PBB) in 2015. The composite budget integrates devolved and deconcentrated departmental budgets to enable District Assemblies to improve the efficiency and accountability of their budgeting process. The PBB replaced activity-based budgeting (ABB) and links expenditures to results by introducing performance indicators and targets into the budget. The process for formulating national development policy frameworks and preparing the annual national budget continued to be opened up to civil society participation, thereby improving Ghana's rank on the open budget index by the International Budget Partnership Group to 51 percent in 2015 as against 50 percent in 2012.

These reforms notwithstanding, significant challenges exist in public policy development and management. Mobilisation and release of resources to implement approved programmes and projects remain difficult, along with coordination of the development planning system. Other challenges are: weak inter- and intra-sectoral coordination; lack of clarity in roles and duplication and overlap of functions of MDAs; misuse and waste of resources; poor incentive structures; ineffective supervision; inadequate infrastructure to ensure an effective working environment; lack of a comprehensive database of public policies; ineffective monitoring and evaluation of implementation of development policies and plans; and limited research capacity of MDAs and MMDAs.

5.2.5 Public Sector Reform

Over the years, a number of reforms have been undertaken in the public sector to promote rapid and sustained economic growth and poverty alleviation. The overall objective of the government's public sector reform agenda has been to transform the institutions of government into a modern and responsive machinery with the capacity to deliver efficient public services to the general public. This effort has primarily focused on pay, productivity and pension reforms, organisational restructuring and training, development of a human resource management framework, subvented agency reform and central management agency reform.

Consequently, the Fair Wages and Salaries Commission continues to implement the Single Spine Salary Scheme to address relativity in public services pay administration, while the Public Services Commission (PSC) has introduced a comprehensive Human Resource Management Information System (HRMIS) and a human resource management (HRM) policy and manual for the public service, to strengthen controls relating to entry, exit, promotions and positions across the various service groups. In addition, interventions were introduced by the PSC to build capacity in the

public sector for better service deliver. Meanwhile, the Office of the Head of Civil Service (OHCS), as part of efforts to improve efficiency and effectiveness in the delivery of public services, instituted a mechanism to regularly assess the performance of Chief Directors and hold them accountable within the framework of their performance contract.

Significant challenges include: weak accountability and sanctions regime in the public service; weak enforcement of and compliance with rules and regulations of the PSC by public sector institutions; limited modernisation and use of technology; undue interference in the functioning of public sector institutions; poor work ethic; weak linkages between human resource planning and pay administration; inadequate competency especially in ICT and analytical skills; inadequate ICT infrastructure to support effective delivery of public services; poor record keeping, and poor customer service delivery by public service agencies.

5.2.6 Development Communication

The institutionalisation of development communication (DEVCOM) as part of the implementation of the national development agenda is key in providing stakeholders with the necessary platform and voice in development dialogue and decision making. Past efforts to promote development communication have focused on: improving transparency and access to public information; promoting social accountability in the public policy cycle; and improving the communication of national development issues to citizens.

Ghana has made significant advances in key indicators of progress including the promotion of press freedom and the number of development dialogues organised by the government. Ghana's ranking in the World Press Freedom Index by Reporters without Borders improved from 41st out of 179 countries assessed in 2011 to 26th out of 180 countries assessed in 2016. This compares positively with United Kingdom (34), South Africa (39), France (38) and United States of America (49), which are perceived to have strong freedom-of-information policies.

Media pluralism continue to thrive in Ghana and the media continues to perform its watchdog role over the three arms of government. This is critical for increasing transparency and accountability in governance and bringing about cohesion, national integration and development.

A number of platforms continue to be created for the engagement of the citizenry on development policies. These include the organisation of town hall meetings and community engagements, policy fairs and regular budget literacy programmes. These have helped to promote transparency in the governance process as citizens are able to hold state officials to account. Several dialogue platforms also exist at MDA and MMDA levels where CSOs and private sector representatives participate effectively to influence public policy. In addition, CSOs and private sector representatives continue to serve on ministerial advisory boards and statutory committees. The current challenges to development communication are: inadequate ownership and accountability for national development at all levels; a polarised media landscape;

insufficient funding of development communication; and weak capacity of development communication institutions.

5.2.7 Corruption and Economic Crimes

Corruption and economic crimes constitute a major impediment to accelerated growth and development of the country. Successive governments have pursued strategies and initiatives to stem corruption and other economic crimes, with varying levels of success. Recent efforts at combating corruption and economic crimes have focused on developing efficient anti-corruption institutions; strengthening laws and institutions for combating corruption and economic crimes; and promoting effective and efficient anti-corruption systems. Assessment of progress shows that Ghana has enacted a number of laws and established a number of institutions to combat corruption. These include the Economic and Organised Crime Office (EOCO), Commission on Human Rights and Administrative Justice (CHRAJ), Internal Audit Agency, Public Procurement Authority, Central Tender Board, and the Public Accounts Committee of Parliament.

CHRAJ facilitated the preparation and implementation of the National Anti-Corruption Action Plan (NACAP) as the blueprint for fighting corruption in the country, while the Public Financial Management Act, 2016 (Act 921) has been promulgated by Parliament to strengthen the public financial management system. The Act provides for the accounting and auditing of public funds as well as more robust sanctions and penalties. A National Integrated Programme (NIP) has been developed with the objective of fighting organised crimes and the drug trade, while EOCO has prepared for implementation of a strategic plan and Standard Operations Procedure (SOP).

The extent to which corruption was perceived to exist among public office holders continued to increase in 2016. The 2016 Corruption Perception Index (CPI) report released by Transparency International showed that Ghana ranked 70th out of 176 countries surveyed, after scoring 43 points on the scale of 0 (highly corrupt) to 100 (very clean). This was a deterioration in performance from the 46 points scored in 2011. Challenges facing the fight against corruption and economic crimes include: low transparency and accountability of public institutions; misappropriation and misapplication of funds by public office holders; abuse of discretionary powers; and increase in and diversification of economic crimes, including money laundering, tax evasion and cyber-crime.

5.2.8 Promoting Rule of Law and Access to Justice

Improving access to affordable and timely justice engenders public confidence in the justice delivery and administration system. In the recent past, a number of interventions have been pursued to ensure the rule of law and enhance access to and delivery of justice. Among such interventions are: automation of some court processes; training of and calling of more lawyers to the Bar; increasing the use of the alternative dispute resolution (ADR) mechanism; strengthening the Legal Aid Scheme; and introducing special programmes such as Justice for All to ensure access to justice by the vulnerable. As of 2013, only 62 percent of court processes were computerised, and this rose to 94 percent in 2016.

However, current challenges include: high cost of justice and slow pace in getting judgment; decline in public confidence in the police and legal system; limited number and poor quality of court systems and infrastructure; lack of technical training and know-how to handle specialty cases among judges and state attorneys; protracted pre-trial detention; perceived corruption of the legal system; and poor documentation and record keeping.

5.2.9 Ensuring Public Safety and Security

Public safety and security is an important component of ensuring peace, stability and social cohesion, and ultimately for promoting sustainable growth and development. Recent efforts in this regard have focused on improving internal security for human safety and protection; reducing recidivism and encouraging effective reintegration of ex-convicts; and enhancing peace and security. The Ghana Police Service (GPS) continues to discharge its obligations of maintaining internal peace, law, order and safety of property. The capacity of the GPS continues to be enhanced to meet the United Nations-recommended police-population ratio (PPR) of 1:500. Available data show that Ghana's PPR stands at 1:833 in 2016 and the proportion of police in frontline duties continues to increase. The GPS continues to deploy highway patrol units throughout the country to reduce armed robbery, and established a counter-terrorism unit. These measures have led to a general decline in crime, with reported cases declining at an average annual rate of 3.5 percent, from 234,242 in 2010 to 177,241 in 2016.

The Ghana Armed Forces (GAF) continues to be strengthened to forestall external aggression, safeguard territorial integrity and contribute to international peacekeeping efforts, while the Ghana Immigration Service (GIS) continues to enforce immigration laws. The percentage of Armed Forces personnel deployed for peacekeeping operations was estimated at 16.4 percent in 2016, while the total number of permits processed by GIS was 130,820. The Ghana National Fire Service (GNFS) continues to carry out public education on fire safety and prevention on radio and television, in markets and lorry parks and in public institutions and organisations, in fulfilment of its mandate to ensure safety of lives and property.

Current threats to peace and security include violent crimes such as armed robbery, tribal and chieftaincy conflicts, terrorism, vigilantism and electoral violence. The sophisticated nature of crime today requires a well-equipped security service with the capacity to act faster than the perpetrators. Other challenges are: inadequate and poor quality equipment and infrastructure; politicisation of the security services; insufficient personnel; weak collaboration among security agencies; mob justice; proliferation of small arms; high rate of recidivism; and weak monitoring and regulation of private security firms.

5.2.10 Culture for National Development

The significance of traditional authorities in national development cannot be over-emphasised. The 1992 Constitution recognises the important role of culture in national development, and therefore enjoins the government to take steps to sustain it, including integrating appropriate

customary values in the fabric of national life, especially through education and national planning.

Recent efforts at integrating culture in national development include promoting the role of the chieftaincy institution in national development. To harness culture for development, the interventions pursued include: promoting the development of literary works; maintaining cultural assets and skills; and promoting Centres for National Culture. The interventions implemented to sustain and enhance the role and relevance of chieftaincy in national development include codifying chieftaincy lines of succession; addressing conflicts and chieftaincy disputes; and developing traditional institutional mechanisms to provide an alternative framework for settling chieftaincy disputes.

Key national institutions continue to be established and existing ones strengthened to coordinate the integration of cultural issues in national development. These institutions include the Ministry of Chieftaincy and Traditional Affairs; National Commission on Culture; Centres for National Culture; and the National and Regional Houses of Chiefs. In 2014, 764 Chiefs were entered into the National Register of Chiefs and 16 draft Legislative Instruments (LIs) on codified chieftaincy lines of successions were submitted to Parliament for approval. The number of chiefs entered into the national register increased to 1,511 in 2016, while 11 additional draft LIs were completed to codify the lines of succession.

To harness culture for development, programmes continue to be organised at Centres for National Culture. The number of activities – including regional senior high school drama festivals, traditional food fairs, craft bazaars and cultural exchange programmes – increased from 106 in 2013 to 329 in 2015, marking steady progress.

This notwithstanding, the growing foreign influences and chieftaincy disputes are becoming a major threat to preserving Ghana's cultural heritage and its contribution to national development. In 2016 alone, 356 chieftaincy disputes were recorded across the country, with attendant loss of life and property. The prevalence of outmoded and negative cultural practices is serving as a disincentive to promoting national culture, especially to the youth. The key challenges to be addressed, therefore, are: weak frameworks, regulations and institutions for promoting national culture; poor appreciation of national culture; weak traditional, institutional mechanisms to provide alternative frameworks for settling chieftaincy disputes; weak capacity of culture institutions; and unavailability of reliable data on the culture sector.

5.2.11 Civil Society and Civic Engagement

Effective citizen engagement is an important asset in ensuring inclusiveness and ownership of the development process. To ensure inclusiveness and ownership of the policy formulation, implementation, monitoring and evaluation process at all levels, institutional opportunities have been created for involvement of CSOs, faith-based organisations (FBOs) and the private sector. Representatives of CSOs serve on Cross-Sectoral Planning Groups (CSPGs) adopted for monitoring the implementation of the government's medium-term national development policy

frameworks. The annual meetings of the government and its development partners to review progress towards targets in bilateral and multilateral agreements continue to provide opportunities for CSOs to engage in high-level policy making. CSOs and private sector representatives continue to serve on ministerial advisory boards and statutory committees.

Avenues for engagement with citizens in general include: town hall and community meetings; policy fairs; and regular budget literacy programmes. These have helped to promote transparency in the governance process and direct contact between citizens and state officials. However, significant gaps exist in awareness, advocacy and enforcement of citizens' rights and responsibilities. These are mainly due to the relatively high levels of illiteracy in Ghana, especially in rural areas, as well as ineffective advocacy strategies by the relevant institutions responsible for public education on the rights and responsibilities of citizens.

5.2.12 Attitudinal Change and Patriotism

A major impediment to national development is the increasingly negative attitude of Ghanaians in various sectors of the economy. Poor work attitude, laziness, absenteeism, indiscipline, non-adherence to civic responsibilities and duties, bribery and corruption are a growing cause of concern which ought to be addressed.

There is also a growing sense of political and civic apathy which is largely a result of the exclusionary nature of the prevailing political system. Furthermore, the 2016 Afrobarometer report notes that a large section of the Ghanaian public is unhappy with the quality of public service delivery, leaving many citizens with a negative perception of state agencies.

The key challenges to be addressed, therefore, are: weak patriotism; poor attitude towards work and other activities impacting quality of life; political and civic apathy; political polarisation; and ineffective advocacy strategies.

5.3 MEDIUM-TERM GOAL FOR GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

The overall goal of the government in the medium term is to maintain a stable, united and safe country. This will entail: deepening democratic governance and public accountability; enhancing public sector management and service delivery; promoting the rule of law and equal access to justice; promoting the peaceful coexistence of all segments of society; and ensuring public safety and security.

5.4 MEDIUM-TERM POLICY OBJECTIVES AND STRATEGIES

For the attainment of the overall goal, implementation of medium-term policy interventions will focus on the following priority areas: deepening democratic governance; reforming and transforming public institutions; effective management of public policy; improving human security and public safety; accelerating and sustaining decentralisation; fighting corruption and economic crimes; promoting respect for law and order; engaging with civil society, religious

bodies, traditional authorities and the media; promoting attitudinal change and patriotism; and promoting culture for national development.

5.4.1 Deepening Democratic Governance

The attainment of national socio-economic development aspirations depends to a large extent on continuous democratic governance, political stability and peace. To this end, medium term policies and programmes will aim at deepening good governance, and ensuring effective operation of institutions that protect citizens' rights. In this regard, strategies to be implemented will include: supporting democratic institutions to perform their functions effectively; strengthening the three arms of government and promoting effective separation of powers; strengthening independent governance institutions; completing the constitutional review process; reforming the electoral process in support of development; modernising the security services to make them more responsive to the demands of democratic processes; deepening political party participation in national development; and strengthening the capacity of Parliament to exercise oversight responsibilities.

5.4.2 Accelerating and Sustaining Decentralisation

To accelerate and sustain decentralisation with a view to bringing governance to the doorstep of the people, medium-term policies will be prioritised towards the following objectives: deepen political and administrative decentralisation; improve decentralised planning; strengthen fiscal decentralisation; strengthen the coordinating and administrative functions of regions; and improve popular participation at regional and district levels.

Deepen political and administrative decentralisation: Strategies to be implemented include: ensuring the election of District Chief Executives (DCEs) and formalising performance appraisal of MMDCs; resolving discrepancies in inter-district boundary demarcation; completing the establishment of MMDA departments; instituting a mechanism for effective inter-service/inter-sectoral collaboration and cooperation at district, regional and national levels; strengthening the capacity of the Institute of Local Government Studies to deliver on its mandate; reviewing the Local Government Service regime and practices; and strengthening sub-district structures.

Improve decentralised planning: The strategies to be implemented to improve decentralised planning include: strengthening local capacity for participatory planning and budgeting, and for spatial planning; creating an environment conducive to local economic development (LED) and PPP policies at district level; and ensuring implementation of the planning and budgeting provisions in LI 2232 and the Public Financial Management Act, 2016 (Act 921).

Strengthen the coordinating and administrative functions of regions: The strategies to be implemented include: review and reorganise administrative regions; create new regions to ensure even development across the country; and strengthen regional structures in support of devolution of powers.

Strengthen fiscal decentralisation: The interventions include: enhancing the revenue mobilisation capacity and capability of MMDAs; strengthening PPPs in IGF mobilisation; implementing the approved Inter-Governmental Fiscal Framework (IGFF) and Inter-Governmental Fiscal Transfers (IGFT); reviewing and passing the Municipal Finance Bill; reviewing and harmonising financial sector legislation; enhancing financial capacities of regional administrations; and improving service delivery at MMDA level.

Improve popular participation at regional and district levels: The strategies to be implemented include: promote effective stakeholder involvement in development planning processes and implementation, local democracy and accountability; build capacity of key stakeholders such as traditional authorities, civil society groups, private sector and NGOs in development dialogue; and strengthen the People's Assemblies concept to encourage citizens to participate in governance.

5.4.3 Enhancing Public Accountability

The policy objective to be pursued in this focus area is to deepen transparency and public accountability. To this end, strategies to be implemented include: strengthen systems and structures for transparency and accountability in the management of public funds; tighten the sanctions regime in public accountability mechanisms; promote public interest in performance monitoring reports of public institutions; expand opportunities and structures for public and community ownership of information; enhance participatory budgeting, revenue and expenditure tracking at all levels; strengthen feedback mechanisms in public service delivery; accelerate the enactment of the Broadcasting Law; and strengthen partnership with the media to enhance cohesion on national issues.

5.4.4 Reforming and Transforming Public Institutions

Building an effective and efficient public service machinery is one of the primary objectives of the government over the medium term. This will entail undertaking institutional reform, as well as developing the capacity of public sector institutions to deliver goods and services efficiently. In this regard, the specific strategies to be implemented will include: clarifying the roles of institutions to address conflicting mandates and improve coordination; designing and implementing a Client Service Charter for public institutions; modernising public service institutions for efficiency and productivity; improving leadership capability and increasing accountability. Other strategies are: improving documentation within the public service; restructuring state-owned enterprises (SOEs) to make them more productive and efficient; empowering citizens to demand quality public services; supporting the National Commission for Civic Education (NCCE) to continuously educate and sensitise citizens on their rights and responsibilities; ensuring implementation of the Public Sector Reform Strategy; insulating the public service from undue interference; and implementing a comprehensive human resource payroll system and database.

5.4.5 Effective Management of Public Policy

To ensure effective public policy management, the medium-term objective is to enhance capacity for policy formulation and coordination. Strategies include: preparing and implementing national public policy guidelines; strengthening implementation of development plans; developing MDA and MMDA capacity in research and statistical information management; promoting the use of Strategic Environmental Assessments (SEA) in public policy processes; developing a legislative and policy almanac; developing and implementing a long-term National Development Policy Framework; strengthening the relationship between the national development planning system and budgeting processes; and promoting coordination, harmonisation and ownership of the development process. National capacity for undertaking policy analysis, development planning, monitoring and evaluation will also be strengthened, including by introducing e-planning, e-monitoring and macroeconomic modelling and forecasting.

5.4.6 Improving Human Security and Public Safety

Given the central role of public safety and security in ensuring peace and stability, the government intends to transform the security services into a world-class institution with modern infrastructure including accommodation, health and training facilities. This will enhance security service performance and ultimately improve public safety.

Enhance security service delivery: Strategies will include: providing competitive remuneration to enable the security services to attract the best personnel; ensuring efficiency and transparency in recruitment processes; strengthening the partnership between marine police and the navy to improve security in Ghana's territorial waters; improving relations between law enforcement agencies and the citizenry; increasing the proportion of security personnel on frontline duties; and refurbishing custodial facilities and rehabilitation centres and increasing their number.

Enhance Public Safety: Strategies to be adopted to protect lives and property include: implementing reforms in pre-trial detention and sentencing, including non-custodial sentences; reducing recidivism and promoting effective reintegration of ex-convicts; reviewing and implementing programmes to rehabilitate and reform prisoners and drug addicts; implementing a robust and comprehensive anti-narcotic drug and anti-organised crime policy; and developing a comprehensive programme to address the cultivation and trade in cannabis, including alternative livelihoods. Other strategies include: intensifying public education on drug and psychotropic substance abuse; promoting security awareness in communities through neighbourhood watch schemes; enhancing border management technology, infrastructure and institutional inspection; intensifying enforcement of fire auditing and inspection of public facilities; increasing national capacity for fire prevention, protection and fighting; intensifying regulation and monitoring of private sector involvement in the provision of internal security; forestalling external aggression and preserving the territorial integrity of the country; and improving the capacity of the security services in external peacekeeping operations.

5.4.7 Fighting Corruption and Economic Crime

To boost the fight against corruption and economic crime, priority policies will aim to strengthen anti-corruption institutions and ensure their independence, as well as blocking loopholes in anti-corruption legislation and policies. In this regard, the key strategies will include: ensure the continued implementation of the National Anti-Corruption Action Plan (NACAP); undertake comprehensive institutional and legislative reforms; strengthen the Judiciary, Parliament, security services and other anti-corruption institutions to perform their functions effectively; establish an Office of the Special Prosecutor; implement an effective assets declaration regime; and review and implement a comprehensive code of conduct for public officials.

Other strategies include: amend the relevant legislation to make corruption a felony; ensure passage into law of the Right to Information Bill and its accompanying legislative instrument; strengthen implementation of the Whistleblowers Act; reform regulations on appointments and confirmation of officers in acting positions; set up in the Auditor-General's office a Procurement Audit Unit to conduct value-for-money audits; ensure implementation of the recommendations of the Auditor-General and Public Accounts Committee (PAC) of Parliament; provide adequate resources for the National Commission for Civic Education (NCCE) to conduct public education and sensitisation on the negative effects of corruption; and enact the relevant regulations to enforce the Public Officers' Liability Act.

5.4.8 Promoting Respect for Law and Order

To promote respect for law and order, the priority medium-term policy objective is to ensure improved access to efficient judicial services. This will entail strengthening the independence of the judiciary and providing it with adequate resources and funding; completing the court computerisation process to upgrade the system to modern standards; transform the Ghana Legal Aid scheme into a Legal Aid Commission to make it more responsive to poor and vulnerable people; strengthening operation of the ADR system to ensure speedy administration of justice; expanding and intensifying training institutions for judicial personnel, police Criminal Investigation Department (CID) officers and prosecutors; and improving inter-agency and cross-sectoral legal coordination.

5.4.9 Promoting Civil Society and Civic Engagement

To promote the engagement of civil society, traditional authorities, religious bodies and the media in the national development process, priority policies will aim at expanding the scope and depth of their involvement. This will improve cooperation and collaboration with civil society and ultimately improve governance and enhance the well-being of Ghanaians. To this end, the specific strategies to be implemented include: creating an enabling legislative and economic environment in support of philanthropy for the vulnerable, weak and excluded, particularly women, children and PWDs; establishing an appropriate framework for collaborative engagement with the media; building the capacity of the media to play a watchdog role and strengthening the National Media Commission to play its media oversight role.

Other interventions are: strengthen the engagement with traditional authorities in development and governance processes; increase support for chieftaincy institutions; strengthen the National and Regional Houses of Chiefs to promote development; continue chieftaincy line of succession documentation; involve traditional authorities in the reform of negative cultural practices; build capacity of religious bodies to promote religious tolerance; encourage coordinated action involving religious bodies to ensure that there is respect for authority, honesty and integrity in society; strengthen engagement with religious bodies in the formulation and implementation of development programmes and projects.

5.4.10 Promoting Attitudinal Change and Patriotism

To promote attitudinal change and bring back the spirit of patriotism, priority medium-term policies will aim at instilling discipline in all aspects of life. The strategies to be implemented will include: strengthening advocacy to promote attitudinal change; promoting culture and good value systems as catalysts for economic growth; launching a good society campaign to promote good national values, attitudinal change, patriotism, the pursuit of excellence and discipline; instituting mechanisms for rewarding good behaviour and sanctioning bad behaviour; formulating and implementing a consensus-driven national values policy; and promoting regular dialogue with law enforcement agencies.

5.4.11 Development Communication

To promote development communication (DEVCOM) in the policy formulation, implementation, monitoring and evaluation process, medium-term policies will be prioritised towards: ensuring responsive governance and citizen participation in the development dialogue; and demystifying the presidency and bring the President closer to the people.

Ensure Responsive Governance and Citizen Participation in the Development Dialogue: Strategies to be implemented include: creating an enabling environment for development communication; promoting behaviour change towards shared values of the good society; integrating development communication across the public policy cycle; promoting ownership and accountability of development policies and programmes, and establishing institutional structures for development communication at all levels of governance.

Other strategies include: organising National Policy summits, regular town hall meetings and periodic meet-the-press sessions around key government initiatives; strengthening the DEVCOM role of the Ministry of Information to ensure delivery of timely and accurate information to the citizenry on government policies and programmes; and provide sustainable financing for development communication.

Demystify the Presidency and Bring the President Closer to the People: The strategies adopted to ensure the achievement of this policy objective include: instituting regular interaction

between the President and citizens in the form of regional visits and broadcasts of Presidential Diary; and organise a Presidential meeting with the press at least every six months.

5.4.12 Culture for National Development

Implementation of medium-term policies will have among its priorities the promotion of culture in the development process. This will entail: reviewing and fully implementing the current cultural policy framework; revamping Centres for National Culture; supporting the establishment of national theatres and museums; restructuring the National Commission on Culture; enhancing national capacity for development of culture; developing a legal regime and processes for safeguarding the intellectual property and creative heritage of Ghana; strengthening institutions and improving the coordination framework for the development of culture; establishing mechanisms to eradicate negative cultural practices and project the Ghanaian cultural heritage; creating awareness of the importance of culture for development; and enhancing private sector participation and popularisation of local cuisine.

5.5 FLAGSHIP PROJECTS AND INITIATIVES FOR GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

The following are the government's flagship initiatives under Governance, Corruption and Public Accountability:

- Establish by an Act of Parliament an Office of the Special Prosecutor which will be independent of the Executive, to investigate and prosecute certain categories of cases and allegations of corruption and other criminal wrongdoing, including those involving alleged violations of the Public Procurement Act and cases implicating political office-holders and politicians;
- Implement an effective asset declaration regime by fostering a working environment conducive for asset declaration;
- Hold direct elections of Metropolitan, Municipal and District Chief Executives (MMDCEs) within 24 months of election into office, to coincide with the next District Assembly elections in 2019;
- Enact the Municipal Finance Law to provide space for MMDAs to access funds from the capital market for rapid socio-economic development and partner the private sector to provide job opportunities to local people;
- Appoint women to at least 30 percent of available public office positions as part of active engagement and involvement of women in development;
- Ensure the passage of the Right to Information Bill; and
- Consolidate the independence of the judiciary and strengthen the institutional capacity of Parliament.

CHAPTER SIX

GHANA'S ROLE IN INTERNATIONAL AFFAIRS

6.1 INTRODUCTION

Ghana's interaction with the international community is a critical component of its national development efforts. Given its relatively modest economic and political role in global affairs, Ghana has attained some success with its foreign policy at various times since independence. This chapter assesses Ghana's recent record in global affairs, identifies the key weaknesses and proposes medium-term strategic interventions to address them.

6.2 REVIEW OF EXISTING SITUATION

The foreign policy thrust of Ghana since independence has been to maximise the benefits of its interactions with the international community while preserving its sovereignty and making unique contributions to its neighbouring countries and to the world. Through multilateral diplomacy at the United Nations, Ghana has participated in the maintenance of global peace and security. On the African continent, Ghana has been an active participant on regional platforms and in initiatives to promote the socio-economic and political development of African countries.

Recent efforts to strengthen the country's international relations have focused on: accelerating economic and social integration with regional and sub-regional states; promoting international peace and sustainable development; and leveraging economic and technological opportunities for sustainable development. The following section is an assessment of progress as well as of emerging challenges to be addressed.

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

Ghana continues to strengthen international partnership and cooperation for development through its diplomatic missions abroad, and participates in high profile global, regional and sub-regional activities. Currently, Ghana has 58 Missions abroad, made up of 51 Missions and 7 Consulates. The 51 Missions consist of 49 High Commissions and Embassies and 2 Permanent Missions (to the United Nations in Geneva and in New York). There are in addition 58 Honorary Consulates which help protect and promote the interests of Ghana around the world. On average, Ghana participated in 12 presidential summits; 34 conferences/fora; 16 trade exhibitions; and three trade and investment negotiations per annum during the period 2013 to 2016.

Ghana continues to sign a number of international protocols and conventions, ratify them and incorporate them in domestic legislation, policies and programmes. Some of the recent ones include: Convention on the Protection of Underwater Cultural Heritage; Convention on the Protection of Cultural Property in the event of Armed Conflict, with regulations for the execution of the Convention; Convention for the Safeguarding of the Intangible Cultural Heritage; the Arms

Trade Treaty (ATT); the instrument of ratification of the Convention on Assistance in the Case of a Nuclear accident or Radiological Emergency; Convention of Early Notification of a Nuclear Accident; and Convention on Supplementary Compensation for Nuclear Damage.

6.2.2 Promoting International Peace and Sustainable Development

The international security environment has changed significantly since the turn of the 21st century. While international security faces conventional threats such as conflicts and wars, new threats such as terrorism and transnational organised crime have also emerged. Ghana continues to contribute to global peacekeeping efforts, including providing peacekeepers to affected countries, and participating in global efforts to curb terrorism and transnational organised crime. Currently, Ghana has contributed peacekeepers to Lebanon, Democratic Republic of the Congo, Mali and South Sudan, in addition to personnel deployed for military observation duties in other peacekeeping areas. On average, 16.4 percent of the personnel of the Ghana Armed Forces are deployed for peacekeeping duties around the world every year.

Apart from peacekeeping, Ghana has made other contributions to the work of the United Nations in promoting peace and security and the resolution of some intractable conflicts around the world. During Ghana's tenure as chair of the UN Security Council in August 2006, it led diplomatic processes towards peace and security in many parts of the world, including in Timor-Leste, Haiti, Burundi, Côte d'Ivoire and the Middle East.

6.2.3 Leveraging Economic and Technological Opportunities for Sustainable Development

In an increasingly interdependent and interconnected world, globalisation has become important development phenomenon, driven largely by technological advancement, increased mobility and trade liberalisation. These have enabled Ghana to integrate into the globalised world, with significant benefits to the country. Ghanaians continue to benefit immensely from the ease of travel to access educational opportunities in other parts of the world. Currently, there are Ghanaians studying in universities all over the world, providing a big pool of talent from which knowledge and skills are obtained to promote socio-economic development. As a result of trade liberalisation, the economies of other countries have opened up to Ghanaian goods and services, thereby providing Ghana with access to wider export markets. Ghana is not left out in the information and communications technology (ICT) revolution and now has a sizeable ICT-literate population. Successive governments have practiced economic diplomacy as a key component of foreign policy and have strengthened the capacity of Ghana's foreign missions with trade attachés to leverage economic and technological opportunities in the respective countries for sustainable development.

6.3 KEY FOREIGN POLICY CHALLENGES

Notwithstanding the current progress, the global environment faces a number of challenges including: the changing global environment; threats to global peace and security; economic

vulnerability; threats from the misuse of technology; cultural challenges and threats arising from free movement.

6.3.1 Changing Global Environment

The international system is changing in largely unpredictable ways, and on all fronts, including economics, trade, and security. The rise of nationalism and xenophobic ideas in politics and calls for protectionist policies have negative repercussions for free movement of persons and trade. The West African sub-region has received its fair share of negative global phenomena such as kidnappings and bombings by insurgent groups. The periodic occurrence of insurgency in Ghana's neighbouring countries (Nigeria, Côte d'Ivoire, Niger, Mali, Togo and Burkina Faso) give cause for concern.

6.3.2 Growing Vulnerability of the Economy

Ghana's economy has been vulnerable to external shocks because of the country's dependence on commodity exports and official development assistance (ODA). The economy is still largely dependent on natural resources, and is unable to complete the full transition from raw material extraction and exportation to local industrial processing. For the most part, the economy is informal, with increasing foreign ownership of enterprises in some strategic sectors. Owing to trade liberalisation and open markets, foreign firms have found Ghana a good place to do business but even though their involvement has led to economic growth, much of that growth has only a limited positive impact on the ordinary Ghanaian in terms of job creation.

6.3.3 Threat to Global Peace and Security

The past decade has seen a rise in terrorism and the activities of transnational criminal groups and cartels engaged in narcotics and arms smuggling, human trafficking, money laundering, and piracy. With their tendency to operate in jurisdictions where structures of law enforcement are weak, transnational criminal groups undermine the stability of countries and the security of their populations. Considering the synergies among these security threats and their cumulative impact on populations, coupled with their ability to defy national boundaries and operate across national jurisdictions, Ghana cannot isolate itself from addressing these global threats.

6.3.4 Threats from the Use of Technology

The proliferation of the Internet and its unregulated nature has made it subject to abuse, especially by the youth. People are thus taking advantage of this to perpetrate crimes such as identity theft, credit card fraud and child pornography that could jeopardise the growth and development of many young people. Overall, the Internet has brought with it new ways of transacting business, communicating, learning, socialising and as a result, it is transforming nearly every aspect of daily life. However, it has also engendered a fast-growing environment for a wide range of malicious activities and Ghana identified among countries with global notoriety for cyber-criminal activity. With an average of 1,000 crimes every year, Ghana ranks second in Africa and seventh in the world in the cyber-crime league.

6.3.5 Culture, Identity and Values

Ghana has diverse groups and cultures that constitute its identity and lifestyle. This diversity has created symbols of national identity, including aspects of food and clothing which have become distinctively Ghanaian. Coupled with the general hospitality of Ghanaians who are open and welcoming to people of different cultures and identities, there is an opportunity to explore the cultural diversity of Ghana in promoting tourism. However, Ghana as a country has not been very resilient and deliberate in its response to the waves of cultural exchanges arising from globalisation in recent times. Ghana has not been able to promote its rich cultural heritage as much as cultures from other places have affected the country. Ways of life, music and manners of expression that are not originally Ghanaian are now part of our daily lives.

6.3.6 Threats from Free Movement

Ghana currently plays host to foreign nationals from all over the world. Although this has brought economic benefits to the country, there are social concerns in relation to security and rising crime rates. These crimes range from illegal mining to cyber-crime to murder and human trafficking, thereby posing serious threats to national security. The influx of foreign illegal miners, for example, not only threatens national security but also human security through environmental degradation.

6.3.7 Other Challenges

Other key development challenges which require urgent policy action include: absence of clearly articulated policy and strategy for Ghana's engagement with the global community; weak service delivery by missions; politicisation of foreign service appointments; inability to attract the right staff mix; inadequate training of staff; lack of periodic review of Ghana's foreign policy positions; global political instability; internal conflicts and contestation; and poor management of trans-boundary resources.

6.4. MEDIUM-TERM POLICY OBJECTIVES AND STRATEGIES

The overall goal of medium-term foreign policies and programmes is to strengthen Ghana's role in international affairs. For the attainment of this goal, the policy objectives to be pursued include: promoting a globally competitive Foreign Service; enhancing Ghana's international image and influence in international organisations; leveraging Ghana's governance and security credentials to promote the country's political and economic interests abroad; and integrating the Ghanaian diaspora in national development.

Promoting a globally competitive Foreign Service: To achieve this objective the strategies to be implemented include: improving the efficiency and effectiveness of foreign missions; expanding markets for intra-regional trade and economic cooperation; repositioning the Economic Trade and Investment Bureau (ECTIB) to serve as the link between Ghana's Missions abroad and MDAs

and other stakeholders at home; and establishing the Office of Inter-Ministerial Coordination (OIMC) on foreign affairs and related issues.

Enhancing Ghana's International Image and Influence in International Organisations: To enhance Ghana's international image and influence in international organisations, strategies to be implemented include: leveraging Ghana's democratic credentials to enhance its international image; promoting the engagement of Ghanaians in leadership roles regionally and internationally; maintaining an identity-based population register for effective management of immigration; making Ghana a preferred destination for business, education and tourism; ensuring commitment to regional and international organisations; and supporting Ghana's involvement in South-South and triangular cooperation. Others include: improving Ghana's role in a strong and vibrant regional market; supporting democracy in all parts of the world; promoting international peace, security and justice; and strengthening collaboration with neighbouring countries on the development and management of trans-boundary crimes and resources.

Leveraging Ghana's governance and security credentials to promote our political and economic interests abroad: For the attainment of this objective, the strategies include: supporting implementation of policies to create a legislative and business environment that is attractive to domestic and foreign investors; reviewing relevant policies to keep abreast of emerging international and regional developments; reducing Ghana's vulnerability to shocks and threats from the international system; defending Ghana's interests and maintaining its sovereignty. Other strategies are: facilitating linkages between Ambassadors and High Commissioners and MMDCEs with a view to maximising investment and trade opportunities for local authorities; creating incentives for diaspora investment, trade and technology transfer; and developing and adopting a national framework on appointments and training for the Foreign Service.

Integrate the Ghanaian Diaspora in National Development: To ensure the integration of the Ghanaian diaspora in national development, interventions to be pursued include: promoting and protecting the welfare of Ghanaian nationals abroad and ensuring their participation in national development; developing and implementing a diaspora engagement policy; attracting and retaining mutually beneficial and sustainable partnerships with Ghanaians in the diaspora. Others include: repositioning the Diaspora Affairs Bureau to effectively support the diaspora and facilitating the implementation of the Representation of the People Amendment Law (ROPAL); creating a database of all Ghanaians outside Ghana linked to the national identification system; enhancing advocacy on implementation of the Dual Citizenship Law; and creating a conducive environment for the return of Ghanaian emigrants and their reintegration.

6.5 GHANA BEYOND AID

Up until the mid-1950s, Ghana financed its own development without "foreign aid". The situation however changed in the mid-1950s onwards as a result of the massive development drive by the government. By 1960, Ghana was receiving foreign aid averaging US\$2.9 million a

year. Between 1970 and 1979, annual aid averaged US\$80.8 million but rose to US\$304.85 million between 1980 and 1989.

Aid levels increased further and peaked at US\$72.2 per capita in 2011 when Ghana acceded to the Heavily Indebted Poor Countries (HIPC) initiative in 2001. This was a year after the country became a lower middle-income country and thus ineligible for certain forms of aid, including concessional lending reserved for poor countries. By 2014, aid per capita had plunged by nearly 42.0 percent to US\$42.05 and has since remained below US\$50.00 per capita despite about US\$918 million from the IMF's Extended Credit Facility (ECF) to Ghana between 2015-2017.

In order for Ghana to achieve its development aspirations and strengthen its position in the world, it will have to formulate an exit strategy from aid. This will require strengthening fiscal policy to increase revenue, improve spending quality and raise productivity in the public sector. Any aid that Ghana receives in the transitional period will be invested in building capacity for a successful exit strategy.

A credible road map will be developed to reduce Ghana's dependency on foreign aid and ultimately end it. Strategic options for aid will be geared towards building institutions rather than deepening dependency. Cooperation with other countries will also be strengthened in areas of common global benefit or threat, such as terrorism or climate change.

6.6 FLAGSHIP PROJECTS AND INITIATIVES FOR GHANA'S ROLE IN INTERNATIONAL AFFAIRS

The following are the government's flagship programmes and initiatives for strengthening Ghana's role in international affairs:

- Reposition the Economic Trade and Investment Bureau (ECTIB) to serve as the link between Ghana's Missions abroad and MDAs and other stakeholders at home;
- Establish an Office of Inter-Ministerial Coordination (OIMC) on foreign affairs and related issues;
- Facilitate linkages between Ambassadors and High Commissioners and MMDCEs with a view to maximising investment and trade opportunities for local authorities;
- Create incentives for diaspora investment;
- Ensure trade and technology transfer;
- Reposition the Diaspora Affairs Bureau to support the diaspora effectively;
- Promote and protect the welfare of Ghanaian nationals abroad;
- Build and sustain mutually beneficial and sustainable partnerships with Ghanaians in the diaspora;
- Facilitate the implementation of the Representation of the People Amendment Law (ROPAL);
- Create a database of all Ghanaians outside Ghana linked to the national identification system;
- Enhance advocacy on implementation of the Dual Citizenship Law;
- Issue chip-embedded biometric passports; and
- Regularise the Diaspora Summit as an annual event.

CHAPTER SEVEN

IMPLEMENTATION, MONITORING AND EVALUATION ARRANGEMENTS

7.1 INTRODUCTION

The medium-term national development policy framework provides the mechanism for operationalising the Coordinated Programme of Economic and Social Development Policies (CPESDP), 2017-2024. It is the framework for translating the development aspirations of the President – as contained in the CPESDP – into goals, objectives and specific strategies to be implemented by MDAs and MMDAs. It also serves as a vehicle for localising and implementing Ghana’s commitments to international development agenda such as the SDGs and the African Union Agenda 2063.

To demonstrate how the medium-term national development policy framework is going to be implemented, this chapter presents an overview of the national development planning system, including the processes and the roles and responsibilities of key actors in ensuring effective implementation of the policy proposals and strategies outlined in the policy framework. It also shows the arrangements for monitoring and evaluation of implementation of the policy framework, as well as the mechanism for communicating development outcomes to the citizenry.

7.2 IMPLEMENTATION ARRANGEMENTS

7.2.1 Overview of the National Development Planning System

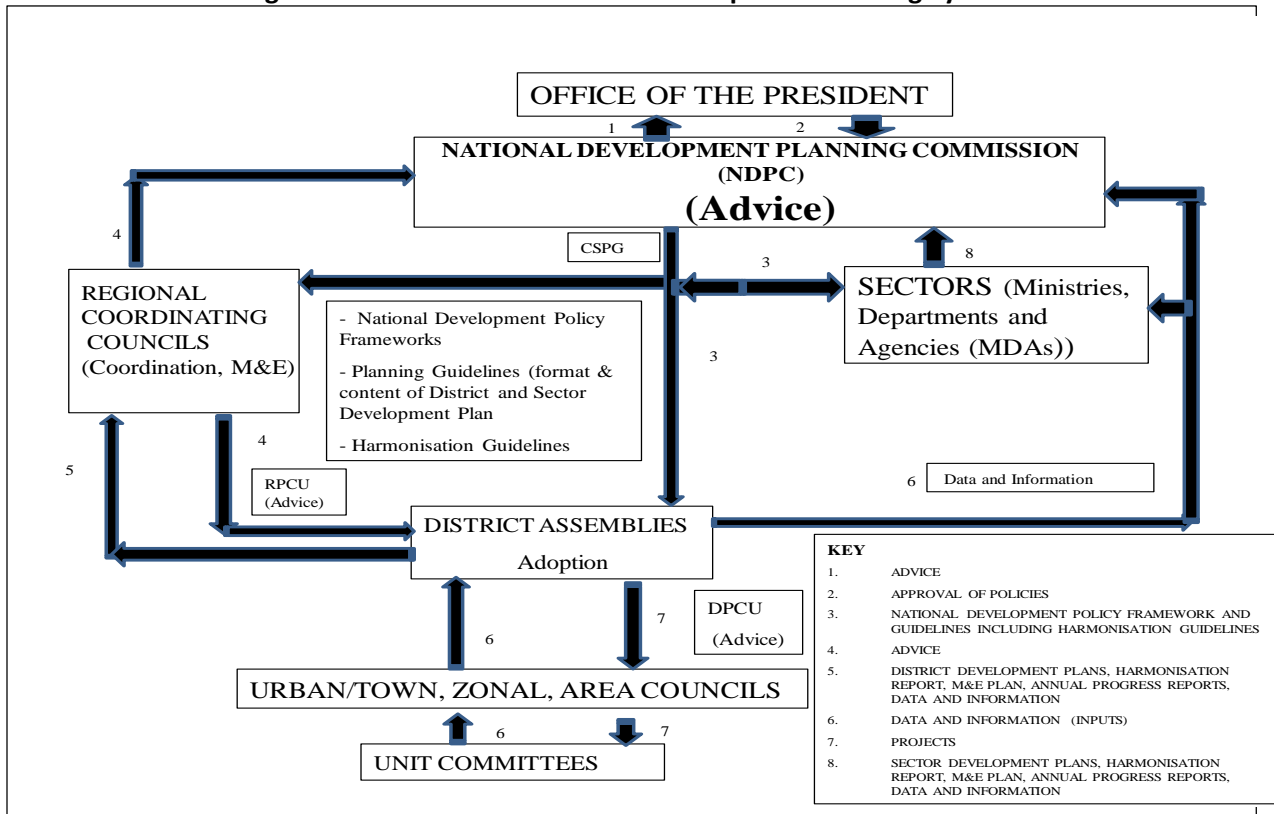
Figure 7.1 below describes the planning system in Ghana. Ghana practices a decentralised planning system, as defined by key legislation such as the National Development Planning (System) Act, 1994 (Act 480); Legislative Instrument 2232; Public Financial Management Act, 2016 (Act 921); and the Local Governance Act, 2016 (Act 936). The system is described as top-down and bottom-up, and it designates the MMDAs as the basic planning unit and NDPC as the apex body to coordinate the system.

The entire system is made up of NDPC (as the apex planning authority⁴), and ministries, departments and agencies (MDAs) at national level; regional coordinating councils (RCCs) at regional level; metropolitan, municipal, and district assemblies (MMDAs) at district level; and the sub-structures. The primary aim of the decentralised planning system is to institute a mechanism that allows for broad participation and partnership in the development planning process at all levels of society. Consequently, the MDAs and the MMDAs are the basic structures for the implementation plans, programmes and activities based on their respective institutional

⁴ “Planning authority” includes the District Planning Authority at the district level, the Regional Coordinating Council at regional level, the planning division of a ministry or sector agency and any other body designated by the Commission to carry out a development planning function.

mandates. It is within this framework that the medium-term national development policy framework (MTNDPF) will be implemented.

Figure 7.1: Overview of National Development Planning System



Source: NDPC

7.2.2 Institutional Arrangements for Plan Preparation and Implementation

i. The National Development Planning Commission

NDPC was created under Articles 86 and 87 of the 1992 Constitution as one of the institutions of the Executive arm of government. The National Development Planning Commission Act, 1994 (Act 479), which is the enabling Act of Parliament, prescribes the membership of the Commission and its broad mandate, including to advise the President (or Parliament on request) or on its own initiative, on national development policy, planning, and strategy.

As the apex planning body, NDPC is required by the National Development Planning (System) Act, 1994 (Act 480) to regulate the decentralised national development planning system with legislative instruments and guidelines. In this regard, the Commission is to prescribe the format and content of plans; review to ensure compatibility with national development objectives, approve and certify, and coordinate development plans of MDAs and MMDAs as the basis for budgeting, as well as monitor and evaluate development programmes and projects.

In accordance with its planning functions, NDPC is also mandated to advise relevant government agencies on the formulation of guidelines for the regulation of physical development; and in collaboration with relevant agencies, monitor physical development to ensure that any proposed project conforms to the approved development plan for the area. It is also required to use Cross-Sectoral Planning Groups to integrate and coordinate planning and development activities of such sectors of the economy as it finds necessary, with membership drawn from representatives of the Commission, relevant sector ministries, appropriate public sector institutions and private sector organisations, and individuals selected for their knowledge and experience by the Commission. In the formulation and implementation of the medium-term national development policy framework, NDPC will adopt the relevant processes and procedures in accordance with the planning law.

ii. Ministries and Sector Agencies

The ministries, departments and agencies (MDAs) are established by PNDC Law 327 (Civil Service Act, 1993)⁵. Their planning functions are provided for under Section 10 of Act 480, and performed by their Policy, Planning, Monitoring and Evaluation Division (PPMED) in consultation with NDPC. Working through the PPMEDs, the MDAs are required to formulate, implement, monitor and evaluate policies, sector medium-term development plans (SMTDPs) and programmes based on national development goals, objectives, and sectoral development planning guidelines issued by NDPC. MDAs are required by law to submit the SMTDPs to NDPC for consideration, approval and certification. MDAs accordingly perform their functions to ensure effective implementation of the medium-term national development policy framework.

iii. Regional Coordinating Council (RCC)

RCCs are established by Section 186 of the Local Governance Act, 2016 (Act 936), and working through the Regional Planning Coordinating Units (RPCUs), are required to provide relevant data to facilitate preparation, coordination, harmonisation, monitoring and evaluation of district development plans. The RCCs are also required to prepare harmonised regional development plans and submit them to NDPC as input for the preparation of a national medium-term national development plan.

iv. District Assembly

The metropolitan, municipal, and district assemblies (MMDAs) are established by Section 3 of the Local Governance Act, 2016 (Act 936). For the purposes of planning, MMDAs are enjoined by law to mobilise resources to prepare, implement, monitor and evaluate district development plans, and structure plans at the local level with the active participation of the citizenry in the district, in accordance with the district planning guidelines issued by NDPC. These plans are to be submitted to NDPC through the RCCs for consideration, approval and certification. MMDAs are also required to monitor and evaluate their development plans and submit the report through

⁵ Republic of Ghana, *PNDC Law 327 (Civil Service Law)*, (Accra, Ghana Publishing Corporation, 1993)

the RCCs to NDPC. The planning functions of MMDAs are performed by the District Planning Coordinating Unit (DPCU), which includes decentralised heads of departments at the district level.

v. Sub-Metropolitan, Urban, Town, Zonal, Area Councils and Unit Committees

As a key component of the District Assembly structure, the sub-metropolitan, urban, town, zonal area councils and the unit committees are assigned key roles that include the provision of inputs for the preparation of Community Action Plans (CAPs). The CAPs form the basis for the preparation of District Medium-Term Development Plans which are used to implement government policies, programmes and projects.

Table 7.1: Roles, Responsibilities and Relationships of Key Institutions in the National Planning System

INSTITUTION	ROLES AND RESPONSIBILITIES
Office of the President and Cabinet	<ul style="list-style-type: none"> • Serve as the main focal point for coordinating the implementation of key interventions including flagship initiatives, in collaboration with NDPC, Ministry of Planning and Ministry of M&E • Ensure that planning activities of government institutions are in line with the Coordinated Programme (CPESDP) and MTNDPF • Ensure that Cabinet and Economic Management Team (EMT) plans and decisions are in accordance with the CPESDP and MTNDPF • Ensure that the priorities of the government expressed in the CPESDP are mainstreamed in sector and district MTDPs • Ensure that addresses, speeches and the State of the Nation Address reflect the CPESDP and MTNDPF
Parliament	<ul style="list-style-type: none"> • Oversee implementation and monitoring of programmes, projects and budgets of MDAs • Demand evidence that the annual national budget is based on the development plan as part of the process of passing the Appropriations Bill • Approve guidelines and formulae for allocating resources, including the District Assemblies Common Fund (DACF) • Disseminate government policies, programmes and projects
National Development Planning Commission	<ul style="list-style-type: none"> • Coordinate the entire decentralised development planning system • Prepare the MTNDPF, reflecting the CPESDP • Provide planning guidelines with M&E for sectors and districts as well as harmonisation guidelines for regions • Facilitate formulation of MTDPs including M&E at sector and district levels • Review and certify MTDPs of sectors and districts • Monitor and evaluate development programmes and prepare annual monitoring reports on the progress of implementation of the policy framework, and periodically conduct evaluation of policies. • Dialogue with the Ministry of Planning, Ministry of Monitoring and Evaluation, Ministry of Finance (MoF), Ghana Statistical Service (GSS), Office of the President, Ministry of Local Government and Rural Development (MLGRD), other MDAs, development partners as well as CSOs on all planning and M&E matters

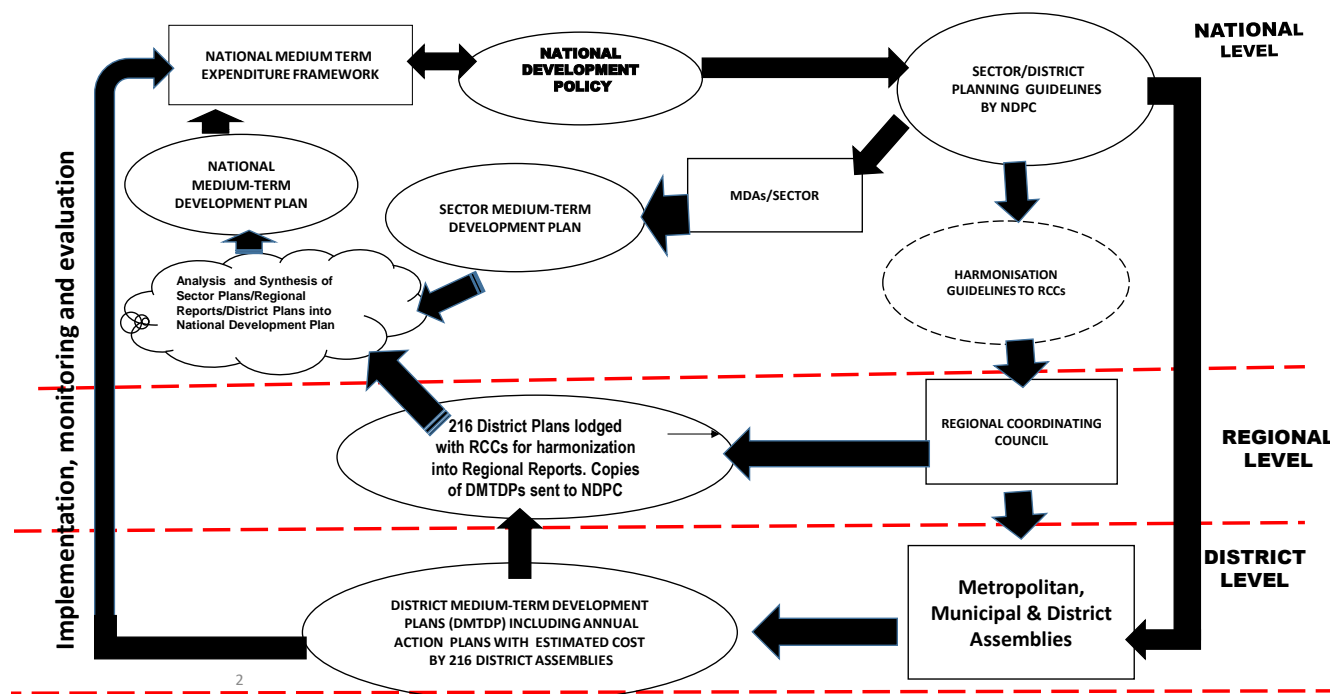
INSTITUTION	ROLES AND RESPONSIBILITIES
	<ul style="list-style-type: none"> Effectively utilise Cross-Sectoral Planning Groups (CSPGs) to address development issues
Minister of Planning	<ul style="list-style-type: none"> Act as the liaison and facilitator between NDPC and the Office of the President on the preparation and implementation of development plans reflecting the CPESDP in the MTNDPF at all levels Facilitate the preparation and submission of the CPESDP to the President and report to the Office of the President on progress during implementation
Ministry of Finance	<ul style="list-style-type: none"> Mobilise resources to implement government policies and programmes Ensure that MDAs are held accountable for the use of financial resources Strengthen the capacity of MDAs to generate, analyse and disseminate financial data Ensure that the feedback from the M&E system is fed into policy formulation and implementation through the annual budget Monitor government expenditure
Other MDAs	<ul style="list-style-type: none"> Prepare and submit to NDPC for consideration, approval and certification, medium-term development plans (MTDPs) under the MTNDPF and in line with guidelines provided by NDPC Prioritise and prepare annual budget in line with the annual action plans of their MTDPs in relation to the annual budget guidelines provided by the Ministry of Finance (MoF) Act as lead or collaborating agencies for implementation of development plans Monitor and evaluate implementation of policies, plans and programmes of their medium-term development plans and submit periodic reports on them Prioritise and cost activities for inclusion in the annual budget Coordinate the activities of the agencies under their purview to achieve stated objectives through the PPMEDs
Ghana Statistical Service	<ul style="list-style-type: none"> Main constitutional body mandated to oversee data collection, analysis, compilation and dissemination activities across government institutions Provide national, regional and district level sex-disaggregated data through analysis of the Population and Housing Census
Regional Coordinating Councils (RCCs)	<ul style="list-style-type: none"> Coordinate preparation of district development plans and budgets Coordinate special programmes Integrate and harmonise district plans with national development goals and objectives. Monitor the implementation of district plans and submit reports on them
Metropolitan /Municipal/ District Assemblies (MMDAs)	<ul style="list-style-type: none"> MMDAs are responsible for the preparation and submission of the development plan of the district to NDPC for approval and certification Coordinate the activities of decentralised planning departments. Provide a forum for the participation of community members, NGOs, CBOs and traditional authorities in identifying community needs and setting priorities for planning. Provide special incentives for the private sector to support local economic development and priority areas in line with the policy framework. Identify priorities and cost activities as the basis for effective implementation of development plans Use participatory and quantitative methods to monitor and evaluate implementation of development plans Develop a system to track the use of resources in relation to targets

INSTITUTION	ROLES AND RESPONSIBILITIES
	<ul style="list-style-type: none"> Prepare and submit quarterly and annual reports to NDPC and the District Assemblies Common Fund Administrator Organise public hearings for the preparation of development plans
Private Sector	<ul style="list-style-type: none"> Build the relevant capacities to engage the government in a development dialogue aimed at strengthening the competitiveness of the private sector for accelerated socio-economic transformation of the country Develop the appropriate capacities and position itself to partner the government in implementing key initiatives, especially those where the private sector has greater capacity, expertise and resources Partner MMDAs in PPPs
Civil Society Organisations	<ul style="list-style-type: none"> Play a crucial role in the development dialogue and the management of the development process Disseminate information on the development process, especially at community level In consultation and collaboration with the appropriate agencies, implement development programmes at national and community level

7.2.3 Plan Preparation Processes

The planning process involves formulation of national development policy frameworks, issuance of planning guidelines, preparation of development plans at the sector and district levels, budgeting and implementation, monitoring and evaluation.

Figure 7.2: National Development Planning Process



Source: NDPC

i. National development policy framework

The NDPF formulation process involves NDPC soliciting initial inputs from the general public through the media in the form of memoranda. Further inputs are then obtained from the CSPGs formed by NDPC. The prioritised thematic inputs of the CSPGs are the outcome of consensus building and trade-offs at their meetings on development focus areas, issues, policy objectives, and strategies reflecting environmental principles and linkages to global development agenda. Other inputs come from Parliament, political parties, Cabinet and development partners through a series of fora.

These inputs are synthesised/harmonised into a draft NDPF, which is submitted to Cabinet for approval. When approved, it becomes the blueprint or development agenda of the nation for a specific period, providing direction and guidance for integrated national development planning. Implementation roles and responsibilities of the planning system regarding the lead and collaborating agencies are defined in the NDPF to enhance coordination, maximisation and judicious utilisation of resources while avoiding duplication of effort.

ii. Sector development plan under the NDPF

To implement the policies and programmes outlined in the medium-term NDPF, ministries, departments and agencies are required by law to prepare their respective sector medium-term development plan (SMTDP) in accordance with planning guidelines provided by NDPC. The SMTDPs contain sector-related policy objectives, strategies and programmes drawn from the medium-term national development policy framework, and consequential projects and activities to be executed at sector level.

The SMTDP is implemented through annual action plans, mainly comprising prioritised policies, programmes and projects which are appropriately sequenced into quarterly actions with costs for the plan period. Each annual action plan informs the MDA's annual budget, as well as the annual national budget through the medium-term expenditure framework (MTEF) and programme-based budgeting (PBB).

iii. Regionally harmonised report on district medium-term development plans (DMTDP)

Section 189 (1) (b) of the Local Governance Act, 2016 (Act 936) enjoins RCCs to coordinate the plans and programmes of district planning authorities and harmonise them. The harmonisation exercise aims at ensuring that district development issues, objectives and strategies in the DMTDP are compatible with those of the medium-term national development policy framework. In addition, they are to ensure spatial equity in allocation of facilities and services in neighbouring districts to avoid polarisation in particular geographical areas.

To this end, RCCs will be supported to prepare their respective regional harmonised report, which outlines the vision, mission and functions of the region; profile of the region, including demographic, social, and economic characteristics; harmonised regional and national

development issues, objectives and strategies as well as proposed interventions in the region. In accordance with Section 28 of the Land Use and Spatial Planning Act, 2016 (Act 925), RCCs are required to prepare a spatial development framework for the region in consultation with the District Assemblies as a component of the regional integrated plan.

iv. District development plan

Section 83 of the Local Governance Act, 2016 (Act 936) defines the planning functions of the District Planning Authority. To implement the policies and programmes outlined in the medium-term national development policy frameworks at the district level, MMDAs are required by law to prepare DMTDPs, using planning guidelines provided by NDPC. The DMTDPs consist of social and economic programmes, projects and activities to be implemented during the plan period for the attainment at local level of the overall goals and objectives of the national development agenda. DMTDPs are prepared in a participatory manner, with inputs from the respective departments of the District Assembly, RCCs, private sector, CSOs, NGOs, etc. District Assemblies, through district spatial planning committees, are also required by Section 38 (1) of the Land Use and Spatial Planning Act, 2016 (Act 925) to prepare a district spatial development framework, structural plans and local plans for the district to guide physical development.

Implementation of the DMTDP, district spatial development framework, structural plans and local plans are done through the annual action plans, comprising the prioritised and costed development activities, appropriately sequenced into four quarters per year for the plan period. Each annual action plan informs the annual composite budget of the District Assembly and annual national budget through the composite budgeting process.

v. National development plan

The national medium-term development plan (NMTDP) is a synthesis of SMTDPs and DMTDPs, which is facilitated by the regional harmonised reports. The NMTDP is prepared by NDPC and is an indicative plan expected to serve as the basis for the national budget. It comprises the vision and core values of the nation, current state of development, development issues, policy objectives and strategies. It is also expected to have a costed programme of action which is the aggregate of the costed annual action plans of the MDAs and MMDAs. In addition, the NMTDP serves as the basis for the preparation of national and sub-national spatial development frameworks, detailing the spatial aspects of social and economic development regarding human settlements as well as activities within the marine space of the country.

Since the introduction of the decentralised planning system in 1994, NDPC has been unable to complete a NMTDP and has relied largely on the SMTDPs and DMTDPs to drive the annual national budget. As part of the requirements of LI 2232, NDPC is enjoined to complete this document in time to serve as the basis for the national budget.

vi. Linking the budget to the Plan

The national budget is a financial expression of development plans. It presents the volume of financial resources needed for the implementation of planned programmes, projects and activities in each financial year. Budget preparation goes through elaborate processes at all levels with different stakeholders. The extent of implementation of programmes and projects largely depends on their budget allocation. It is therefore important to ensure that timely and adequate budget resources are released to facilitate the successful implementation of SMTDPs and DMTDPs.

Budget preparation and implementation processes include development of draft programme-based budgets (PBBs) by MDAs and MMDAs in line with their approved and certified MTDPs. The process is facilitated by budget guidelines, with indicative budget ceilings for each entity. The MoF in collaboration with NDPC organises policy and technical hearings on the draft budgets submitted by MDAs to ensure that they are aligned to their respective MTDP and ultimately the national medium-term development policy framework. Following the policy and technical hearings, final budget ceilings are provided by the MoF for finalisation of budgets by the MDAs and MMDAs. Implementation of the MTDPs commences after passage of the Appropriations Bill by the Parliament.

7.2.4 Policy Implementation: From Plan Preparation to Implementation

Primary concerns for effective implementation of successive medium-term national development policy frameworks are: weak coordination among the key national institutions responsible for leading the implementation of these policies; and weak linkages between the budget and the national development policy framework.

A study carried out by NDPC in 2014 to assess the extent of implementation of the Ghana Shared Growth and Development Agenda (GSGDA) I, 2009-2013, shows less than 50 percent execution of planned activities across all agencies. To understand the causes of this weak implementation, a follow-up study in 2016 identified funding, inadequate capacity and lack of logistics as the main drivers of weak implementation. Indeed, over 60 percent of MDAs and MMDAs reported inadequate budgetary resources, irregular flow and shortfalls in budgetary resources, and inefficient utilisation of resources as the major constraints to effective execution of their plan programmes and activities. There was also significant misalignment of budgetary allocations and inflows continued to be unpredictable.

Over the medium term, coordination among the Economic Management Team (EMT), Office of the Minister for Planning, National Development Planning Commission, Ministry of Monitoring and Evaluation, Office of the Senior Minister and the Ministry of Finance will be strengthened to ensure effective alignment of the annual national budget and the priority policies and programmes identified in the NMTDP. The preparation and implementation of the four key national policy documents – the State of the Nation Address (SONA); Coordinated Programme of Economic and Social Development Policies (CPESDP); the Agenda for Jobs: Creating Prosperity

and Equal Opportunity for All, 2018-2021; and the annual Budget Statement and Economic Policy – will be synchronised and strengthened to ensure harmony and consistency. This will ensure that the MTEF and annual budgets for the period 2018-2021 are properly aligned with government priorities.

Over the period of implementation of this policy framework, the Office of the Minister for Planning will have primary responsibility for ensuring effective linkage between the NMTDP and the annual national budget, while the Ministry of M&E focuses on monitoring selected flagship projects on real-time basis with a view to identifying bottlenecks capable of derailing the projects and therefore taking remedial action. The Office of the Senior Minister will be assigned the responsibility of undertaking reforms of the public sector and building public institutions that can deliver efficient public services and execute the government agenda. The Ministry of Finance (MOF) will focus on resource mobilisation and allocation, based on priority policies and programmes under the Agenda for Jobs: Creating Prosperity and Opportunity for All, 2018-2021; track revenues and expenditures; and collaborate with other institutions to produce annual performance reports, as part of the budget documents.

NDPC will strengthen its internal capacity to engage relevant MDAs and MMDAs in the implementation of the priority policies and strategies identified in the medium-term policy framework. This will entail constituting Special Working Groups around key themes of the Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, 2018-2021. The groups will comprise NDPC Commissioners, external experts and NDPC technical personnel within the framework of the Cross-Sectoral Planning Groups (CSPGs), to discuss priority programmes and key bottlenecks affecting implementation of policies and programmes for early resolution.

7.2.5 Financing Implementation of the Policy Framework

Financing implementation of the national medium-term development policy framework will come from both domestic and external sources. Domestic sources of financing will consist of taxes on income and property, domestic goods and services, and international trade, as well as from private sector investments through PPP. During the period, government efforts will be directed at strengthening revenue mobilisation capacity, including enhancing measures to widen the revenue base; tightening expenditure controls and management and ensuring value for money; and creating space for private sector capital by pursuing PPP approaches to the provision of public goods, services and infrastructure. External sources of financing will include: loans and grants, foreign direct investment (FDI) and portfolio investment. In this regard, government efforts will be directed at creating an environment conducive to attracting appropriate foreign financing, while ensuring that foreign aid is on the budget.

Ghana has a number of statutory funds, including the District Assemblies Common Fund (DACF), Ghana Education Trust Fund (GETFund), Ghana Infrastructure Investment Fund (GIIF), and the National Health Insurance Fund (NHIF). These funds serve as major sources of financing for national development, but they are increasingly becoming improperly synchronised with each other or misaligned with the government's development priorities at any given time. Their

statutory nature means they have first claim on revenue, leading to undue rigidities and duplication in the financing of development. Over the medium term, action will be taken to rationalise these funds with a view to removing the inherent rigidities and ensuring their smooth application for development.

The main sources of financing for implementation of the DMTDPs at MMDA level over the years are: central government transfers to MMDAs (GOG); District Assemblies Common Fund (DACF); MMDA internally-generated funds (IGF); development partners (DPs); and other grants. The DACF is by far the major source of financing for MMDA programmes and projects, followed by grants from DPs; and other grants including the District Development Facility (DDF) and the Urban Development Grant (UDG), IGF and GOG transfers. However, the capacity to finance development at local level varies according to the level of economic development and the strength of local institutions. In this regard, medium-term interventions for increasing financing for development at local level will aim at building capacity to generate more IGF, improving the utilisation of the DACF and pursuing the municipal financing initiative.

The development of certain sectors, such as housing and industries, requires long-term financing which cannot readily be obtained from commercial banks. The failure of development banks in the past has not encouraged the general public to believe in the ability of such institutions to drive national development. Over the medium term, the government will explore the possibility of establishing development banks along the lines of such successful banks in Asia to drive the transformation agenda in agriculture, industry and services.

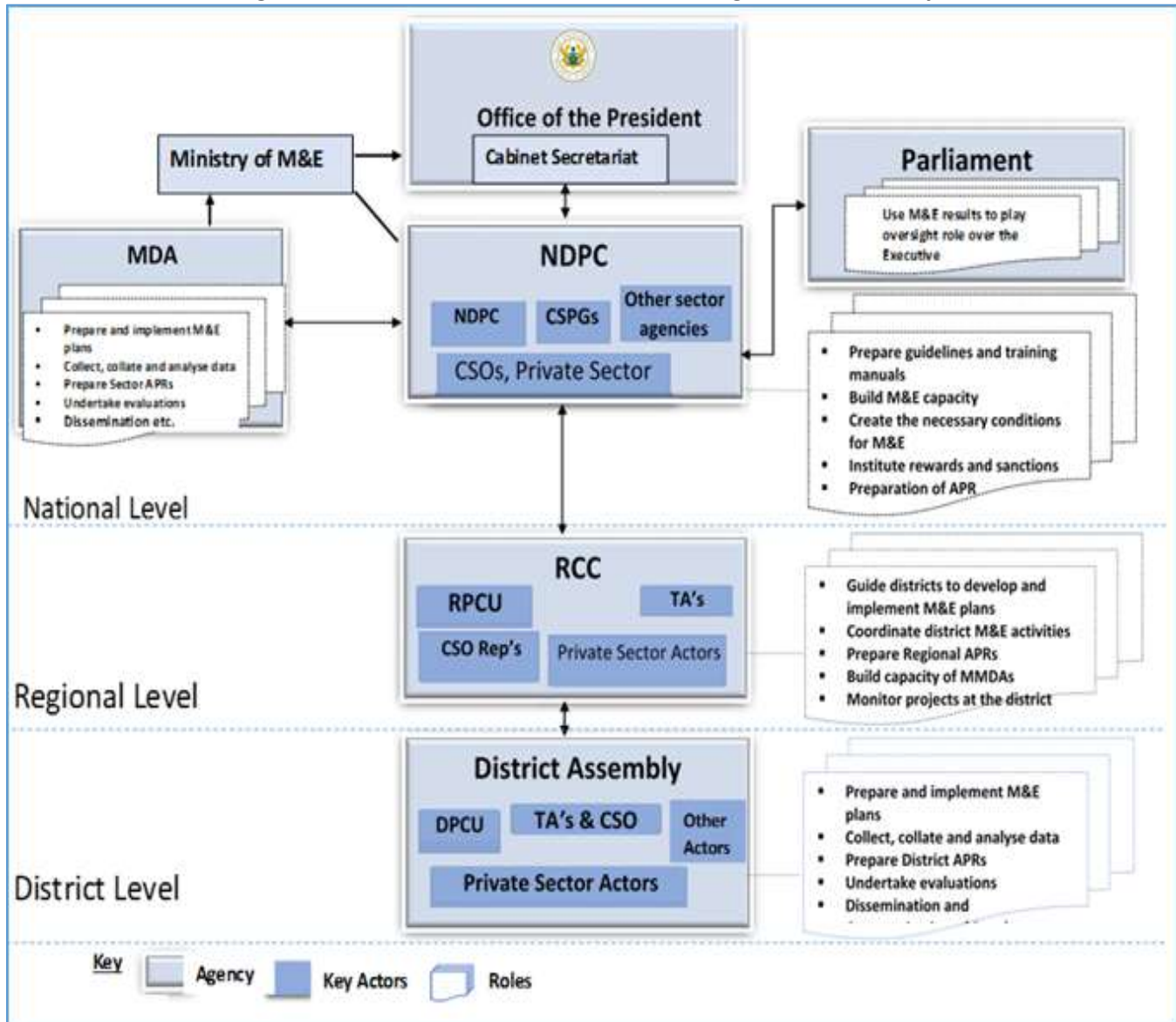
7.3 MONITORING AND EVALUATION ARRANGEMENTS

7.3.1 An overview of the monitoring and evaluation system

Monitoring and evaluation (M&E) is the main instrument for assessing the extent to which government policies, programmes and projects are being implemented at all levels. It helps the government to assess whether its development aspirations are being achieved or otherwise. The national M&E system provides the basis and data for the analysis of the relationships between inputs, the activities that lead to the delivery of public goods and services (outputs) and their associated outcomes and impact.

Monitoring and evaluation of implementation of the national development agenda has been provided for in the National Development Planning (System) Act, 1994 (Act 480), and every government implementing agency is enjoined by law to undertake monitoring and evaluation of their respective policies, programmes and projects.

Figure 7.3: Overview of the national monitoring and evaluation system



Source: NDPC

Similar to the planning system, the national M&E system comprises the President, Parliament, Ministry of Monitoring and Evaluation, NDPC and all MDAs at national level; the Regional Planning Coordinating Units of the RCCs together with CSOs, private sector actors, etc. at regional level; and District Planning Coordinating Units at district level. The National Development Planning (System) Act, 1994 (Act 480) designates NDPC as the apex body for coordinating the national M&E system, while the Ministry of M&E has been set up under the Office of the President to provide real-time monitoring of the President’s strategic programmes and projects with a view to taking prompt remedial action where needed. To this end, the work of the Ministry of M&E reinforces the national M&E system in ensuring that the President’s priority programmes are effectively implemented. Table 7.2 below provides details of the roles and responsibilities of key agencies involved in the national M&E system.

Table 7.2: Roles, Responsibilities and Relationships of Key Stakeholders in national M&E

Stakeholders	Needs/Interests/Responsibilities	Involvement
1. Office of the President (OoP)	<ul style="list-style-type: none"> • Demand and use M&E results • Ensure accountability and transparency • Ensure quality public goods and services delivery • Provide incentives for M&E (including staff) • Ensure efficient use of resources 	<ul style="list-style-type: none"> • Creation of the necessary conditions for M&E • Participation in M&E workshops, seminars, meetings and conferences • Inspection of projects • Dissemination and communication of M&E results • Preparation of M&E reports
2. Parliament	<ul style="list-style-type: none"> • Deliberate and debate on M&E results • Use M&E results (e.g. APR) to play oversight role over the Executive • Ensure accountability and transparency • Ensure appropriate allocation and efficient use of resources for M&E 	<ul style="list-style-type: none"> • Preparation of M&E reports • Participation in M&E workshops, seminars, meetings and conferences • Dissemination and communication of M&E results • M&E orientation, feedback and capacity building • Inspection of projects
3. NDPC	<ul style="list-style-type: none"> • Monitor, evaluate and coordinate development policies, plans and strategies • Provide evidence-based policy advice to the President, Parliament and other stakeholders • Support M&E capacity building and training at all levels • Demand and harmonise progress reports from all MDAs and MMDAs • Provide feedback on M&E results • Ensure incentives are provided for effective M&E at all levels • Ensure that a functional M&E system exists at all levels • Prepare M&E Guidelines for sectors and districts • Prepare a National M&E Plan • Prepare M&E manual for reference and training at all levels • Conduct PM&E • Conduct evaluations • Prepare Sector M&E Plan • Monitor and evaluate the SMTDP • Apply M&E rewards and sanctions • Use M&E results for policy formulation and decision making • Provide feedback on M&E reports and backstopping to districts and sectors 	<ul style="list-style-type: none"> • Inspection of projects • Data collection, validation and analysis • Revision and collation of M&E results from MDAs, MMDAs, CSOs, etc. • Dissemination and communication of M&E results • Organisation of M&E orientations and training workshops • Organisation of M&E workshops, seminars, meetings and conferences • Preparation and revision of M&E documents • Preparation of district and sector M&E Guidelines • Organisation of PM&E • Commissioning of and participation in evaluations and specific studies
4. Council of State	<ul style="list-style-type: none"> • Ensure efficient use of resources • Use M&E results (e.g. APR) to advise the President 	<ul style="list-style-type: none"> • Participation in M&E workshops, seminars and meetings

Stakeholders	Needs/Interests/Responsibilities	Involvement
		<ul style="list-style-type: none"> • Dissemination and communication of M&E results • Inspection of projects
5. Ministry of Monitoring and Evaluation	<ul style="list-style-type: none"> • Serve as the main focal point in the OoP for coordinating the implementation, monitoring and evaluation of key interventions, in collaboration with NDPC and Ministry of Planning • Facilitate, influence and support effective M&E of government programmes aimed at improving service delivery, outcomes and impact on society. • Develop a performance-based results architecture to facilitate transformational delivery of the government's strategically prioritised programmes • Roll out a government-wide dashboard, colour-coded performance rating systems, communication tools and other templates, to complement the existing M&E national system to conduct real-time monitoring of agreed high priorities • Provide regular performance reports to the President, Cabinet, Economic Management Team, and Parliament to initiate timely discussions and corrective measures on stagnating, delayed and under-performing projects • Oversee, coordinate, and work collaboratively with MDAs, development partners and NDPC to monitor and evaluate the key deliverables of the Coordinated Programme at sector and district level • Work with NDPC to ensure that public services discharge their mandates effectively, efficiently and in a timely manner. • Ensure that regular M&E reports are prepared and submitted • Consolidate government activities by ensuring that appointees deliver on set targets • Ensure that ministers' performance is assessed based on the indicators and targets from the party's manifesto 	<ul style="list-style-type: none"> • Dissemination and communication of M&E results • Organisation of M&E workshops, seminars, meetings and conferences • Preparation of M&E reports
6. Ministry of Finance	<ul style="list-style-type: none"> • Ensure appropriate allocation and release of funds for M&E • Ensure availability of accurate, reliable and timely financial data • Monitor and evaluate SMTDP 	<ul style="list-style-type: none"> • M&E data collection and validation • Participation in preparation of M&E budget • Dissemination and communication of M&E results

Stakeholders	Needs/Interests/Responsibilities	Involvement
	<ul style="list-style-type: none"> • Produce M&E reports • Provide M&E incentives • Prepare sector M&E plan • Use M&E results for evidence-based financial policy formulation and decision making • Provide feedback on M&E results • Support capacity building and training in M&E 	<ul style="list-style-type: none"> • Participation in M&E workshops, seminars and meetings • Revision of M&E documents • M&E orientation, feedback and capacity building • Inspection of projects
7. Ghana Statistical Service	<ul style="list-style-type: none"> • Ensure availability of accurate, reliable and timely data at all levels for effective decision making • Provide feedback on M&E results • Support capacity building and training in M&E • Conduct surveys and census • Provide baseline data • Prepare sector M&E Plan • Monitor and evaluate SMTDP • Produce M&E reports • Use M&E results for evidence-based policy formulation and decision making 	<ul style="list-style-type: none"> • Data collection, storage, retrieval and presentation using Ghana Info database • Participation in M&E workshops, seminars and meetings • Dissemination and communication of M&E results • Participation in PM&E • Participation in evaluations • Preparation and revision of M&E documents • M&E orientation, feedback and capacity building • Inspection of projects
8. Ministry of Local Government and Rural Development	<ul style="list-style-type: none"> • Prepare sector M&E Plan • Monitor and Evaluate SMTDP • Produce M&E reports • Support capacity building and training in M&E • Conduct PM&E • Conduct evaluations • Provide feedback on M&E results • Use M&E results for evidence-based policy formulation and decision making 	<ul style="list-style-type: none"> • Participation in M&E workshops, seminars and meetings • Dissemination and communication of M&E Results • Participation in PM&E • Participation in evaluations • M&E data collection and validation • Preparation and revision of M&E documents • M&E orientation, feedback and capacity building • Inspection of projects
9. Other Ministries, Departments and Agencies	<ul style="list-style-type: none"> • Prepare sector M&E Plan • Monitor and evaluate SMTDP • Produce M&E reports • Support capacity building and training in M&E • Ensure the availability of accurate, reliable and timely M&E data • Use M&E results for evidence-based policy formulation and decision making • Provide M&E incentives • Provide feedback on M&E results 	<ul style="list-style-type: none"> • Participation in M&E workshops, seminars and meetings • M&E data collection and validation • Dissemination and communication of M&E results • Participation in PM&E • Participation in evaluations • Preparation and revision of M&E documents • M&E orientation, feedback and capacity building • Inspection of projects

Stakeholders	Needs/Interests/Responsibilities	Involvement
10. Regional Coordinating Councils	<ul style="list-style-type: none"> • Ensure the availability of accurate, reliable and timely data from the districts for effective decision making • Harmonise and coordinate regional M&E progress reports • Provide feedback on M&E reports to districts • Ensure accountability and transparency • Disseminate M&E results • Support capacity building and training in M&E • Supervise district M&E activities • Receive district M&E reports • Use M&E results for evidence-based policy formulation and decision making • Create demand for M&E results 	<ul style="list-style-type: none"> • Participation in M&E workshops, seminars and meetings • Harmonisation and coordination of M&E reports • Dissemination and communication of M&E results • Preparation and revision of M&E documents • M&E orientation, feedback and capacity building • Inspection of projects • Participation in evaluations • Participation in participatory M&E (PM&E)
11. Metropolitan, Municipal and District Assemblies	<ul style="list-style-type: none"> • Prepare district M&E Plan • Ensure the availability of accurate, reliable and timely data for evidence-based policy formulation and decision-making • Monitor and evaluate DMTDPs • Produce M&E reports (quarterly and annually) • Ensure accountability and transparency • Provide feedback on M&E reports • Disseminate M&E results • Support M&E capacity building and training • Create demand for M&E results • Use M&E to enhance ownership and partnership in local development • Conduct PM&E • Conduct evaluations • Use M&E results for evidence-based policy formulation and decision making 	<ul style="list-style-type: none"> • Data collection and validation • Participation in M&E workshops, seminars and meetings • Preparation and revision of M&E documents • M&E orientation, feedback and capacity building • Inspection of projects • Participation in evaluations • Participation in PM&E • Dissemination and communication of M&E results
12. Development Partners	<ul style="list-style-type: none"> • Provide funds, logistics and technical assistance for M&E • Request M&E results • Ensure accountability and transparency • Ensure quality and efficient goods and services delivery • Support evaluation capacity building • Use M&E results for evidence-based policy dialogue and decision making • Create demand for M&E results 	<ul style="list-style-type: none"> • Participation in M&E workshops, seminars and meetings • Data validation • Preparation and revision of M&E documents • Dissemination and communication of M&E results
13. Civil Society Organisations (NGOs, CBOs, voluntary, faith-based organisations)	<ul style="list-style-type: none"> • Ensure transparency and accountability • Ensure top quality and efficient goods and services delivery • Demand and use M&E data and results for advocacy • Disseminate M&E results 	<ul style="list-style-type: none"> • Participation in M&E workshops, seminars and meetings • Dissemination and communication of M&E results <ul style="list-style-type: none"> • Preparation and revision of M&E documents

Stakeholders	Needs/Interests/Responsibilities	Involvement
	<ul style="list-style-type: none"> • Conduct PM&E 	<ul style="list-style-type: none"> • Data collection and validation
14. Private Sector Organisations	<ul style="list-style-type: none"> • Ensure transparency and accountability • Ensure top quality and efficient goods and services delivery • Demand and use M&E data and results • Disseminate M&E results • Share development information 	<ul style="list-style-type: none"> • Data collection and validation • Dissemination and communication of M&E results • Preparation and revision of M&E documents • Inspection of projects
15. Academia and Research Institutions	<ul style="list-style-type: none"> • Share development information • Conduct studies and evaluations • Provide technical assistance • Utilise M&E data and results 	<ul style="list-style-type: none"> • Participation in M&E workshops, seminars and meetings • Dissemination and communication of M&E results • Data collection and validation • Preparation and revision of M&E documents • Participation in evaluations • Participation in PM&E
16. Individual Resource Persons	<ul style="list-style-type: none"> • Offer technical assistance 	<ul style="list-style-type: none"> • Preparation and revision of M&E documents • Participation in evaluations • Participation in PM&E
17. Local Communities and Traditional Authorities	<ul style="list-style-type: none"> • Demand and use M&E reports and results for advocacy • Share development information • Demand top quality, reliable and affordable services • Ensure transparency and accountability • Monitor projects and programmes 	<ul style="list-style-type: none"> • Dissemination and communication of M&E results • Participation in M&E workshops, seminars and meetings • Inspection of projects • Participation in evaluations • Participation in PM&E
18. Media	<ul style="list-style-type: none"> • Demand and use M&E results • Demand top quality, reliable and affordable services • Ensure transparency and accountability • Monitor and report on projects and programmes • Disseminate M&E results 	<ul style="list-style-type: none"> • Participation in M&E workshops, seminars and meetings • Dissemination and communication of M&E results • Inspection of projects
19. Professional Associations	<ul style="list-style-type: none"> • Use M&E reports and results for advocacy • Share development information • Demand top quality, reliable and affordable goods and services • Ensure transparency and accountability 	<ul style="list-style-type: none"> • Participation in M&E workshops, seminars and meetings • Participation in evaluations • Participation in PM&E dissemination and communication of M&E results • Data validation • Preparation and revision of M&E documents • Inspection of projects

7.3.2 Systems Approach to Undertaking M&E

The systems approach to M&E is based on a combination of activities, as well as thematic studies. The key activities in this regard are:

- Annual monitoring of progress of implementation;
- Conduct of participatory monitoring and evaluation;
- Conduct of thematic studies, i.e. Poverty and Social Impact Analysis (PSIA); and
- Conduct of evaluation of the implementation of the national policy framework/PRSP.

Annual Tracking of Progress of Implementation: The annual monitoring of progress of implementation of the national development policy framework involves tracking a set of pre-determined indicators agreed on by all stakeholders during the formulation of the policy framework. Assessment of these indicators is done against targets on an annual basis, and the Annual Progress Report (APR) serves as the key instrument for annual reporting. NDPC, MDAs and MMDAs are required to prepare the APR every year.

Participatory Monitoring and Evaluation: To complement the quantitative data obtained through the APR process, NDPC, MDAs and MMDAs are required to conduct Citizens' Assessment Surveys (CAS) periodically. The survey provides an opportunity for citizens to participate in the monitoring and evaluation process. It also provides an opportunity to: (i) obtain feedback from citizens at the grassroots about the extent to which the key objectives of national development policies are being met from their perspective; and (ii) obtain views from local communities on how to improve policy implementation in order to achieve maximum impact.

Poverty and Social Impact Analysis (PSIAs): In addition to the APRs and the CAS, NDPC, MDAs and MMDAs are required to periodically undertake Poverty and Social Impact Analysis (PSIAs) to serve as a tool for evaluating the socio-economic impact of government policies, programmes and projects.

Evaluation of the National Policy Framework: Given the relatively low costs that it entails, monitoring can measure the performance of policies and programmes frequently. However, it is unable to provide enough elements to understand the complexity of the processes involved or to distinguish the effect of the policies and programmes being evaluated from those of external factors. In this regard, NDPC, MDAs and MMDAs are required to undertake evaluation to answer specific questions to guide decision makers and/or programme managers, and to determine the relevance, efficiency, effectiveness, impact and sustainability of policies, strategies, programmes and projects being implemented.

7.3.3 Monitoring and Evaluation under the Agenda for Jobs (2018-2021)

Current arrangements for undertaking M&E will continue to serve as the basis for reporting on the progress of implementation of the Agenda for Jobs. This will essentially comprise NDPC and Policy, Planning, Monitoring and Evaluation Directorates (PPMEDs) at national level; and Regional Planning Coordinating Units (RPCUs) and District Planning Coordinating Units (DPCUs) at local level. Monitoring will consist of the periodic or continuous assessment of performance based on selected indicators, while evaluation will rely on a wider variety of methods to examine the

implementation of programmes and/or policies more closely, gain a better understanding of the challenges, and produce sound assessments of their consequences and impact. Thematic studies will also be conducted to assess the intended and unintended consequences of policy interventions and/or policy reforms on the well-being of stakeholders.

For improved coordination and effective utilisation of M&E results, institutional arrangements at national level for M&E will be reviewed to include a role for the Economic Management Team (EMT), Ministry of Planning and the Ministry of M&E. Within the M&E institutional arrangement, greater responsibility will still remain with the PPMEDs of MDAs, the RPCUs and the DPCUs, which are the statutory institutions with direct responsibility for policy planning and M&E at sector, regional and district levels respectively.

In accordance with Sections 1, 10 and 11 of the National Development Planning (System) Act, 1994 (Act 480), and based on the sectoral medium-term development plans, PPMEDs of MDAs will design a monitoring and evaluation framework, including agreed sets of objectively verifiable indicators (OVIs) to track progress in terms of programme goals, outcomes, outputs, objectives, targets and activities. They will be required to ensure that their activities are harmonised and reported regularly to NDPC, as well as to the Office of the Minister of Monitoring and Evaluation. Similarly, MMDAs, drawing from their medium-term development plans, will implement an M&E plan to track the results of implementation of their plans at local level.

The Minister of Planning will work with NDPC to ensure that the priorities of the government, as expressed in the CPESDP and the national medium-term development policy framework, are mainstreamed in the sector and district medium-term development plans, and that the annual budget reflects these priorities. In addition, the Minister will serve as liaison and facilitator in reporting on implementation progress to the Office of the President.

The newly created Ministry of M&E (MM&E) will work with NDPC to develop and implement a real-time monitoring system for the strategic flagship initiatives of the President, as well as results-based delivery approaches, to ensure timely implementation of high government priorities. As part of performance assessment and measurement, the MM&E will provide regular reports to the President, Cabinet and Parliament on the progress of flagship programme implementation.

Efforts will continue to strengthen the capacity of evidence-producing institutions such as NDPC, GSS, MDAs, MMDAs and the users of M&E results such as Parliament, Office of the President and CSOs. The relevant legal framework for the management of M&E activities and the use of M&E results will also be strengthened. NDPC will continue to collaborate with GSS to implement the Ghana Statistical Development Plan (GSDP) II in order to strengthen national statistics at all levels, as well as implement the road map for developing an indicator database for reporting on the SDGs and AU Agenda 2063.

To enhance the national M&E system, the following strategies will be pursued:

1. Review and improve M&E institutional arrangements to improve their functionality and effectiveness;
2. Develop and implement an ICT-enabled national M&E system;

3. Strengthen national capacity for effective M&E;
4. Increase investment in the supply and use of M&E results;
5. Develop and implement a national policy of evaluation;
6. Develop effective communications arrangements to ensure timely reporting on deliverables;
7. Promote a holistic approach to M&E that will include the monitoring of inputs (including resource allocations and use), as well as processes and outputs, in addition to evaluating the outcomes;
8. Promote participatory M&E at all levels;
9. Build the capacity of political leadership to appreciate the role of M&E; and
10. Strengthen coordination between GoG and DPs in support of a common M&E agenda.

7.4 STATISTICS FOR DEVELOPMENT

The efficient management of the statistical system and the consistent production and use of quality data for decision making, policy formulation and development planning are critical ingredients in successful implementation, monitoring and evaluation of plans, programmes and projects. Although successive national development policy frameworks have recognised the need to improve the production, management and use of high-quality statistical data and information at the national and sub-national levels, and significant improvements have been made in this direction, some challenges persist.

The yearly compilation and analysis of statistics and indicators for the preparation of the Annual Progress Report (APR) on the implementation of national development agendas, and reporting on the global development agendas continues to drive demand for statistical data and information. However, the production of statistics remains fragmented and *ad hoc*, with few exceptions. This is evidenced by the over-reliance on statistical inquiries such as sample survey data with limited scope and potential for stimulating data supply. Yet, the investment in these large surveys is not being fully optimised as their use remains confined in large part to what is disseminated.

The magnitude and effect of the current challenges in the statistical system require changes in orientation and approach to statistical data and information production and use. The challenges include limited access to timely and relevant routine data, lack of consistency in data across sources and institutions, limited capacity of user institutions to clearly articulate their data needs, and inability of statistical agencies to be user-responsive.

Over the medium term, interventions to be implemented to strengthen the statistical system will aim at achieving the following:

1. Statistics production institutionalised at all levels;
2. Ghana Statistical Service (GSS) reformed to effectively coordinate the National Statistical System (NSS);
3. Revised legal framework that meets international standards, including requirements of Big Data;

4. Improved financing of statistics production;
5. Improved investment in ICT and geographical information systems (GIS) for statistics production;
6. Enhanced investment in human capacity development for statistics production; and
7. Strong relationship between the NSS and the media.

Statistics production institutionalised: To institutionalise statistics production at decentralised level, the policy and legal framework for statistics production will be reviewed to make it mandatory for all public institutions to produce, store and provide statistics for policy making.

Reform of GSS to effectively coordinate the NSS: To position GSS as an effective coordinating agency of the NSS, reforms will be undertaken to define institutional roles and responsibilities; outline coordination mechanisms, and stipulate levels of accountability. The situation where various agencies and institutions are producing different data often creates challenges with data ownership. For sustainability of their operations, a quasi-approach to commercialise the capacity and expertise of GSS will be pursued to generate funds internally. This will entail developing a long-term commercialisation plan for GSS with a Commercial Unit to effectively implement the strategy in the relevant services of GSS. The plan would provide alternative and innovative funding sources for GSS work as pertains in modern national statistical systems.

Revised legal framework that meets international standards: To be compliant with international standards and requirements, including conventions and frameworks to which Ghana is party, the policies and legal frameworks governing statistics production will be revised to provide standard conceptualisations and definitions for data collection protocols. This will entail resolving inconsistencies, contradictions and contentions associated with the conduct of surveys at the decentralised institutional level, and clarifying the legal mandate for MDAs and MMDAs to compile statistics. These reforms will take into account the requirements of Big Data as well as address gaps in the existing NSS laws to establish an efficient NSS responsive to modern trends.

Improved financing of statistics production: Investment is essential to enhance capacity for the production and management of quality data. Over the medium term, a dedicated and reliable funding source for statistical activities will be developed and the allocation of available funds improved, ensuring greater effectiveness of public expenditure.

Improved investment in ICT and GIS for statistics production: The role of ICT in the development of a modern NSS cannot be over-emphasised. Appropriate statistical infrastructure, including basic ICT and GIS infrastructure, will help the NSS to develop statistical products, develop administrative data sources and harness their benefits, and increase sharing of knowledge across all sectors and institutions. The appropriate ICT support infrastructure and platforms will be built, with the capacity to accommodate data from multiple sources.

Enhanced investment in human capacity development for statistics production: To effectively operate and manage an efficient, modern NSS, the management and personnel capacity of the relevant institutions, especially GSS, will be strengthened. GSS will be positioned to lead system-

wide capacity development efforts and to provide technical oversight for public and private institutions that produce and use statistics.

Strong relationship between the NSS and the media: Published data are most often presented in an inaccessible style, thereby making it difficult for the media to use the data effectively. To address these challenges, the relationship between the NSS and the media will be strengthened, and their statistical literacy capacity enhanced to disseminate data and statistical results effectively. GSS will be equipped to lead in the drafting and production of a series of guides on how to use data, use research findings and how to write articles from research results.

7.5 DEVELOPMENT COMMUNICATION

A comprehensive communications and stakeholder engagement strategy will be required to keep citizens well informed and actively committed to the implementation of the policies and strategies outlined in this national development framework. In this regard, NDPC will develop and implement an effective Development Communication Strategy to mobilise popular support for the achievement of the development aspirations outlined in this policy framework. The strategy will target the entire population, with tailor-made messages for Cabinet, members of the Council of State, Judiciary and Parliament, as well as Ministers of State and their Deputies, Chief Directors and heads of organisations, MDAs, Regional Coordinating Councils (RCCs), and MMDAs. Other institutions that will be targeted are political parties, the private sector, professional bodies and associations, international partners, the general public, traditional authorities, communities, media, academia, research institutions and think-tanks. Community-based organisations (CBOs), civil society organisations (CSOs), trade and labour associations, student unions, non-governmental organisations (NGOs), farmer-based organisations, faith-based organisations (FBOs), women's associations and groups, interest groups, and any other institution that may have an interest or a right to information on implementation of the agenda.

The Development Communication Strategy will also aim at: strengthening national capacity for development communication; strengthening communication channels between MDAs, MMDAs, Parliament and civil society, including the media; promoting awareness through continuous dialogue and feedback on the policy framework; and enhancing development communication across the public sector and policy cycle.

In this regard, the communication strategy will identify effective channels for dissemination and communication within the traditional and new media. Other channels to be explored include: communication ambassadors, infographics, and social mobilisation. Strong feedback mechanisms will be developed based on strategic partnerships with state and non-state actors, Parliament, professional associations, the private sector, international partners, academics, the media and other interest groups. Progress made in implementing the policy framework will be disseminated in a thorough way in order to generate ownership and also hold implementers accountable.

**TABLE 7.3: FIFTEENTH SCHEDULE OF LI 2232
(Regulation 27)**

REGULATION	ACTIVITY	OUTPUT	ACTOR	TIMELINES		REMARKS
				Annual	Period	
Regulation 1	Initiation and preparation of district development plan or sector development plan	Draft district or sector development plan	Planning authorities		January-April	Planning authorities will determine the composition of the preparation teams of a Ministry, Department or Agency; the District Planning Coordinating Unit is responsible for preparation of the district development plan
Regulation 5	Adoption of draft district or sector development plan that includes the M&E plan	Draft district development plan or sector development plan adopted	Planning authorities		April	Draft sector or district development plan adopted by the planning authority for submission to the National Development Planning Commission
Regulation 18	Submission of draft district or sector development plan that includes the M&E plan to the Regional Coordinating Council	Draft district development plan or sector development plan submitted and acknowledged	Metropolitan, Municipal and District Chief Executives		April - May	Regional Coordinating Council to acknowledge date and time of receipt of draft district or sector development plan
	Submission of draft district or sector development plan from the Regional Coordinating Council or sector to NDPC	Draft district development plan or sector development plan submitted and acknowledged	Regional or sector Minister		May	NDPC to acknowledge date and time of receipt of the draft district or sector development plan
	Approval of the draft district or sector development by NDPC	District development plan or sector development plan approved	Chairperson, NDPC		June	NDPC provides comments for the revision of the draft district or sector development plan
	Feedback and approval for the district development plan or the sector	Assessment report	NDPC		End-June	NDPC to provide detailed assessment report that includes recommendations on the draft district or sector development plan

	development plan by NDPC					
	Resubmission of the revised plan to NDPC	Revised district development plan or sector development plan resubmitted	Planning authorities		End-July	Planning authorities to revise the draft sector development plan or district development plan based on the recommendations of NDPC and adopted for resubmission to NDPC through the Regional Coordinating Council
Regulations 18 (4)	Issuance of certificate of approval	Certificates issued	Chairperson, NDPC		First week in August	Once issued, the certificate is an indication that the plan has been approved for incorporation in the national development plan. This implies that a planning authority cannot modify the approved plans unless approval is obtained from NDPC
Regulation 6	Modification of approved district development plan				April - May	Submission of the draft district development plan or sector development plan for the year to NDPC
	Resolution passed and letter prepared to inform NDPC	Resolutions				Resolution of two-thirds of the membership of the District Planning Authority required to be signed by the presiding member, the secretary and the chief executive officer to modify the draft district development plan
Regulation 19	Submission of district or sector quarterly and annual progress report	District or sector quarterly and annual progress reports		End of April, July, October, January		The planning authority submits quarterly and annual reports to NDPC
Regulation 25	Regional integration of district development plans	Integrated district development plans			End of August	The regional integrated plan of the Regional Planning Coordinating Unit should comply with the format in the Eighth Schedule
	Grievance procedure	Remedies				The Regional Minister causes an investigation to be conducted into the grievance and determine appropriate redress within six weeks after receipt of the grievance.

APPENDIX I: MATRICES OF MEDIUM-TERM POLICIES AND STRATEGIES, 2018-2021

APPENDIX 1.1: ECONOMIC DEVELOPMENT

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
1. STRONG AND RESILIENT ECONOMY	<ul style="list-style-type: none"> • Slow economic growth • Rapid depreciation of the cedi • Rising and erratic rates of inflation • High interest rates • High ratio of non-performing loans • Significant proportion of unbanked Ghanaians 	1.1 Enhance monetary discipline and financial stability	1.1.1 Enhance institutional framework relating to monetary policy management (SDG Targets 16.6, 17.13) 1.1.2 Stabilise the exchange rate for the long term (SDG Targets 17.10, 17.11, 17.12) 1.1.3 Institute a programme to address the structural causes of high inflation (SDG Target 17.13) 1.1.4 Reform financial sector to include deepening financial markets, financial inclusion, supervision and regulation of financial institutions, the electronic payments system and reviewing base rates across banks (SDG Targets 8.10, 9.3) 1.1.5 Implement policies aimed at repositioning the country as an international financial services centre (IFSC) within the region (SDG Target 10.5) 1.1.6 Pursue decisive measures in the short-to-medium term to deepen the capital markets (SDG Target 10.5) 1.1.7 Improve liquidity management, including reinforcing provisions of the Bank of Ghana Act relating to currency in circulation and foreign exchange cover (SDG Targets 16.5, 16.6, 17.1, 17.11, 17.12) 1.1.8 Encourage more companies to list on the Ghana Stock Exchange (GSE) (SDG Targets 9.3, 17.5) 1.1.9 Develop a more comprehensive market for insurance and mortgage finance (SDG Targets 8.10, 10.5)	Bank of Ghana (BOG) Ministry of Finance (MoF) Ghana Revenue Authority (GRA) National Insurance Commission (NIC) Ministry of Trade and Industry (MOTI) Ministry of Business Development (MOBD) Securities and Exchange Commission (SEC) Economic Management Team (EMT) Office of the Senior Minister Ghana Stock Exchange (GSE) National Pensions Regulatory Authority (NPRA)	SDG 8, 9, 10, 16, 17 AU Goals 1, 4, 9, 20
	<ul style="list-style-type: none"> • Revenue under-performance due to leakages and loopholes, among other causes • Systemic abuse in the exemptions regime • Narrow tax base 	1.2 Ensure improved fiscal performance and sustainability	<u>Enhance Revenue Mobilisation</u> 1.2.1 Eliminate revenue collection leakages (SDG Targets 16.5, 16.6, 17.1) 1.2.2 Strengthen revenue institutions and administration (SDG Target 16.6) 1.2.3 Pursue the full implementation of the Excise Tax Stamp Act, 2013 (Act 873) to boost revenue collection (SDG Targets 17.1, 17.3) 1.2.4 Review existing legislation and all administrative instructions regarding non-tax revenue/internally generated funds (NTR/IGF) to develop an IGF policy (SDG Targets 17.1, 17.3) 1.2.5 Diversify sources of resource mobilisation (SDG Targets 17.1, 17.3)	Ministry of Finance Bank of Ghana Ghana Revenue Authority Audit Service National Pensions Regulatory Authority	SDG 16, 17 AU 1, 4, 9, 20
	<ul style="list-style-type: none"> • Weak expenditure management and budgetary controls 		<u>Strengthen Expenditure Management</u> 1.2.6 Strengthen and strictly enforce the Public Financial Management Act, 2016 (Act 921) (SDG Targets 16.5, 16.6, 17.4) 1.2.7 Enact Fiscal Responsibility Law (FRL) (SDG Targets 16.5, 16.6, 17.1, 17.4)	Ministry of Finance Bank of Ghana Public Procurement Authority	SDG 10, 12, 16, 17 AU 4, 20

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • High and unsustainable public sector wage bill 		1.2.8 Establish a Fiscal Stability Council (SDG Targets 16.6, 16.7) 1.2.9 Strengthen institutional collaboration for effective fiscal policy management (SDG Targets 16.6, 16.7, 17.17) 1.2.10 Strictly enforce the provisions of the Public Procurement Act, 2016 (Act 914), especially with regard to sole sourcing (SDG Targets 12.7, 16.6) 1.2.11 Review and strengthen the public sector wage bill management system (SDG Targets 10.4, 16.6) 1.2.12 Extend and strengthen the GIFMIS system across all MDAs and MMDAs (SDG Targets 16.5, 16.6) 1.2.13 Review administrative framework for earmarked funds to ensure efficiency in the management of public funds (SDG Targets 16.5, 16.6) 1.2.14 Establish Financial Administration Tribunal (SDG Targets 16.5, 16.6, 16.a) 1.2.15 Ensure effective financial management and oversight of state-owned enterprises (SDG Targets 16.6, 17.17)	Office of the President Parliament Controller and Accountant-General MDAs and MMDAs Securities and Exchange Commission State Enterprise Commission Office of the Senior Minister Public Sector Reform Secretariat	
	<ul style="list-style-type: none"> • Increasing public debt • Increasing government budget deficits • Inadequate assessment of policy impact on firms and households 		<i>Ensure Effective Debt Management</i> 1.2.16 Conduct and publish a Debt Sustainability Analysis (DSA) (SDG Target 17.4) 1.2.17 Update the Medium-Term Debt Strategy (MTDS) to guide borrowing plans and operations (SDG Target 17.4) 1.2.18 Pursue an effective debt-management strategy to ensure debt sustainability, including a self-financing debt strategy in developing and managing capital projects (SDG Target 17.4) 1.2.19 Adopt global standards of risk and treasury management (SDG Target 17.4) 1.2.20 Ensure accountability in the use of state resources (SDG Targets 16.6, 17.4) 1.2.21 Reduce domestic borrowing and the resulting crowding out of the private sector (SDG Targets 17.3, 17.4)	Ministry of Finance Office of the President Public Procurement Authority Parliament Ministry of Planning Ministry of Monitoring and Evaluation	SDG 16, 17 AU 4, 20
	<ul style="list-style-type: none"> • Weak link between medium-term policies/plans and the Budget • Weak capacity for policy management and coordination • Limited availability and accessibility of economic data • Poor coordination among agencies responsible for economic management 		<i>Strengthen capacity for economic management</i> 1.2.22 Strengthen economic planning and forecasting (SDG Targets 11.a, 17.18, 17.19) 1.2.23 Build and sustain national and sub-national capacity for macroeconomic planning and development (SDG Targets 11.a, 17.18, 17.19) 1.2.24 Strengthen collaboration between key state agencies in charge of economic management (SDG Targets 16.6, 17.14) 1.2.25 Enhance the production and dissemination of disaggregated data (SDG Target 17.18) 1.2.26 Strengthen data interoperability within the National Statistical System (SDG Target 17.18)	NDPC Office of the President Ministry of Finance Ministry of Planning Ghana Statistical Service Bank of Ghana Ministry of Monitoring and Evaluation Office of the Senior Minister	SDG 11, 16, 17 AU 1, 4

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Significant trade deficits • Low volume of production • Volatility in primary commodity prices • Decline of non-traditional exports 	1.3 Promote international trade and investment	<p>1.3.1 Promote the Made-in-Ghana (MiG) policy, value addition and seek marketing opportunities within Africa and beyond (SDG Targets 2.3, 9.3, 17.11)</p> <p>1.3.2 Pursue pragmatic measures to remove bottlenecks along the entire supply chain of exports, including addressing port capacity issues, transport links, finance, trade facilitation, port and market access issues (SDG Targets 17.10, 17.12)</p> <p>1.3.3 Restructure the operations of the Ghana Export Promotion Authority (GEPA) and implement the National Export Strategy (SDG Target 17.11)</p> <p>1.3.4 Pursue the objectives of ECOWAS, including the rapid establishment of an ECOWAS regional market</p> <p>1.3.5 Promote the effective implementation of the ECOWAS Trade Liberalisation Scheme (ETLS) and remove bottlenecks (SDG Targets 2.b, 17.10, 17.12)</p> <p>1.3.6 Facilitate the adoption and implementation of the ECOWAS Common External Tariff (CET) (SDG Target 17.12)</p> <p>1.3.7 Pursue the objectives of the African Union (AU) and create the African Continental Free Trade Area (CFTA) (SDG Target 17.12)</p> <p>1.3.8 Pursue measures to take full advantage of multilateral trade agreements such as the African Growth and Opportunity Act (AGOA) of the US government, and the EU-ECOWAS Economic Partnership Agreement (EPA) (SDG Target 17.10)</p> <p>1.3.9 Provide support to stakeholder organisations in export promotion activities (SDG Targets 17.10, 17.11)</p>	<p>Ministry of Finance</p> <p>Ministry of Trade and Industry</p> <p>Ministry of Business Development</p> <p>Ministry of Foreign Affairs and Regional Integration</p> <p>Ghana Export Promotion Authority</p> <p>Association of Ghana Industries</p> <p>Ghana Standards Authority</p> <p>Food and Drugs Authority</p> <p>Ghana Investment Promotion Centre</p> <p>Ghana Chamber of Commerce</p> <p>Private Enterprise Federation</p> <p>MMDAs, MDAs</p>	<p>SDG 2, 9, 17</p> <p>AU 8, 9, 19, 20</p>
2. INDUSTRIAL TRANSFORMATION	<ul style="list-style-type: none"> • High cost of electricity • Inadequate and unreliable electricity supply 	2.1 Ensure energy availability and reliability	<p>2.1.1 Realign the electricity tariff structure in support of industrial development (SDG Targets 7.1, 9.1, 9.2)</p> <p>2.1.2 Identify and boost the long-term generation of base load power at the lowest possible cost configuration (SDG Target 7.b)</p> <p>2.1.3 Ensure the necessary investment to upgrade, renew, and expand the power transmission and distribution network (SDG Targets 7.a, 7.b)</p> <p>2.1.4 Tackle the corporate governance deficiencies in the energy sector that contribute to inefficiency, waste, and poor services (SDG Targets 16.6, 16.7)</p>	<p>Ministry of Trade and Industry</p> <p>Ministry of Business Development</p> <p>Ministry of Special Development Initiatives</p> <p>Minister of Planning</p>	<p>SDG 7, 9, 16</p> <p>AU 4,5,7,9</p>

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> Limited supply of raw materials for local industries from local sources 	2.2 Enhance production and supply of quality raw materials	2.2.1 Provide incentives for the production and supply of quality raw materials for industry (SDG Targets 2.3, 2.c, 12.1, 12.2) 2.2.2 Introduce a programme of support for agro-processing through the cultivation of selected agricultural raw materials (including tomato, cassava, cocoa, soya beans, maize, oil palm, cashew, cotton, shea nut), selected fruits, groundnuts and rice (SDG Targets 2.3, 2.4, 2.c) 2.2.3 Support recycling and reprocessing of industrial waste to extend the industrial value chain as well as create a new raw material base for industries (SDG Target 12.5) 2.2.4 Collaborate with industry, especially the beverage industry, to replace imported raw materials with local ones (SDG Target 9.b)	Ministry of Energy Ministry of Employment and Labour Relations Ministry of Lands and Natural Resources	SDG 2, 9, 12 AU 4, 5, 7, 9
	<ul style="list-style-type: none"> Inadequate investment in industrial research 	2.3 Improve research and development (R&D) and financing for industrial development	2.3.1 Refocus the operations of public research institutions to support the development of selected strategic industries (SDG Targets 9.5, 9.b) 2.3.2 Provide incentives for the establishment of R&D laboratories by the private sector to support value chains in targeted industries (SDG Targets 9.5, 9.b) 2.3.3 Leverage science, technology and innovation for industrial development (SDG Targets 9.5, 9.b) 2.3.4 Promote salt production as a strategic industry and link it to the oil and gas sector (SDG Targets 12.1, 12.2) 2.3.5 Create appropriate environment to encourage financial institutions to provide long-term financing for industrial R&D (SDG Targets 9.5, 9.b)	Ministry of Education Ministry of Environment, Science, Technology and Innovation Ministry of Trade and Industry Council for Scientific and Industrial Research (CSIR)	SDG 9, 12 AU 4,5,7,9
	<ul style="list-style-type: none"> Limited numbers of skilled industrial personnel 	2.4 Ensure improved skills development for industry	2.4.1 Establish apprenticeship and skills development centres to train skilled labour force for specific industrial sectors (SDG Target 4.4) 2.4.2 Develop in collaboration with trade unions a database of trained apprentices and artisans, and establish a National Apprentice Recruitment Agency (SDG Target 17.18) 2.4.3 Transform the apprenticeship training model from a supply-driven approach to a market-demand model (SDG Targets 4.3, 4.4, 4.7) 2.4.4 Create an information portal and set up a task force to assist the youth and artisans in making their products and services visible on a local, national, and global scale (SDG Target 9.c)	Ministry of Employment and Labour Relations Ministry of Lands and Natural Resources Ministry of Education Ministry of Environment, Science, Technology and Innovation Ministry of Trade and Industry National Vocational Training Institute	SDG 4, 9, 17 AU 2, 4,5,7,9
	<ul style="list-style-type: none"> Lack of contiguous land for large-scale industrial development 	2.5 Improve access to land for industrial development	2.5.1 Facilitate access to dedicated land in every region for the establishment of multi-purpose industrial parks, sector-specific industrial enclaves, and enterprise free zones SDG Target 9.2) 2.5.2 Support the development of existing and new industrial clusters and manufacturing enclaves, with a renewed focus on value addition, skills development and job creation (SDG Target 9.2) 2.5.3 Develop vibrant commercial zones along international boundary areas to the north, east, and west and explore the possibility of joint industrial	Ministry of Lands and Natural Resources Ministry of Trade and Industry Lands Commission Land Use and Spatial Planning Authority	SDG 9 AU 4,5,7,9

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			development with neighbouring countries towards stronger ECOWAS integration (SDG Target 9.1)		
	<ul style="list-style-type: none"> • Distressed but viable industries • Severe poverty and underdevelopment among peri-urban and rural communities • Limited local participation in economic development 	2.6 Pursue flagship industrial development initiatives	2.6.1 Build competitiveness of existing industries by supporting them with a stimulus package (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c) 2.6.2 Implement One District, One Factory initiative (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c) 2.6.3 Implement strategic anchor industrial initiatives (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c) 2.6.4 Introduce industrial subcontracting exchange to link SMEs with large-scale enterprises (SDG Targets 9.2, 9.3)	Ministry of Trade and Industry Ministry of Employment and Labour Relations Ministry of Business Development	SDG 9 AU 1, 4,5,7,9
3. PRIVATE SECTOR DEVELOPMENT	<ul style="list-style-type: none"> • Tax burden on businesses • Inadequate access to affordable credit • Low domestic saving rate 	3.1 Enhance business enabling environment	3.1.1 Establish electronic register for business legislation, regulations and processes which should lead to providing a complete repository of business laws and transparency for investors (SDG Targets 16.6, 16.10) 3.1.2 Conduct periodic review of business regulations to ensure significant reduction in cost and volume of regulatory compliance (SDG Target 10.5) 3.1.3 Develop a centralised web portal for business regulations (SDG Target 9.c) 3.1.4 Establish regulatory reform units within MDAs to conduct Regulatory Impact Assessments (RIA) across government institutions (SDG Targets 16.6, 17.14) 3.1.5 Reform the tax system to reduce the burden on businesses and create opportunities for business expansion (SDG Targets 16.6, 17.5, 17.14) 3.1.6 Develop communication, advocacy and public-private dialogue to enhance the inclusive and open process of stakeholder engagement (SDG Targets 12.8, 16.7, 17.17) 3.1.7 Institute effective commercial dispute mechanisms in support of private sector growth and development (SDG Targets 16.3, 16.b)	Ministry of Trade and Industry Ministry of Finance Parliament Ministry of Business Development Ministry of Special Development Initiatives Ministry of Communications Ministry of Information	SDG 9, 10, 12, 16, 17 AU 4,5,20
	<ul style="list-style-type: none"> • High cost of capital, • Limited availability of medium- and long-term financing 	3.2 Improve business financing	3.2.1 Review the mandate of the National Investment Bank (NIB) and position it to provide financing to the industrial sector (SDG Targets 8.10, 16.6) 3.2.2 Establish an Industrial Development Fund (IDF) to finance critical private sector industrial initiatives (SDG Targets 8.10, 9.3) 3.2.3 Realign the Ghana Investment Promotion Centre (GIPC) to attract investments into selected strategic industries (SDG Target 8.10) 3.2.4 Restructure the existing state-sponsored microfinance schemes including MASLOC to provide credit for SMEs (SDG Target 8.3) 3.2.5 Strengthen oversight responsibilities for privately-financed micro finance institutions (SDG Targets 8.3, 9.3) 3.2.6 Position Exim Bank to assist in financing of production for export, especially in the agriculture and agribusiness value chain (SDG Targets 2.a, 8.10, 16.6)	Ministry of Finance Ministry of Trade and Industry Ghana Investment Promotion Centre Bank of Ghana Association of Bankers Parliament Microfinance and Small Loans Centre ARB Apex Bank Ghana Exim Bank Office of the President	SDG 2, 8, 9, 16 AU 1,4,9,20

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			3.2.7 Ensure banking and financial services are more attractive and accessible to private sector businesses (SDG Target 8.10)	Ghana Microfinance Institutions Network	
	• Limited access to credit for SMEs	3.3 Support entrepreneurs and SME development	<p>3.3.1 Create an entrepreneurial culture, especially among the youth (SDG Targets 4.4, 8.3, 8.6)</p> <p>3.3.2 Launch a comprehensive National Entrepreneurship and Innovation Plan (NEIP) to support start-ups and early-stage businesses with financing and business development services including incubator hubs and business accelerator services (SDG Targets 8.3, 8.5, 8.6)</p> <p>3.3.3 Tackle the currently poor management of entrepreneurship training infrastructure and facilities across the country (SDG Target 8.6)</p> <p>3.3.4 Merge National Board for Small-Scale Industries (NBSSI) and Rural Enterprises Project (REP) and provide adequate resources for entrepreneurship training and business development services (SDG Targets 8.3, 9.3)</p> <p>3.3.5 Expand the venture capital market to cover start-up businesses and SMEs (SDG Targets 8.10, 9.3)</p> <p>3.3.6 Mobilise resources from existing financial and technical sources to support MSMEs (SDG Targets 8.10, 9.3)</p> <p>3.3.7 Merge the Youth Entrepreneurship Agency (YEA) and Youth Entrepreneurship Scheme (YES) to consolidate public resources in the provision of entrepreneurship training and business development services (SDG Targets 4.4, 8.3, 8.5, 8.6, 8.b, 16.6)</p> <p>3.3.8 Provide opportunities for MSMEs to participate in all public-private partnerships (PPPs) and local content arrangements (SDG Targets 8.3, 8.5, 17.17)</p>	<p>Ministry of Finance</p> <p>Ministry of Trade and Industry</p> <p>Ministry of Business Development</p> <p>Ministry of Special Development Initiatives</p> <p>Ghana Investment Promotion Centre</p> <p>Bank of Ghana</p>	<p>SDG 4, 8, 9, 16, 17</p> <p>AU 1,4,5</p>
		3.4 Enhance domestic trade	<p>3.4.1 Implement reforms in port clearing systems and benchmark Ghana's ports against best practices (SDG Targets 9.1, 16.5)</p> <p>3.4.2 Restructure the Customs Division of the GRA to improve its operational efficiency (SDG Target 16.6)</p> <p>3.4.3 Ensure that rules and regulations regarding the reservation of areas of the retail trade for Ghanaians are strictly enforced (SDG Target 17.15)</p> <p>3.4.4 Implement a Local Content Law that ensures a substantial proportion of all public contracts and procurement is executed by local entities (SDG Targets 12.7, 17.14, 17.15)</p> <p>3.4.5 Implement a Competition Law (SDG Targets 17.13, 17.14, 17.15)</p> <p>3.4.6 Develop modern markets and retail infrastructure in every district to enhance domestic trade (SDG Target 17.15)</p> <p>3.4.7 Accelerate the implementation of the National Trade Policy (SDG Targets 17.13, 17.14, 17.15)</p> <p>3.4.8 Accelerate harmonisation of regional standards (SDG Target 16.6)</p>	<p>Ministry of Finance</p> <p>Ministry of Trade and Industry</p> <p>Ministry of Business Development</p> <p>Ministry of Special Development Initiatives</p> <p>Ghana Investment Promotion Centre</p> <p>Association of Ghanaian Industries</p> <p>MMDAs, MDAs</p> <p>Public Procurement Authority</p>	<p>SDG 9, 12, 16,17</p> <p>AU 4</p>

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> •Predominantly informal economy 	3.5 Formalise the informal economy	3.5.1 Establish a national identification system as primary identifier of all citizens (SDG Target 16.9) 3.5.2 Digitally record all properties (state and non-state) in a centralised national database (SDG Target 17.18) 3.5.3 Deepen the reach of financial services and improve financial literacy, especially among the youth and women in the informal economy (SDG Target 5.a) 3.5.4 Improve access to finance for informal economy operators and agricultural enterprises in rural areas, and strengthen consumer financial protection (SDG Targets 8.10, 9.3)	National Identification Authority Ministry of Communications Ministry of Information Bank of Ghana Ministry of Finance Ministry of Trade and Industry Ministry of Business Development Telecommunications companies (mobile money transfer system) Ghana Interbank Payment and Settlement Systems	SDG 5, 8, 9, 16, 17 AU 1,4,5
	<ul style="list-style-type: none"> •Prevalence of sub-standard, fake and expired products •Inadequate enforcement of laws on weights, measures and standards •Lack of legislation for consumer protection 	3.6 Ensure consumer protection	3.6.1 Facilitate the passage of a Consumer Protection Law (SDG Target 16.b) 3.6.2 Strengthen the institutional framework for consumer protection (SDG Target 16.6) 3.6.3 Strengthen the operations of institutions responsible for enforcing standards and preventing the sale and distribution of sub-standard and harmful goods (SDG Target 16.6)	Ministry of Trade and Industry Ghana Standards Authority Food and Drugs Authority	SDG 16 AU 1,4,5
	<ul style="list-style-type: none"> •Poor corporate governance 	3.7 Promote good corporate governance	3.7.1 Strengthen state institutions with the responsibility for ensuring strong corporate governance, such as the Securities and Exchange Commission, CHRAJ, PSC, Audit Service and GIPC, to perform their functions effectively (SDG Target 16.6) 3.7.2 Pursue a vigorous programme of improvements in corporate governance of SOEs and corporate entities (SDG Target 16.6) 3.7.3 Integrate tenets of good corporate governance in periodic performance contracts signed with public institutions, and as a key benchmark for performance monitoring (SDG Target 16.6) 3.7.4 Ensure that corporate entities treat all their stakeholders in a fair and just manner (SDG Targets 16.b, 17.16)	Ministry of Trade and Industry Audit Service Ghana Investment Promotion Centre Securities and Exchange Commission Commission on Human Rights and Administrative Justice Public Services Commission Economic and Organised Crime Office	SDG 16, 17 AU 4, 12
4. AGRICULTURE AND RURAL DEVELOPMENT	<ul style="list-style-type: none"> •Poor marketing systems •High cost of production inputs 	4.1 Promote a demand-driven approach to	4.1.1 Facilitate capacity building in negotiations, standards, regulations and skills development in contracting for actors along the value chain (SDG Targets 4.4, 17.9)	Ministry of Food and Agriculture Ministry of Trade and Industry	SDG 2, 4, 9, 12, 17 AU 1,3,4,5,20

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
		agricultural development	<p>4.1.2 Ensure implementation of the Ghana Commercial Agriculture Project (GCAP) to link both smallholder and commercial producers to industry (SDG Targets 2.3, 2.c)</p> <p>4.1.3 Develop market support services for selected horticulture, food and industrial crops to enhance production for export (SDG Target 2.3)</p> <p>4.1.4 Facilitate and support the establishment of stakeholder-controlled marketing companies for grains and selected products, including a Cashew Marketing Authority (SDG Target 9.3)</p> <p>4.1.5 Promote and expand organic farming to enable producers to access growing world demand for organic products (SDG Targets 2.3, 12.2)</p>	MMDAs Ministry of Local Government and Rural Development COCOBOD	
	• Inadequate development of and investment in processing and value addition	4.2 Ensure improved public investment	<p>4.2.1 Accelerate the provision of critical public infrastructure such as feeder roads, electricity and water (SDG Targets 2.a, 9.1)</p> <p>4.2.2 Develop tailor-made agricultural financing, especially long-term instruments (SDG Targets 2.3, 2.a, 9.3, 17.3)</p> <p>4.2.3 Design and implement needs-based technical assistance and extension support (SDG Target 2.a)</p> <p>4.2.4 Institute tax relief and incentives for agriculture investment (SDG Targets 1.4, 2.a, 9.3)</p> <p>4.2.5 Restructure MOFA to have a marketing department to work with MOTI to support the demand-driven agenda (SDG Target 16.6)</p> <p>4.2.6 Introduce District Chambers of Agriculture, Commerce and Technology (DCACT) with the mandate to promote agribusiness through an enhanced interface between the private and public sectors at district level (SDG Target 16.6)</p> <p>4.2.7 Support the development of at least two exportable agricultural commodities in each district (SDG Targets 1.1, 1.2, 17.11)</p> <p>4.2.8 Create District Agriculture Advisory Services (DAAS) to provide advice on productivity enhancing technologies (SDG Targets 2.3, 2.a, 16.6)</p>	Ministry of Food and Agriculture Ministry of Roads and Highways Ministry of Trade and Industry MMDAs Ministry of Local Government and Rural Development	SDG 1, 2, 9, 16, 17 AU 1,3,4,5,20

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Low application of technology especially among smallholder farmers, leading to low yields • Low proportion of irrigated agriculture • Seasonal variability in food supply and prices • Erratic rainfall patterns • Encroachment on designated irrigation sites • Ineffective engagement of women and people with disabilities in irrigation • High cost of energy for irrigation 	4.3 Improve production efficiency and yield	<p>4.3.1 Establish modalities and regulatory frameworks for production of seed/planting materials, and other agro inputs, (SDG Targets 2.5, 2.a)</p> <p>4.3.2 Increase investment in research and development of climate-resilient, high-yielding, disease- and pest-resistant, short-duration crop varieties, taking into account consumer health and safety (SDG Targets 2.1, 2.a, 2.4)</p> <p>4.3.3 Reinvigorate extension services (SDG Target 2.a)</p> <p>4.3.4 Ensure effective implementation of the yield improvement programme (SDG Targets 2.1, 2.4)</p> <p>4.3.5 Intensify and increase access to mechanisation along the agriculture value chain (SDG Targets 2.3)</p> <p>4.3.6 Promote commercial and block farming (SDG Targets 2.3, 2.4)</p> <p>4.3.7 Implement the government's flagship intervention of One Village, One Dam to facilitate the provision of community-owned and managed small-scale irrigation, especially in the Afram Plains and northern savannah (SDG Targets 1.1, 1.4, 1.5, 2.3, 2.4)</p> <p>4.3.8 Mobilise investment to expand and rehabilitate irrigation infrastructure including formal schemes, dams and dugouts (SDG Targets 1.1, 1.4, 1.5, 1.a, 2.a, 17.3)</p> <p>4.3.9 Support the development of both public and private sector large-scale irrigation schemes (SDG Targets 2.4, 17.17)</p> <p>4.3.10 Develop systems to harvest excess water for irrigation (SDG Targets 2.4 and 12.2)</p> <p>4.3.11 Develop and promote appropriate and affordable and modern irrigation technologies for all agro-ecological zones (SDG Targets 2.4, 12.2)</p> <p>4.3.12 Promote the use of solar and wind energy for irrigation (SDG Target 7.2)</p> <p>4.3.13 Advocate for differential energy pricing for irrigation schemes (SDG Targets 2.3, 2.a)</p> <p>4.3.14 Secure land title for designated irrigation sites (SDG Target 16.6)</p> <p>4.3.15 Mainstream gender and disability issues in irrigated agriculture (SDG Targets 1.4, 5.1, 10.2, 10.3)</p> <p>4.3.16 Develop policies and legal regime, and appropriate tenure arrangements for irrigation facilities (SDG Target 16.6)</p> <p>4.3.17 Develop the capacity of farmers to use meteorological information (SDG Target 12.8)</p>	<p>Ministry of Food and Agriculture</p> <p>Ministry of Environment, Science, Technology and Innovation</p> <p>Council for Scientific and Industrial Research</p> <p>Association of Ghana Industries</p> <p>Ghana Irrigation Development Authority</p> <p>Ministry of Sanitation and Water Resources</p> <p>Environmental Protection Agency,</p> <p>Ghana Investment Promotion Centre</p> <p>Water Resources Commission</p> <p>Water Research Institute</p> <p>Private Enterprise Federation</p>	<p>SDG 1, 2, 5, 7, 10, 12, 16, 17</p> <p>AU 1,3,4,5,20</p>
	<ul style="list-style-type: none"> • Poor storage and transportation systems • Poor farm-level practices • High cost of conventional storage solutions for smallholder farmers 	4.4 Improve post-harvest management	<p>4.4.1 Support selected products beyond the farm gate in post-harvest activities, including storage, transportation, processing, packaging and distribution (SDG Target 12.3)</p> <p>4.4.2 Provide incentives to the private sector and District Assemblies to invest in post-harvest activities (SDG Target 17.17)</p> <p>4.4.3 Provide support for small- and medium-scale agro-processing enterprises through the One District, One Factory initiative (SDG Targets 1.2, 1.4, 2.3, 2.4, 2.a, 2.c, 8.3, 9.3, 9.4)</p>	<p>Ministry of Food and Agriculture</p> <p>Ministry of Environment, Science, Technology and Innovation</p> <p>Council for Scientific and Industrial Research</p>	<p>SDG 1, 2, 8, 9, 11, 12, 16, 17</p> <p>AU 5</p>

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Low quality and inadequate agriculture infrastructure 		<p>4.4.4 Ensure continuous expansion and upgrading of road infrastructure connecting farms to marketing centres (SDG Targets 1.4, 2.3, 2.c)</p> <p>4.4.5 Reorganise the National Food Buffer Stock Agency to be more efficient and market oriented to give incentives for private sector participation (SDG Targets 16.6, 17.17)</p> <p>4.4.6 Facilitate the provision of storage infrastructure with drying systems at district level, and a warehouse receipt system (SDG Targets 2.3, 12.1, 12.3, 12.a)</p> <p>4.4.7 Facilitate trade and improve the environment for commercial activities (SDG Targets 2.b, 17.10, 17.12)</p> <p>4.4.8 Implement commodities trading centres (i.e. modern farmers' markets) across all MMDAs focusing on grain, vegetable and tuber marketing (SDG Target 2.c)</p>		
	<ul style="list-style-type: none"> • Lack of database on farmers • Limited insurance for farming activities • Inadequate agribusiness enterprise along the value chain • Low transfer and uptake of research findings • Limited application of science and technology 	4.5 Enhance the application of science, technology and innovation	<p>4.5.1 Promote the application of information and communications technology (ICT) in the agricultural value chain in order to minimise cost in all operations (SDG Targets 2.4, 2.c, 5.b, 9.c, 17.8)</p> <p>4.5.2 Improve the effectiveness of Research-Extension-Farmer Liaison Committees (RELCs) and integrate the concept in the agriculture research system to increase participation of end users in technology development (SDG Target 2.a)</p> <p>4.5.3 Establish a database on all farmers, drawn from the national identification system (SDG Targets 16.9, 17.18)</p> <p>4.5.4 Promote insurance schemes to cover agriculture risks (SDG Targets 8.10, 10.5)</p> <p>4.5.5 Disseminate information on weather and prices (SDG Target 12.8)</p> <p>4.5.6 Strengthen research programmes of the Council for Scientific and Industrial Research (CSIR), as well as of the agricultural and related sciences departments of public universities and other institutions (SDG Target 2.a)</p> <p>4.5.7 Develop local fertiliser industry based on gas and petroleum resources to improve agricultural yield and save foreign exchange (SDG Target 2.3)</p>	<p>Ministry of Food and Agriculture</p> <p>Ministry of Environment, Science, Technology and Innovation</p> <p>Council for Scientific and Industrial Research</p> <p>Association of Ghanaian Industries</p> <p>Ghana National Association of Farmers and Fishermen</p> <p>Peasant Farmers' Association of Ghana</p> <p>Best Farmers' Association</p>	<p>SDG 2, 5, 8, 9, 10, 12, 16, 17</p> <p>AU 1,3,4,5,20</p>
	<ul style="list-style-type: none"> • Ageing farmer population • Lack of youth interest in agriculture • Inadequate start-up capital for the youth • Lack of credit for agriculture • Inadequate access to land for agriculture production 	4.6 Promote agriculture as a viable business among the youth	<p>4.6.1 Support youth to go into agricultural enterprise along the value chain (SDG Targets 2.1, 2.3, 8.6)</p> <p>4.6.2 Develop and implement programmes to attract youth into off-farm activities such as handling, processing, packaging and transportation (SDG Targets 1.1, 2.1, 2.3, 8.6)</p> <p>4.6.3 Provide financial support for youth by linking them to financial institutions for the provision of start-up capital (SDG Target 8.3)</p> <p>4.6.4 Design and implement special programmes to build the capacity of the youth in agricultural operations (SDG Target 4.4)</p> <p>4.6.5 Support the youth to have access to land (SDG Target 1.4)</p>	<p>Ministry of Food and Agriculture</p> <p>Deposit money banks</p> <p>Council for Scientific and Industrial Research</p> <p>Ministry of Lands and Natural Resources</p> <p>Lands Commission</p> <p>National House of Chiefs</p>	<p>SDG 1, 2, 4, 8</p> <p>AU 1,3,4,5,20</p>

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Low quality genetic material of livestock species • Low level of husbandry practices, • Low productivity and poor handling of livestock/ poultry products • Inadequate feed and water quality standards for livestock • Inadequate and poor-quality data • Inadequate disease monitoring and surveillance systems • Low levels of value addition to livestock and poultry produce 	4.7 Promote livestock and poultry development for food security and income generation	4.7.1 Finalise the Veterinary Services and Animal Production Bill and amend the Veterinary Surgeon’s Law of 1992 (SDG Target 16.6) 4.7.2 Enact legislation to cover poultry hatchery, livestock breeding, meat inspection and dumping of poultry (SDG Target 16.6) 4.7.3 Ensure effective implementation of METASIP to modernise livestock and poultry industry development (SDG Target 2.3) 4.7.4 Strengthen research into large-scale breeding and production of livestock across the country (SDG Targets 2.3, 2.a) 4.7.5 Strengthen training facilities and establish additional ones in animal health (SDG Target 2.a) 4.7.6 Intensify disease control and surveillance, especially for zoonotic and scheduled diseases (SDG Target 2.3) 4.7.7 Promote cattle ranching and provide incentives to the private sector to develop grazing reserves for ruminants and livestock (SDG Targets 2.4, 16.1) 4.7.8 Facilitate the establishment of Livestock Development Centres in the three agro-climatic zones in collaboration with the private sector, to promote the production of cattle and small ruminants like sheep and goats (SDG Target 2.4) 4.7.9 Facilitate access to credit for the industry (SDG Targets 8.3, 8.10) 4.7.10 Strengthen livestock and poultry research and adoption (SDG Target 2.a)	Ministry of Food and Agriculture Ministry of Environment, Science, Technology and Innovation Council for Scientific and Industrial Research	SDG 2, 8, 16 AU 4, 5
5. FISHERIES AND AQUACULTURE DEVELOPMENT	<ul style="list-style-type: none"> • Weak extension services delivery • Low levels of private sector investment in aquaculture (small- and medium-scale producers) • High cost of aquaculture inputs 	5.1 Ensure sustainable development and management of aquaculture	5.1.1 Provide adequate economic incentives to stimulate private sector investment in aquaculture development (SDG Target 14. b) 5.1.2 Provide consistent and quality extension service delivery (SDG Target 2.a) 5.1.3 Implement extensive fish farming programmes (SDG Targets 2.1, 2.3) 5.1.4 Design and implement a flagship intervention to be known as Aquaculture for Jobs and Food (SDG Targets 2.1, 2.3, 4.4, 16.6) 5.1.5 Design and implement a new youth employment module to be known as Youth in Aquaculture Development (SDG Targets 2.1, 2.3, 4.4, 16.6) 5.1.6 Implement Fisheries Nucleus Outgrower Scheme (SDG Target 14.b) 5.1.7 Develop aquaculture parks and promote construction of culturing facilities (hatcheries, laboratories and fish feed mills) to reduce post-harvest losses (SDG Target 12.3) 5.1.8 Promote the use of irrigation systems and other impounded reservoirs for aquaculture and promote mariculture (SDG Target 14.4) 5.1.9 Implement appropriate bio-security measures at all aquaculture establishments (SDG Targets 14.1, 14.2)	Ministry of Fisheries and Aquaculture Development Ministry of Environment, Science, Technology and Innovation Council for Scientific and Industrial Research Fisheries Commission Ghana National Association of Farmers and Fishermen Canoe Owners’ Association National Premix Secretariat Ministry of Energy	SDG 2, 4, 12, 14, 16 AU 6, 7
	<ul style="list-style-type: none"> • Over-exploitation of fisheries resources 	5.2 Ensure sustainable development and	5.2.1 Promote marine conservation and protection in a sustainable manner (SDG Targets 14.1, 14.2, 14.c) 5.2.2 Improve fisheries infrastructure to attract private sector investment (SDG Target 14.4)	Ministry of Fisheries and Aquaculture Development	SDG 9, 12, 14 AU 6, 7

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> Weak involvement of communities in fisheries resource management 	management of aquatic fisheries resources	5.2.3 Reduce illegal fishing and post-harvest losses (SDG Targets 12.3, 14.4) 5.2.4 Transform the fisheries sub-sector and industry through science, research, technology and innovation (SDG Target 9.5) 5.2.5 Provide economic incentives, including financing, to stimulate private sector investment (SDG Targets 14.7, 14.b)	Ministry of Environment, Science, Technology and Innovation Council for Scientific and Industrial Research Fisheries Commission	
6. TOURISM AND CREATIVE ARTS DEVELOPMENT	<ul style="list-style-type: none"> Poor tourism infrastructure and services Low skills development High hotel rates Unreliable utilities 	6.1 Diversify and expand the tourism industry for economic development	6.1.1 Transform the country into a major Meetings, Incentives, Conferences and Exhibitions (MICE) centre (SDG Target 8.9) 6.1.2 Expand the tourism sector through investment, innovation, and pursuit of service excellence (SDG Targets 8.9, 12.b) 6.1.3 Promote public-private partnerships for investment in the sector (SDG Target 17.17) 6.1.4 Promote local tourism and develop available and potential sites to meet international standards (SDG Target 8.9) 6.1.5 Mainstream tourism development in district development plans (SDG Target 8.9) 6.1.6 Develop palace museums to preserve national culture and promote tourism in the communities (SDG Targets 8.9, 12.b) 6.1.7 Institute preventive measures to curtail emerging threats in tourism, particularly sex tourism (SDG Target 8.9) 6.1.8 Promote the establishment of tourism clubs in all educational institutions (SDG Target 12.b)	Ministry of Tourism and Creative Arts Ghana Tourism Authority	SDG 8, 12, 17 AU 4,16
	<ul style="list-style-type: none"> Informality and lack of an effective legal, regulatory and institutional regime for the creative arts industry Weak coordination among MDAs on issues related to the creative arts industry 	6.2 Develop a competitive creative arts industry	6.2.1 Develop a policy and enforce legal and regulatory frameworks for the development of the creative arts industry (SDG Target 16.b) 6.2.2 Strengthen the Copyright Office and its related agencies (SDG Target 16.6) 6.2.3 Strengthen the Creative Arts Council to implement its programmes effectively (SDG Target 16.6) 6.2.4 Promote PPP in the development of the creative arts industry (SDG Target 17.17) 6.2.5 Promote partnerships and participation in global arts events and businesses (SDG Target 17.17) 6.2.6 Strengthen institutions and improve coordination framework of creative arts sector, including National Commission on Culture (SDG Target 16.6) 6.2.7 Create awareness of the importance of tourism and creative arts (SDGs Targets 8.9, 12.b)	Ministry of Tourism, Culture and Creative Arts Ministry of Justice and Attorney-General's Department Copyright Office Creative Arts Council National Commission on Culture Ghana Tourism Authority	SDG 8, 12, 16, 17 AU 4,16

APPENDIX 1.2: SOCIAL DEVELOPMENT

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
1. EDUCATION AND TRAINING	<ul style="list-style-type: none"> • Poor quality of education at all levels • High number of untrained teachers at basic level • Teacher absenteeism and low levels of commitment • Inadequate use of teacher-learner contact time in schools • Negative perception of technical and vocational education and training (TVET) • Low participation in non-formal education • Low prominence accorded to language learning in the school system • Low participation of females in science, technology, engineering and mathematics courses • Inadequate and inequitable access to education for PWDs and people with special needs at all levels • Education system focused on merely passing exams 	1.1 Enhance inclusive and equitable access to, and participation in quality education at all levels	1.1.1 Redefine basic education to include secondary education (SDG Target 4.1) 1.1.2 Reform curriculum with emphasis on competencies in reading, writing, arithmetic, creativity at the primary level and introduce history of Ghana, French and optional Arabic at pre-tertiary level (SDG Targets 4.1, 4.6) 1.1.3 Develop standards and national assessment test for foundational literacy and numeracy competencies at primary level (SDG Target 4.1) 1.1.4 Continue implementation of free SHS and TVET for all Ghanaian children (SDG Target 4.1) 1.1.5 Ensure inclusive education for all boys and girls with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a) 1.1.6 Popularise and demystify the teaching and learning of science, technology, engineering and mathematics (STEM) and ICT education in basic and secondary education (SDG Target 4.1) 1.1.7 Accelerate implementation of the policy of 60:40 admission ratio of science to humanities students at tertiary level (SDG Target 17.6) 1.1.8 Facilitate implementation of language policy 1.1.9 Review policies to meet emerging demands in education, especially at tertiary level (SDG Target 16.6) 1.1.10 Expand infrastructure and facilities at all levels (SDG Target 4.a) 1.1.11 Restructure content of education system to emphasise character building, value nurturing, patriotism and critical thinking (SDG Target 4.7)	MOE, Scholarship Secretariat, NCCA, MHCI, COTVET, GES, MoF, GETFund, faith-based organisations, CHASS, MoGCSP, TAs, NCCE, DSW, DOC, DCD, Media, UTAP, Student Loan Trust, NCTE, GES Trust Fund, NVTI	SDG 4, 9, 13, 16, 17 AU 2, 18

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> Poor linkage between management processes and school operations 	1.2 Strengthen school management systems	1.2.1 Realign and revamp existing public technical and vocational institutions for effective coordination and standardisation (SDG Target 16.6) 1.2.2 Build effective partnerships with religious bodies, civic organisations and private sector in delivery of quality education (SDG Target 17.17) 1.2.3 Fully decentralise the management of education service delivery (SDG Target 16.6) 1.2.4 Implement accelerated programme for teacher development and professionalisation (SDG Target 4.c) 1.2.5 Implement reforms and strengthen regulatory agencies in the education sector (SDG Target 16.6) 1.2.6 Establish well-resourced and functional senior high institutions in all districts (SDG Target 4.a) 1.2.7 Enhance quality of teaching and learning (SDG Targets 4.7, 4.c) 1.2.8 Ensure adequate supply of teaching and learning materials (SDG Target 4.c) 1.2.9 Provide life skills training for managing personal hygiene, fire safety, environment, sanitation and climate change (SDG Targets 4.7, 13.3) 1.2.10 Improve the learning of research and innovation development (SDG Target 17.6) 1.2.11 Establish monitoring and evaluation systems in planning management units (SDG Target 16.6) 1.2.12 Ensure the implementation of policy of differentiation and diversification (SDG Targets 16.6, 17.14)		
	<ul style="list-style-type: none"> Inadequate funding sources for education 	1.3 Ensure sustainable sources of financing for education	1.3.1 Explore alternative funding sources for non-formal education (SDG Target 17.3) 1.3.2 Set up a National Research Fund (SDG Target 9.5) 1.3.3 Create space for the involvement of the private sector in education financing and service delivery, including promoting PPP in the delivery of education services (SDG Target 17.17)		

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
2. HEALTH AND HEALTH SERVICES	<ul style="list-style-type: none"> • Gaps in physical access to quality healthcare • Inadequate emergency services • Poor quality of healthcare services • Unmet need for mental health services • Unmet health needs of women and girls • Increased cost of healthcare delivery • Inadequate financing of the health sector 	2.1 Ensure affordable, equitable, easily accessible and universal health coverage (UHC)	2.1.1 Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality healthcare (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.8, 16.6) 2.1.2 Expand and equip health facilities (SDG Target 3.8) 2.1.3 Revamp emergency medical preparedness and response services (SDG Target 3.d) 2.1.4 Adopt and implement strategy for development of local pharmaceutical production (SDG Targets 3.8, 3.b) 2.1.5 Strengthen the referral system (SDG Targets 3.1, 3.6, 3.7, 16.6) 2.1.6 Strengthen the district and sub-district health systems as the bedrock of the national primary healthcare strategy (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.4, 3.6, 3.7, 3.8, 16.6) 2.1.7 Scale up the integration of traditional medicine in the health service delivery system (SDG Targets 1.4, 3.8, 3.b, 16.6) 2.1.8 Improve medical supply chain management system (SDG Targets 3.8, 3.b, 16.6) 2.1.9 Accelerate implementation of the mental health strategy (SDG Targets 3.4, 3.5, 16.6) 2.1.10 Ensure enactment and implementation of legislative instrument for the Mental Health Act. (SDG Targets 3.4, 16.6) 2.1.11 Ensure gender mainstreaming in the provision of healthcare services (SDG Targets 1.4, 5.c) 2.1.12 Promote health tourism (SDG Targets 10.7, 16.6) 2.1.13 Promote use of ICT and e-health strategies in healthcare delivery (SDG Targets 9.c, 16.6) 2.1.14 Expand specialist and allied health services (e.g. diagnostics, ENT, physiotherapy, etc.) (SDG Target 3.c) 2.1.15 Strengthen the National Health Insurance Scheme (NHIS) (SDG Targets 1.3, 3.c) 2.1.16 Effectively implement the health financing strategy (SDG Targets 1.3, 3.c, 16.6) 2.1.17 Improve the use of ICT in health insurance and facility management (SDG Targets 3.8, 9.c)	GHS, DHS, MoH, NHIS, Narcotics Control Board, FDA, NPC, NHIS, Ghana AIDS Commission, PPAG, NMC	SDG 1, 3, 5, 9, 10, 16 AU 3

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> Inadequate capacity to use health information for decision making at all levels Inadequate and inequitable distribution of critical staff mix Wide gaps in health service data 	2.2 Strengthen healthcare management system	2.2.1 Enhance efficiency in governance and management of the health system (SDG Target 16.6) 2.2.2 Strengthen coverage and quality of healthcare data in both public and private sectors (SDG Target 17.18) 2.2.3 Formulate and implement health sector capital investment policy and plan (SDG Target 17.14) 2.2.4 Improve production and distribution mix of critical staff (SDG Target 3.c) 2.2.5 Finalise and implement health sector decentralisation policy and strategy (SDG Target 16.6) 2.2.6 Strengthen collaboration and partnership with the private sector to provide health services (SDG Target 17.17) 2.2.7 Improve health information management systems, including research in the health sector (SDG Target 16.6) 2.2.8 Build capacity for monitoring and evaluation in the health sector (SDG Target 16.6) 2.2.9 Expand and equip medical training facilities (SDG Target 3.8) 2.2.10 Provide incentives for pre-service and specialist postgraduate trainees (SDG Target 3.c)	GHS, DHS, MoH, NHIS, Narcotics Control Board, FDA, NPC, NHIS,	SDG 3, 16, 17 AU 3
	<ul style="list-style-type: none"> Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases 	2.3 Reduce disability morbidity, and mortality	2.3.1 Strengthen maternal, newborn care and adolescent services (SDG Targets 3.1, 3.2) 2.3.2 Intensify implementation of Malaria Control Programme (SDG Target 3.3) 2.3.3 Strengthen prevention and management of malaria cases. (SDGs Targets 3.3, 16.6) 2.3.4 Formulate national strategy to mitigate climate change-induced diseases (SDG Target 3.3) 2.3.5 Implement the non-communicable diseases (NCD) control strategy (SDG Targets 3.4, 3.b) 2.3.6 Strengthen rehabilitation services (SDG Target 16.6) 2.3.7 Intensify polio eradication efforts (SDG Target 3.2) 2.3.8 Accelerate implementation of the national strategy for elimination of yaws, leprosy, buruli ulcer, filariasis and neglected tropical diseases (SDG Target 3.3) 2.3.9 Review and scale up Regenerative Health and Nutrition Programme (RHNP) (SDG Target 2.2) 2.3.10 Develop and implement a national health policy for the aged (SDG Target 16.6) 2.3.11 Strengthen Integrated Disease Surveillance and Response (IDRS) at all levels (SDG Target 16.6)	GHS, DHS, MoH, NHIS, Narcotics Control Board, FDA, NPC, NHIS, Ghana AIDS Commission, PPAG, N&MC	SDG 2, 3, 16 AU 3

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			2.3.12 Fully implement International Health Regulations (IHR) (SDG Targets 3.a, 16.6)		
	<ul style="list-style-type: none"> • High HIV and AIDS stigmatisation and discrimination • Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among vulnerable groups • High incidence of HIV and AIDS among young persons • Periodic shortages of HIV and AIDS commodities (ARVs, test kits, condoms) 	2.4 Ensure reduction of new HIV, AIDS/STIs and other infections, especially among vulnerable groups	2.4.1 Expand and intensify HIV Counselling and Testing (HTC) programmes (SDG Targets 3.3, 3.7) 2.4.2 Intensify education to reduce stigmatisation (SDG Target 3.7) 2.4.3 Intensify behavioural change strategies, especially for high-risk groups for HIV and AIDS and TB (SDG Targets 3.3, 3.7) 2.4.4 Strengthen collaboration among HIV and AIDS, TB and sexual and reproductive health programmes (SDG Target 3.3) 2.4.5 Intensify efforts to eliminate mother-to-child transmission of HIV (MTCTHIV) (SDG Target 3.3) 2.4.6 Ensure access to antiretroviral therapy (SDG Target 3.8) 2.4.7 Support local production of antiretroviral therapy (ART) commodities (SDG Target 3.b)	GAC, GHS, DHS, MoH, NHIS, Narcotics Control Board, FDA, NPC, NHIS, PPAG, N&MC, MMDAs	SDG 3 AU 3
3. FOOD AND NUTRITION SECURITY	<ul style="list-style-type: none"> • Prevalence of hunger in certain areas • Household food insecurity • Prevalence of micro- and macro-nutritional deficiencies • Inadequate efforts to manage food maintenance systems • Weak nutrition-sensitive food production systems • Infant and adult malnutrition • Increased incidence of diet-related, non-communicable diseases 	3.1 Ensure food and nutrition security (FNS)	3.1.1 Institute measures to reduce food loss and waste (SDG Targets 2.c, 12.3) 3.1.2 Promote the production of diversified, nutrient-rich food and consumption of nutritious foods (SDG Targets 2.1, 2.2) 3.1.3 Strengthen early-warning and emergency preparedness systems (SDG Target 3.d) 3.1.4 Promote healthy diets and lifestyles (SDG Target 2.1) 3.1.5 Reduce infant and adult malnutrition (SDG Target 2.2) 3.1.6 Develop and implement a food and nutrition security strategy which adopts a life-cycle approach to addressing malnutrition at all levels (SDG Target 2.2) 3.1.7 Scale up proven, cost-effective, nutrition-sensitive and nutrition-specific interventions (SDG Targets 2.1, 2.2)	MOH, MMDAs, CSIR-FRI, CSOs, MoFA, academia, NGOs, GSA, FDA, MOTI, private sector, development partners, GHS, MoYS, MoE, MOFA, NDPC, MLGRD, MMDAs, MOGCSP, MoF, MOC, NDPC, FBOs, other relevant institutions	SDG 2, 3, 12 AU 1,3,4,5

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Weak FNS institutional framework and coordination • Poorly coordinated M&E for FNS across sectors • Inadequate FNS research, data and information systems • Inadequate social mobilisation, advocacy and communication on nutrition • Inadequate nutrition education • Inadequate staff training on FNS at all levels • Weak nutrition-sensitive planning and programming • Weak food control systems 	3.2 Strengthen food and nutrition security governance	<p>3.2.1 Develop and implement legal framework for food and nutrition security governance (SDG Target 16.6)</p> <p>3.2.2 Strengthen a multi-sector platform for decision making on nutrition (SDG Target 16.7)</p> <p>3.2.3 Institute sustainable mechanisms for funding FNS interventions at national, regional and district levels (SDG Target 16.6)</p> <p>3.2.4 Promote tracking of nutrition budget allocations and expenditure (SDG Target 16.6)</p> <p>3.2.5 Develop a FNS M&E framework and integrate it in the national M&E system (SDG Target 16.6)</p> <p>3.2.6 Strengthen FNS research, data and information management systems (SDG Target 17.18)</p> <p>3.2.7 Develop and disseminate a multi-stakeholder social mobilisation, advocacy and communication strategy on food and nutrition security (SDG Target 16.6)</p> <p>3.2.8 Institute capacity-building programmes for FNS at all levels (SDG Targets 16.6, 17.9)</p> <p>3.2.9 Improve formulation and implementation of nutrition-sensitive interventions (SDG Target 16.6)</p> <p>3.2.10 Ensure that trade and investment policies support nutrition objectives (SDG Targets 2.b, 17.5)</p> <p>3.2.11 Finalise and implement National Food Safety Policy (SDG Target 16.6)</p> <p>3.2.12 Update and implement national legislation and regulations to meet international food safety standards (SDG Target 16.b)</p> <p>3.2.13 Establish an effective food safety monitoring system (SDG Target 16.6)</p> <p>3.2.14 Promote nutrition-sensitive trade and investment (SDG Target 17.5)</p> <p>3.2.15 Establish early-warning system for laboratory-confirmed infections (SDG Target 3.d)</p>	MoH, FDA, CSIR, academia, CSOs, DPs, MoFA-(SRID, MED), NMIMR, GSA, MoTI, CSIR-FRI, FBOs, MLGRD, MMDAs, private sector, MOF	SDG 2, 3, 16, 17 AU 1,3,5, 12,20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
4. POPULATION MANAGEMENT	<ul style="list-style-type: none"> Weak management of population issues High fertility rate among adolescents Unmet need for adolescent and youth sexual and reproductive health services Inadequate coverage of reproductive health and family planning services Inadequate financial support for family planning programmes Growing incidence of child marriage, teenage pregnancy and associated school drop-out rates Inadequate sexual education for young people 	4.1 Improve population management	<p>4.1.1 Strengthen coordination, planning, implementation, monitoring and evaluation of population policies and programmes (SDG Targets 16.6, 17.14)</p> <p>4.1.2 Intensify public education on population issues at all levels of society (SDG Target 3.7)</p> <p>4.1.3 Develop reliable system for the collection, compilation, analysis and dissemination of relevant and timely demographic data (SDG Target 17.18)</p> <p>4.1.4 Restructure and reposition Births and Deaths Registry (SDG Target 16.6)</p> <p>4.1.5 Strengthen civil registration and vital statistics (SDG Target 16.9)</p> <p>4.1.6 Reposition and prioritise national and regional secretariats of National Population Council to deliver on their mandates (SDG Target 16.6)</p> <p>4.1.7 Improve maternal and adolescent reproductive health (SDG Targets 3.1, 3.7)</p> <p>4.1.8 Strengthen the integration of family planning and nutrition education in adolescent reproductive healthcare (SDG Target 3.7)</p> <p>4.1.9 Eliminate child marriage and teenage pregnancy (SDG Targets 3.7, 5.3)</p> <p>4.1.10 Integrate reproductive health in curricula at all levels of education, including colleges of education and health training institutions (SDG Target 3.7)</p>	NPC, NDPC, GSS, MoE, MoH, GES, GHS, RIPS (UG)	SDG 3, 5, 16, 17 AU 1, 17,18
	<ul style="list-style-type: none"> Changing population structure with youth bulge Untapped benefits of the youth bulge High school drop-out rates among adolescent girls High youth unemployment 	4.2 Harness demographic dividend	<p>4.2.1 Strengthen coordination, planning, implementation, monitoring and evaluation of population policies and programmes, particularly in education, health, employment and governance (SDG Targets 16.6, 17.14)</p> <p>4.2.2 Scale up educational campaigns to remove socio-cultural barriers against sexual and reproductive health services for young people (SDG Target 3.7)</p> <p>4.2.3 Improve nutrition outcomes among adolescent girls and women in their fertility ages (SDG Target, 2.1, 2.2)</p> <p>4.2.4 Strengthen public institution efforts to engender young people's trust by addressing their priorities effectively while creating opportunities for effective engagement (SDG Target 16.6)</p> <p>4.2.5 Develop a Youth Development Index to track progress on youth empowerment (SDG Target 16.6)</p> <p>4.2.6 Expand technical and vocational education and training to address high school drop-out rate (SDG Target 4.3)</p>	NDPC, GSS, NPC, B&DR, MoH, GES, GHS, teaching hospitals, CHAG, faith-based organisations, Health Facility Regulatory Authority, media (GBC), FDA	SDG 2, 3, 4, 16, 17 AU 1, 3,5

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Increasing trend of irregular and precarious migration • Absence of relevant data on net migration in Ghana • Brain drain and waste • Inadequate structures for reintegration of return emigrants • Ineffective management of migration in Ghana • Low capacity of government, CSOs and private sector in migration management • Inadequate funding for National Migration Programme • Growing economic disparities • Increased barriers to regular migration • Human trafficking • Internally displaced persons 	4.3 Harness the benefits of migration for socio-economic development	<p>4.2.7 Collaborate with the media to advocate for investing in young people (SDG Target 17.17)</p> <p>4.2.8 Strengthen research and modelling on harnessing the demographic dividend (SDG Target 4.4)</p> <p>4.3.1 Improve local economies of districts to curb rural-urban migration (SDG Target 11.a)</p> <p>4.3.2 Improve living conditions of female head porters (<i>kayayei</i>) (SDG Targets 1.1, 1.2)</p> <p>4.3.3 Mainstream migration in national development (SDG Target 10.7)</p> <p>4.3.4 Provide adequate funding for implementation of National Migration Programme (SDG Target 17.3)</p> <p>4.3.5 Ensure the effective management of irregular migration (SDG Target 10.7)</p> <p>4.3.6 Promote initiatives to transform brain drain into brain gain (SDG Target 10.7)</p> <p>4.3.7 Leverage remittances for national development (SDG Target 10.c)</p> <p>4.3.8 Create an enabling environment to enhance the return of Ghanaian migrants and their reintegration (SDG Target 10.7)</p> <p>4.3.9 Adopt appropriate measures for prevention of internal displacement of Ghana’s population (SDG Target 10.7)</p> <p>4.3.10 Develop policy and legal framework for labour migration (SDG Targets 8.8, 10.7)</p> <p>4.3.11 Facilitate skills circulation through bilateral, multilateral and regional programmes (SDG Target 17.16)</p> <p>4.3.12 Strengthen legal access to labour markets and foster protection of migrant workers (SDG Target 8.8)</p> <p>4.3.13 Adopt gender-sensitive labour migration policies (SDG Targets 8.8, 10.7)</p> <p>4.3.14 Ratify and domesticate ILO Convention 189 on migrant domestic workers (SDG Target 10.7)</p> <p>4.3.15 Promote agreements covering portability of pensions, social security and health benefits (SDG Target 10.4)</p> <p>4.3.16 Improve working conditions in sectors affected by brain drain and brain circulation (SDG Target 8.3)</p> <p>4.3.17 Develop a database of the Ghanaian diaspora (SDG Targets 16.9, 17.18)</p> <p>4.3.18 Develop reciprocal agreements with destination countries regarding academic and occupational credentials (SDG Target 4.b)</p>	<p>MLGRD, IOM, GSS, MINT, Labour Department, GNCCM, NDPC, ME/GES, MMDAs, MFARI, MIMR, MoI, GIS, MoH, GHS, MoF,</p>	<p>SDG 1, 4, 8, 10, 11, 16, 17</p> <p>AU 1, 2, 13, 17,20</p>

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			<p>4.3.19 Strengthen migration data and information management systems (SDG Target 17.18)</p> <p>4.3.20 Establish policy, legal (compliance with international protection obligations and their domestication) and institutional framework for management of refugee and asylum situations (SDG Targets 10.7, 16.6)</p> <p>4.3.21 Promote effective border management system (SDG Target 16.6)</p>		
5. WATER AND ENVIRONMENTAL SANITATION	<ul style="list-style-type: none"> • High unaccounted-for water • Increasing demand for household water supply • Poor planning for water at MMDA level • Inadequate maintenance of facilities • Unsustainable construction of boreholes and wells • Inadequate policy and institutional coordination and harmonisation in water service delivery • Inconsistencies and conflicts in implementation of legislation regulating decentralised development systems in water sector • Delay in implementing plans for water sector • River bank encroachment • High load of sediment and nutrients in surface water • Inadequate access to water services in urban areas • Poor quality of drinking water 	5.1 Improve access to safe and reliable water supply services for all	<p>5.1.1 Reduce system and commercial losses (SDG Targets 6.4, 6.b)</p> <p>5.1.2 Ensure sustainable financing of operations and maintenance of water supply systems (SDG Target 17.3)</p> <p>5.1.3 Provide mechanised boreholes and small-town water systems (SDG Target 6.1)</p> <p>5.1.4 Improve water production and distribution systems (SDG Targets 6.4, 6.5)</p> <p>5.1.5 Implement public-private partnership policy as alternative source of funding for water services delivery (SDG Target 17.17)</p> <p>5.1.6 Revise and facilitate District Water and Sanitation Plans (DWSPs) within MMDAs (SDG Target 16.6)</p> <p>5.1.7 Build capacity for development and implementation of sustainable plans for all water facilities (SDG Targets 6.a, 17.9)</p> <p>5.1.8 Develop capacity to implement the Ghana Drinking Water Quality Management Framework (SDG Target 6.a)</p> <p>5.1.9 Enforce buffer zone policy (SDG Target 16.6)</p> <p>5.1.10 Harmonise implementation of legislation regulating decentralised systems in the water sectors (SDG Targets 16.6, 17.14)</p> <p>5.1.11 Develop the Water for All programme, in line with SDG 6 (SDG Target 6.1)</p> <p>5.1.12 Set up mechanisms and measures to support, encourage and promote water harvesting (SDG Target 6.a)</p> <p>5.1.13 Enhance public awareness of sustainable water resources management and build their capacity in practice (SDG Target 6.b)</p> <p>5.1.14 Strengthen institutional capacity for water resources management (SDG Targets 6.a, 16.6)</p> <p>5.1.15 Develop payment for ecosystem services for water resource management (SDG Targets 6.5, 15.a)</p> <p>5.1.16 Restore degraded rivers, wetlands and lakes (SDG Target 6.6)</p> <p>5.1.17 Promote conduct of regular assessments of effluents in river bodies to control pollution (SDG Target 6.3)</p>	Ministry of Sanitation and Water Resources, and Sanitation Directorate, CWSA, CONIWAS, MMDAs, Ghana Water Company, Water Resources Commission, FDA, PURC, MLGRD, Office of Head of Local Government Service	SDG 6, 15, 16,17 AU 1, 7, 12,20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Inadequate financing of water sector institutions • High dependency on development partners for urban water support 				
	<ul style="list-style-type: none"> • Low levels of material for re-use and recycling • High prevalence of open defecation • High user fee for sanitation services • Poor sanitation and waste management • Unsustainability of sanitation and health services • Low level of investment in sanitation sector • Poor hygiene practices • Inadequate policy and institutional coordination and harmonisation in sanitation and hygiene services delivery • Poor planning and implementation of sanitation plans • Inconsistencies and conflicts in the implementation of legislation regulating the decentralised system in sanitation sectors 	5.2 Enhance access to improved and reliable environmental sanitation services	5.2.1 Develop innovative financing mechanisms and scale up investments in sanitation sector (SDG Targets 17.3, 17.5) 5.2.2 Create space for private sector participation in the provision of sanitation services (SDG Target 17.17) 5.2.3 Establish National Sanitation Fund (SDG Target 6.2) 5.2.4 Promote National Total Sanitation Campaign (SDG Target 6.2) 5.2.5 Increase and equip front-line staff for sanitation (SDG Target 6.b) 5.2.6 Implement the Toilet for All and Water for All programmes under the IPEP initiative (SDG Targets 6.1, 6.2) 5.2.7 Monitor and evaluate implementation of sanitation plan (SDG Target 16.6) 5.2.8 Encourage private sector investment in recycling and recovery plants to move towards elimination of the plastic and electronic waste menace (SDG Targets 6.3, 6.a, 12.5) 5.2.9 Provide public education on solid waste management (SDG Target 12.8) 5.2.10 Improve sanitation sector institutional capacity (SDG Targets 6.a, 16.6) 5.2.11 Enhance implementation of the Polluter Pays Principle in waste management (SDG Target 6.3) 5.2.12 Expand disability-friendly and gender-friendly sanitation facilities (SDG Target 6.2) 5.2.13 Review, gazette and enforce MMDA bye-laws on sanitation (SDG Targets 16.6, 16.b) 5.2.14 Develop and implement strategies to end open defecation (SDG Target 6.2) 5.2.15 Improve management of waste disposal sites to control greenhouse gas emissions (GHGs) (SDG Target 11.6) 5.2.16 Enforce national laws and regulations on importation of hazardous and other waste in line with Basel Convention (SDG Targets 16.6, 16.b) 5.2.17 Develop a policy to encourage eco-labelling of products and commodities (SDG Target 16.6)	Ministry of Sanitation and Water Resources, GWCL, Water Resources Commission, MLGRD, CWSA	SDG 6, 11, 12, 16, 17 AU 1, 4, 7, 10,20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> Poor collection, treatment and discharge of municipal and industrial wastewater Frequent outbreak of oral-faecal diseases (e.g. cholera and typhoid) Occurrence of wastewater flooding Presence of faecal matter on urban agricultural produce 	5.3 Promote efficient and sustainable wastewater management	5.3.1 Develop and implement sewerage masterplans, including faecal sludge management and waste treatment facilities for all human settlements (SDG Targets 6.2, 6.3, 16.6) 5.3.2 Promote recycling and safe re-use of wastewater (SDG Targets 6.3, 6.a, 12.5) 5.3.3 Promote the use of waste-to-energy technologies (SDG Target 7.1) 5.3.4 Attract private sector to invest in wastewater management (SDG Target 17.17) 5.3.5 Improve liquid waste management (SDG Targets 6.3, 6.a, 6.b)	Ministry of Sanitation and Water Resources, Water Resources Commission, Water Research Institute, MMDAs, CERSGIS, SADA, EPA, LUSPA, MESTI, MLGRD, CWSA, GIPC, PEF	SDG 6, 7, 12, 16, 17 AU 1, 4, 5, 7, 12
6. POVERTY AND INEQUALITY	<ul style="list-style-type: none"> High incidence of poverty Disparity in rate of decline of poverty across the country and among different population groups Unequal spatial distribution of the benefits of growth 	6.1 Eradicate poverty in all its forms and dimensions	6.1.1 Develop measures to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4) 6.1.2 Empower vulnerable people to access basic necessities of life (SDG Target 1.4) 6.1.3 Strengthen the capacity of oversight institutions regarding poverty reduction (SDG Target 16.6)	GSS, GHS, MOGCSP, MoF, MLGRD, Dept. of Social Welfare, Parliamentary Select Committee on Poverty, MELR	SDG 1, 16 AU 1, 17,
	<ul style="list-style-type: none"> Rising inequality among socio-economic groups and between geographical areas 	6.2 Reduce income disparities among socio-economic groups and between geographical areas	6.2.1 Accelerate the establishment of special development authorities for selected areas (SDG Target 1.b) 6.2.2 Expand social and economic infrastructure and services in rural and poor urban areas (SDG Targets 9.1, 11.a) 6.2.3 Improve business development services including investment plans to facilitate local economic development and private sector participation (SDG Targets 17.5, 17.17)	GSS, GHS, MGCSP, MoF, MLGRD, Dept. of Social Welfare, Parliamentary Select Committee on Poverty, MELR	SDG 1, 9, 11, 17 AU 1, 17,
7. CHILD AND FAMILY WELFARE	<ul style="list-style-type: none"> Lack of policies to cater for children in relation to specific conditions such as trafficking, “streetism” and online hazards Ineffective inter-sectoral coordination of child protection and family welfare Poor quality of services for children and families Weak capacity of caregivers 	7.1 Ensure effective child protection and family welfare system	7.1.1 Develop policies to address issues of child trafficking, “streetism”, child online protection and other neglected conditions (SDG Targets 8.7, 16.2) 7.1.2 Mainstream child protection interventions in development plans and budgets of MDAs and MMDAs (SDG Targets 5.c, 16.2) 7.1.3 Establish an inter-sectoral framework for collaboration, implementation and accountability for child protection and family welfare issues (SDG Targets 8.7, 16.2, 16.6) 7.1.4 Strengthen capacity of government institutions and CSOs for advocacy and implementation of child protection and family welfare policies and programmes (SDG Targets 8.7, 16.2, 16.6) 7.1.5 Decentralise Department of Children for effective coordination and implementation of interventions (SDG Targets 16.2, 16.6)	MoGCSP, DoC, MOC, MoE, MLGRD, MMDAs, LGS, NDPC, DSW, LGS, academia, CSOs, MoF, DCD, traditional authorities, religious institutions, CSOs, NCCE	SDG 1, 4, 5, 8, 10, 16, 17 AU 1, 18

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Limited coverage of social protection programmes targeting children • Low awareness of child protection laws and policies • Weak enforcement of laws and rights of children 		<p>7.1.6 Develop child protection management information system (SDG Target 17.18)</p> <p>7.1.7 Expand social protection interventions to reach all categories of vulnerable children (SDG Targets 1.3, 5.4, 10.4)</p> <p>7.1.8 Institute a framework for developing the capacity of caregivers (SDG Target 5.4)</p> <p>7.1.9 Promote implementation of policies that increase enrolment and retention in schools such as the School Feeding Programme and Capitation Grant (SDG Targets 4.1, 4.2, 16.6, 16.b)</p> <p>7.1.10 Increase awareness of child protection (SDG Targets 5.3, 16.2, 16.3)</p>		
	<ul style="list-style-type: none"> • High incidence of children's rights violation • Limited access to justice for children in conflict with the law • Abuse and exploitation of children engaged in hazardous forms of labour • Poorly resourced correctional facilities • Inadequate professional staff assisting with reformation of children in correctional centres and their reintegration in society • Limited understanding of issues of disability and negative attitudes towards children with disabilities and special needs • Weak implementation of policies and regulations on child labour • Child neglect 	7.2 Ensure the rights and entitlements of children	<p>7.2.1 End harmful traditional practices such as female genital mutilation and early and child marriage. (SDG Targets 5.3, 16.2, 16.3)</p> <p>7.2.2 Enhance inclusion of children with disability and special needs in all spheres of child development (SDG Targets 4.5, 4.a, 10.2, 11.2)</p> <p>7.2.3 Increase access to education and educational materials for orphans, vulnerable children and children with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a)</p> <p>7.2.4 Introduce District Integrated Social Services Programmes for children, families and vulnerable adults (SDG Target 10.2)</p> <p>7.2.5 Promote justice for children, including reforming child panels, setting up family courts and strengthening capacity of correctional facilities and caregivers (SDG Target 16.3)</p> <p>7.2.6 Eliminate the worst forms of child labour by enforcing laws on child labour and child protection (SDG Targets 5.3, 16.2, 16.3)</p> <p>7.2.7 Strengthen the capacity of relevant institutions to enforce laws on child abuse and child trafficking (SDG Targets 16.2, 16.6)</p>	MoGCSP, Ghana Police Service, Ghana Prisons Service, DSW, DoC, DCD, Ministry of Local Government, CSOs, FBOs, traditional authorities MoF, Judicial Service, Legal Aid Scheme, MMDAs, GHS, GES, National Disability Council, media	SDG 4, 5, 10, 11, 16 AU 1,18

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
8. THE AGED	<ul style="list-style-type: none"> Limited opportunity for the aged to contribute to national development Inadequate care for the aged Lack of gender sensitivity in addressing the needs of the aged 	8.1 Enhance the well-being of the aged	8.1.1 Facilitate passage of the National Ageing Bill (SDG Target 16.6) 8.1.2 Establish an Ageing Council to coordinate implementation of the ageing policy (SDG Target 16.6) 8.1.3 Create a database on the aged to support policy making, planning, monitoring and evaluation (SDG Target 17.18) 8.1.4 Build capacity to formulate, implement, monitor and evaluate policies on ageing (SDG Targets 1.3, 10.2, 16.b) 8.1.5 Mainstream ageing issues in national development frameworks and poverty-reduction strategies (SDG Targets 1.3, 1.b, 17.14) 8.1.6 Implement measures to ensure economic well-being of the aged, especially in the areas of income security and house ownership (SDG Targets 1.1, 1.2, 1.3, 1.4, 1.b, 10.2, 16.6) 8.1.7 Promote socially supportive community care systems for the aged, based on positive traditional and modern values, devoid of stereotyping, discrimination and disrespect (SDG Targets 1.3, 1.b, 5.4) 8.1.8 Create safe spaces, recreational daycare centres and homes for the elderly (SDG Target 11.7) 8.1.9 Pay adequate attention to gender variations in ageing (SDG Targets 5.1, 5.c)	MoGCSP, TA, NCCE, DSW, DOC, DCD, NCCE, media	SDG 1, 5, 10, 11, 16, 17 AU 1, 3,12
	<ul style="list-style-type: none"> Chronic age-related health conditions, poor diet and lack of geriatric care 	8.2 Ensure adequate healthcare for the aged	8.2.1 Enhance geriatric healthcare in the Ghana Health Service through the training of geriatric healthcare professionals and caregivers (SDG Targets 3.8, 3.c)	MoGCSP, TA, NCCE, DSW	SDG 3 AU 1, 3,17
9. GENDER EQUALITY	<ul style="list-style-type: none"> Unfavourable socio-cultural environment for gender equality 	9.1 Attain gender equality and equity in political, social and economic development systems and outcomes	9.1.1 Ensure passage and implementation of the Affirmative Action (Gender Equality) Bill (SDG Target 5.c) 9.1.2 Target attainment of gender balance on all government-appointed committees, boards and official bodies (SDG Targets 5.1, 5.5, 5.c) 9.1.3 Ensure passage of the Domestic Workers' Bill into law (SDG Target 5.4) 9.1.4 Increase GoG funding for institutions responsible for gender issues (SDG Targets 5.c, 16.6, 16.a) 9.1.5 Institute gender-responsive budgeting and training on gender equality in the civil and public services (SDG Target 5.c) 9.1.6 Introduce measures to promote change in socio-cultural norms and values inhibiting gender equality (SDG Targets 5.1, 5.2, 5.3, 10.2) 9.1.7 Mainstream gender in the curriculum at basic level of schooling (SDG Target 5.c)	Ministry of Chieftaincy and Religious Affairs (MCRA), National House of Chiefs, MoJAGD, MOGCSP, MELR, Parliament, MOE, GES, NCPD, Regional Houses of Chiefs, MLGRD, CSOs, Labour Department and other stakeholders	SDG 5, 10, 16, 17 AU 1,2,3,17,20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> Gender disparities in access to economic opportunities 	9.2 Promote economic empowerment of women	9.2.1 Reintroduce and enforce the administrative directive on reservation of 30% of poverty alleviation funds of MMDAs to service women's enterprises (SDG Target 5.c) 9.2.2 Ensure at least 50% of MASLOC funds allocated to female applicants (SDG Target 5.c) 9.2.3 Introduce interventions to ensure women have equal access to land title (SDG Targets 1.4, 5.a) 9.2.4 Reform tax system to reduce the burden on vulnerable persons, including, head porters (<i>kayayei</i>) (SDG Target 5.c) 9.2.5 Improve access to education, health and skills training in income-generating activities for vulnerable persons including head porters (<i>kayayei</i>) (SDG Targets 3.8, 4.5) 9.2.6 Enact and enforce legislation to ensure fair pay, conditions of service, and promotions in both formal and informal economy (SDG Targets 8.8, 10.4) 9.2.7 Ensure the protection of women's access, participation and benefits in all labour-related issues (SDG Targets 1.4, 5.a, 8.5, 8.8) 9.2.8 Institute mentoring of girls' programme to create a pool of female potential leaders (SDG Targets 5.1, 5.c) 9.2.9 Encourage women artisans and other tradespeople including farmers to form associations for easier access to information and other forms of support (SDG Targets 1.4, 5.c)	MLNR, MLGRD, MoF, MASLOC, MOTI, MOH, MOE, MELR, MOFA, MOJAGD, Parliament, Lands Commission, Ministry of Chieftaincy and Religious Affairs, MoGCSP, MMDAs, private sector, NGOs, GRA, NCCE, Ministry of Information, NBSSI, AGI, Labour Department and other stakeholders	SDG 1, 3, 4, 5, 8, 10 AU 1, 3, 17,20
10. SOCIAL PROTECTION	<ul style="list-style-type: none"> Weak social protection systems Inadequate and limited coverage of social protection programmes for vulnerable groups Ineffective coordination of social protection interventions Lack of sustainable funding 	10.1 Strengthen social protection, especially for children, women, persons with disability and the elderly	10.1.1 Mainstream social protection in sector plans and budgets (SDG Targets 1.3, 10.4) 10.1.2 Enact national social protection law which establishes a social protection floor (SDG Targets 1.3, 5.4, 10.4) 10.1.3 Strengthen and effectively implement social protection intervention programmes and expand their coverage to include all vulnerable groups (SDG Targets 1.3, 5.4, 10.4) 10.1.4 Institute effective and accurate means of identifying and enrolling beneficiaries (SDG Target 1.3) 10.1.5 Expand Ghana national household registry database to cover all 10 regions (SDG Targets 16.9, 17.8) 10.1.6 Strengthen access for vulnerable groups to justice, rights, and entitlements (SDG Targets 1.4, 16.3) 10.1.7 Strengthen education and awareness against stigma, abuse, discrimination, and harassment of vulnerable people (SDG Targets 16.2, 16.3, 16.b) 10.1.8 Promote viable and sustainable economic livelihood schemes for vulnerable people, including fisher folk (SDG Targets 1.4, 2.3, 14.b)	MoGCSP, MoE, MoH, MoF, MLGRD, MoA, NPC, GSS, MMDAs, LGSS, CSPS, Ghana AIDS Commission, NGOs, DPs, NGOs, DPs	SDG 1, 2, 5, 8, 9, 10, 11, 14 16, 17 AU 1, 2, 17,18

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			<p>10.1.9 Sustain fisher folk input support schemes (e.g. premix fuel, outboard motors, provision of prescribed gear, hooks etc.) (SDG Targets 2.3, 14.b)</p> <p>10.1.10 Establish effective institutional arrangements for implementation of national social protection policy (SDG Targets 5.c, 16.6)</p> <p>10.1.11 Institute dedicated and sustainable funding arrangements for the national social protection scheme (SDG Target 10.4)</p> <p>10.1.12 Establish well-resourced shelters for abused persons (SDG Target 11.1)</p> <p>10.1.13 Develop and implement social policies to revive the extended family system (SDG Target 5.4)</p> <p>10.1.14 Develop and implement productive and financial inclusion alongside the LEAP cash grant to facilitate graduation of LEAP beneficiaries from the cash transfer programme (SDG Targets 8.10, 9.3)</p>		
	<ul style="list-style-type: none"> Weak management of pension scheme Lack of adequate pension plans for the informal economy 	10.2 Ensure decent pensions for beneficiaries	<p>10.2.1 Strengthen implementation of National Pensions Act, 2008 (Act 766) (SDG Targets 8.5, 8.8)</p> <p>10.2.2 Institute effective mechanisms to ensure that pensions are applied solely to the development of the pension industry (SDG Targets 16.5, 16.6)</p> <p>10.2.3 Ensure timely payment of pensions (SDG Targets 8.5, 8.8)</p> <p>10.2.4 Establish desks in MMDAs to decentralise and automate pension payments (SDG Targets 8.5, 8.8, 16.6, 16.7)</p> <p>10.2.5 Undertake comprehensive review of SSNIT investments and costs to ensure financial sustainability (SDG Target 16.6)</p> <p>10.2.6 Establish a system that ensures compulsory social security enrolment for the informal economy (SDG Target 8.3)</p>	MoGCSP, traditional authorities, NCCE, DSW, DCD, media, NPRA, SSNIT	SDG 8, 16 AU 1
11. DISABILITY AND DEVELOPMENT	<ul style="list-style-type: none"> Inadequate opportunities for persons with disability to contribute to society Weak implementation of legislation and policies on the rights of PWDs Lack of appropriate legislative instruments for implementation of the Mental Health Act, 2012 (Act 846) and the Disability Act, 2006 (Act 715) 	11.1 Promote full participation of PWDs in social and economic development	<p>11.1.1 Amend and implement Disability Act 2006 (Act 715) to conform to the UN Convention on Disability (SDG Targets 1.3, 1.4, 16.3, 16.b)</p> <p>11.1.2 Ensure passage of legislative instruments for implementation of Mental Health Act, 2012 (Act 846) and Disability Act, 2006 (Act 715) (SDG Targets 3.4, 16.3, 17.14)</p> <p>11.1.3 Resource National Council on Persons with Disability (NCPD) to perform its functions effectively (SDG Target 16.6)</p> <p>11.1.4 Decentralise NCPD fully to district level to coordinate issues of disability (SDG Target 16.6)</p> <p>11.1.5 Ensure effective implementation of the 3% increase in District Assemblies Common Fund disbursements to PWDs (SDG Target 16.6)</p> <p>11.1.6 Ratify the Marrakesh Treaty (SDG Target 16.8)</p>	MoGCSP, NCPD, and MoE, GFD, CSOs, MDAs, MMDAs, DPs, NCCE, AESL, LUSPA, MoH, MoC, NVTI	SDG 1, 3, 8, 10, 16, 17 AU 1, 2, 3, 4, 11, 12, 17, 18

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Exclusion and discrimination against PWDs in matters of national development • Negative perceptions and attitudes towards PWDs • Ignorance of PWDs personal rights • High unemployment rate among PWDs • Perceived low levels of skills and education of PWDs 		<p>11.1.7 Generate a database on PWDs (SDG Target 17.18)</p> <p>11.1.8 Promote participation of PWDs in national development (SDG Targets 10.2, 16.7)</p> <p>11.1.9 Create avenues for PWDs to acquire credit or capital (SDG Targets 1.4, 8.10)</p> <p>11.1.10 Fully implement Labour Regulations of 2007, notably Regulations 12, 13 (Establishment of Disablement Unit) (SDG Targets 8.5, 8.8)</p>		
	<ul style="list-style-type: none"> • Low participation of PWDs in decision making 	11.2 Promote participation of PWDs in politics, electoral democracy and governance	<p>11.2.1 Promote political inclusion through policies that guarantee space for PWDs in local and national governance systems (SDG Targets 10.2, 16.7)</p> <p>11.2.2 Strengthen inclusion of PWDs in capacity building on governance and democracy (SDG Targets 10.2, 16.7)</p> <p>11.2.3 Facilitate the exercise of PWD rights in the electoral process by addressing problems of access to voting (SDG Targets 10.2, 16.7)</p> <p>11.2.4 Promote advocacy regarding the inclusion of PWDs in politics, electoral processes and governance (SDG Target 10.2)</p>	National Association of Private Schools, EC, Ministry of Transport, Ministry of Aviation, Ministry of Roads and Highways, Ministry of Railways Development, GHA, GES, NCCE, GJA, NMC, GES	SDG 10, 16 AU 1, 2, 4, 11, 12, 17, 18,20
	<ul style="list-style-type: none"> • Lack of physical access for PWDs to public and private buildings • Inadequate education on accessibility standards • Inadequate support for special education for PWDs • Absence of special learning aids for PWDs • Limited access to education for PWDs • Low self-esteem and self-confidence among PWDs • Poor living conditions of PWDs 	11.3 Ensure that PWDs enjoy all the benefits of Ghanaian citizenship	<p>11.3.1 Ensure the implementation of the Ghana Accessibility Standards to ensure access of PWDs to the built environment, goods, services and assistive devices (SDG Targets 10.2, 11.1)</p> <p>11.3.2 Resource special training schools for persons with disability to provide PWDs with technical skills and formal education (SDG Targets 4.a, 4.5)</p> <p>11.3.3 Promote inclusive education and lifelong learning for PWDs (SDG Target 4.5)</p> <p>11.3.4 Ensure the availability of trained educators, relevant professionals, parents and caregivers and personal assistants (SDG Target 4.c)</p> <p>11.3.5 Empower parents and caregivers to provide the needed support (SDG Target 5.4)</p> <p>11.3.6 Promote the eradication of disability-related discrimination (SDG Targets 5.1, 10.2, 10.3)</p> <p>11.3.7 Provide sustainable employment opportunities and decent living conditions for persons with disability (SDG Targets 4.4, 8.5, 8.8)</p>	MELR, MoI, NMC, MASLOC, NYA, MOJAGD, Parliament, GES, MoF, AESL, MDAs, TAs, GHS, NGOs, media and other stakeholders	SDG 3, 4, 5, 8, 10, 11, 16 AU 1, 2, 4, 11, 12, 17, 18,20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			<p>11.3.8 Rehabilitate centres for skills training and provide assistive devices (SDG Target 4.a)</p> <p>11.3.9 Encourage use of sign language in public institutions (SDG Target 4.7)</p> <p>11.3.10 Implement productive social inclusion interventions (SDG Target 10.2)</p> <p>11.3.11 Strengthen measures for early identification, assessment and intervention for children with disabilities from birth. (SDG Targets 3.8, 3.d)</p> <p>11.3.12 Provide incentives for manufacturers of teaching and learning aids and appliances needed for PWDs. (SDG Targets 4.2, 4.a)</p> <p>11.3.13 Integrate PWDs issues in local and national governance systems. (SDG Target 10.2)</p> <p>11.3.14 Address special issues and concerns of women with disability (WWDs) and children with disability (SDG Targets 5.c, 10.2)</p> <p>11.3.15 Facilitate PWD access to justice (SDG Targets 10.3, 16.3, 16.b)</p> <p>11.3.16 Amend Legal Aid Act to better cater for PWDs (SDG Targets 16.3, 16.6)</p>		
12. EMPLOYMENT AND DECENT WORK	<ul style="list-style-type: none"> • Lack of reliable employment and labour data for policy decision making, monitoring and evaluation • Lack of objective national productivity measurements • Weak and ineffective implementation of labour policies, laws and standards • High levels of unemployment and under-employment among the youth • Mismatch between training and the needs of the labour market 	<p>12.1 Improve human capital development and management</p>	<p>12.1.1 Accelerate implementation of a comprehensive National Employment policy and Labour Intensive public works policy (SDG Targets 8.2, 8.3, 8.5)</p> <p>12.1.2 Finalise and implement National Human Resource Development Policy (SDG Target 8.3)</p> <p>12.1.3 Determine human capital and skill set needs for Ghana over the medium and long term (SDG Target 1.b)</p> <p>12.1.4 Revamp public employment centres across districts (SDG Targets 16.6)</p> <p>12.1.5 Develop a National Productivity Index (SDG Target 1.b)</p> <p>12.1.6 Strengthen enforcement of labour laws and regulations as well as labour administration systems (SDG Targets 8.3, 16.6)</p> <p>12.1.7 Promote harmonious industrial relations (SDG Targets 9.b, 17.14)</p> <p>12.1.8 Strengthen laws to eliminate informalisation of jobs in the formal economy (SDG Target 8.3)</p> <p>12.1.9 Strengthen employment coordination in all sectors of the economy (SDG Targets 8.3, 17.14)</p> <p>12.1.10 Promote and enforce deeper and wider application of local content and participation laws (SDG Target 17.15)</p>	<p>MELR, Labour Department, Department of Factories Inspectorate, FWSC, MDPI, NVTI, YEA, ICCS, OIC, NPRA, COTVET</p>	<p>SDG1, 4, 8, 9, 16, 17</p> <p>AU 1, 2, 4, 11, 12, 17, 18,20</p>

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Increasing incidence of casualisation of employment • Poor industrial relations among partners • High disability unemployment • High exploitation of labour 		<p>12.1.11 Introduce mandatory job impact assessment for all public-sector projects or initiatives. (SDG Targets 8.3, 17.15)</p> <p>12.1.12 Create equal employment opportunities for PWDs (SDG Target 8.5)</p>		
	<ul style="list-style-type: none"> • Weak consultative processes for informal economy workers • Non-availability of a comprehensive Informal Employment Policy • Unfavourable macro-economic conditions for the informal economy • Inadequate infrastructure and services for the informal economy • Poor documentation on the informal economy • Low levels of technical and vocational skills • Lack of entrepreneurial skills for self-employment • Inadequate apprenticeship opportunities • Little opportunity to renew and upgrade skills and technology • Inadequate social protection in the labour market • Weak cooperative regulatory systems 	<p>12.2 Promote the creation of decent jobs</p>	<p>12.2.1 Place job creation at the centre of the national development agenda (SDG Targets 8.3, 8.5, 17.15)</p> <p>12.2.2 Develop and implement tailored business sector support services to business units (SDG Targets 8.3, 8.10)</p> <p>12.2.3 Strengthen the linkages among social protection and employment services (SDG Targets 4.4, 8.3)</p> <p>12.2.4 Enhance livelihood opportunities and entrepreneurship (SDG Targets 4.4, 8.3)</p> <p>12.2.5 Strengthen cooperative system for the development of business-oriented ventures (SDG Targets 8.3, 8.10)</p> <p>12.2.6 Mainstream labour-intensive methods in specific government interventions (SDG Target 8.2)</p> <p>12.2.7 Develop and promote schemes that support skills training, internship and modern apprenticeship (SDG Targets 8.3, 8.6)</p> <p>12.2.8 Ensure implementation of affirmative action or positive discrimination with respect to vulnerable groups for participation in public interventions (SDG Targets 5.1, 10.3, 16.3, 16.6, 16.7, 16.b, 17.15)</p> <p>12.2.9 Promote entrepreneurship and financial support for PWDs (SDG Target 8.3)</p> <p>12.2.10 Create an effective coordination system for management of labour migration issues and the elimination of child labour for decent work outcomes (SDG Targets 8.7, 8.8)</p> <p>12.2.11 Provide infrastructure for the development of businesses (SDG Targets 9.1, 9.4)</p> <p>12.2.12 Regulate the job market and encourage the formal and informal economy to create decent employment (SDG Targets 8.3, 8.5)</p> <p>12.2.13 Strengthen capacity of informal labour unions to engage in social dialogue (SDG Targets 16.6, 16.7)</p> <p>12.2.14 Build capacity of informal economy (SDG Target 8.3)</p>	<p>MELR, NLC, Labour Department, TUC, Ghana Employers' Association, Department of Factories Inspectorate, PSC, FWSC, Market Queens' Associations, MoGCSP, SSNIT, NPRA, Registrar-General's Department, NIA, EXIM Bank, GFD, other stakeholders</p>	<p>SDG 4, 8, 9, 17</p> <p>AU 1, 2, 4, 11, 12, 17, 18,20</p>

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> Weak linkages between academia, training institutions and industry 				
13. YOUTH DEVELOPMENT	<ul style="list-style-type: none"> Limited opportunities for youth involvement in national development Weak coordination of youth-related institutions and programmes Youth unemployment and underemployment Youth engaged in hazardous environmental practices 	13.1 Promote effective participation of the youth in socio-economic development	<p>13.1.1 Mainstream youth development in national development policies, programmes and projects across all sectors (SDG Target 16.7)</p> <p>13.1.2 Strengthen the links between education and the labour market (SDG Targets 4.4, 8.6)</p> <p>13.1.3 Build the capacity of the youth to discover opportunities (SDG Targets 4.4, 4.b)</p> <p>13.1.4 Ensure the creation of youth desks in MMDAs for the youth to access reliable labour market information (SDG Targets 16.6, 16.7)</p> <p>13.1.5 Strengthen key national institutions including NYA and YEA to effectively discharge their mandates (SDG Target 16.6)</p> <p>13.1.6 Build integrated youth centres in all districts to serve as an information hub for youth development (SDG Targets 16.6, 16.7)</p> <p>13.1.7 Develop and implement additional initiatives for youth employment, including promotion of entrepreneurial skills (SDG Targets 4.4, 8.3)</p> <p>13.1.8 Facilitate the creation of partnerships between educational institutions and corporate Ghana through attachments, internships and volunteer opportunities (SDG Targets 4.4, 17.17)</p> <p>13.1.9 Improve quality of and access to post-basic education skills training (SDG Targets 4.3, 4.1)</p> <p>13.1.10 Develop and implement apprenticeship and employable skill training for out-of-school youth and graduates (SDG Targets 4.4, 8.6)</p> <p>13.1.11 Support the youth to participate in modern agriculture (SDG Target 8.6)</p> <p>13.1.12 Strengthen and harmonise the implementation of evidence-based youth employment programmes (SDG Target 17.18)</p> <p>13.1.13 Strengthen coordination of youth-related institutions and programmes (SDG Targets 16.6, 17.14)</p> <p>13.1.14 Strengthen career guidance counselling offices in schools (SDG Target 4.4).</p> <p>13.1.15 Facilitate access to credit for the youth (SDG Target 8.10)</p> <p>13.1.16 Ensure participation of youth in appropriate environmental practices (SDG Targets 16.7)</p>	MoYs, NYA, MDAs, YES, GSS, CSOs, OoP, MoF, NDPC, Scholarship Secretariat, MoE, MELR, GES, NVTI, MLGRD, DCD, LGS, YEA, MMDAs, Ghana Academy of Arts and Sciences, National Council for Tertiary Education, MoF, AGI, MoTI	SDG 4, 8, 16, 17 AU 1, 2, 4, 5,18

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> Lack of effective participation of the youth in politics and electoral process High incidence of violence and crime Limited respect for the rights of the youth Lack of patriotism and volunteerism among the youth 	13.2 Promote youth participation in politics, electoral democracy and governance	13.2.1 Strengthen inclusion of civic education and capacity building on governance and democracy in school curricula (SDG Targets 10.2, 16.7) 13.2.2 Develop effective framework for youth involvement in politics and civic activities, with opportunities for young people to practice political and civic engagement throughout the electoral cycle (SDG Targets 10.2, 16.7) 13.2.3 Implement programmes to break the cycle of violence, especially among the youth (SDG Target 16.1) 13.2.4 Promote awareness of the rights and responsibilities of the youth (SDG Targets 4.7, 16.10, 16.7)	NYA, MoGCSP, DOVVSU, NCCE, CSOs, MoI, MoYS, PPAG, YAM, Curious Minds	SDG 4, 10, 16 AU 1, 2, 12,18
14. SPORTS AND RECREATION	<ul style="list-style-type: none"> Inadequate and poor sports infrastructure Insufficient maintenance of sporting and recreational facilities Lack of provision for sports and recreational needs in development of communities Encroachment on designated sports and recreational lands Absence of disability-, child- and aged-friendly facilities Limited community-level sports and recreational activities 	14.1 Enhance sports and recreational infrastructure	14.1.1 Adopt a national framework for the development and maintenance of sports and recreational facilities (SDG Target 17.14) 14.1.2 Institute measures to reclaim lands earmarked for sporting and recreational activities (SDG Target 9.1) 14.1.3 Promote local manufacturing and affordability of sports and recreational equipment (SDG Target 9.1) 14.1.4 Ensure compliance with Disability Act in the provision of sports and recreational facilities (SDG Targets 1.3, 16.b) 14.1.5 Integrate sports and recreational needs of the aged and children in the provision of facilities (SDG Target 11.7) 14.1.6 Develop and maintain sports and recreational infrastructure (SDG Target 9.1) 14.1.7 Promote partnerships with private sector in development of sports and recreational infrastructure (SDG Target 17.17) 14.1.8 Promote less-recognised sporting activities (SDG Targets 1.a, 17.3) 14.1.9 Enforce development of designated sports and recreational land use in all communities (SDG Target 16.6)	MoYS, NSA, NSC, GFA, GOC, MoF, AGI, MoTI	SDG 1, 9, 11, 16, 17 AU 1, 9, 10,20
	<ul style="list-style-type: none"> Weak capacity for sports development and management Low participation of persons with disability (PWDs) in sports Declining interest in locally organised sports by general public Weak institutions for marketing and 	14.2 Build capacity for sports and recreational development	14.2.1 Build capacity of sports managers, trainers, and trainees (SDG Target 16.6) 14.2.2 Establish educational and training centres for sports administration and management (SDG Target 16.6) 14.2.3 Provide adequate logistics and equipment for sports competition (SDG Target 9.1) 14.2.4 Strengthen organisation of domestic competitive sporting events at all levels (SDG Target 16.6) 14.2.5 Promote formation of sports clubs in all communities and educational institutions (SDG Target 4.7) 14.2.6 Strengthen agencies and sporting federations to develop and promote various sporting disciplines (SDG Target 16.6)	MOYS, NSA, NSC, GFA, GUC GES, MOF MWH, MoGCSP Attorney-General's Department, Lands Commission, MLGRD, MMDAs, MoTAC	SDG 4, 5, 9, 16, 17 AU 1, 2, 9,10, 20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<p>promotion of locally organised sports</p> <ul style="list-style-type: none"> • Lack of gender equity in sports • Weak public-private sector collaboration in sports development • Limited targeting of participation in sports disciplines 		<p>14.2.7 Expand the opportunities for participation of PWDs in sports (SDG Target 16.7)</p> <p>14.2.8 Promote gender equity in sports (SDG Target 5.c)</p> <p>14.2.9 Promote sports in school curricula and inter-school sports competition (SDG Target 4.7)</p> <p>14.2.10 Strengthen partnerships with stakeholders in the development of sports (SDG Target 17.17)</p>		
	<ul style="list-style-type: none"> • Inadequate and unbalanced investment in sports development • Under-utilisation of economic potential of sports 	14.3 Ensure sustainable funding sources for growth and development of sports	<p>14.3.1 Develop a resource mobilisation strategy and establish a Sports Development Fund (SDG Target 17.3)</p> <p>14.3.2 Promote the economic benefits of sports (SDG Targets 1.a, 8.1)</p> <p>14.3.3 Develop accounting framework for the contribution of sports to the economy (SDG Targets 8.1, 16.6, 16.5)</p> <p>14.3.4 Ensure fair distribution of financial resources to all sporting disciplines (SDG Target 17.14)</p>	MoYS, NSA, NSC, GFA, GOC, GES, MoF, MoGCSP, NYA, tertiary institutions, MMDAs, security services, GNPC	SDG 1, 8, 16, 17 AU 9, 20

APPENDIX 1.3: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
1. PROTECTED AREAS	<ul style="list-style-type: none"> •Loss of forest cover •Poor demarcation of conservation areas •Encroachment on conservation areas •Inadequate capacity of relevant institutions •Increasing loss of endangered species 	1.1 Expand forest conservation areas	<p>1.1.1 Re-survey and demarcate forests with permanent concrete pillars (SDG Targets 6.6, 15.1, 15.2, 15.b)</p> <p>1.1.2 Establish gene banks for indigenous species and refuge areas for threatened, endemic and rare species. (SDG Targets 2.5, 2.a, 15.5, 15.7)</p> <p>1.1.3 Promote alternative sources of livelihood, including provision of bee-hives to forest fringe communities (SDG Target 15.c)</p> <p>1.1.4 Strengthen Forestry Commission and related institutions to effectively implement the National Environmental Protection Programme (NEPP) and the Environmental Action Plan (EAP). (SDG Targets 16.6)</p> <p>1.1.5 Map and assign conservation status through bye-laws to mangrove forests, wetlands and sensitive marine areas in district spatial plans (SDG Targets 14.1 14.2, 14.3, 14.5, 15.9)</p>	Forestry Commission, LC, MLNR, EPA, MESTI, MMDAS, CSOs, MOTCCA, NDPC, Fisheries Commission, academia, LUSPA, CERSGIS, NCCE, CCM	SDG 2, 6, 11, 12, 13, 14, 15, 16, 17 AU 7,12
	<ul style="list-style-type: none"> •Illegal farming and harvesting of plantation timber •Forest fires •Inadequate staff •Weak enforcement of regulations •Insufficient logistics to maintain boundaries of protected areas 	1.2 Protect forest reserves	<p>1.2.1 Support the protection of the remaining network of natural forest and biodiversity hotspots in the country (SDG Targets 6.6, 11.4, 12.2, 15.1, 15.2, 15.5, 15.9, 15.a, 15., 16.b)</p> <p>1.2.2 Enhance capacity of MDAs and MMDAs to mainstream biodiversity in development planning and budgeting processes (SDG Targets 15.9, 16.7, 17.9)</p> <p>1.2.3 Strengthen involvement of local communities in the management of forests and wetlands through mechanisms such as co-management systems (SDG Targets 6.a, 6b)</p> <p>1.2.4 Accelerate implementation of National Biodiversity Strategy and Action Plan (SDG Targets 15.2, 15.4, 15.5, 15.9)</p> <p>1.2.5 Develop early-warning system for detection of invasive alien species (SDG Target 15.8)</p> <p>1.2.6 Develop guidelines for reporting and managing invasive alien species (SDG Targets 13.3, 15.8)</p> <p>1.2.7 Promote research, public education and awareness on biodiversity and ecosystem services (SDG Targets 12.8, 13.3, 14.a, 15.9)</p> <p>1.2.8 Strengthen environmental governance and enforcement of environmental regulations (SDG Targets 16.6, 16.b)</p>		
2. MINERAL EXTRACTION	<ul style="list-style-type: none"> •Environmental degradation •Upsurge in illegal mining (<i>galamsey</i>) •Destruction of forests and farmlands 	2.1 Ensure sustainable extraction of mineral resources	<p>2.1.1 Ensure mining and logging activities are undertaken in an environmentally sustainable manner (SDG Targets 6.5, 8.4, 12.2, 12.8, 14.2, 15.1, 15.2, 15.3, 15.4, 15.5)</p> <p>2.1.2 Ensure land restoration after mining operations (SDG Targets 15.1, 15.3)</p>	MLNR, MC, EPA, Chamber of Mines, MESTI, WRC, Forestry Commission, Association of Small-	SDG 6, 8, 9, 11, 12, 14, 15, 16, 17 AU 4, 7,12

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> •Pollution of water bodies •Weak enforcement of environmental and mining laws and regulations. •Weak natural resource management systems 		<p>2.1.3 Develop and implement a Multilateral Mining Integration Project (MMIP) to address the menace of illegal and unsustainable mining (SDG Targets 15.1, 15.3, 15.4, 15.5, 15.9)</p> <p>2.1.4 Provide incentives to attract private investors into sustainable exploration of unexploited mineral resources, especially in the three northern regions. (SDG Targets 8.3, 17.17)</p> <p>2.1.5 Promote restructuring of small-scale mining to operate within guidelines set up under the appropriate regulations (SDG Targets 8.3, 16.6)</p> <p>2.1.6 Improve technical capacity of small-scale miners to enhance efficiency and sustainability in their operations (SDG Target 12.a)</p> <p>2.1.7 Implement institutional reforms including fully decentralising the Minerals Commission (SDG Targets 16.6, 16.7)</p> <p>2.1.8 Domesticate the Africa Mining Vision in Ghana’s Country Mining Vision (SDG Targets 16.8, 17.16)</p> <p>2.1.9 Promote research on the valuation of ecosystem and mining (SDG Targets 9.5, 9.b)</p>	Scale Miners, CSOs, LC, OASL, MOF, academia, MOJAGD, Parliament, LC, LUSPA, GGSA	
	<ul style="list-style-type: none"> •Poor compensation to affected communities, •Unaccounted flows of mineral revenue •Increase in truancy, especially among school-going males in mineral-rich communities •Threat to Ghana’s peace, stability and socio-economic development 	2.2 Ensure effective linkage of extractive industry to the rest of the economy	<p>2.2.1 Diversify the minerals production base, including low-value minerals, to reduce over-dependence on the few traditional mineral resources (SDG Target 17.3)</p> <p>2.2.2 Promote value addition through local processing of minerals (SDG Target 8.2)</p> <p>2.2.3 Leverage the presence of mineral resources to finance rail infrastructure (SDG Target 11.2)</p> <p>2.2.4 Ensure effective sharing of mineral revenue for the development of mining communities (SDG Targets 16.5, 16.6)</p> <p>2.2.5 Develop integrated information management system for natural resource management (SDG Target 12.8)</p> <p>2.2.6 Develop framework for mineral revenue management (SDG Targets 16.5, 16.6)</p> <p>2.2.7 Regenerate ailing mining companies as part of an overall strategy of protecting jobs and enhancing livelihoods of mining communities (SDG Target 8.3)</p> <p>2.2.8 Implement Computerised Mining Cadastre to improve mineral title administration and track revenues (SDG Targets 12.2, 16.5, 16.6)</p>		
3. WATER RESOURCES MANAGEMENT	<ul style="list-style-type: none"> •Uncoordinated development of water resources shared with neighbouring countries •Weak management of freshwater resources 	3.1 Promote sustainable water resources development	<p>3.1.1 Harmonise and enforce legal and regulatory instruments for strategic development and use of water resources (SDG Targets 6.5, 17.14)</p> <p>3.1.2 Develop and strengthen protocols for developing and sharing transboundary water resources (SDG Targets 6.5, 16.8)</p> <p>3.1.3 Promote efficient water use (SDG Targets 6.4, 6.5, 6.a)</p>	Ministry of Sanitation and Water Resources, Water Resources Commission, Water Research Institute, MMDAs,	SDG 6, 14, 15, 16, 17 AU 1,3

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> •Poor agricultural practices which affect water quality •Surface mining and desertification •Negative impact of climate variability and change •Widespread pollution of surface water •Non-availability of reliable and comprehensive data •Inadequate protection and development of water resources 	and management	<p>3.1.4 Integrate water resources planning in national and sub-national development planning (SDG Targets 6.5, 15.9)</p> <p>3.1.5 Strengthen regulatory regime for small-scale miners to protect water bodies (SDG Targets 6.3, 6.5, 6.6)</p> <p>3.1.6 Implement the Clean Rivers Programme (CRP) nation-wide in collaboration with voluntary organisations and traditional leaders (SDG Targets 6.b, 16.6)</p> <p>3.1.7 Undertake tree planting along banks of all major water bodies and tributaries to reduce silting and pollution from human activities (SDG Targets 6.5, 6.6)</p> <p>3.1.8 Set up permanent security posts at major water treatment plants (Barekese, Daboase, and Owabi) (SDG Target 6.6)</p> <p>3.1.9 Explore and develop hydrogeological and groundwater base (i.e. shallow, intermediate and deep aquifers) (SDG Targets 6.5, 6.6, 6.a, 6.b)</p> <p>3.1.10 Map and assign conservation status to wetlands (SDG Targets 6.6, 15.1)</p> <p>3.1.11 Enforce appropriate legislation to protect wetlands (SDG Targets 6.6, 15.1)</p> <p>3.1.12 Strengthen involvement of local communities in management of wetlands (SDG Target 6.b)</p> <p>3.1.13 Increase investment in both hard and soft engineering control structures (SDG Targets 16.6, 17.17)</p> <p>3.1.14 Regulate harvesting of wetland resources (SDG Targets 14.4, 14.6)</p>	Meteorological Authority, CERSGIS, SADA, Hydrological Services Department, MOEP, Lands Commission, EPA, LUSPA, MESTI, Energy Commission	
4. COASTAL AND MARINE AREA EROSION	<ul style="list-style-type: none"> • Vulnerability of coastal zone to the impact of climate change •Potential rise in sea level resulting in wetland flooding •Contamination of agricultural soil, loss of habitat, destruction of entire communities 	4.1 Reduce coastal erosion	<p>4.1.1 Promote investment in hard control structures including gabions and boulders (SDG Targets 10.b, 17.5)</p> <p>4.1.2 Promote mangrove forest replanting and planting of other vegetative cover to contain erosion (SDG Target 15.2)</p> <p>4.1.3 Control sand mining along beaches (SDG Targets 14.2, 14.5)</p> <p>4.1.4 Strengthen the participation of local communities in sustainable coastal management practices. (SDG Targets 6.b, 15.c)</p> <p>4.1.5 Prepare and implement an Integrated Coastal Zone Management (ICZM) Plan (SDG Targets 14.2, 14.5)</p>	MLGRD, MESTI, EPA, MoFAD, GMA, NDPC, LC, MLNR, MMDAS, CSOs, MOTCCA, NDPC, Fisheries Commission, academia, LUSPA, CERSGIS, NCCE,	SDG 6, 10, 14, 15, 17 AU 7,12
	<ul style="list-style-type: none"> •Worsened environmental pressures in both the coastal and marine zones •Depletion of marine resources •Loss of unique coastal habitat and ecosystems 	4.2 Conserve marine areas	<p>4.2.1 Enact appropriate legislation to protect mangrove forests, wetlands and marine areas from degradation (SDG Targets 6.6, 15.1, 15.2)</p> <p>4.2.2 Establish a Coastal Zone Commission with strong stakeholder participation. (SDG Targets 6.b, 16.7, 17.16, 17.17)</p> <p>4.2.3 Regulate harvesting and eliminate illegal, unreported, unregulated, destructive fishing practices (SDG Targets 14.4, 14.6)</p>	MLGRD, MESTI, EPA, MoFAD, GMA, NDPC, LC, MLNR, MMDAS, CSOs, MOTCCA, NDPC, Fisheries Commission, academia, LUSPA, CERSGIS, NCCE,	SDG 6, 14, 15, 16, 17 AU 7,12

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			4.2.4 Promote efficient solid and liquid waste management in coastal communities (SDG Targets 14.1, 14.2, 14.5) 4.2.5 Strengthen institutional capacity for research, monitoring and enforcement of legislation and bye-laws (SDG Target 16.6)		
5. ENVIRONMENTAL POLLUTION	<ul style="list-style-type: none"> •Improper disposal of solid and liquid waste •Inadequate engineered landfill sites and wastewater treatment plants •Destructive impact of plastic waste on terrestrial, aquatic and marine ecosystems •Improper management of e-waste •Air and noise pollution, especially in urban areas •High incidence of acute respiratory illness caused by air pollution •Emissions from poorly maintained vehicles •Ineffective enforcement of noise regulations 	5.1 Reduce environmental pollution	5.1.1 Promote science and technology in waste recycling and waste-to-energy technologies (SDG Targets 6.a, 7.1, 12.5) 5.1.2 Promote the use of environmentally friendly methods and products (SDG Targets 9.4, 12.4, 17.7) 5.1.3 Intensify public education on noise pollution (SDG Target 16.10) 5.1.4 Intensify enforcement of regulations on noise and air pollution, including open burning (SDG Targets 11.6, 16.b) 5.1.5 Promote cleaner production and consumption technology and practices (SDG Targets 9.4, 12.1, 12.a) 5.1.6 Enforce environmentally sound management of chemicals and all waste throughout their life cycle (SDG Target 12.4) 5.1.7 Protect sensitive areas from pollution and contamination, especially groundwater sources and intake of public water supplies (SDG Targets 6.3, 6.6) 5.1.8 Ensure companies, especially large and transnational companies, conform to sustainable practices (SDG Target 12.6) 5.1.9 Review and enforce laws on marine resource exploitation (SDG Target 14.2) 5.1.10 Enforce Hazardous and Electronic Waste Control and Management Act, 2016 (Act 917) (SDG Targets 3.9, 6.3, 16.b)	MESTI, DVLA, EPA, MC, LC, Chamber of Mines, AGI, MMDAs, CSOs, academia, PEF, Energy Commission, Fisheries Commission	SDG 3, 6, 7, 9, 11, 12, 14, 16, 17 AU 1,7, 11,12
6. DEFORESTATION, DESERTIFICATION AND SOIL EROSION	<ul style="list-style-type: none"> •Weak collaboration between stakeholder institutions •High incidence of wildfires •Inappropriate farming practices 	6.1 Combat deforestation, desertification and soil erosion	6.1.1 Strengthen implementation of Ghana Forest Plantation Strategy and restore degraded areas within and outside forest reserves (SDG Targets 15.2, 15.3, 16.6) 6.1.2 Implement the green infrastructure recommendation in the National Spatial Development Framework. (SDG Target 11.7) 6.1.3 Promote training, research-based and technology-led development for sustainable forest and wildlife management. (SDG Targets 14.a, 15.2, 15.9) 6.1.4 Ensure enforcement of National Wildfire Management Policy and local bye-laws on wildfire (SDG Targets 16.6, 16.b) 6.1.5 Promote and develop financing mechanisms for forest value chain management (SDG Targets 2.a, 17.17) 6.1.6 Enact and enforce Legislative Instrument on tree tenure (SDG Targets 15.2, 16.6) 6.1.7 Develop efficient energy technologies (SDG Targets 7.1, 7.3, 7.a)	MESTI, Forestry Commission, EPA, National Biosafety Authority, NDPC, academia, CSOs, MOJAGD, MLNR, WRC, NCCE, MOF, private sector, Lands Commission	SDG 2, 7, 11, 14, 15, 16, 17 AU 7, 11,12, 20
	<ul style="list-style-type: none"> •Indiscriminate use of weedicides 	6.2 Promote sustainable use of forest and	6.2.1 Promote alternative livelihoods, including eco-tourism, in forest fringe communities. (SDG Target 15.1)	MESTI, Forestry Commission, EPA, National Biosafety	SDG 6, 12, 14, 15, 16

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> •Over-exploitation and inefficient use of forest resources •Illicit trade in forest and wildlife resources 	wildlife resources	<p>6.2.2 Enact and enforce strict, punitive legislation for wildlife crimes, including poaching and trafficking (SDG Targets 15.7, 15.c, 16.6)</p> <p>6.2.3 Promote and develop mechanisms for transparent governance, equity sharing and stakeholder participation in the forest, wildlife and wood fuel resource management (e.g. CREMAS). (SDG Targets 6.b, 16.6)</p> <p>6.2.4 Promote information dissemination to both forestry institutions and the general public. (SDG Targets 12.8, 16.6)</p> <p>6.2.5 Improve incentives and other measures to encourage users of environmental resources to adopt less exploitative and non-degrading practices in agriculture (SDG Target 15.b)</p> <p>6.2.6 Promote the use of lesser used species (LUS) (SDG Target 15.1)</p> <p>6.2.7 Promote the development of viable forest and wildlife-based industries and livelihoods (SDG Target 15.1)</p>	Authority, NDPC, academia, CSOs, MOJAGD, MLNR, WRC, NCCE, MOF, private sector, Lands Commission	AU 7, 11,12
7. CLIMATE VARIABILITY AND CHANGE	<ul style="list-style-type: none"> •Low economic capacity to adapt to climate change •Low institutional capacity to adapt to climate change and undertake mitigation actions •Inadequate inclusion of gender and vulnerability issues in climate change actions •Inadequate institutional capacity to access global funds •Vulnerability to climate change 	7.1 Enhance climate change resilience	<p>7.1.1 Implement Ghana’s commitments under Paris Climate Agreement (COP21) (SDG Targets 13.a, 16.8)</p> <p>7.1.2 Collaborate with international partners to have more access to the Green Climate Fund (\$30 billion Global Fund) for climate change purposes (SDG Targets 13.a, 16.8)</p> <p>7.1.3 Develop climate-resilient crop cultivars and animal breeds (SDG Target 2.4)</p> <p>7.1.4 Promote and document improved, climate-smart, indigenous agricultural knowledge (SDG Targets 2.4, 16.6)</p> <p>7.1.5 Improve and harmonise agricultural research, including application of climate models (SDG Targets 2.4, 2.a)</p> <p>7.1.6 Promote climate-resilience policies for women and other vulnerable groups in agriculture (SDG Targets 1.5, 13.1, 13.2, 13.b, 16.6)</p> <p>7.1.7 Develop coordinated response to climate change challenges through linkages between research, industry and government (SDG Targets 13.2, 16.6)</p> <p>7.1.8 Manage climate-induced health risks (SDG Targets 1.5, 16.6)</p> <p>7.1.9 Develop climate-responsive infrastructure (SDG Target 9.1)</p> <p>7.1.10 Mainstream climate change in national development planning and budgeting processes (SDG Targets 11.b, 13.2)</p>	MOFA, EPA, MESTI, CSIR, MMDAs, CSOs, Hydrological Services Department, FC, GIDA, MOFA, COCOBOD, FC, GMeT, NDPC, MOGCSP	SDG 1, 2, 9, 11, 13, 16 AU 3, 5, 7, 10, 12, 17
	<ul style="list-style-type: none"> •Loss of trees and vegetative cover •Degraded landscapes •Inefficient energy use 	7.2 Reduce greenhouse gases	<p>7.2.1 Accelerate implementation of Ghana REDD+ Strategy (2016-2036) (SDG Targets 11.7, 13.a, 16.6)</p> <p>7.2.2 Accelerate programmes to significantly reduce environmental risks and ecological scarcity, focusing on energy, agriculture, forestry and waste sectors (SDG Target 3.d)</p>	MESTI, EPA, GMeT, FC, MRH, MLNR, MLGRD, MOTCCA, NDPC	SDG 3, 11, 13, 15, 16 AU 7, 12

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			<p>7.2.3 Initiate Green Ghana campaign with chiefs, queen mothers, traditional authorities, civil society, religious bodies and other recognised groups (SDG Target 13.3)</p> <p>7.2.4 Promote tree planting and green landscaping in communities (SDG Targets 11.7, 15.2)</p> <p>7.2.5 Promote urban forestry (SDG Target 11.7)</p> <p>7.2.6 Update and facilitate implementation of the National Low Carbon Growth (LCG) strategy (SDG Targets 13.1, 13.2)</p>		
8. DISASTER MANAGEMENT	<ul style="list-style-type: none"> Weak legal and policy frameworks for disaster prevention, preparedness and response 	8.1 Promote proactive planning for disaster prevention and mitigation	<p>8.1.1 Educate public and private institutions on natural and man-made hazards and disaster risk reduction (SDG Targets 3.d, 13.3)</p> <p>8.1.2 Strengthen early warning and response mechanisms for disasters (SDG Targets 3.d, 13.3)</p> <p>8.1.3 Implement gender sensitivity in disaster management (SDG Targets 1.5, 5.5)</p> <p>8.1.4 Strengthen capacity of the National Disaster Management Organisation (NADMO) to perform its functions effectively (SDG Targets 3.d, 11.5, 11.b, 16.6)</p>	NADMO, EPA, MLNR, MESTI, MRH, MLGRD, MMDAS, CSOs	SDG 1, 3, 5, 11, 13 AU 5, 7, 12, 17
9. TRANSPORT INFRASTRUCTURE (ROAD, RAIL, WATER AND AIR)	<ul style="list-style-type: none"> Poor quality and inadequate road transport network Inadequate investment in road transport infrastructure provision and maintenance Poor transportation management, particularly in urban areas Lack of operational standards for public transport services. Inefficiencies in the procurement, management and supervision of contracts Rapid deterioration of roads 	9.1 Improve efficiency and effectiveness of road transport infrastructure and services	<p><u>Road Transport</u></p> <p>9.1.1 Ensure capacity improvement by constructing missing links (SDG Targets 9.1, 11.2)</p> <p>9.1.2 Expand and maintain the national road network (SDG Targets 9.1, 11.2)</p> <p>9.1.3 Develop a more extensive public transport system to help alleviate congestion in urban areas (SDG Target 11.2)</p> <p>9.1.4 Provide bitumen surface for road networks in district capitals and areas of high agricultural production and tourism. (SDG Targets 7.3, 11.2)</p> <p>9.1.5 Promote private sector participation in construction, rehabilitation and management of road transport services (SDG Targets 9.1, 17.17)</p> <p>9.1.6 Prioritise international corridor development programme towards completion of Western, Central and Eastern corridors. (SDG Targets 9.1, 11.2)</p> <p>9.1.7 Provide regular training for local contractors and consultants to improve quality of delivery in road infrastructure, procurement, management and supervision of road contracts (SDG Target 3.6)</p> <p>9.1.8 Promote local content and participation in the provision and award of contracts (SDG Target 17.15)</p> <p>9.1.9 Develop regulations for urban transport to ensure oversight and responsibility and prescribe standards for operations of all commercial road transport services in line with Road Traffic Act and Road Traffic Regulations (SDG Targets 3.6, 11.2)</p>	MoT, MRH, PEF, GHA, DFR, MMDAs, MLGRD, GIPC EPA, GRTCC, Road Contractors' Association, Building and Road Research Institute (BRRI), DUR, MoF, Ghana Police Service (MTTU), Koforidua Training Centre, Parliament, DVLA, relevant professional institutions,	SDG 3, 7, 9, 11, 13, 16, 17 AU 1,10,20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			9.1.10 Review and strengthen institutional arrangement governing the mass transit system (SDG Targets 11.2, 16.6) 9.1.11 Promote road-based mass transportation system, including extending Bus Rapid Transit (BRT) corridors (SDG Targets 9.1, 11.2) 9.1.12 Ensure effective implementation of axle load control programmes towards asset preservation (SDG Target 11.2) 9.1.13 Develop standards for public transport vehicles in line with international best practices (SDG Target 11.2) 9.1.14 Mainstream climate change in the transport sector (SDG Target 13.2)		
	<ul style="list-style-type: none"> •Inadequate facilities for PWDs in the transport system •Limited facilities for non-motorised transport (NMT) •Weak enforcement of road traffic regulations •High incidence of road accidents 	9.2 Ensure safety and security for all categories of road users	<u>Road Safety</u> 9.2.1 Incorporate pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure (SDG Targets 3.6, 9.1, 11.2) 9.2.2 Provide adequate training for motorists (SDG Target 3.6) 9.2.3 Amend the law to empower National Road Safety Commission to enforce regulations and sanction offenders (SDG Targets 3.6, 16.6, 16.b) 9.2.4 Integrate the databases of DVLA, police and insurance companies to assist with traffic law enforcement. (SDG Targets 3.6, 16.6, 17.18) 9.2.5 Ensure implementation of the provisions on transportation in the PWDs Act, 2006, Act 715 (SDG Target 11.2) 9.2.6 Enhance capacity for road crash response, including accelerated establishment of trauma centres near identified sections of major roads and highways (SDG Targets 3.6, 9.1, 11.2) 9.2.7 Ensure strict enforcement of laws, regulation and standards for all road users (SDG Targets 3.6, 16.b)	NRSC, MoT, MRH, GHA, DFR, MOH, MMDAs, MLGRD EPA, GRTCC, Road Contractors Association, BRRI, DUR, MoF, Ghana Police Service (MTTU), Parliament, DVLA, relevant professional institutions	SDG 3, 9, 11, 16, 17 AU 1, 10, 12,20
	<ul style="list-style-type: none"> •Inadequate and poor infrastructure and facilities at the sea ports •Poor service delivery and delays in service provision •Congestion at the ports 	9.3 Increase capacity and efficiency in port operations	<u>Ports and Harbours</u> 9.3.1 Promote private sector participation in the development and management of seaport facilities (SDG Targets 17.17) 9.3.2 Continue expanding port infrastructure to minimise congestion and turnaround time (SDG Target 9.1) 9.3.3 Facilitate the establishment of a new deep seaport to enhance economic activities in the oil and gas industry (SDG Target 9.1) 9.3.4 Accelerate implementation of ports and harbours master plans (SDG Target 16.6) 9.3.5 Ensure full automation of the process of clearing goods (SDG Target 9.1)	MoT, GPHA, GMA, MoF, PEF, GIPC, GRA, Ghana Navy, Regional Maritime University	SDG 3, 6, 9, 14, 16, 17 AU 1, 2, 6, 7, 10, 12,19

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			<p>9.3.6 Facilitate the construction of new harbours in James Town, in the Greater Accra Region and Keta in the Volta Region (SDG Target 9.1)</p> <p>9.3.7 Continue the development of logistics centre in Sekondi to support the oil and gas industry (SDG Target 9.1)</p> <p>9.3.8 Develop a framework for emergency response to oil spills and other hazards arising from maritime transport operations (SDG Targets 3.9, 14.c)</p> <p>9.3.9 Strengthen capacity for marine policing (SDG Targets 14.2, 14.a)</p> <p>9.3.10 Improve maritime education including facilities for practical training (SDG Target 14.2, 14.a)</p>		
	<ul style="list-style-type: none"> •Under-utilisation of the transportation potential of Volta Lake •Limited safety facilities and poor services on inland waterways •Inadequate navigational aids •Ports poorly equipped to handle cargo shipments •Few standards or regulations for boats construction, use and operations on Volta Lake •Insufficient institutional and logistics capacity to effectively regulate the waterways •Periodic drops in lake level exposing sand banks, tree stumps and other underwater obstructions that significantly hinder navigation. 	9.4 Enhance the contribution of inland waterways to safe and efficient transportation of goods and people	<p><u>Inland Water Transport</u></p> <p>9.4.1 Develop Volta Lake into a major transportation artery (SDG Targets 9.1, 9.a)</p> <p>9.4.2 Promote private sector participation to build modern ferry ports and provide upgraded ferries and pontoons (SDG Targets 17.16, 17.17)</p> <p>9.4.3 Develop standards for boat construction and operations on inland waterways (SDG Target 9.1)</p> <p>9.4.4 Ensure strict enforcement of laws, regulations and standards for operations on the inland waterways to help improve services and safety (SDG Targets 16.6, 16.b)</p> <p>9.4.5 Strengthen capacity of the Ghana Maritime Authority to regulate the maritime industry (SDG Targets 14.a, 17.9)</p> <p>9.4.6 Promote training of operators on inland waterways (SDG Targets 9.1, 16.6)</p>	MoT, GPHA, GMA, MoF, PEF, GIPC, GRA, Ghana Navy, Regional Maritime University	SDG 6, 9, 14, 16, 17 AU 1, 2, 6, 7, 10, 12,19
	<ul style="list-style-type: none"> •Ageing equipment and facilities •Insufficient security and safety •Inadequate infrastructure and facilities •High cost of aviation fuel •Absence of aviation master plan 	9.5 Make Ghana the aviation hub for West African sub-region	<p><u>Aviation and Airports</u></p> <p>9.5.1 Collaborate with the private sector to develop the aviation industry to support Ghana’s role as an aviation hub serving West Africa (SDG Targets 17.16, 17.17)</p> <p>9.5.2 Build capacity and establish institutional and policy framework to enhance safety and security of air transport services (SDG Targets 11.2, 17.9)</p> <p>9.5.3 Provide efficient aviation support services (SDG Targets 11.2, 16.6)</p>	MoT, GPHA, GMA, MoF, PEF, GIPC, GRA, Ghana Navy, Regional Maritime University	SDG 9, 11, 16, 17 AU 1, 2, 6, 7, 10, 12,19

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			<p>9.5.4 Implement aviation sector master plan to ensure development of modern airport infrastructure (SDG Targets 9.1, 11.2, 16.6)</p> <p>9.5.5 Encourage entrepreneurs and local airlines to set up stronger private airlines to make full use of the nation's route rights (SDG Targets 11.2, 17.17)</p> <p>9.5.6 Ensure that Ghana complies with and sustains international safety and security standards at all ports (SDG Targets 11.2, 16.8)</p> <p>9.5.7 Facilitate the implementation of the National Airports System Plan (SDG Targets 9.1, 11.2)</p> <p>9.5.8 Establish a home-based carrier (SDG Targets 9.1, 11.2)</p>		
	<ul style="list-style-type: none"> Limited and poor rail network Poor and unreliable services Limited implementation of railway master plan 	9.6 Modernise and extend railway network	<p><u>Rail Transport</u></p> <p>9.6.1 Revamp the existing rail network and expand to northern Ghana to support industrialisation and other economic activities (SDG Targets 9.1, 11.2)</p> <p>9.6.2 Integrate railways in the Tema-Akosombo multi-modal transport system to the north (SDG Targets 9.1, 11.2)</p> <p>9.6.3 Reconstruct the Western and Eastern lines to facilitate passenger and freight movement, including activation of the Boankra inland port (SDG Targets 9.1, 11.2)</p> <p>9.6.4 Develop integrated light rail transit system in major urban areas to improve public transportation (SDG Targets 9.1, 11.2)</p> <p>9.6.5 Integrate rail transport with other modes to ensure a sustainable transport system (SDG Target 11.2)</p>	MoRD, Ghana Railway Company, Ghana Railway Development Authority, MMDAs, MDAs	SDG 9, 11 AU 1, 2, 6, 7, 10, 12,19
	<ul style="list-style-type: none"> Excessive number of checkpoints on road corridors resulting in delays Inefficient cross-border procedures (including the strong presence of informal intermediaries) Double payment of guarantee funds Overaged and poorly maintained vehicle fleet Excessive cost of cargo transportation, particularly to landlocked countries Limited storage and holding points Inadequate truck terminals 	9.7 Ensure effective and efficient flow of goods, services, and related information to meet customer requirements	<p><u>Logistics</u></p> <p>9.7.1 Establish an efficient multimodal logistics system (SDG Targets 9.1, 11.2)</p> <p>9.7.2 Upgrade and modernise logistics system (SDG Targets 9.1, 11.2)</p> <p>9.7.3 Promote human resource development and professionalism in the logistics industry (SDG Targets 9.1, 11.2)</p> <p>9.7.4 Develop integrated truck staging and management systems (SDG Target 9.1, 11.2)</p> <p>9.7.5 Rationalise payments of guarantee funds (SDG Targets 9.1, 11.2, 16.5)</p> <p>9.7.6 Implement ECOWAS protocol on free movement of people and goods (SDG Targets 16.8, 17.12)</p> <p>9.7.7 Implement ECOWAS common tariff agreement (SDG Targets 16.8, 17.12)</p> <p>9.7.8 Strengthen driver and vehicle licensing regimes (SDG Target 16.6)</p> <p>9.7.9 Establish multimodal dry port such as Boankra port (SDG Targets 16.8, 17.12)</p> <p>9.7.10 Establish cross-border modern ITS and data standardisation (SDG Target 9.1)</p>	MoT, MRH, PEF, GRCL, GPHA, GHA, DFR, VLTC, MMDAs, MLGRD, BRRI, DUR, MoF, Ghana Police Service (MTTU), Parliament, Ghana Airports Company Limited (GACL), GMA, EPA, NRSC, DVLA,	SDG 3, 9, 11, 16, 17 AU 1, 2, 6, 7, 10, 12,19

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			9.7.11 Promote containerisation, especially for supporting intermodal logistics (SDG Targets 9.1, 11.2) 9.7.12 Remove old vehicles used to transport cargo (SDG Target 3.6)		
10. INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)	<ul style="list-style-type: none"> •Low broadband wireless access •Poor quality ICT services •Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services •Inadequate online privacy and security of data 	10.1 Enhance application of ICT in national development	10.1.1 Position the country as a regional ICT hub (SDG Target 9.c) 10.1.2 Mainstream ICT in public sector operations (SDG Target 17.8) 10.1.3 Improve telecommunications accessibility (SDG Targets 9.c, 17.8) 10.1.4 Create opportunities for entrepreneurship in ICT (SDG Targets 9.c, 17.8) 10.1.5 Increase citizens' access to data platforms (SDG Targets 9.c, 17.18) 10.1.6 Collaborate with the private sector to increase the broadband, bandwidth and speed of connections nationwide (SDG Target 17.17) 10.1.7 Accelerate investment in development of ICT infrastructure (SDG Target 17.17) 10.1.8 Improve the quality of ICT services, especially internet and telephony (SDG Target 9.c) 10.1.9 Develop and maintain online database for all categories of properties and provide secure data access (SDG Target 16.10) 10.1.10 Develop and integrate identification coding schemes for landed properties and online tracking services for registered properties (SDG Target 16.10)	Ministry of Communications, NITA, National Data Centre, NIA, MMDAs, MoTI, CERSGIS, SADA, MESTI	SDG 9, 16, 17 AU 1, 2, 4, 10, 12,17
	<ul style="list-style-type: none"> •Inadequate ICT infrastructure across the country 	10.2 Expand the digital landscape	10.2.1 Build an integrated national ICT digital infrastructure (National ID system, addressing system, interoperability of payments and telecommunications systems, citizen's services centre nationwide using government infrastructure such as post offices, Community Information Centres, etc.) (SDG Target 9.c) 10.2.2 Provide regulatory framework to use national ICT digital infrastructure as a platform for e-government services (SDG Targets 9.c, 17.14) 10.2.3 Develop and implement regulations to facilitate public-private partnerships (PPPs) (SDG Target 17.17) 10.2.4 Create a favourable environment to promote e-commerce and offline cashless payments (SDG Target 10.5) 10.2.5 Provide real-time information to all segments of the population and economy (SDG Targets 16.10, 17.19) 10.2.6 Deepen national internet availability and accessibility especially in schools (citizen digital index) (SDG Target 9.c, 16.10) 10.2.7 Increase internet capacity and quality of training in and out of school (SDG Target 9.c)		SDG 9, 10, 16, 17 AU 1, 2, 4, 10, 12,17

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			<p>10.2.8 Promote business process outsourcing and IT-enabled services (SDG Targets 9.c, 16.10)</p> <p>10.2.9 Establish innovation hubs and promote a software and applications industry (SDG Targets 9.c, 16.10)</p> <p>10.2.10 Develop and use ICT as a platform to increase the flow of information on employment and teleworking opportunities (SDG Targets 9.c, 16.10)</p> <p>10.2.11 Promote deployment of an e-voting system for national, parliamentary and constituency elections (SDG Targets 9.c, 16.10, 16.7)</p> <p>10.2.12 Ensure adequate digital capability to support production and use of ICTs for development (SDG Targets 9.c, 16.10)</p> <p>10.2.13 Promote the establishment of ICT parks across the country (SDG Targets 9.c, 17.8)</p>		
11. SCIENCE, TECHNOLOGY AND INNOVATION	<ul style="list-style-type: none"> Limited utilisation of relevant research outputs Limited collaboration between public research institutions and businesses on product, service and process innovation 	11.1 Mainstream science, technology and innovation in all socio-economic activities	<p>11.1.1 Apply science, technology and innovation in implementation of policies, programmes and projects (SDG Target 17.8)</p> <p>11.1.2 Scale up investments in research and development to find local solution to challenges (SDG Targets 9.5, 9.b, 17.17)</p> <p>11.1.3 Promote necessary environment for strong partnership with research institutions, academia and industry including the technology commercialisation units at MESTI (SDG Targets 17.16, 17.17)</p> <p>11.1.4 Ensure that research output is turned into industrial applications (SDG Targets 9.5, 9.b)</p> <p>11.1.5 Establish technology information centres on all campuses of public research institutions (SDG Targets 9.c, 16.10)</p> <p>11.1.6 Promote the establishment of foundry-based manufacturing and precision machine tooling, using computer-aided design (CAD) and computer numerical control (CNC) systems to produce basic tools, equipment and parts (SDG Targets 9.4, 9.5, 9.c)</p>	MEDAs, MMDAs, MESTI, CSIR, MoE, GES, NCTE,	SDG 9, 17 AU 1, 2, 4, 7, 12,17, 20
12. ENERGY AND PETROLEUM	<ul style="list-style-type: none"> Inadequate infrastructure to support the delivery of energy services Over-dependence on hydro generation sources Low water inflows to hydro plants High cost of electricity generation Weak regulatory enforcement 	12.1 Ensure availability of, clean, affordable and accessible energy	<p><u>Hydro generation</u></p> <p>12.1.1 Restructure and strengthen the management of hydro plants and create a separate thermal market (SDG Target 9.1)</p> <p>12.1.2 Halt encroachment on protected zones of dams (SDG Targets 6.5, 6.6, 15.4)</p> <p>12.1.3 Formulate policies to reduce emission of greenhouse gases and its negative impact (SDG Target 13.2)</p> <p><u>Thermal</u></p> <p>12.1.4 Promote the use of gas as the primary fuel for power generation (SDG Target 7.1)</p>	MoEP, EC, TOR PURC, GRIDCo, ECG, NED, VRA, BPA, GNPC, PEF	SDG 6, 9, 7, 13, 15, 17 AU 1, 6, 7, 9, 10,20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> •Unreliable power supply •Low involvement of private capital in the power sector •Low contribution of renewable energy in the power generation mix •Low utilisation of biofuels for energy •High generation cost of renewable energy •High dependence on wood fuel •Low utilisation of waste as an energy resource 		<p>12.1.5 Provide incentives for the aggressive development of natural gas potential (SDG Target 7.1)</p> <p>12.1.6 Secure long-term reliable gas supplies for the operation of thermal power plants (SDG Target 7.1)</p> <p>12.1.7 Facilitate participation of independent power producers (IPPs) and other private sector institutions in the generation and distribution of power (SDG Target 17.17)</p> <p>12.1.8 Achieve cost recovery for electricity services (SDG Target 7.1)</p> <p>12.1.9 Promote availability of renewable energy (mini hydro, solar, biomass, wind, tidal) (SDG Targets 7.2, 7.a)</p> <p>12.1.10 Develop regulations for the Renewable Energy Law to incentivise investments in renewable technologies (SDG Targets 7.a, 17.17)</p> <p>12.1.11 Promote net metering technology to encourage end-users to invest in renewables (SDG Target 7.a)</p> <p>12.1.12 Facilitate the building of solar parks in the northern part of the country to deploy utility-scale solar photovoltaic systems (SDG Targets 7.a, 7.b)</p> <p>12.1.13 Prioritise expansion of power generation in relation to least-cost environmentally friendly technologies in line with Clean Development Mechanism (CDM) of UN Framework Convention on Climate Change (UNFCCC) (SDG Targets 7.1, 7.a, 7.b)</p> <p>12.1.14 Provide investment tax credits to owners of commercial, industrial, and utility-scale solar photovoltaic (PV) and wind power systems (SDG Target 17.7)</p> <p>12.1.15 Support private sector to build factories for the production and assembly of full components for solar power systems (SDG Target 17.17)</p> <p>12.1.16 Establish a Renewable Energy Industrial Zone (SDG Targets 7.2, 7.a)</p> <p>12.1.17 Promote the use of solar energy for all government and public buildings (SDG Targets 7.2, 7.3, 7.a)</p> <p>12.1.18 Increase proportion of renewable energy in national energy supply mix (SDG Targets 7.2, 7.3, 7.a)</p> <p>12.1.19 Promote the conversion of waste to energy (SDG Target 7.1)</p> <p>12.1.20 Develop options for geothermal and tidal wave energy. (SDG Targets 7.1, 7.3)</p> <p>12.1.21 Promote establishment of dedicated woodlots for efficient wood fuel production (SDG Target 15.2)</p> <p>12.1.22 Improve cost-effectiveness of solar and wind technologies (SDG Targets 7.2, 7.a)</p>		

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			<p>12.1.23 Promote decentralised off-grid alternative technologies (such as solar, PV and wind) (SDG Targets 7.2, 7.a)</p> <p>12.1.24 Accelerate replacement of kerosene lanterns with solar lanterns (SDG Targets 7.2, 7.a)</p> <p><i>Nuclear</i></p> <p>12.1.25 Develop, implement and maintain a safe, secure and sustainable nuclear power programme (SDG Targets 7.3, 7.a)</p> <p>12.1.26 Support research into development of nuclear power (SDG Targets 7.3, 7.a, 7.b)</p>		
	<ul style="list-style-type: none"> •Inefficiencies in the management of utilities •High transmission and distribution losses •Inadequate and obsolete electricity grid network •Difficulty in the extension of grid electricity to remote rural and isolated communities 	12.2 Ensure efficient transmission and distribution system	<p>12.2.1 Develop and implement a 10-year Power Sector Master Plan (SDG Targets 7.3, 7.a, 7.b)</p> <p>12.2.2 Modernise transmission and distribution networks to significantly reduce operational inefficiencies in energy supply and distribution (SDG Targets 7.3, 7.a, 7.b)</p> <p>12.2.3 Support and intensify sub-regional power interconnectivity under West African Power Pool (WAPP) involving Burkina Faso, Mali, Niger, Togo, Benin, Côte d’Ivoire (SDG Targets 7.a, 7.b)</p> <p>12.2.4 Revise self-help electricity project (SHEP) and use means-testing approaches to enable the poor to connect to the national grid (SDG Targets 1.4, 7.1)</p> <p>12.2.5 Expand the distribution and transmission networks (SDG Target 7.b)</p> <p>12.2.6 Develop solar and wind mini-grids for community water supply around the country through PPPs. (SDG Targets 7.2, 7.a, 17.17)</p> <p>12.2.7 Expand the provision of mini-grids to lakeside and islands communities to improve the livelihood of the communities (SDG Targets 7.a, 7.b)</p>		SDG 1, 7, 17 AU 1, 9,20
	<ul style="list-style-type: none"> •Inadequate financial resources for operational activities •Inadequate capital investments in the utility sector •High debt overhang of public utility companies •Inefficient revenue collection system 	12.3 Improve financial capacity and sustainability of utility companies	<p>12.3.1 Implement an energy sector financial restructuring and recovery plan, incorporating a liquidity management mechanism (Cash Waterfall Mechanism) (SDG Target 7.a)</p> <p>12.3.2 Institute mechanism to ensure that all new capacities are acquired through open and competitive tender process (SDG Targets 16.5, 16.6)</p> <p>12.3.3 Conduct a technical audit on all power sector infrastructure (SDG Target 9.1)</p> <p>12.3.4 Strengthen the role of power sector regulatory agencies in the generation, transmission and distribution of power (SDG Target 16.6)</p> <p>12.3.5 Support the capital market including the Ghana Stock Exchange to provide financing for investments in the power sector (SDG Targets 7.a, 17.17)</p>	MoEP, EC, TOR PURC, GRIDCo, ECG, NED, VRA, BPA, GNPC, PEF	SDG 7, 9, 16, 17 AU 1, 9,20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> •Poor attitudes towards energy utilisation •Inadequate financing for energy conservation and efficiency projects •Limited awareness of energy conservation measures •Use of inefficient, old and obsolete equipment •Low adoption of energy efficiency technology 	12.4 Ensure efficient utilisation of energy	<p>12.4.1 Promote demand-side management to reduce significantly the operational inefficiencies in energy supply and distribution, and the inefficient use of electricity by households and industry and thus conserve energy (SDG Targets 7.3, 7.a)</p> <p>12.4.2 Develop deferential pricing regime and incentives for energy conservation (SDG Targets 7.1, 7.3)</p> <p>12.4.3 Promote the use and design of energy efficient technologies in public and private buildings (SDG Targets 7.3, 7.a)</p> <p>12.4.4 Implement energy use efficiency policy and programmes (SDG Targets 7.3, 7.a, 17.14)</p>		SDG 7, 17 AU 1, 9,20
	<ul style="list-style-type: none"> •Inadequate local technical and financial capacity for the development of petroleum industry •Weak regulatory and institutional framework for attracting private sector investment in the industry •Poor coordination among state institutions 	12.5 Promote petroleum exploration	<p>12.5.1 Improve infrastructure, governance, legislative and investment conditions in the petroleum sector (SDG Targets 7.a, 7.b)</p> <p>12.5.2 Promote Ghana as an attractive destination for investment, technology, and a hub for petroleum operations in West Africa sub-region (SDG Targets 7.a, 8.9)</p> <p>12.5.3 Promote transparent, legally sound, and effective transactions to engender investor confidence. (SDG Targets 7.a, 17.17)</p> <p>12.5.4 Accelerate development of regulations for Petroleum Exploration and Production Act, Act 919, 2016, (SDG Target 9.b)</p> <p>12.5.5 Institute competitive bidding process in the award of petroleum blocks for exploration and production. (SDG Targets 16.5, 17.17)</p> <p>12.5.6 Accelerate the reconnaissance exploration programme in the Voltaian basin with the objective of delineating areas that merit detailed exploration (SDG Target 9.b)</p> <p>12.5.7 Ensure better collaboration and coordination among the petroleum sector institutions (SDG Target 16.6)</p>	MoEP, EC, TOR PURC, GRIDCo, ECG, NED, VRA, BPA, GNPC, PEF	SDG 7, 8, 6, 16, 17 AU 1, 10,20
	<ul style="list-style-type: none"> •Inadequate local content and local participation, especially in the upstream oil and gas industry •Limited capacities of local financial institutions to support Ghanaian investments in oil and gas industry development •Inadequate educational and institutional capacity to support local expertise and skills development in the oil and gas industry 	12.6 Promote development and use of indigenous capabilities for exploitation of petroleum resources	<p>12.6.1 Develop local capability in all aspects of the oil and gas value chain (SDG Target 8.3)</p> <p>12.6.2 Strengthen implementation of the Petroleum (Local Content and Local Participation) Regulations, 2013 LI 2204 especially, the Financial Services Guidelines (SDG Targets 8.3, 10.5, 16.6)</p> <p>12.6.3 Promote education and skills enhancement initiatives to manage the petroleum sector. (SDG Target 16.6)</p> <p>12.6.4 Restructure and strengthen Enterprise Development Centre (EDC) to support Small and Medium Scale Enterprises to enable them position themselves to take advantage of business opportunities in the oil and gas sector (SDG Target 16.6)</p> <p>12.6.5 Expand capital and risk capacity of financial system to support energy-driven based industries (SDG Targets 8.10, 10.b, 17.3, 17.16)</p>	MoEP, EC, TOR PURC, GRIDCo, ECG, NED, VRA, BPA, GNPC, PEF, CSOs	SDG 8, 10, 16, 17 AU 1, 10, 11, 12,20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> •Inadequate midstream infrastructure to link upstream and downstream operations •The potential of oil and gas industry to develop as an enclave (resource curse) •Over-reliance of the economy on primary products with very little value addition 	12.7 Leverage the oil and gas industry as a catalyst for national economic development	12.7.1 Build new growth poles in the economy, especially in the Western Region, using the oil and gas industry (SDG Target 8.2) 12.7.2 Diversify the economy with emphasis on the processing of crude oil and natural gas. (SDG Targets 8.1, 8.2) 12.7.3 Mobilise public and private sector investment to expand national crude oil refining capacity, trading, storage and transportation to neighbouring countries and land-locked nations in the sub-region (SDG Targets 17.3, 17.17) 12.7.4 Encourage the use of gas as fuel in the public transportation system (SDG Target 9.1) 12.7.5 Promote the use of gas in strategic industries such as urea, methanol and aluminium (SDG Target 9.4) 12.7.6 Mobilise domestic capital to invest in petroleum products storage capacity and operations (SDG Targets 7.a, 8.10, 17.3, 17.17) 12.7.7 Extend petroleum bulk transportation and distribution infrastructure nationwide (SDG Target 7.b) 12.7.8 Facilitate universal access to adequate, reliable and cost-effective petroleum products such as liquefied petroleum gas (LPG), (SDG Target 7.1) 12.7.9 Promote value addition in the oil and gas industry (SDG Target 8.2)	MoEP, EC, TOR PURC, GRIDCo, ECG, NED, VRA, BPA, GNPC, PEF, CSOs, MESTI, MMDAs	SDG 7, 8, 9, 17 AU 4, 9, 12,20
	<ul style="list-style-type: none"> •Weak revenue management capacity •High susceptibility to corruption 	12.8 Ensure efficient management and utilisation of oil and gas revenue	12.8.1 Ensure efficient investment of oil revenue in wealth creation ventures for future generations (SDG Targets 7.a, 8.10, 17.3, 17.17) 12.8.2 Invest oil and gas revenues in growth-inducing and pro-poor programmes to promote balanced-development (SDG Targets 1.b, 8.1, 8.2) 12.8.3 Ensure fiscal discipline in the utilisation of oil revenue in relation to the guidelines enshrined in the Petroleum Revenue Management Act (PRMA) (SDG Targets 10.5, 16.5, 16.6) 12.8.4 Improve transparency in the management and utilisation of oil and gas resources and revenues (SDG Targets 10.5, 16.5, 16.6) 12.8.5 Implement the amended Petroleum Revenue Management Act, and oil and gas Extractive Industry Transparency Initiative (EITI) (SDG Targets 10.5, 16.5, 16.6) 12.8.6 Strengthen Public Interest and Accountability Committee (PIAC) to further enhance transparency and accountability in the oil and gas sector. (SDG Targets 10.5, 16.5, 16.6)	MoEP, EC, TOR PURC, GRIDCo, ECG, NED, VRA, BPA, GNPC, PEF, CSOs, MESTI, MMDAs	SDG 1, 7, 8, 10, 16, 17 AU 4, 9, 12,20
	<ul style="list-style-type: none"> •Inadequate capacity to manage environmental impact 	12.9 Minimise potential environmental	12.9.1 Support Environmental Protection Agency (EPA) and the Petroleum Commission to ensure application of	MESTI, RPA, MoEP, EC, TOR	SDG 9, 11, 12, 14, 17

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> Major land use challenges in the oil belts, especially Western Region Inadequate capacity to manage waste and disaster in the industry 	impact of oil and gas industry	<p>environmentally friendly exploration and production technologies (SDG Targets 9.4, 11.6, 17.7)</p> <p>12.9.2 Ensure compliance with applicable laws and international standards for environment, health and safety in the oil and gas sector including the policy on zero gas flaring (SDG Targets 11.6, 12.4, 12.6)</p> <p>12.9.3 Implement recommendations of strategic environmental assessment of onshore and offshore oil and gas sector (SDG Targets 14.2, 14.3)</p> <p>12.9.4 Intensify community education on coexistence of oil and gas with fishing industries (SDG Targets 12.8, 14.a)</p> <p>12.9.5 Ensure that oil activities are not carried out at the expense of fishing and other lawful economic activities (SDG Targets 14.1, 14.2, 14.a, 14.c)</p> <p>12.9.6 Monitor the petroleum sub-sector (SDG Target 14.2)</p>	PURC, GRIDCo, ECG, NED, PC, VRA, BPA, GNPC, PEF, CSOs,	AU 5, 6, 7,12
13. CONSTRUCTION INDUSTRY DEVELOPMENT	<ul style="list-style-type: none"> Absence of a central agency responsible for the development of the construction industry Weak classification and certification systems for the registration of contractors Lack of regulation of contractor conduct and performance Shortage of skilled construction workers Poor management practices on construction sites Poor enforcement of regulations and statutes Proliferation of sub-standard construction materials and products Poor safety, health and environmental management practices at construction sites 	13.1 Build a competitive and modern construction industry.	<p>13.1.1 Establish a central agency for the construction industry to improve efficiency in the industry (SDG Target 16.6)</p> <p>13.1.2 Improve and standardise techniques and material use (SDG Target 9.a)</p> <p>13.1.3 Ensure quality in all aspects of construction (SDG Target 9.a)</p> <p>13.1.4 Promote and stimulate the development and expansion of the Ghanaian construction industry (SDG Target 9.b)</p> <p>13.1.5 Promote research in matters relating to the construction industry (SDG Targets 9.5, 9.b)</p> <p>13.1.6 Establish and maintain a construction industry information system for Ghana (SDG Target 9.b)</p> <p>13.1.7 Ensure accreditation and certification of skilled construction workers and construction site supervisors (SDG Target 9.a)</p> <p>13.1.8 Support technical education institutions and other professional bodies to train more skilled personnel for the construction sector (SDG Targets 4.3, 4.4)</p>	MLGRD, Ministry of Works and Housing, Ministry of Roads and Highways, Ministry of Railway, Ministry of Transport, Ministry of Aviation, Land Use and Spatial Planning Authority, Built Environment Professional Organisations, MMDAs	SDG 4, 9, 16 AU 10, 11,12

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
14. DRAINAGE AND FLOOD CONTROL	<ul style="list-style-type: none"> •Recurrent incidence of flooding •Poor waste disposal practices •Poor drainage system •Siltng and choking of drains •Uncovered drains •Poor landscaping 	14.1 Address recurrent devastating floods	14.1.1 Construct storm drains in Accra and other cities and towns to address the recurrent devastating floods. (SDG Targets 9.a, 11.3) 14.1.2 Establish National Hydrology Authority (NHA) to develop long-term solutions to flooding and the protection of inland and sea coastlines. (SDG Target 16.6) 14.1.3 Intensify public education on indiscriminate disposal of waste (SDG Target 11.6) 14.1.4 Prepare and implement adequate drainage plans for all MMDAs (SDG Targets 11.3, 11.b)	MLGRD, Ministry of Works and Housing, Ministry of Roads and Highways, MDAS and MMDAs, Built Environment Professional Organisations, MMDAs.	SDG 9, 11 AU 1, 2, 10, 12
15. INFRASTRUCTURE MAINTENANCE	•Poor and inadequate maintenance of infrastructure	15.1 Promote proper maintenance culture	15.1.1 Institute a robust maintenance scheme for rail, roads, ports, harbours and other critical infrastructure. (SDG Targets 9.a, 11.2) 15.1.2 Enforce relevant standards in various sectors to reduce rapid deterioration, including strengthening the axle load control on roadways (SDG Target 11.2) 15.1.3 Establish timely and effective preventive maintenance plan for all public infrastructure (SDG Target 9.a) 15.1.4 Build capacity to ensure requisite skills for infrastructure maintenance (SDG Target 17.9)		SDG 9, 11, 17 AU 1, 10, 11,12
16. LAND ADMINISTRATION AND MANAGEMENT	<ul style="list-style-type: none"> •Cumbersome land acquisition process •Complex land tenure systems •Lack of reliable and comprehensive data on land ownership •Speculative acquisition of land on large scale (land grabbing) •Protracted land disputes •Multiplicity of land laws •Outdated land policy •Indiscipline in the purchase and sale of land 	16.1 Develop efficient land administration and management system	16.1.1 Continue on-going land reforms to address title and ownership to land (SDG Targets 1.4, 16.b) 16.1.2 Review existing laws on land and consolidate them (SDG Target 16.b) 16.1.3 Fully decentralise Lands Commission and digitise its operations (SDG Targets 16.6, 16.7) 16.1.4 Ensure high standard of land data security (SDG Target 17.18) 16.1.5 Promote creation of land banks for industrial and business parks and enclaves nation-wide (SDG Target 9.2) 16.1.6 Provide secure and accessible land with integrated infrastructure to export-oriented, import-substitution industries, light industries, technology companies and sales outlets (SDG Target 9.2) 16.1.7 Domesticcate and implement fully the AU Framework Guidelines on Land Policy in Africa (SDG Targets 16.6, 17.15) 16.1.8 Promote gender equity in land reforms, management and land use planning. (SDG Targets 1.4, 5.a) 16.1.9 Promote sustainable land management (SLM) interventions using the integrated landscape management (ILM) approach (SDG Target 12.2) 16.1.10 Establish and maintain a geodetic reference network for mapping and engineering (SDG Target 12.2)	MLGRD, MLNR, Lands Commission, Land Use and Spatial Planning Authority, Built Environment Professional Organisations, MMDAs	SDG 1, 5, 9, 12, 16, 17 AU 10, 11,12, 17

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
			16.1.11 Produce topographic maps to cover the entire country (SDG Target 12.2)		
17. HUMAN SETTLEMENTS AND HOUSING	<ul style="list-style-type: none"> Disparities in access to infrastructure and service provision between urban and rural settlements Weak enforcement of planning and building regulations Inadequate spatial plans for regions and MMDAs Inadequate human and institutional capacities for land use planning Scattered and unplanned human settlements 	17.1 Promote sustainable, spatially integrated, balanced and orderly development of human settlements	17.1.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925) (SDG Targets 16.6, 17.16) 17.1.2 Fully implement National Spatial Development Framework (NSDF) (SDG Targets 16.6, 17.16) 17.1.3 Ensure proper urban landscape design and implementation (SDG Targets 11.3, 11.7, 11.a) 17.1.4 Ensure institutional, technological and legal reforms in support of land use planning (SDG Target 11.b) 17.1.5 Strengthen the human and institutional capacities for effective land use planning and management nationwide (SDG Targets 16.6, 16.a) 17.1.6 Support research and development in urban and regional planning (SDG Target 11.a)	MESTI, MLGRD, LUSPA, MWH, MLNR, Lands Commission, Works Dept., GREDA, MoPln, Ministry of Inner City and Zongo Development (MICZD)	SDG 11, 16, 17 AU 1, 10, 12
	<ul style="list-style-type: none"> Growing housing deficit Inadequate incentives and capacity for private sector involvement in housing delivery Inadequate housing infrastructure services Limited public investments in low-cost housing High and increasing cost of building materials 	17.2 Provide adequate, safe, secure, quality and affordable housing	17.2.1 Accelerate implementation of the national housing policy (SDG Target 11.1) 17.2.2 Promote social housing scheme in urban, peri-urban and rural areas (SDG Targets 11.1, 11.a) 17.2.3 Expand availability of housing financing (SDG Target 11.1) 17.2.4 Provide support for private sector involvement in the delivery of rental housing (SDG Target 17.17) 17.2.5 Improve investment for housing provision (SDG Target 17.17) 17.2.6 Promote the manufacture and use of standardised local building materials in housing, including the use of bricks, tiles and pozzolana cement (SDG Targets 11.1, 11.3) 17.2.7 Strengthen the implementation of the national building code (SDG Targets 11.1, 11.b) 17.2.8 Support self-help building schemes organised along communal themes, cooperative societies and crop and trade associations (SDG Targets 11.1, 11.3) 17.2.9 Provide technical assistance to communities to support basic house-building skills training programmes (SDG Targets 11.1, 11.3)	Ministry of Works and Housing, GREDA, Built Environment Professionals, Financial Institutions, Lands Commission, Ministry of Environment, MLGRD, MLNR, MMDAs, SSNIT, private sector developers	SDG 11, 17 AU 1, 10, 12
18. RURAL DEVELOPMENT MANAGEMENT	<ul style="list-style-type: none"> High rate of rural-urban migration Poor and inadequate rural infrastructure and services Unregulated exploitation of rural economic resources 	18.1 Enhance quality of life in rural areas	18.1.1 Establish rural service centres to promote agriculture and agro-based industries (SDG Targets 2.a, 11.a) 18.1.2 Promote rural enterprise development, financial inclusion, service delivery, capacity building and local economic development (SDG Targets 2.a, 11.a)	MLGRD, MLNR, Ministry of Works and Housing, MMDAs, private sector developers, financial institutions	SDG 1, 2, 6, 10, 11, 12, 17 AU 1, 5, 10,12

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> •Wide digital divide between urban and rural dwellers •Poor infrastructure to catalyse agriculture modernisation and rural development 		<p>18.1.3 Provide basic infrastructure such as potable water, sanitation, electricity, road networks, schools, health facilities, low-cost housing (SDG Targets 1.b, 6.1,6.2, 11.1, 11.a)</p> <p>18.1.4 Fully implement the rural development policy (SDG Targets 1.b, 2.a, 11.1, 11a)</p> <p>18.1.5 Facilitate sustainable use and management of natural resources that support the development of rural communities and livelihoods (SDG Targets 11.3, 2.2)</p> <p>18.1.6 Provide incentives to attract direct private investments into rural areas (SDG Targets 2.a, 10.b, 17.17)</p>		
19. URBAN DEVELOPMENT MANAGEMENT	<ul style="list-style-type: none"> •Congestion and overcrowding in urban areas •Urban sprawl •Growth of slums •Urban concentration in coastal zone •Worsening urban air quality •Rapid urbanisation, resulting in urban sprawl •Rapid growth of slums in cities and towns 	19.1 Promote resilient urban development	<p>19.1.1 Establish special growth centres and urban networks, with spatially targeted investment interventions (SDG Targets 8.2, 11.a)</p> <p>19.1.2 Implement the five-tier hierarchy of urban centres involving towns, secondary cities, cities and city regions (conurbations) (SDG Targets 11.3, 11.a)</p> <p>19.1.3 Create structured metropolitan city regions around Accra, Kumasi and other metropolitan areas (SDG Targets 11.3, 11.a)</p> <p>19.1.4 Implement district capital and small town improvement programme (SDG Targets 11.3, 11.a)</p> <p>19.1.5 Support District Assemblies to plan towards infrastructure provision (SDG Target 11.1)</p> <p>19.1.6 Improve linkages between emerging secondary cities and towns (SDG Targets 11.3, 11.a)</p> <p>19.1.7 Prepare and implement structure plans for all grade 1, 2 and 3 settlements (SDG Targets 11.3, 11.a, 11.b)</p> <p>19.1.8 Support implementation of the National Urban Policy and Action Plan and the United Nations New Urban Agenda adopted at Habitat III (SDG Targets 11.3, 11.a, 11.b)</p> <p>19.1.9 Mainstream security and disaster prevention into urban planning and management systems (SDG Target 11.b)</p> <p>19.1.10 Create awareness on greening of human settlements (SDG Targets 11.7, 12.8)</p> <p>19.1.11 Facilitate implementation of urban renewal programmes (SDG Targets 11.3, 11.a, 11.b)</p> <p>19.1.12 Facilitate public-private partnerships in the development and maintenance of urban infrastructure (SDG Targets 11.3, 17.17)</p> <p>19.1.13 Establish special economic corridors (SDG Target 11.a)</p>	MLGRD, MLNR, Ministry of Works and Housing, MMDAs, private sector developers, financial institutions	SDG 8, 11, 12, 17 AU 1, 10, 12
20. ZONGOS AND INNER CITY DEVELOPMENT	<ul style="list-style-type: none"> •Proliferation of slums •Deteriorating conditions in slums 	20.1 Improve quality of life in	20.1.1 Ensure establishment of Zongo and inner city development fund to finance appropriate programmes. (SDG Targets 11.2, 11.3, 11.6, 11.7, 11.a, 11.c)	MICZD, MLGRD, other MDAs, MMDAs	SDG 1, 10, 11, 17

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> •Weak enforcement of legal frameworks to tackle slum development •Limited investments in social programmes in Zongos and inner cities 	slums, Zongos and inner cities	<p>20.1.2 Develop and implement major slum renewal and redevelopment programmes (SDG Targets 11.1, 11.2, 11.3, 11.6, 11.7, 11.a, 11.c)</p> <p>20.1.3 Strengthen and enforce the legal framework related to the prevention of slums (SDG Target 1.b)</p> <p>20.1.4 Encourage the participation of slum dwellers in improving infrastructural facilities (SDG Target 11.1, 11.3)</p> <p>20.1.5 Promote investment in social programmes, including education and training, supporting local businesses, and culture and arts in Zongos (SDG Targets 1.b, 10.b, 11.c, 17.17)</p> <p>20.1.6 Upgrade inner cities, Zongos and slums and prevent the occurrence of new ones (SDG Targets 11.1, 11.2, 11.3, 11.6, 11.7, 11.a, 11.c)</p>		AU 1, 4, 10, 12

APPENDIX 1.4: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
1. DEMOCRATIC GOVERNANCE	<ul style="list-style-type: none"> • Relatively weak capacity of governance institutions • Politicisation and recurring threats of political violence • Monetisation of elections • Uneven balance of power between the three arms of government • Inadequate capacity of Parliament to exercise its oversight function on the Executive 	1.1 Deepen democratic governance	<ul style="list-style-type: none"> 1.1.1 Strengthen the three arms of government and promote the effective separation of powers (SDG Target 16.6) 1.1.2 Strengthen independent governance institutions to perform their functions effectively (SDG Target 16.6) 1.1.3 Complete the constitution review process (SDG Target 16.b) 1.1.4 Reform the electoral process to make it supportive of the development process (SDG Targets 16.6, 16.7) 1.1.5 Modernise the security services to make them more responsive to the demands of democratic processes (SDG Targets 16.6, 16.10) 1.1.6 Deepen political party participation in national development (SDG Targets 16.7, 16.8) 1.1.7 Strengthen capacity of Parliament to exercise oversight on government finances and implementation of policies and programmes (SDG Targets 16.a, 16.6) 	Parliament, Electoral Commission, NDPC, Information Services Department, National Association of Local Authorities of Ghana (NALAG), National Commission for Civic Education, Commission on Human Rights and Administrative Justice (CHRAJ)	SDG 16 AU 11, 12, 13,15
2. LOCAL GOVERNMENT AND DECENTRALISATION	<ul style="list-style-type: none"> • Weak implementation of administrative decentralisation • Ineffective sub-district structures • Weak ownership and accountability of leadership at the local level • Poor service delivery at the local level • Weak capacity of local governance practitioners 	2.1 Deepen political and administrative decentralisation	<ul style="list-style-type: none"> 2.1.1 Ensure the election of District Chief Executives (DCEs) and formalise performance appraisal of MMDCEs (SDG Targets 16.7, 16.8, 16.a) 2.1.2 Resolve discrepancies in inter-district boundary demarcation (SDG Target 16.1) 2.1.3 Complete the establishment of departments of MMDAs (SDG Targets 16.6, 16.7, 16.a) 2.1.4 Institute mechanism for effective inter-service/inter-sectoral collaboration and cooperation at district, regional and national levels (SDG Targets 16.6, 16.7) 2.1.5 Strengthen capacity of the Institute of Local Government Studies to deliver on its mandate (SDG Targets 16.6, 17.9) 2.1.6 Review the Local Government Service regime and practices (SDG Targets 16.6, 16.a) 2.1.7 Strengthen sub-district structures (SDG Targets 16.6, 17.9) 	MLGRD, NALAG, Institute of Local Government Studies Ministry of Foreign Affairs and Regional Integration District Assemblies Common Fund, Local Government Service, NCCE	SDG 16,17 AU 11, 12,13
	<ul style="list-style-type: none"> • Poor coordination in preparation and implementation of development plans • Poor linkage between planning and budgeting at national, regional and district levels 	2.2 Improve decentralised planning	<ul style="list-style-type: none"> 2.2.1 Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7) 2.2.2 Strengthen local capacity for spatial planning (SDG Targets 16.7, 17.9) 2.2.3 Create enabling environment for implementation of local economic development (LED) and PPP policies at district level (SDG Targets 17.14, 17.17) 	NDPC, MLGRD, NALAG Institute of Local Government Studies MMDAs, RCCs MoPln, District Assemblies Common Fund, Local Government Service, NCCE	SDG 16,17 AU 11,12

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
	<ul style="list-style-type: none"> Weak spatial planning capacity at the local level Inadequate exploitation of local opportunities for economic growth and job creation 		2.2.4 Ensure implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921) (SDG Targets 16.5, 16.6, 16.a)		
	<ul style="list-style-type: none"> Limited capacity and opportunities for revenue mobilisation Limited implementation of fiscal decentralisation policy Expenditure decisions taken at the central government level Implementation of unplanned expenditures Interference in utilisation of statutory fund allocation Inadequacy of and delays in central government transfers 	2.3 Strengthen fiscal decentralisation	2.3.1 Enhance revenue mobilisation capacity and capability of MMDAs (SDG Targets 16.6, 17.1) 2.3.2 Strengthen PPPs in IGF mobilisation (SDG Targets 17.16, 17.17) 2.3.3 Implement approved Inter-Governmental Fiscal Framework (IGFF) and Inter-Governmental Fiscal Transfers (IGFT) (SDG Targets 16.5, 16.6) 2.3.4 Review and pass the Municipal Finance Bill (SDG Target 17.3) 2.3.5 Review and harmonise financial sector legislation (SDG Target 17.14) 2.3.6 Enhance financial capacities of regional administrations (SDG Targets 16.6, 16.a, 17.3) 2.3.7 Improve service delivery at MMDA level (SDG Targets 16.6, 16.a)	MoF, MLGRD, MDAs, NALAG, Institute of Local Government Studies, MMDAs, RCCs, MoPln, District Assemblies Common Fund, Local Government Service, NCCE	SDG 16, 17 AU 11,12, 20
	<ul style="list-style-type: none"> Weak coordination of administrative functions 	2.4 Strengthen the coordinating and administrative functions of regions	2.4.1 Review and reorganise existing administrative regions (SDG Targets 16.6, 16.a) 2.4.2 Create new regions to improve distribution of development across the country (SDG Targets 16.6, 16.a) 2.4.3 Strengthen regional structures in support of devolution of powers (SDG Targets 16.6, 16.a)	Ministry of Regional Reorganisation and Development, MLGRD, RCCs, Local Government Service	SDG 16 AU 11, 12
	<ul style="list-style-type: none"> Weak involvement and participation of citizenry in planning and budgeting Weak capacity of CSOs to participate effectively in public policy dialogue 	2.5 Improve popular participation at regional and district levels	2.5.1 Promote effective stakeholder involvement in development planning process, local democracy and accountability (SDG Target 16.7) 2.5.2 Build capacity of key stakeholders, such as traditional authorities, civil society groups, private sector and NGOs in development dialogue (SDG Targets 16.7, 17.17) 2.5.3 Strengthen People's Assemblies concept to encourage citizens to participate in government (SDG Target 16.7)	MLGRD, MMDAs, CSOs, NGOs and related institutions	SDG 16, 17 AU 11, 12
3. PUBLIC ACCOUNTABILITY	<ul style="list-style-type: none"> Weak sanction regimes Limited public and community ownership Low public interest in public institutions 	3.1 Deepen transparency and public accountability	3.1.1 Strengthen systems and structures for ensuring transparency and accountability in the management of public funds (SDG Targets 16.5, 16.6, 16.a) 3.1.2 Strengthen the sanctions regime inherent in public accountability mechanisms (SDG Targets 16.5, 16.6)	Public Accounts Committee, NCCE, CHRAJ	SDG 16, 17 AU 11, 12, 13

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
	<ul style="list-style-type: none"> Limited involvement of public in expenditure tracking 		3.1.3 Promote public interest in performance monitoring reports of public institutions (SDG Targets 16.6, 16.7) 3.1.4 Expand opportunities and structures for public and community ownership of information (SDG Targets 16.6, 16.7) 3.1.5 Enhance participatory budgeting, revenue and expenditure tracking at all levels (SDG Targets 16.6, 16.7) 3.1.6 Strengthen feedback mechanisms in public service delivery (SDG Targets 16.6, 16.7) 3.1.7 Accelerate enactment of the broadcasting law (SDG Target 16.10) 3.1.8 Strengthen partnership with the media to enhance cohesion on national issues (SDG Targets 16.10, 17.14, 17.17)	Ministry of Information, Council of State, Peace Council, NMC, GJA, media houses, PRINPAG	
4. PUBLIC INSTITUTIONAL REFORM	<ul style="list-style-type: none"> Overlapping functions among public sector institutions Little enforcement of and compliance with rules and regulations of the PSC by public sector institutions Limited modernisation and use of technology in public sector Undue interference in the functioning of public sector institutions Inefficient public service delivery Poor work ethic Lack of linkage between human resource planning and pay administration in the public service Poor record keeping 	4.1 Build an effective and efficient government machinery	4.1.1 Clarify the roles of institutions to address conflicting mandates and improve coordination (SDG Targets 16.6, 17.14) 4.1.2 Design and implement a Client Service Charter for public institutions (SDG Targets 16.6, 16.a) 4.1.3 Modernise public service institutions for efficiency and productivity (SDG Targets 16.6, 16.a) 4.1.4 Improve leadership capability and delivery in the public service (SDG Targets 16.6, 16.a) 4.1.5 Improve accountability in the public service (SDG Targets 16.6, 16.a) 4.1.6 Restructure state-owned enterprises (SOEs) to make them more productive and efficient (SDG Targets 16.6, 16.a) 4.1.7 Empower citizens to demand quality public services (SDG Targets 16.6, 16.7) 4.1.8 Support National Commission for Civic Education (NCCE) to continuously educate and sensitise citizens on their rights and responsibilities (SDG Targets 16.6, 16.a) 4.1.9 Ensure implementation of the Public Sector Reform Strategy (SDG Target 16.b) 4.1.10 Insulate public service from undue interference (SDG Target 16.6) 4.1.11 Implement comprehensive HR payroll system and database (SDG Targets 16.5, 16.6) 4.1.12 Improve documentation within the public sector (SDG Targets 16.6, 16.10, 16.a)	PSC, OHCS, FWSC, Ministry of Foreign Affairs and Regional Integration, PRAAD, NITA/AITI	SDG 16,17 AU 11,12

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
5. PUBLIC POLICY MANAGEMENT	<ul style="list-style-type: none"> Weak coordination of the development planning system Lack of a comprehensive database of public policies Ineffective M&E of implementation of development policies and plans Inadequate financial resources Inconsistencies in the format and content of policies formulated Weak research capacity of MDAs and MMDAs 	5.1 Enhance capacity for policy formulation and coordination	5.1.1 Prepare and implement national policy guidelines to streamline public policy formulation (SDG Target 17.14) 5.1.2 Strengthen the implementation of development plans (SDG Targets 16.6, 17.9) 5.1.3 Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting (SDG Target 17.9) 5.1.4 Strengthen capacity of research and statistical information management systems of MDAs and MMDAs (SDG Targets 16.6, 17.19) 5.1.5 Intensify the use of Strategic Environmental Assessment (SEA) in public policy processes, plans and programmes (SDG Targets 11.6, 16.6) 5.1.6 Develop legislative and policy almanac (SDG Target 17.14) 5.1.7 Develop and implement a long-term national development policy framework (SDG Target 1.6) 5.1.8 Strengthen the relationship between the national development planning system and budgeting processes (SDG Target 17.14) 5.1.9 Promote coordination, harmonisation and ownership of the development process (SDG Target 17.14)	Strengthen capacity of public institutions for undertaking	SDG 1, 16, 17 AU 11,12
6. HUMAN SECURITY AND PUBLIC SAFETY	<ul style="list-style-type: none"> Inadequate and poor quality equipment and infrastructure Politicisation of the security services Inadequate personnel Weak collaboration among security agencies Weak relations between citizens and law enforcement agencies Low professionalism Weak monitoring and regulation of private security firms Overcrowding in custodial facilities and inadequate rehabilitation centres 	6.1 Enhance security service delivery	6.1.1 Transform security services into a world-class security institution with modern infrastructure, including accommodation, health and training infrastructural facilities (SDG Targets 16.6, 16.a) 6.1.2 Promote competitive remuneration to enable the security services to attract the best personnel (SDG Targets 16.6, 16.a) 6.1.3 Ensure efficiency and transparency in recruitment processes of the security services (SDG Targets 16.6, 16.a) 6.1.4 Strengthen partnership between marine police and the Navy to tighten security in Ghana's territorial waters (SDG Targets 16.1, 16.2, 16.4, 16.6) 6.1.5 Improve relations between law enforcement agencies and the citizenry (SDG Targets 16.7, 16.10) 6.1.6 Increase the proportion of security personnel on frontline duties (SDG Targets 16.6, 16.a) 6.1.7 Rehabilitate and increase number of custodial facilities and rehabilitation centres (SDG Target 16.1)	Ministry of Defence, Ministry of Interior, National Security, Judiciary, Ministry of Foreign Affairs and Regional Integration, Office of the President, NCCE, GAF, GNFS, GPS, PS, GIS, NACOB, National Peace Council, National Commission on Small Arms, Parliament, MMDAs, traditional authorities, religious bodies, Prisons Service	SDG 16 AU 11,12, 13
	<ul style="list-style-type: none"> Inadequate capacity to combat emerging crimes (e.g. cyber-crime, 	6.2 Enhance public safety	6.2.1 Implement reforms in pre-trial detention and sentencing, including non-custodial sentences (SDG Targets 16.3, 16.10, 16.b)	Ministry of Defence, Ministry of Interior, National Security,	SDG 3, 8, 9, 10, 16

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
	<p>terrorism, organised crime, etc.)</p> <ul style="list-style-type: none"> • Incidence of narcotic trafficking, abuse of drugs and psychotropic substances • Inadequate community and citizen involvement in public safety • Proliferation of small arms • High rate of recidivism 		<p>6.2.2 Reduce recidivism and promote effective reintegration of ex-convicts (SDG Targets 16.1, 16.3, 16.10)</p> <p>6.2.3 Review and implement programmes to rehabilitate and reform prisoners and drug addicts (SDG Target 3.5)</p> <p>6.2.4 Implement a robust and comprehensive anti-narcotic drug and anti-organised crime policy (SDG Target 3.5)</p> <p>6.2.5 Develop a comprehensive programme to tackle the cultivation and trade in cannabis, including alternative livelihoods (SDG Target 3.5)</p> <p>6.2.6 Intensify public education on drug and psychotropic abuse (SDG Target 3.5)</p> <p>6.2.7 Strengthen the institutions dealing with drug trafficking and their coordination (SDG Targets 16.6, 16.a)</p> <p>6.2.8 Promote security awareness of communities through neighbourhood watch schemes (SDG Targets 16.1, 16.7)</p> <p>6.2.9 Enhance border management technology, infrastructure and institutional inspection (SDG Targets 9.1, 16.4)</p> <p>6.2.10 Intensify enforcement of fire auditing and inspection of public facilities (SDG Targets 16.6, 16.a)</p> <p>6.2.11 Enhance national capacity for fire prevention, protection and fighting (SDG Targets 16.6, 16.a)</p> <p>6.2.12 Intensify regulation and monitoring of private sector involvement in the provision of internal security (SDG Targets 16.6, 16.a)</p> <p>6.2.13 Facilitate marking of state and individual arms to enhance tracing of arms (SDG Target 16.4)</p> <p>6.2.14 Develop and implement national policy on refugee management (SDG Targets 8.8, 10.7)</p> <p>6.2.15 Forestall external aggression and preserve the territorial integrity of the country (SDG Target 16.1)</p> <p>6.2.16 Improve the capacity of security services in external peacekeeping operations (SDG Targets 16.1, 16.a)</p>	<p>Judiciary, Ministry of Foreign Affairs and Regional Integration, Office of the President, NCCE, GAF, GNFS, GPS, PS, GIS, NACOB, National Peace Council, National Commission on Small Arms, Parliament, MMDAs, traditional authorities, religious bodies, Prisons Service</p>	<p>AU 11,12, 13</p>
<p>7. CORRUPTION AND ECONOMIC CRIMES</p>	<ul style="list-style-type: none"> • High perception of corruption among public office holders and citizenry • Low transparency and accountability of public institutions • Misappropriation of funds by public office holders 	<p>7.1 Promote the fight against corruption and economic crimes</p>	<p>7.1.1 Ensure continued implementation of the National Anti-Corruption Action Plan (NACAP) (SDG Targets 16.5, 16.b)</p> <p>7.1.2 Undertake comprehensive institutional and legislative reforms (SDG Targets 16.6, 16.a)</p> <p>7.1.3 Pursue an effective campaign for attitudinal change (SDG Targets 16.5, 16.7)</p> <p>7.1.4 Strengthen the Judiciary, Parliament, security services and other anti-corruption institutions to perform their functions effectively. (SDG Targets 16.5, 16.a)</p>	<p>MOJAGD, EOCO, FIC, Audit Service, Procurement Authority, Public Accounts Committee, NCCE, CHRAJ, MDAs and MMDAs</p>	<p>SDG 12, 16</p> <p>AU 11,12, 13</p>

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
	<ul style="list-style-type: none"> Abuse of discretionary powers Increase in and diversification of economic crimes including money laundering, tax evasion, cyber-crime 		<p>7.1.5 Establish an Office of the Special Prosecutor (SDG Targets 16.5, 16.b)</p> <p>7.1.6 Implement an effective assets declaration regime (SDG Target 16.5)</p> <p>7.1.7 Review and implement a comprehensive code of conduct for public officials (SDG Target 16.5)</p> <p>7.1.8 Undertake relevant legal amendments to make corruption a felony (SDG Targets 16.5, 16.b)</p> <p>7.1.9 Reform laws on appointments and confirmation of officers in acting capacity/positions (SDG Target 16.6)</p> <p>7.1.10 Ensure passage of the Right to Information Bill (SDG Targets 16.5, 16.10)</p> <p>7.1.11 Strengthen implementation of the Whistleblowers Act (SDG Targets 16.5, 16.b)</p> <p>7.1.12 Ensure the implementation of value-for-money audits (SDG Targets 16.5, 16.6, 16.b)</p> <p>7.1.13 Strengthen Audit Service to set up a Procurement Audit Unit to conduct value-for-money audits (SDG Targets 12.7, 16.6)</p> <p>7.1.14 Ensure passage of the Witness Protection Act (SDG Targets 16.5, 16.b)</p> <p>7.1.15 Establish transaction price data, which will be periodically reviewed to conform with market trends (SDG Target 12.7)</p> <p>7.1.16 Ensure implementation of recommendations of the Auditor-General and the Public Accounts Committee (PAC) of Parliament (SDG Targets 12.7, 16.5, 16.b)</p> <p>7.1.17 Finance the National Commission for Civic Education (NCCE) to provide public education and sensitisation on the negative effects of corruption. (SDG Targets 16.5, 16.6, 16.10)</p> <p>7.1.18 Enact the relevant regulations to enforce the Public Officers' Liability Act (SDG Targets 12.7, 16.5, 16.b)</p> <p>7.1.19 Accelerate the establishment of a Financial Administration Tribunal (SDG Targets 12.7, 16.5, 16.b)</p>		
8. LAW AND ORDER	<ul style="list-style-type: none"> High cost of justice and slow pace in getting judgment Decline in public confidence in the legal system Limited number and poor quality of court buildings and infrastructure 	8.1 Promote access and efficiency in delivery of justice	<p>8.1.1 Strengthen independence of judiciary and provide adequate resources and funding (SDG Targets 16.6, 16.a)</p> <p>8.1.2 Continue and complete the court computerisation process to make the system responsive to global demands. (SDG Targets 16.3, 16.b)</p> <p>8.1.3 Transform Ghana Legal Aid scheme into Legal Aid Commission to make legal aid more accessible and workable, especially for the poor and vulnerable (SDG Targets 16.3, 16.10, 16.b)</p>	NCCE, CHRAJ, Legal Aid Board, Judicial Service, Ministry of Justice and Attorney-General's Department	SDG 16 AU 11,12, 13

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
	<ul style="list-style-type: none"> Lack of technical training and know-how among many judges and state attorneys to handle specialty cases Protracted pre-trial detention Perceived corruption in the legal system Poor documentation and record keeping Abuse of human rights by security personnel 		<p>8.1.4 Strengthen operations of the Alternative Dispute Resolution (ADR) system to ensure speedy administration of justice (SDG Targets 16.3, 16.10, 16.b)</p> <p>8.1.5 Expand and strengthen training institutions for judicial personnel, Police CID and prosecutors (SDG Target 16.6)</p> <p>8.1.6 Improve inter-agency and cross-sectoral legal coordination (SDG Targets 16.3, 16.10, 16.b)</p>		
9. CIVIL SOCIETY, AND CIVIC ENGAGEMENT	<ul style="list-style-type: none"> Media Ineffective advocacy strategies by relevant institutions responsible for public education Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities Low capacity of the media for watchdog role 	9.1 Improve participation of civil society (media, traditional authorities, religious bodies, etc.) in national development	<p><u>Civil Society Organisations</u></p> <p>9.1.1 Create enabling legislative and economic environment in support of philanthropy for the vulnerable, weak and excluded, particularly women, children and PWDs (SDG Targets 1.3, 10.4, 17.17)</p> <p><u>Media</u></p> <p>9.1.2 Establish appropriate framework for collaborative engagement with the media (SDG Targets 16.7, 16.10, 17.14, 17.17)</p> <p>9.1.3 Strengthen capacity of the media to play watchdog role (SDG Targets 16.7, 16.10, 17.14, 17.17)</p> <p>9.1.4 Strengthen National Media Commission to play its media oversight function (SDG Targets 16.6, 16.7)</p>	NCCE, MOE, Ministry of Information, GES, Ministry of Chieftaincy and Religious Affairs National House of Chiefs, Council of State, Peace Council, MLGRD, MOGCSP, NMC, GJA	SDG 1, 10, 16,17 AU 11, 12,13
	<p>Traditional authorities</p> <ul style="list-style-type: none"> Inadequate involvement of traditional authorities in national development Weak traditional institutional mechanisms to provide alternative framework for settling chieftaincy disputes Negative cultural practices Communal strife and disunity as a result of leadership succession and land disputes 		<p><u>Traditional Authorities</u></p> <p>9.1.5 Strengthen engagement with traditional authorities in development and governance processes (SDG Targets 16.7, 16.10, 17.14, 17.17)</p> <p>9.1.6 Increase support to chieftaincy (SDG Targets 16.6, 16.a) institutions</p> <p>9.1.7 Strengthen National and Regional Houses of Chiefs to promote development (SDG Targets 16.6, 16.a)</p> <p>9.1.8 Continue the implementation of chieftaincy line of succession documentation (SDG Targets 16.6, 16.a)</p> <p>9.1.9 Involve traditional authorities in reform of negative cultural practices (SDG Targets 16.6,16.7, 16.a)</p>		

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
	Religious bodies <ul style="list-style-type: none"> Inadequate involvement of religious bodies in national development 		<u>Religious Bodies</u> <p>9.1.10 Build capacity of religious bodies to promote religious tolerance (SDG Targets 16.7, 16.10, 17.14, 17.17)</p> <p>9.1.11 Promote coordinated action involving religious bodies to ensure that there is respect for authority, honesty and integrity (SDG Targets 16.7, 16.10, 17.14, 17.17)</p> <p>9.1.12 Engage religious bodies in the formulation and implementation of development programmes and projects. (SDG Targets 16.7, 16.10, 17.14, 17.17)</p>		
10. ATTITUDINAL CHANGE AND PATRIOTISM	<ul style="list-style-type: none"> Weak national values such as patriotism and loyalty to the state Poor attitude negatively impacting quality of life Political and civic apathy Political polarisation Ineffective advocacy strategies 	10.1 Promote discipline in all aspects of life	<p>10.1.1 Implement interventions to promote attitudinal change and instill patriotism in the citizenry, especially among children and the youth (SDG Target 4.7)</p> <p>10.1.2 Strengthen advocacy to promote attitudinal change (SDG Target 17.15)</p> <p>10.1.3 Promote culture and a good value system as ingredients and catalysts for economic growth (SDG Targets 4.7, 12.b)</p> <p>10.1.4 Launch a Good Society campaign to promote positive national values, attitudinal change, patriotism, pursuit of excellence and discipline (SDG Target 4.7)</p> <p>10.1.5 Institute mechanism for rewarding good behaviour and sanctioning bad behaviour (SDG Target 17.15)</p> <p>10.1.6 Formulate and implement a consensus-driven national values policy (SDG Target 17.14)</p> <p>10.1.7 Promote regular dialogue with law enforcement agencies (SDG Target 16.10)</p> <p>10.1.8 Promote planning platforms to provide supportive infrastructure for approved behaviour (SDG Target 17.15)</p>	NCCE, MOE, GES, NMC	SDG 4, 12, 16, 17 AU 2, 11,12
11. DEVELOPMENT COMMUNICATIONS	<ul style="list-style-type: none"> Inadequate ownership and accountability for national development at all levels Polarised media landscape Insufficient funding of development communication Weak capacity of development communication institutions 	11.1 Ensure responsive governance and citizen participation in the development dialogue	<p>11.1.1 Create an enabling environment for development communications (SDG Targets 16.7, 16.10)</p> <p>11.1.2 Promote social behaviour change around a set of shared values of the good society (SDG Targets 16.7, 16.10)</p> <p>11.1.3 Integrate development communications across the public policy cycle (SDG Targets 16.7, 16.10)</p> <p>11.1.4 Promote ownership and accountability for implementation for development and policy programmes (SDG Targets 16.7, 16.10)</p> <p>11.1.5 Establish institutional structures for development communications at all levels of governance (SDG Targets 16.6, 16.7, 16.10)</p> <p>11.1.6 Organise National Policy Summits, regular town hall meetings and meet-the-press sessions periodically around key government initiatives (SDG Targets 16.7, 16.10)</p>	Ministry of Information, NCCE, CHRAJ, NADMO, media houses, PRINPAG, training institutions, Ministry of Chieftaincy and Religious Affairs, NMC, GJA	SDG 16, 17 AU 11,12

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
			11.1.7 Strengthen the DEVCOM role of the Ministry of Information to ensure delivery of timely and accurate information to the citizenry and feedback on government policies and programmes (SDG Targets 16.6, 16.a) 11.1.8 Provide sustainable financing for development communications (SDG Target 17.3)		
	<ul style="list-style-type: none"> Low awareness of government agenda 	11.2 Demystify the Presidency and bring the President closer to the people	11.2.1 Institute regular interaction of the President with citizens in the form of regional visits and broadcast of a Presidential Diary (SDG Targets 16.7, 16.10) 11.2.2 Organise presidential meeting with the press at least every six months (SDG Targets 16.7, 16.10)	Ministry of Information, NCCE, media houses, PRINPAG, GJA	SDG 16 AU 11,12
12. CULTURE FOR NATIONAL DEVELOPMENT	<ul style="list-style-type: none"> Weak frameworks, regulations and institutions for promoting Ghanaian culture Poor appreciation of national culture Gaps in the governance regime for emerging areas in the creative and cultural industries Weak capacity of culture institutions Practice of outmoded rites and customs inimical to development Non-availability of reliable data on the cultural sector Ineffective communication between MDAs and the creative industry Inadequate cultural infrastructure Growing negative influence of foreign culture 	12.1 Promote culture in the development process	12.1.1 Mainstream culture in all aspect of national development (SDG Targets 4.7, 17.14) 12.1.2 Review and implement cultural policy framework (SDG Target 8.9) 12.1.3 Revamp Centres for National Culture (SDG Targets 8.9, 16.6) 12.1.4 Support the establishment of national theatres and museums (SDG Target 8.9) 12.1.5 Restructure the National Commission on Culture (SDG Target 16.6) 12.1.6 Enhance capacity for development of culture industry (SDG Target 16.a) 12.1.7 Develop legal regime and processes for safeguarding the intellectual property and creative heritage of Ghana (SDG Targets 12.b, 17.10) 12.1.8 Strengthen institutions and improve coordination framework of cultural and creative arts sectors for development of culture (SDG Target 16.a) 12.1.9 Establish mechanisms to eradicate negative cultural practices and project the Ghanaian cultural heritage (SDG Target 12.b) 12.1.10 Create awareness of the importance of culture for development and creative arts (SDG Target 12.8) 12.1.11 Enhance private sector participation (SDG Target 17.17) 12.1.12 Popularise local cuisine and revive lost specialities and staples (SDG Target 8.9)	Ministry of Tourism, Culture and Creative Arts (MoTCCA), NCC, GTA, Ministry of Chieftaincy and Religious Affairs, National House of Chiefs, Ghana Hoteliers Association and Travel and Tours Federation (GHATToF), MoF, NDPC, MMDAs	SDG 4, 8, 12, 16, 17 AU 11, 12,16

APPENDIX 1:5: GHANA'S ROLE IN INTERNATIONAL AFFAIRS

FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
1. INTERNATIONAL RELATIONS	<ul style="list-style-type: none"> • Absence of clearly articulated policy and strategy for Ghana's engagement with the global community • Weak service delivery by missions • Politicisation of appointments • Inability to attract the right staff mix • Inadequate training of staff • Lack of constant review of Ghana's foreign policy positions 	1.1 Promote globally competitive Foreign Service	1.1.1 Contribute effectively to bilateral and multilateral arrangements (SDG Targets 1.b, 16.8, 17.16, 17.17) 1.1.2 Improve efficiency and effectiveness of foreign missions (SDG Targets 17.13, 17.16, 17.17) 1.1.3 Expand markets for intra-regional trade and economic co-operation (SDG Targets 17.13, 17.17) 1.1.4 Reposition the Economic Trade and Investment Bureau (ECTIB) to serve as the link between Ghana Missions abroad and MDAs and other stakeholders at home. (SDG Targets 16.6, 16.8) 1.1.5 Establish Office of Inter-Ministerial Coordination (OIMC) on foreign affairs and related issues (SDG Target 16.8) 1.1.6 Develop and adopt a national framework on appointments and training for the Foreign Service (SDG Target 16.6)	Ministry of Foreign Affairs and Regional Integration, Ghana Immigration Service, Ministry of Trade and Industry, Office of the President, Ministry of Interior, Ministry of Finance	SDG 1, 16,17 AU 8, 11, 12, 19
	<ul style="list-style-type: none"> • Limited leverage of Ghanaian culture in the international arena • Threats of global terrorism • Transnational organised crime (narcotics and arms smuggling, human trafficking, money laundering, piracy, etc.) • Political instability globally • Internal conflicts and contestation • Poor management of trans-boundary resources 	1.2 Enhance Ghana's international image and influence	1.2.1 Leverage Ghana's democratic credentials to enhance international image (SDG Targets 17.16, 17.17) 1.2.2 Promote the engagement of Ghanaians in leadership roles regionally and internationally (SDG Target 10.6) 1.2.3 Maintain an identity-based population register for effective management of immigration (SDG Targets 10.7, 16.9) 1.2.4 Make Ghana a preferred destination for business, education and tourism (SDG Targets 4.a, 8.9, 12.b, 16.6) 1.2.5 Ensure commitment to relevant regional and international organisations (SDG Targets 13.a, 17.2, 17.16) 1.2.6 Support Ghana's involvement in South-South and triangular cooperation (SDG Targets 17.6, 17.9) 1.2.7 Improve Ghana's role in a strong and vibrant regional market (SDG Targets 17.16, 17.17) 1.2.8 Support democracy in all parts of the world (SDG Targets 10.b, 16.7, 16.10) 1.2.9 Promote international peace, security and justice (SDG Targets 16.3, 16.a, 16.10, 16.b) 1.2.10 Strengthen collaboration with neighbouring countries on development and management of trans-boundary resources (SDG Targets 6.5, 17.17)	Ministry of Foreign Affairs, Ministry of Defence, Ghana Immigration Service, Office of the President, Ministry of Interior, Ministry of Tourism, Culture and Creative Arts, Kofi Annan ICT Centre, Ministry of Communications, NCEC, Electoral Commission	SDG 4, 6, 8, 10, 12, 13, 16, 17 AU 4, 8, 11, 12, 13, 14,15

FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> Underutilisation of opportunities to promote regional and international relations Increasing foreign dominance in strategic sectors of the economy Limited participation of local authorities in international affairs 	1.3 Promote Ghana's political and economic interests abroad	<p>1.3.1 Support implementation of policies to create a favourable legislative and business environment attractive to domestic and foreign investors (SDG Targets 10.5, 16.10, 17.14, 17.14, 17.17)</p> <p>1.3.2 Review relevant policies to keep abreast with emerging international and regional developments (SDG Targets 17.14, 16.8, 17.17)</p> <p>1.3.3 Reduce Ghana's vulnerability to shocks and threats from the international system (SDG Targets 17.13, 17.14)</p> <p>1.3.4 Defend Ghana's interests, and maintain its sovereignty (SDG Target 17.15)</p> <p>1.3.5 Develop markets for Ghanaian goods and services abroad (SDG Targets 1a, 17.11)</p> <p>1.3.6 Support Ghanaian businesses to partner with foreign counterparts in strategic alliances (SDG Targets 17.16, 17.17)</p> <p>1.3.7 Facilitate linkages between Ambassadors and High Commissioners and MMDCEs with a view to maximising investment and trade opportunities for local authorities (SDG Targets 16.6, 17.11)</p> <p>1.3.8 Create incentives for diaspora investment, trade and technology transfer (SDG Targets 17.10, 17.12)</p>	Ministry of Foreign Affairs, Ghana Immigration Service, Ministry of Trade and Industry, Office of the President, Ministry of Interior, Ministry of Tourism, Culture and Creative Arts, Ministry of Finance	SDG 1, 10, 16, 17 AU 4, 11, 12, 13, 14,15
	<ul style="list-style-type: none"> Limited participation by the diaspora in development 	1.4 Integrate Ghanaian diaspora in national development	<p>1.4.1 Ensure participation of Ghanaians abroad in national development through the implementation of diaspora engagement policy (SDG Target 16.7)</p> <p>1.4.2 Reposition Diaspora Affairs Bureau to effectively support the diaspora (SDG Target 16.6)</p> <p>1.4.3 Promote and protect the welfare of Ghanaian nationals abroad (SDG Targets 17.6, 17.12,)</p> <p>1.4.4 Attract and retain mutually beneficial and sustainable partnerships with Ghanaians in the diaspora (SDG Targets 17.16, 17.17)</p> <p>1.4.5 Facilitate implementation of the Representation of the People Amendment Law (ROPAL) (SDG Target 17.6)</p> <p>1.4.6 Create database of all Ghanaians outside Ghana linked to the national identification system (SDG Target 16.9)</p> <p>1.4.7 Enhance advocacy on implementation of the Dual Citizenship Law (SDG Targets 16.9, 16.3, 16.b)</p> <p>1.4.8 Create a conducive environment for return of Ghanaian emigrants and their reintegration (SDG Targets 16.9, 16.b)</p>	Ministry of Foreign Affairs, Ghana Immigration Service, Ministry of Trade and Industry, Office of the President, Ministry of Tourism, Culture and Creative Arts	SDG 16, 17 AU 11,12,16,19

APPENDIX II: THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT – THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

- Goal 1. End poverty in all its forms everywhere
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3. Ensure healthy lives and promote well-being for all at all ages
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5. Achieve gender equality and empower all women and girls
- Goal 6. Ensure availability and sustainable management of water and sanitation for all
- Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
- Goal 10. Reduce inequality within and among countries
- Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12. Ensure sustainable consumption and production patterns
- Goal 13. Take urgent action to combat climate change and its impacts (acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change).
- Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17. Strengthen the means of implementation and revitalise the global partnership for sustainable development.

APPENDIX III: AFRICAN UNION'S AGENDA 2063

ASPIRATION 1: A PROSPEROUS AFRICA BASED ON INCLUSIVE GROWTH AND SUSTAINABLE DEVELOPMENT

Goal 1: A high standard of living, quality of life and well being for all

Goal 2: Well-educated citizens and skills revolution underpinned by science, technology and innovation

Goal 3: Healthy and well-nourished citizens

Goal 4: Transformed economies and job creation

Goal 5: Modern agriculture for increased productivity and production

Goal 6: Blue/Ocean economy for accelerated economic growth

Goal 7: Environmentally sustainable, climate-resilient economies and communities

ASPIRATION 2. AN INTEGRATED CONTINENT, POLITICALLY UNITED AND BASED ON THE IDEALS OF PAN-AFRICANISM AND VISION OF AFRICAN RENAISSANCE

Goal 8: United Africa (federal or confederate)

Goal 9: Key continental financial and monetary institutions established and functional

Goal 10: World class infrastructure crisscrosses Africa

ASPIRATION 3. AN AFRICA OF GOOD GOVERNANCE, DEMOCRACY, RESPECT FOR HUMAN RIGHTS, JUSTICE AND THE RULE OF LAW

Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched

Goal 12: Capable institutions and transformed leadership in place at all levels

ASPIRATION 4. A PEACEFUL AND SECURE AFRICA

Goal 13: Peace, security and stability are preserved

Goal 15: A fully functional and operational african peace and security architecture

ASPIRATION 5. AN AFRICA WITH A STRONG CULTURAL IDENTITY, COMMON HERITAGE, SHARED VALUES AND ETHICS

Goal 16: African Cultural Renaissance is pre-eminent

ASPIRATION 6. AN AFRICA WHOSE DEVELOPMENT IS PEOPLE-DRIVEN, RELYING ON THE POTENTIAL OF THE AFRICAN PEOPLE, ESPECIALLY ITS WOMEN AND YOUTH, AND CARING FOR CHILDREN

Goal 17: Full gender equality in all spheres of life

Goal 18: Engaged and empowered youth and children

ASPIRATION 7: AFRICA AS A STRONG, UNITED, RESILIENT AND INFLUENTIAL GLOBAL PLAYER AND PARTNER

Goal 19: Africa as a major partner in global affairs and peaceful coexistence

Goal 20: Africa takes full responsibility for financing its development.

APPENDIX IV: SELECTED STRATEGIC MEDIUM-TERM NATIONAL INDICATORS AND TARGETS

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
1. ECONOMIC DEVELOPMENT (Goal: Build Prosperous Society)							
FOCUS AREA 1: STRONG AND RESILIENT ECONOMY							
1. Economic Growth and Employment	1. Real growth in Gross Domestic Product (GDP) (%): - Agriculture - Industry ✚ Manufacturing ✚ Electricity - Services - Oil-inclusive GDP - Non-oil GDP	The rate of change in value of all goods and services produced in the economy in a given year, expressed in base-year prices and in percentage	2016				GSS, MOF
				3.0	4.0	4.5	
				-1.4	17.4	2.1	
				2.7	4.5	5.7	
				11.7	6.8	6.9	
			5.7	7.5	8.5		
			3.5	9.1	6.0		
			4.8	6.1	6.5		
	2. Sectoral share of GDP (%) - Agriculture - Industry ✚ Manufacturing - Services	Total value of all goods and services produced in the economy in a given year, divided by each sector's contribution, expressed in percentage	2016				MOF (Real Sector Division)
				20.13	18.30	18.2	
				25.59	27.60	28.1	
				5.10	5.60	9.50	
				54.28	54.10	53.7	
	3. Total number of new jobs created ⁶	The count of formal sector jobs created per annum	2014	207,492	≥750,000	≥1,000,000	MELR (Labour Market Information)
	4. Sectoral Share of Employment (%) - Agriculture - Industry ✚ Manufacturing - Services	Number of people employed in a given sector expressed as a percentage of the total number of people employed	2013				GSS, MELR (Labour Force Survey)
				44.70	39.5	35.1	
				14.40	14.1	14.5	
				9.30	10.10	11.10	
				40.90	46.4	50.4	
	5. Gross Domestic Product (GDP): - Nominal (GH¢ Billions) - Nominal (US\$, Billions) - Population (Million) - Per Capita (GHc) - Per Capita (US\$)	Nominal GDP: Total value of all goods and services produced in the economy in a given year without adjusting for inflation Per capita GDP: Total value of all goods and services produced in the economy in a given year divided by total population	2016				MOF (Real Sector Division)
				167.32	254.53	451.96	
				42.9	55.36	86.14	
				28.31	29.62	31.71	
				5,910.87	8,592.16	14,250.80	
				1,515.60	1,868.67	2,715.95	

⁶ NB: *= Estimate based on the various GLSS Reports indicates that the annual average of new entrants to the labour market is 340,000, excluding discouraged workers. Accounting for discouraged workers would indicate at least 425,000. This implies a minimum of 500,000 jobs is required annually to at least cater for new entrants and some of the backlog

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	Per Capita Sectoral Income (GH¢): - Agriculture - Industry - Manufacturing - Services	Total value of goods and services produced in a given sector, divided by total number employed in the sector	2016	2,336.34 9,303.49 2,762.60 7,681.83	3,509.15 14,503.89 3,694.46 9,673.13	5,964.30 23,062.37 5,605.64 15,482.63	MELR, GSS, MOF
2. Enhance monetary discipline and financial stability	1. Inflation (% change in CPI, annual)	The rate at which the general level of prices rises over a 12-month period	2017	11.6%	9.8%	≤10%	BOG, MOF,GSS
	2. Exchange Rate (% change, annual) (US\$-Cedi)	Change in the exchange rate of the Ghana cedi relative to the dollar, expressed as a percentage at the beginning of the period	2016	8.7% (GH¢4.36/\$1)	≤4.2%	≤4.0%	BOG, MOF
	3. Interest rate (91-day T-Bills)	The interest rate on government borrowing	2017	13.19 (Budget)	≤16%	≤10%	BOG, MOF
	4. Lending rate	The average rate at which commercial banks lend money to the public	2017	29.3 (BOG)	26.0	16.0	BOG, MOF
	5. Growth in Business Credit (%): - Nominal - Real	The rate of change in total amount of business loans, trade credit, and asset finance, expressed in percentage. Nominal growth makes no adjustment for inflation, while real growth adjusts for inflation	2016	17.51 -0.17	≥30% ≥15%	≥50% ≥50%	BOG
	6. Non-Performing Loans (NPLs) Ratio	The sum of borrowed money upon which the debtor has not made scheduled payments for at least 90 days, divided by total gross loans by DMBs, expressed as a percentage	2016	17.7%	10.0%	5.0%	BOG
3. Financial inclusion	1. Proportion of Ghanaians with access to financial services in the traditional banking sector	Proportion of adult population with access to financial services in the traditional banking sector, expressed as a percentage.	2017	58%	≥65%	≥75%	BOG, MOF (Financial Sector Division)
	2. Proportion of Ghanaians with access to financial services in the non-banking sector	Proportion of adult population with access to financial services in the non-banking sector, expressed as a percentage.	2016	58%	≤50%	≤40%	BOG, MOF (Financial Sector Division)
	3. Mobile money penetration rate	Proportion of Ghanaians with active mobile money accounts, expressed as a percentage	2015	17%	≥30%	≥50%	BOG, NCA, Ghana Chamber of Telecommunications
4. Ensure improved fiscal performance and sustainability	<i>i. Revenue and expenditure management</i>						
	1. Budget deficit as a percentage of GDP	The difference between expenditure and revenue as a percentage of GDP	2016	9.3	4.5	≤4.5	MOF (Economic and Forecasting Division)
	2. Government Revenue - Total (Share of GDP) (%) - Domestic (Share of GDP) (%) - Nominal (GH¢ billion)	Total revenue mobilised (including grants, domestic taxes and non-tax sources) in the year expressed as a percentage of GDP	2016	20.1 19.4 32.57	21.1 20.9 50.45	21.7 21.7 80.63	MOF (Economic and Forecasting Division)

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	3. Government Expenditure Total (Share of GDP) (%) - Recurrent - Capital	Total amount of budgetary resources spent by government, including those for paying the wages of government employees, interest payments, statutory funds, and capital investments, expressed as a percentage of total tax revenue	2016	31.0 20.1 4.6	25.3 19.1 2.9	23.5 15.9 3.6	MOF (Economic and Forecasting Division)
	<i>ii. Measure of Budget Rigidity</i>						
	4. Statutory Funds (%)	Ratio of earmarked funds (NHF, GETFund, Road Fund, Petroleum-Related Funds, DACF, IGF Retention, Transfer to GNPC from Oil Revenue, Others), ESLA, to tax revenue, expressed in percentage	2016	33.5%	30.2%	26.4%	MOF (Economic and Forecasting Division)
	5. Interest Payments (%)	Share of tax revenue used for interest payments on public debt	2016	44.8%	37.4%	23.8%	MOF (Economic and Forecasting Division)
	6. Wage bill as a percentage of tax revenue	Total amount of budgetary resources spent on paying the wages of government employees, expressed as a percentage of total tax revenue	2017	47.7%	42.0%	33.7%	MOF (Economic and Forecasting Division)
	7. Primary balance	Overall balance minus interest payments	2016	-1.4	1.6	2.2	MOF, BOG
	8. Non-oil primary balance as percentage of GDP	Non-oil overall balance minus interest payments as percentage of GDP	2016	-1.9	0.3	0.6	MOF
	9. Capital expenditure as a percentage of total expenditure	Expenditure on public investments as a percentage of total expenditure	2016	14.8	11.3	15.2	MOF
	<i>iii. Public Debt Management</i>						
	10. Total public debt as % of GDP	Total debt stock expressed as a percentage of GDP	2016	73.1%	≤70%	≤60%	MOF (Debt Management Division)
	11. Debt-service ratio (%)	Total debt service expressed as a percentage of total domestic revenue	2016	47.3%	≤37%	≤27%	MOF (Debt Management Division)
5. Promote international trade and investment	1. Current Account Balance (% of GDP)	The current account is an important indicator about an economy's health. It is defined as the sum of the balance of trade (goods and services exports less imports), net income from abroad and net current transfers	2017	6.7%	4.6%	4.3%	BOG
	2. Trade Balance (US\$ million): - Merchandise Exports - Merchandise Imports - Trade Deficit/Surplus	The difference between the total value of merchandise imports and merchandise exports	2016	11,060 12,749 -1,689	NA	NA	BOG
	3. Official International Reserves	The number of months of imports that can be covered by the foreign exchange	2017	US\$7.6 bil	At least four (4) months of import cover	At least four (4) months of import cover	BOG

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
		reserves and assets (such as gold) held by the Bank of Ghana in reserve currencies		(worth 4.3 months of imports cover)			
FOCUS AREA 2: INDUSTRIAL TRANSFORMATION							
1.Ensure energy availability and reliability	1. Electricity consumption per capita (kWh per capita): - Total - Industry/Non-residential users	Total electricity consumed by residential and non-residential users in KWh, divided by the total population.	2015	348 NA	620 NA	850 NA	Energy Commission, PURC, Ministry of Energy
2.Enhance production and supply of quality raw materials	1. No. of SMEs providing support to the commodity value chain	Count of SMEs that are providing support to the commodity value chain	2016	0	110	NA	Ministry of Business Development, MOTI, NBSSI,
3.Improve research and development (R&D) and financing for industrial development	1. Business enterprise expenditure on R&D (BERD) (%)	Total research and development expenditures of firms, expressed as percentage of GDP	2016	NA	NA	NA	Ministry of Business Development, MOTI, AGI, MESTI
	2. High-technology (Hi-tech) export share of manufacturing (%)	The ratio of high technology export to total value of manufacturing products, expressed in percentage	2013	4.88	5.0	8.0	GSS (Industrial Survey), AGI
4. Ensure improved skills development for industry	1. Enrolment ratios (%): - TVET - Polytechnic - Specialised/professional - Universities (public & private)	Total enrolment in TVET, polytechnic and specialised/professional education, relative to SHS enrolment	2016	6.2% (53,171) 6.2% (52,763) 1.6%(13,278) 34.6% (294,447)	10% 10% 2.6% 45%	15% 20% 3.2% 50%	MOE, NCTE, COTVET
5.Improve access to land for industrial development	1. Number of new industrial clusters and manufacturing enclaves developed	Count of new industrial clusters and manufacturing enclaves developed	2016	0	4 (Three industrial parks established in Ashanti, Western and Northern regions; and petro-chemical industry in Western Region)	5	MOTI, GFZB, Office of the Vice President
6.Pursue flagship industrial development initiatives	1. Number of anchor industries established	Count of industries established within the following sectors: integrated aluminium, iron and steel, oil palm, industrial starch,	2016	0	4 (factories to manufacture components and parts)	Total of at least 216	MOTI

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
		industrial salt, vehicle assembly, petrochemicals, garment and textile, machinery, equipment and component parts, pharmaceuticals					
	2. No. of factories initiated and/or established under the 1D1F programme	Count of factories initiated and/or established under the 1D1F programme	2016	0	100	≥216	MOTI (1D1F Secretariat)
	3. The number of firms benefiting from special stimulus package and value of package: - No. of firms - Value of support	Count of firms benefiting from special stimulus package and the total value of package	2016	0 0	130 NA	265 NA	MOTI, Ministry of Business Development
	4. Manufactures share of merchandise exports (%)	The ratio of the total value of manufacturing products to total value of merchandise exports, expressed as a percentage	2013	16.8	15.0	17.5	MOTI, GSS, AGI, Ministry of Business Development
FOCUS AREA 3: PRIVATE SECTOR DEVELOPMENT							
1. Enhance business enabling environment	1. Ease of Doing Business rank	The index calculated as the ranking on the simple average of a country's percentile rankings on each of the 10 topics covered (Starting a business; Dealing with licenses; Hiring and firing workers; Registering property; Getting credit; Protecting investors; Paying taxes; Trading across borders; Enforcing contracts; and Closing a business)	2016	108 th out of 190	≤90 th out of 190	≤60 th out of 190	MOTI, Ministry of Business Development
	2. Business Competitiveness Index	The Business Competitiveness Index (BCI) focuses on the underlying microeconomic factors which determine the economy's current sustainable levels of productivity and competitiveness. It specifically measures the sophistication of company operations and strategy, as well as the quality of the overarching national business environment in which they operate	2016	114 th out of 138	≤100 th out of 138	≤80 th out of 138	MOTI, Ministry of Business Development
2. Improve business financing	1. Domestic credit to private sector (% of GDP)	The volume of credit to the private sector expressed as a percentage of the total loans and advances made by the DMBs	2016	18%	25%	35.7%	BOG, MOTI, Ministry of Business Development

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	2. Proportion of DMB credit to manufacturing (%)	The total value of DMB credit to manufacturing as a percentage of total credit to the private sector	2016	7.7%	12%	18%	BOG, MOTI, Ministry of Business Development
	3. Share of credit of DMBs which is long term (%)	The total value of DMB credit in long-term instruments as a percentage of total credit to the private sector	2016	NA	NA	NA	BOG, MOTI, Ministry of Business Development
	4. Gross fixed capital formation (% of GDP)	Gross fixed capital formation is measured by the total value of a producer's acquisitions, less disposals, of fixed assets during the accounting period plus certain additions to the value of non-produced assets (such as subsoil assets or major improvements in the quantity, quality or productivity of land) realised by the productive activity of institutional units.	2015	23.61%	24%	25.7%	BOG, GIPC, MOTI, Ministry of Business Development
3.Support entrepreneurs and SME development	1. Total beneficiaries of special SME interventions: - NEIP: - Venture Capital Fund	Count and value of support provided to SMEs under specialised interventions such as National Entrepreneurship and Innovation Plan (NEIP) and Venture Capital Fund	2016	0 NA	500 NA	2000 (cumulative) NA	Ministry of Business Development, Venture Capital
	2. Share of deposit money bank credit to private sector SMEs	The value of credit to SMEs by DMBs expressed as a percentage of total credit to the private sector	2015	81.30%	85%	92%	BOG, MOTI, Ministry of Business Development
4.Enhance domestic trade	1. Number of days to clear goods from the ports	The average number of days it takes importers to clear goods from the nation's ports	2016	2days	1day (24hours)	0.4 (8hour)	MOTI, Ministry of Business Development, GRA
	2. Competition Law enacted and implemented	A law that promotes or seeks to maintain market competition by regulating anti-competitive conduct by companies passed by Parliament	2016	0	Draft Bill submitted to Parliament	Competition Law enacted and implemented	MOTI
	3. Number of district modern markets and retail infrastructure developed	Count of modern market and retail infrastructure developed by government	2016	0	10	216	MOTI, Ministry of Business Development, MOFA, MMDA
5.Formalise the informal economy	1. Proportion of population and properties covered by digital address system: - Properties (%) - Population (%)	The ratio of the population and properties registered in the digital address system to total population and properties, expressed as a percentage	2016	0 0	50% 50%	100% 100%	Office of the Vice President, MOC, Ghana Post
	2. Size of the informal economy	Ratio of the set of economic activities, enterprises, jobs, and workers that are not	2016	90.5%	≤90.5	≤80.0	GSS, MELR

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
		regulated or protected, to all economic activities, expressed as a percentage					
6. Ensure consumer protection	1. Number of reported cases of food and drug safety infractions recorded: - Cases reported - No. of sanctions	Count of reported number of food and drug safety infractions recorded by the Food and Drugs Authority per annum	2016	NA NA	NA NA	NA NA	GSA, FDA, MOH, MOTI
7. Promote good corporate governance	1. The number of firms signed on to the UN Global Compact	The UN Global Compact comprises of 10 Principles, relating to human rights, labour standards, the environment, and anti-corruption	2015	45	≥60	≥100	GIPC, State Enterprise Commission
FOCUS AREA 4: AGRICULTURE AND RURAL DEVELOPMENT							
1. Promote a demand-driven approach to agricultural development	1. Coverage of flagship agriculture programme of Planting for Food and Jobs: - Number of beneficiary farmers - Number of extension officers - Total number of jobs created	Total number of beneficiaries, extensions officers recruited and jobs created under the flagship agriculture programme of Planting for Food and Jobs	2017	202,000 1,070 745,000	500,000 2,000 1,490,000	2,000,000 3,000 1,790,554	MOFA
	2. Ghana Commodity Exchange (GCX) and Warehouse Receipt System established and operational	Document the activities undertaken to ensure that the system is established and remains operational	2016	0	1,000 metric tonnes capacity		MOFA, MOF (Financial Service Division), Security and Exchange Commission
	3. Average weekly/daily food distribution outlets per district	Total number of district food markets (daily to weekly) all year round, divided by total number of agricultural districts	2016	Total markets=3,526 Avg/region=392 Avg/district=16.3	≥90/district	≥99/ district	MOFA
	4. Total volume and value of agricultural commodities exported 000 Kg (US\$000): - Cashew - Coffee - Sheanut - Maize - Yam products - Exotic vegetables - Pineapple - Mango - Pawpaw - Banana - Fish and sea food	The change in value and volume of selected agricultural commodities exported as a percentage of total value and volume	2016	231,554.90 (196,783.77) 537.56 (1,620.83) 78,268 (19,164.79) 0.29 (0.59) 24,105.02 (18,976.92) 294.27 (275.27)	NA NA NA NA NA NA NA NA NA NA NA NA	NA NA NA NA NA NA NA NA NA NA NA NA	MOFA, GEPA

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
				27,148.34 (13,726.76) 2,121.93 (11,595.94) 520.23 (342.51) 108,472.80 (30,852.85) 40,018.84 (36,130.84)			
2. Ensure improved public investment	1. The share of credit to agriculture, forestry and fishing (excluding cocoa) from deposit money banks	Volume of credit to agriculture as a percentage of total credit from deposit money banks	2016	4.1	6	10	BOG, MOFA
	2. Share of agriculture budget in government expenditure (%)	Amount of budgetary resources released for implementation of activities in the agriculture sector, expressed as percentage of total government expenditure for a financial year	2016	<6%	≥10%	≥10%	MOFA, MOF
3. Improve production efficiency and yield	1. Total amount of subsidised seeds distributed to farmers (metric tonnes)	The quantity of subsidised seeds of maize, rice, sorghum, soybean and vegetables distributed to farmers	2017	44,000	88,000	≥300,000 (Cumulative over 3 years)	MOFA
	2. Extension officer-farmer ratio (excluding cocoa extension officers)	The ratio of total extension officers to total farmer population	2016	1:3,374	1:2,000	1:1,500	MOFA
	3. Tractor-to-farmer ratio	The ratio of total number of tractors available in the country to number of farmers	2016	1:1,230	1:1,230	1:1,000	MOFA
	4. Fertiliser application rate (kg/ha)	Quantity of fertiliser applied (in kilograms) per hectare of cultivated area	2016	12.0 (134,000 metric tonnes)	30.0 (≥300,000 metric tonnes)	50.0	MOFA
	5. Percentage of cultivated lands under irrigation (area developed for irrigation/ha): - Total area (formal and non-formal) - Formal - Non-formal	The ratio of arable land under irrigation to total arable land, expressed as a percentage	2016	48,083.48 11,182.14 36,901.34	60,500 15,139.3 45,360.7	100,500 40,143.2 60,356.8	MOFA (GIDA)
	6. Average productivity of selected crop (mt/ha): - Maize - Rice (milled)	Output per hectare of selected crops (mt/ha)	2016	1.99 2.92	2.24 3.20	2.83 3.85	MOFA

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	<ul style="list-style-type: none"> - Millet - Sorghum - Cassava - Yam - Cocoyam - Plantain - Groundnut - Cowpea - Soybean - Cocoa 			1.16 1.14 20.25 17.42 6.53 11.17 1.3 1.41 1.65 400	1.17 1.16 20.76 17.45 6.69 11.32 1.29 1.45 1.86 450	1.21 1.19 21.81 17.86 6.96 11.51 1.29 1.51 2.35 1,200	
	7. Total volume of selected cash crops produced: <ul style="list-style-type: none"> - Cocoa - Shea butter - Oil palm - Cashew nut - Cotton 	The total quantity of selected cash crops produced in a given year	2017	969,500 NA NA NA NA	850,000 NA NA NA NA	1,076,300 NA NA NA NA	MOFA, COCOBOD,
4. Improve post-harvest management	1. Percentage post-harvest losses: <ul style="list-style-type: none"> - Maize - Rice - Sorghum - Cassava - Yam - Fish (Marine) - Fish (Artisanal) 	The quantitative or qualitative losses in storage, transport, harvest and marketing of agricultural produce (crops, livestock, fisheries) incurred after harvest as a percentage of total production	2015	15.85 2.74 5.88 22.26 17.96 29.39 29.50	15.55 2.39 5.68 21.86 17.46 29.09 29.20	14.65 1.34 5.08 20.66 15.96 28.19 28.30	MOFA, Ministry of Fisheries and Aquaculture Development
	5. Size of national buffer stock (metric tonnes): <ul style="list-style-type: none"> - Maize(white) - Rice 	Volume of selected staple crops purchased and stored by the National Buffer Stock Company and private sector warehouses	2016	1,750 0	200,000 100,000	450,000 220,000	MOFA, NAFCO
5. Enhance the application of science, technology and innovation	1. Total number of beneficiary farmers with access to agricultural technologies	The total number of farmers who benefited from agricultural technology	2016	1,975,690	2,000,000	2,200,000	MOFA
6. Promote agriculture as a viable business among the youth	1. Number of young people engaged in the Planting for Food and Jobs programme	The sum of graduates and other young persons registered for the Planting for Food and Jobs initiative and provided with support, including subsidised fertiliser and seeds	2017	11,500	15,000	20,000	MOFA, YEA, YES, NYA

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
7. Promote livestock and poultry development for food security and income generation	1. Contribution of livestock to GDP (%)	Total annual value of livestock and poultry produced, expressed as a percentage of GDP	2016	1.2%	≥6%	≥6%	MOFA
FOCUS AREA 5: FISHERIES AND AQUACULTURE DEVELOPMENT							
1. Ensure sustainable development and management of aquaculture	1. Total fish supply (mt): - Marine - Inland capture fisheries - Aquaculture - Total domestic production - Imports	Total fish supply (in metric tonnes) from marine, inland capture, harvesting and imports	2016	294,627.07 84,344.68 40,359.04 419,359.04 192,131	302,255.30 90,052.46 53,496.51 445,804.28 210,550	267,205.33 93,306.82 125,206.28 485,718.43 226,421	Ministry of Fisheries and Aquaculture Development
	2. Quantity of fish produced per hectare of pond per year	The ratio of total supply (in metric tonnes per year) from fish ponds to total hectares of ponds per year	2016	3.5	5	5	Ministry of Fisheries and Aquaculture Development
2. Ensure sustainable development and management of aquatic fisheries resources	3. Number of monitoring exercises to determine pollution of marine ecosystem	The count of monitoring exercises undertaken to measure concentrations of heavy metals and petroleum products in the marine ecosystem	2012	1 monitoring exercise carried out to measure concentrations of heavy metals and petroleum products in the marine ecosystem	Undertake 1 monitoring exercise	Report finalised and addressing findings	Ministry of Fisheries and Aquaculture Development, EPA, MESTI
FOCUS AREA 6: TOURISM AND CREATIVE ARTS DEVELOPMENT							
1. Diversify and expand the tourism industry for economic development	1. Tourist arrivals	Count of tourists arriving in the country	2016	1,322,500	1,614,717	NA	MOCTA, GTA
	2. Change in tourism receipts (US\$ mn)	The percentage change in revenue receipts of the tourism sector per annum	2016	10.1% US\$2,505 million	5.1%	5.1%	MOTCCA, GTA
	3. Percentage change in domestic tourism: - No. of domestic tourists - Revenue accrued from fees (GH¢)	The total visits to tourist sites within Ghana by resident Ghanaian and other nationals expressed as a percentage of the previous year's total	2016	520,590.00 (for 33 sites) 1,567,837 (27 sites)	NA NA	NA NA	MOTCCA, GTA
2. Develop a competitive creative arts industry	1. Number of jobs created by the creative industry	Count of total number of jobs created by the creative arts industry	2015	948,820	NA	NA	MOTCCA, Creative Arts Council

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
2. SOCIAL DEVELOPMENT (Goal: Create Equal Opportunity For All)							
FOCUS AREA 1: EDUCATION AND TRAINING							
1. Enhance inclusive and equitable access to, and participation in quality education at all levels	1. Net enrolment ratio in kindergarten, primary, JHS, SHS	The ratio of appropriately aged pupils enrolled at a given level expressed as a percentage of the total population in that age group	2017	KG= 74.6 Primary= 91.1 JHS= 49.7 SHS= 26.5	80 93.5 54.5 34.5	100 100 81 65	MOE, GES
	2. JHS3-SHS1 transition rate	Proportion of JHS3 students in an academic year who progress to SHS/TVET in the ensuing academic year	2016	66.7%	80%	≥80%	MOE, GES
	3. SHS retention rate	Proportion of a cohort starting SHS who stay on and complete SHS	2016	92%	96%	≥96%	MOE, GES
	4. Completion rate in P6, JHS3, SHS3	Ratio of the total number of pupils/students enrolled in the last grade of a given level of education (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	2017	Primary 6 = 100.8% JHS = 75.2% HS = 48%	Primary 6 = 122.4% JHS = 81.1% SHS = 50.3%	Primary 6 = 152.4% JHS = 90% SHS = 60%	MOE, GES
	5. Total enrolment in: - TVET Institutions - Tertiary - Special needs schools	The total number of students, enrolled in tertiary education, TVET institutions and special needs schools	2016	53,171 402,472 6,874	NA NA NA	NA NA NA	MOE, GES, COTVET, NCTE
	6. Enrolment ratio of the sciences to the humanities in tertiary institutions	Ratio of tertiary students enrolled in science-based programmes (science, technology, engineering, mathematics) to those in the humanities	2016	43: 57	45:55	60:40	MOE, GES, MESTI
	7. Gender parity index in kindergarten, primary, JHS, second cycle, tertiary	Ratio of male-to-female enrolment rates	2017	KG = 1.01 Primary = 1.01 JHS = 0.98 SHS = 0.96 Tertiary=0.64	KG = 1.0 Primary = 1.0 JHS = 0.99 SHS = 0.98 Tertiary=0.70	KG = 1.09 Primary = 1.01 JHS = 1.0 SHS = 0.98 Tertiary=0.80	MOE, GES, MOGCSP
	8. Pupil-to-trained teacher ratio in basic schools	The number of pupils per trained teacher (minimum qualification of post-SHS Teacher's Diploma)	2017	KG=30:1 Primary=30:1 JHS=14:1 SHS= 21:1	KG=31:1 Primary=31:1 JHS=15:1 SHS= 21:1	KG =32:1 Primary =32:1 JHS =18:1 SHS =22:1	MOE, GES
	9. Proficiency rate: - English P3 - Maths P3 - English P6 - Maths P6	Proportion of pupils displaying proficiency in English and mathematics in standardised tests at the Primary 3 and Primary 6 levels.	2012/ 2013	28.4 22.1 39.0 10.9	30.1 27.0 49.0 13.3	40 50 60 25	MOE, GES, WAEC

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	10. BECE pass rate	Pupils obtaining aggregates between 6 and 36 in the BECE exams, as a percentage of all who sat for the exams	2014/ 2015	68	≥68	≥68	MOE, GES, WAEC
2. Strengthen school management systems	1. Teacher absenteeism rate	The total number of days teachers were absent from the classroom expressed as a proportion of the number of days teachers are expected be present in the classroom (i.e. 70 days per teacher for one semester)	2016	7%	≤7%	≤5%	MOE, GES
	2. Basic schools needing major repairs (pub./priv.) (%)	Number of basic schools that requires major repairs expressed as percentage of total number of basic schools	2013/ 2014	22.0	20.0	10.0	MOE, GES
3. Ensure sustainable sources of financing for education	1. Education expenditure as a percentage of GDP	Total expenditure on education expressed as a percentage of GDP	2014	6.2%	≥8.0%	≥10.0%	MOE, MOF
FOCUS AREA 2: HEALTH AND HEALTH SERVICES							
1. Ensure affordable, equitable, easily accessible and universal health coverage (UHC)	1. Proportion of functional Community-based Health Planning Services (CHPS) zones	Number of functional CHPS zones/total no. of demarcated CHPS zones	2016	4,400 (67.4%)	4,600 (72%)	5,500	MOH, GHS
	2. Proportion of functional ambulances and service centres - Ambulances - Service centres	Number of functional ambulances/service centres as proportion of total number. of expected ambulances/service centres	2016	130 (60%) 80 (37%)*	160 (74%) 267 (74%)	200 (93%) 333 (93%)	MOH, GHS, Ghana Ambulance Service
	3. Proportion of trained and deployed emergency medical technicians (EMTs)	No. of trained and deployed EMTs as a proportion of total number of expected trained and deployed EMTs (minimum)	2016	1,648 (51%)	2,225 (69%)	2,825 (87%)	National Ambulance Service
	4. Proportion of public hospitals with functional emergency team	Number of public hospitals with trained health emergency team expressed as a percentage of total number of public hospitals NB: An emergency response plan is part of the criteria for functionality	2016	18.5	20	45	MOH, GHS
	5. Proportion of public hospitals offering mental health treatment	Number of public hospital with mental health units over total number of public hospitals	2016	The Legislative Instrument (LI) on the Mental Health Act 846 is before the Committee on Subsidiary Legislation of Parliament	Legislative Instrument (LI) passed by Parliament and Community Mental Health Nurses deployed	At least 236 Mental Health Coordinators deployed to the regional and district levels (i.e. 10 regions and 216 districts)	MOH, GHS, Mental Health Authority

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	6. Proportion of regional and district public hospitals offering traditional medicine practice	Number of regional and district public hospitals offering traditional medicine practice over the total number of regional and district public hospitals	2016	13.2%	13.6%	20%	MOH, GHS
	7. Percentage of the population with valid NHIS card	The population with valid NHIS card, expressed as a percentage of total population	2016	39%	40%	50%	MOH, GHS, NHIA
	8. Per capita Out-Patient Department (OPD) attendance	Ratio of Out-patient Department (OPD) attendance to the total population	2016	1.06	1.17	1.3	MOH, GHS
2. Strengthen healthcare management system	1. Doctor-to-population ratio	Number of doctors divided by the total population	2016	1:8,301	1:8,290	1:8000	MOH, GHS
	2. Nurse-to-population ratio	Number of nurses divided by the total population	2016	1:834	1:820	1:800	MOH, GHS
	3. Per capita expenditure on health	Total public expenditure on the health sector divided by the total population	2016	US\$24.8	US\$37	US\$50	MOH, GHS, MOF
3. Reduce disability morbidity, and mortality	1. Under-5 mortality ratio (per 1,000 live births)	Number of deaths occurring in children under 5 years old per 1,000 live births	2015	41	40	35	MOH, GHS, GSS
	2. Infant (per 1,000 live births) mortality ratio	Number of deaths occurring in the first year of life per 1,000 live births	2015	60	50	38	MOH, GHS, GSS
	4. Maternal mortality ratio: - Survey - Institutional (deaths at health facilities per 100,000 live births)	Maternal deaths recorded per 100,000 live births	2015	319	322	286	MOH, GHS, GSS
			2016	151	142	NA	
	5. Stillbirth rate	Proportion of babies born with no signs of life at or after 28 weeks' gestation	2016	17/1000 live births	14/1000 live births	NA	MOH, GHS, GSS
	6. Proportion of children immunised (Penta 3) (%)	Proportion of children 12-23 months fully immunised by 12 months of age	2016	94.6%	95%	95%	MOH, GHS, GSS
	7. Malaria case fatality rate	Total malaria deaths in health facilities, expressed as a percentage of total malaria admissions in health facilities	2016	0.3	0.26	0.17	NMCP, MOH, GHS
	8. Under-5 malaria case fatality rate	Total malaria deaths in children under 5 years in health facilities expressed as a percentage of total malaria admissions of children under 5 in health facilities	2016	0.32	0.23	0.14	NMCP, MOH, GHS
4. Ensure reduction of new HIV, AIDS/STIs and other infections, especially among vulnerable groups	1. HIV prevalence rate	Percentage of people in the population living with HIV	2017	0.65%	0.60%	0.50%	MOH, GHS, Ghana AIDS Commission
	2. Percentage of PLHIV who received antiretroviral therapy (ART)	Total number of PLHIV who received ART combination therapy per year	2016	47.0%	50%	≥60%	MOH, GHS, Ghana AIDS Commission
	3. AIDS-related mortality rate	Estimated number of adults and children who have died due to AIDS-related causes	2017	8,000	6,580	2,530	Ghana AIDS Commission, GHS, MOH

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
		in a specific year, expressed as a rate per 100,000 population					
	4. HIV Retention	Percentage of adults and children known to be on antiretroviral therapy (ART) 12 months after initiation of treatment	2015	83%	85%	>90%	Ghana AIDS Commission, GHS MOH
FOCUS AREA 3: FOOD AND NUTRITION							
1. Ensure food and nutrition security (FNS)	1. Under-5 stunting, underweight and wasting - Stunting - Underweight - Wasting	The proportion of children under 5 years whose height-for-age, weight-for-age, weight-for-height is less than two standard deviations (-2 SD) from the median of the reference population/group	2014	19.0% (2014 DHS) 11.0% (2014 DHS) 5.0% (2014 DHS)	14.5% 10% <5%	11.1% 8% <5%	MOH, GHS, MOFA
	2. Low birth weight	Children whose birth weight is less than 2.5kgs or	2014	9.5% (2014 DHS)	8.6%	7.6%	MOH, GHS, GSS
	3. Prevalence of anaemia - Children under-5 years - Women of reproductive age (15-49 years)	The proportion of children under 5 years and women age 15-49 years with any form of anaemia	2014	66% (2014 DHS) 42% (2014 DHS)	55% 35%	44% 28%	MOH, GHS, GSS
	4. Exclusive Breastfeeding	The proportion of children under 6 months who are exclusively breastfed	2014	52% (2014 DHS)	<52%	<52%	MOH, GHS, GSS
	5. Proportion of population overweight/obese - Children under-5 - Women (15-49 years)	The proportion of children under 5 years and women age 15-49 years whose weight-for-height is greater than two standard deviations (-2 SD) from the median weight of the reference group	2016	2.6%	<2.6%	<2.6%	MOH, GHS, GSS
2. Strengthen food and nutrition security governance	1. National Food Safety Policy finalised and implemented	A policy to coordinate and regulate food safety measures and define the role of stakeholders to ensure public health and facilitate trade in food.	2015	Policy adopted	National Food Safety Bill submitted to Parliament	National Food Safety Bill passed into law and implemented	MOH, FDA, GSA
FOCUS AREA 4: POPULATION MANAGEMENT							
1. Improve population management	1. Population growth rate	Annual change in population size	2015	2.28%	2.25%	2.20%	NPC
	2. Household size: - National - Urban	The average number of persons residing within a household in a particular area. It is computed by dividing the total population in households (excluding group quarters such as correctional facilities, nursing homes and college dormitories) by the total number of occupied housing units in that area	2010	4.55 4.1	4.5 3.8	4.3 3.5	GSS, NPC
	3. Proportion of MDAs/MMDAs integrating population variables in their development plans	The number of districts and MDAs utilising population data in their development plans	2016	MDAs = NA MMDAs = 96%	MDAs = 0% MMDAs = 0%	MDAs = 100% MMDAs = 100%	NPC, NDPC, MMDAs, MDAs

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	4. Percentage of vital events registered	Total vital events registered (disaggregated by marriages, births, deaths, divorces, etc.), expressed as a percentage of expected number of events	2016	- Registered births: 532,440 (63%) Registered deaths: 51,805 (18%)	- Registered births: 65% Registered deaths: 38%	- Registered births: 80% Registered deaths: 50%	MLGRD, Births and Deaths Registry, NIA, NPC
	5. Percentage of population enrolled in the integrated civil register	Number of population enrolled in the integrated civil register expressed as percentage of the total population	2016	- NIA registered 2,775 new applicants; - Issued 3,658 to registered applicants - Registered 14,027 foreign nationals, - Renewed cards of 20,180 foreign nationals	Ghanaian = 80% Foreigners = 50%	Ghanaian = 100% Foreigners = 100%	MLGRD, Births and Deaths Registry, NIA, NPC
	6. Contraceptive Prevalence Rate	Proportion of all women currently using modern contraceptives	2015	13.5% - (PMA 2020, 2015)	19.8%	22.6%	NPC, MOH, PPAG
	7. Total Fertility Rate of women aged 15-49 years	The average number of children a woman would have by the end of her childbearing years if she were to pass through those years bearing children at the current age-specific fertility rates.	2014	4.2 (2014 DHS)	3.5	3	NPC, MOH
2. Harness demographic dividend	1. Youth Development Index	A set of indicators to measure youth development in education, health, employment and civic and political participation	2016	NA	Drafting of Youth Development Index initiated	Youth Development Index completed and in use	Ministry of Youth and Sports, NYA, GSS
3. Harness the benefits of migration for socio-economic development	1. Urbanisation rates (%)	Average rate of change of the size of the urban population over the given period of time	2010	50.9%	57.2%	62.6%	MLGRD, GSS
	2. Share of remittances in GDP	Total annual receipts of personal remittances expressed as a percentage of GDP	2016	7.0%	13.0%	20%	BOG, Office of the President (Diaspora Unit), MOFARI

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
FOCUS AREA 5: WATER AND SANITATION							
1.Improve access to safe and reliable water supply for all	1. Percentage of population with access to basic drinking water sources	Share of population with access to basic drinking water, expressed as a percentage of total population	2016	Urban: 76% Rural: 62.03%	Urban: 79% Rural: 69.23%	Urban: 83.9% Rural: 80%	MSWR, GSS, CWSA, GWCL
	2. Percentage of distribution losses	The difference between total volume of water treated and that distributed, expressed as percentage of the total amount of water produced at the treatment point	2016	51.1%	≤40%	≤20%	MSWR, GWCL
	3. Percentage of population with access to safely managed drinking water sources	Share of population with access to safely managed drinking water sources (pipe or source within the premises or compound), expressed as a percentage of total population	2016	27% (JMP ⁷ National)	31.5% (JMP National)	36% (JMP National)	MWSR, GSS, CWSA, GWCL
2.Enhance access to improved and reliable environmental sanitation services	1. Percentage of population with access to improved liquid waste management	Percentage of population with access to improved toilet facilities	2016	15%	20%	30%	MSWR, MLGRD, GSS
	2. Proportion of communities achieving open defecation-free (ODF) status	Proportion of communities achieving open defecation-free status expressed as a percentage of all communities	2016				MSWR, GSS, MMDAs
	3. Proportion of solid waste properly disposed of (major towns/cities)	Percentage of solid waste collected and disposed of in sanitary landfills in the five largest cities – Accra, Tema, Kumasi, Takoradi, and Tamale.	2016	70%	80%	≥80%	MSWR, GSS
3.Promote efficient and sustainable wastewater management	1. Proportion of liquid waste (faecal matter) safely disposed of on site or properly collected, transported and treated off site	Percentage of population whose liquid waste (faecal matter) is safely disposed of on site or properly collected, transported and treated off site, expressed as a percentage of total population	2016	3.9%	4.0%	6.0%	MSWR, MWH, Hydrological Services Department
FOCUS AREA 6: POVERTY AND INEQUALITY							
1.Eradicate poverty in all its forms and dimensions	1. Incidence of poverty	The proportion of the population that is poor (below poverty line of GHC1,314)	2012/ 2013	24.2%	19.7%	17.5%	GSS
2.Reduce income disparities among socio-economic	1. Income Distribution Index (Gini Index)	Measures the extent to which the distribution of income or consumption expenditure among individuals or	2005/ 2006	42.3%	≤42.3%	≤42.3%	GSS

⁷ JMP – Joint Monitoring Platform Data, UNICEF and World Health Organization, data usually captured during the Ghana Living Standards Survey and the Multiple Indicator Cluster Survey as conducted by the Ghana Statistical Service

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
groups and between geographical areas		households in an economy deviates from perfectly equal distribution. A Gini Index of 0 represents perfect equality, while an index of 1 implies perfect inequality					
	2. Number of special development initiatives/mechanisms established	The number of special development authorities/initiatives created by the government to address development challenges of particular areas	2016	2 Development Authorities (SADA and CEDECOM)	Law for establishing three Special Development Authorities, namely Northern Development Authority (NDA), Middle Belt Development Authority (MDA) and Coastal Development Authority (CDA) passed by Parliament	The Northern Development Authority (NDA), Middle-Belt Development Authority (MDA) and Coastal Development Authority (CDA) become functional	Ministry of Special Development Initiatives
	3. Number of Infrastructure for Poverty Eradication Programme (IPEP) projects implemented, by type	The number of infrastructure projects undertaken under the IPEP per annum at constituency level	2016	0	Regional team to oversee the implementation of the IPEP constituted and study of infrastructure needs of all 275 constituencies conducted	≥2,750 projects implemented	Ministry of Special Development Initiatives
FOCUS AREA 7: CHILD AND FAMILY WELFARE							
1.Ensure effective child protection	1. Proportion of children (5-17 years) engaged in hazardous work as a percentage of all children	Proportion of children (5-17 years) engaged in hazardous work as a percentage of all children	2016	14%	10%	5%	MOGSP, GSS, MELR

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
and family welfare system	2. Percentage of children engaged in child labour	Proportion of children (5-17 years) engaged in child labour as a percentage of all children	2014	21.8%	16.8%	11.8%	MOGCSP, GSS, MELR
2.Ensure the rights and entitlements of children	1. Incidence of child abuse cases	Number of children who become victims of violence and abuse (defilement, assault) in a given year	2016	4,720	3,540	1,770	MOGCSP, GSS, DOVVSU
	2. Reported cases of child trafficking and child abuse	Total number of cases of child trafficking and child abuse recorded by state institutions	2016	Child trafficking = 4 Child abuse = 9	NA	NA	MOGCSP, GSS, DOVVSU
FOCUS AREA 8: THE AGED							
1.Enhance the well-being of the aged	1. Ageing Bill passed into law and fully implemented	Existence of legal framework for addressing issues of the aged	2017	Draft Ageing Bill prepared	Ageing Bill submitted to Parliament and passed into law	Ageing Bill enacted and implemented	MOGCSP
2. Ensure adequate healthcare for the aged	1.Percent of indigents registered under the NHIS	Number of the aged (70 years and above) with valid NHIS card, expressed as percentage of the total number of persons registered under the scheme	2016	481,494 4.4%	≥5%	≥10%	MOGCSP, NHIA
FOCUS AREA 9: GENDER EQUALITY							
1. Attain gender equality and equity in political, social and economic development systems and outcomes	1. Affirmative Action Law enacted and implemented	Legal framework to create supportive environment for promoting gender equity and women's empowerment	2016	Draft Affirmative Action Bill in preparation	Affirmative Action Bill finalised and submitted to Parliament for consideration	Affirmative Action Bill enacted into law and implemented	MOGCSP
	2. Percentage of women in public life	Change in number of women in administration and political leadership including, Ministers and Deputy Ministers of State, MPs, MMDCEs, Chief Directors, Members of District Assemblies, etc., expressed as a percentage of all people in administration and political leadership	2016	Ministers = 23.25% (9) Dep. Ministers = 20.93% (8) MPs = 10.9% (30) MMDCEs = 10.3% (20) Chief Directors = 10% (4) Chief Justice = 100% (1) Supreme Court Judges = 23% (3) High Court Judges = 38% (5)	40% >30% 10.5% 40% >30% 100% 40% 40%	40% 30% 40% 40% >30% 100% 40% 40%	MOGCSP

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
				District Assembly Appointees = NA District Assembly Elected =5% (280) Overall = 26.8%	40%	40%	
	3. Reported cases of domestic violence	Number of women and girls aged subjected to domestic violence	2016	12,377	≤9,200	≤6,000	MOGCSP, DOVVSU
2. Promote economic empowerment of women	1. Proportion of MMDAs implementing the administrative directive on allocation of 30% of poverty alleviation/credit fund to service women's enterprises	Number of MMDAs implementing the administrative directive on 30% poverty alleviation/credit fund to service women's enterprises as against those not complying.	2016	0	100%	100%	MOGCSP, OHLGS, DACF
	2. Proportion of women with access to institutional credit	Number of women with institutional credit, including from MASLOC and other micro-finance schemes, expressed as a percentage of total number of beneficiaries	2016	25,758 (90%)	90%	90%	MOGCSP, MASLOC, GHAMFIN
FOCUS AREA 10: SOCIAL PROTECTION							
1. Strengthen social protection, especially for children, women, persons with disability and the elderly	1. Number of extremely poor households benefiting from LEAP	Total number of households that receive cash grants under LEAP	2016	213,043	450,000	≥450,000	MOGCSP
	2. Percent of beneficiaries that have exited the cash transfer programme	LEAP beneficiaries exiting cash transfer programme as a result of improvement in their livelihood	2016	0	NA	NA	MOGCSP
	3. Social protection-related expenditure as a percentage of GDP	Social protection expenditure as a percentage of total national expenditure	2013	0.05%	≥5%	≥5%	MOGCSP, MOF
	4. Proportion of the population in vulnerable employment (%)	The sum of own-account workers and contributing family workers expressed as a percentage of total employed	2015	73.67%	72.5%	≤67.0	MOGCSP, MELR, GSS
	5. Proportion of elderly persons above 60 years who receive regular pension payments	Total number of persons above 60 years who receive pension payments under SSNIT schemes and CAP 30, expressed as a percentage of estimated total number of the aged	2017	10% (267,895/old people)	15%	30%	MOGCSP, SSNIT, NPRA, CAGD
2. Ensure decent pensions for beneficiaries	1. Informal Sector Pension Scheme established	Establishment of a broader contributory informal sector pension scheme to cover cocoa, coffee, and sheanut farmers.	2016	SSNIT Informal Sector Fund (SISF) with 150,000 informal sector contributors	Framework to operationalise the scheme prepared	The scheme established and made operational	NPRA, SSNIT, Office of the Vice-President

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
FOCUS AREA 11: DISABILITY AND DEVELOPMENT							
1. Promote full participation of PWDs in social and economic development	1. Proportion of District Assemblies Common Fund (DACF) released to PWDs (%)	Actual amount of DACF released to PWDs, expressed as percentage of the amount of DACF expected to be released to PWDs in accordance with the law	2017	3% (Gh¢28.831 million covering 4 th quarter 2016, and 1 st -3 rd quarters 2017)	≥2% of DACF	≥2% of DACF	DACF, Ghana Federation of the Disabled
	2. Proportion of persons with disabilities receiving needed assistive technologies	Total number of persons with disabilities who are provided needed assistive technologies	2016	NA	25% of PWDs provided with needed assistive technologies	50% of PWDs provided with needed assistive technologies.	MOGCSP, MOH, Ghana Federation of the Disabled
2. Promote participation of PWDs in politics, electoral democracy and governance	1. Percentage of PWDs in public life: - Members of Parliament - Ministers of State - Members of District Assemblies - Chief Directors - MMDCEs - Chief executives of public institutions - Leadership positions in major political parties	Change in number of PWDs in administration and political leadership including, Ministers of State, MPs, MMDCEs, Chief Directors, Members of District Assemblies, etc., expressed as a percentage	2016	0% 1% NA NA NA NA	NA	NA	MOGCSP, Ghana Federation of the Disabled
3. Ensure that PWDs enjoy all the benefits of Ghanaian citizenship	1. Legislative Instrument of the Disability Act, 2006 (Act 715)	Existence of legal framework for the implementation of the Disability Act, 2006 (Act 715)	2016	Consultations held with Disabled People's Organisations (DPOs) to develop proposals for the review	Legislative Instrument submitted to Parliament for consideration and enactment	Legislative Instrument enacted and implemented	MOGCSP, Ghana Federation of the Disabled
FOCUS AREA 12: EMPLOYMENT AND DECENT WORK							
1. Improve human capital development and management	1. Annual labour productivity growth (%)	Computed as the real change in value of goods and services, expressed as percentage of the change in the total number of people employed (i.e. output per worker)	2013	4.0%	4.8%	6.0%	MELR, GSS, MDPI
	2. Proportion of industrial labour disputes settled	The number of industrial conflicts/disputes settled expressed as a percentage of total conflicts/disputes recorded	2016	53.01%	≥70	≥80	MELR, NLC

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
2.	Promote the creation of decent jobs	1. Wage and salaried workers as a percentage of total employment The number of persons who take a salary or perform a paid job under contract (written or not) to another person, organisation or enterprise in both the formal and informal economy (used as a proxy for decent work deficit)	2016	24.3%	30%	≥38%	MELR, GSS
FOCUS AREA 13: YOUTH DEVELOPMENT							
1.	Promote effective participation of the youth in socio-economic development	1. Number of youth provided with employable skills	2016	53,171	≥100,000	≥100,000	Ministry of Youth and Sports, NYA, YEA, YES, NVTI
		2. Number of Youth Development Centres revived	2016	0	5	15 (cumulative over 3 years)	Ministry of Youth and Sports, NYA
		3. Youth unemployment rate	2015	12.1%	10%	≤5%	Ministry of Youth and Sports, GSS
		4. Number of jobs created under the Youth Enterprise Scheme (YES), National Entrepreneurship and Innovation Plan (NEIP) and the Nation-Builders Corps	2016	62,635	150,000	180,000	Ministry of Youth and Sports, NYA, YEA, YES
2.	Promote youth participation in politics, electoral democracy and governance	1. Proportion of young people in political life: - Ministers of State - Members of Parliament - MMDCEs - Members of District Assemblies - CEOs of public institutions The number of youth, between the ages of 15 years and 35 years, in administration and political leadership including, Ministers of State, Members of Parliament, MMDCEs, Members of District Assemblies, etc., expressed as a percentage	2017	1.8% (2) 4% (11) NA NA NA	NA	NA	Ministry of Youth and Sports, MLGRD, NYA
FOCUS AREA 14: SPORTS AND RECREATION							
1.	Enhance sports and recreational infrastructure	1. Number of sporting facilities and infrastructure rehabilitated/constructed (Milestone) Increase in total stock of national sports infrastructure	2016	1 (construction of the New Edubiase Sports Stadium begun)	2	4	Ministry of Youth and Sports, NSA
2.	Build capacity for sports and recreational development	1. Number of local competitions organised	2016	35	40	60	Ministry of Youth and Sports, NSA
		2. Number of international and sub-regional competitive sporting	2016	20 events were attended by local associations and	At least 25 events to be attended by	At least 25 events to be attended by local associations,	Ministry of Youth and Sports, NSA

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	events in which Ghana participated	competitive sporting events in the various sporting disciplines		35 medals were won	local associations, targeting at least 100 medals	targeting at least 100 medals	
3. Ensure sustainable funding sources for growth and development of sports	1. Sports Fund established	Establishment of a dedicated fund to support the development of sports in accordance with the provisions of the Sport Act, 2016 (Act 934)	2017	A 13-member technical team to help set up the fund inaugurated, and national conference on the establishment of the sports fund organised	Fund established and made operational	NA	Ministry of Youth and Sports, NSA
	2. Contribution of sports to GDP (%)	Value of sports expressed as a percentage of GDP	2016	NA	NA	NA	Ministry of Youth and Sports, MOF, NSA
3. ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS (Goal: Safeguard the Natural Environment and Ensure Resilient Built Environment)							
FOCUS AREA 1: PROTECTED AREA							
1. Expand forest conservation areas	1. Coverage of protected areas (SDG 14.5.1)	A measure of the proportion of the total land and marine area designated as protected areas.	2016	Land = 5.5%	Land = 5.5%	Land = 5.5%	MLNR, FC, CSIR-Forestry Research
	2. Stock of biological diversity: - Indigenous plant species - Fish - Birds - Mammals - Species of amphibians and reptiles	The number of species in a system and the variances of species' local abundance	2015	2,974 504 728 225 221	≥2,974 ≥504 ≥728 ≥225 ≥221	≥2,974 ≥504 ≥728 ≥225 ≥221	MLNR, FC, CSIR-Forestry Research
2. Protect forest reserves	3. Percentage of degraded areas within areas under protection	The measurement of degraded forest reserves as a percentage of total forest reserves in the country	2016	31%	25%	16%	MLNR, FC, CSIR-Forestry Research
FOCUS AREA 2: MINERALS EXTRACTION							
1. Ensure sustainable extraction of mineral resources	1. Mineral rights and production: a. Mineral rights granted	Total number of mineral rights granted by the minister responsible for mines in respect of mining lease, prospecting, reconnaissance, salt, quarry, clay, sand, small-scale gold/diamond, etc.	2016	508	520	550	MLNR, MC
	b. Mineral production (ounces) - Gold - Diamonds	Quantity and value of selected minerals produced per annum		4,241,202 173,863	4,247,152 190,000	4,462,077 215,000	

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	<ul style="list-style-type: none"> - Bauxite - Manganese 			1,278,561 2,034,560	1,300,000 2,100,000	1,400,000 2,200,000	
	2. Number of districts and percentage of land area affected by the activities of illicit mining: <ul style="list-style-type: none"> - No. of Districts - Area affected (%) 	Count of districts reported to be affected by illegal mining by the joint taskforce on mining and the share of land area affected by these illicit activities	2017	NA 21% (50,000 km ²) of total land area of Ghana	0 NA	0 NA	MLNR, MC
2. Ensure effective linkage of extractive industry to the rest of the economy	3. Benefits of mineral production to Ghanaian economy: <ul style="list-style-type: none"> a. Labour <ul style="list-style-type: none"> - Large scale (expatriate and local); male and female - Small scale (legal and illegal) b. Foreign direct investment (in US\$ millions) c. Mineral revenues (GHC) <ul style="list-style-type: none"> - Royalties - Taxes - Corporate social responsibility - Contribution to total merchandise exports d. Repatriation of mineral revenue <ul style="list-style-type: none"> - % of mineral revenue returned to the Ghanaian economy (commercial banks) - % of mineral revenue spent on local goods 	<p>Number of persons employed in large- and small-scale mining, both expatriate and local</p> <p>Ratio of FDI to GDP, expressed in percentage</p> <p>Total amount of mineral revenues received through taxes, royalties, corporate social responsibility and export of mineral resources in Ghana cedis</p> <p>Ratio of revenue from mineral exports returned to the economy to total revenue, expressed as a percentage</p> <p>The value of mineral revenue spent on local goods, expressed as a percentage of total revenue from mineral resources in a given year</p>	2016	22,000 1,000,000(o/w 500,000 = legal) 971.71 550.74 1,042.59 17.82 5,060.44 67.41% 48%	23,000 1,000,000(o/w 650,000 = legal) 980 560 1,060 18 5,200 70% 50%	23,200 1,000,000(o/w 750,000 = legal) 1,000 600 1,200 20 5,500 72% 55%	MLNR, MC
	4. Percentage of mineral production processed locally	The amount of the key mineral resources, including gold, bauxite, diamond, manganese, etc. produced and processed locally, express as percentage of total production	2016	Gold = NA Diamonds =NA Bauxite = NA Manganese = NA	Gold = NA Diamonds = NA Bauxite = NA	Gold = NA Diamonds = NA Bauxite = NA Manganese = NA	MLNR, MC

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
					Manganese = NA		
FOCUS AREA 3: WATER RESOURCE MANAGEMENT							
1. Promote sustainable water resources development and management	1. Proportion of bodies of water with good ambient water quality (Water quality index) (SDG 6.3.2)	Measures the reduction in pollution of water bodies (water quality)	2015	61 %	64%	68%	MSWR, WRC, GSS
	2. Level of water stress	Freshwater withdrawal as a proportion of total available freshwater resources	2016	NA	NA	NA	MSWR, WRC, HSD
FOCUS AREA 4: COASTAL AND MARINE RESOURCES							
1. Reduce coastal erosion	1. Kilometres of coastline - Protected - Unprotected	Length of coastline that requires protection (km)	2016	377 km 6.5 km 370.5 km	377 km 9.8 km 367.2 km	377 km ≥15 km 362 km	MWH, Hydrological Services Department
	2. Proportion of investment in financing control structures, construction, and technological improvements	Percentage of resources invested in coastal control structure relative to resource planned	2015	94.4% (US\$268,786,109.35)	100% (US\$431,113,564)	100% (US\$659,867,700)	MWH, Hydrological Services Department
2. Conserve marine areas	1. 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	2016	Of the 80 industries monitored in 2016, concentrations of daily biological oxygen demand loads (BOD5), suspended solids, turbidity, and conductivity of industrial effluent samples obtained from the Accra-Tema area were higher than the EPA-recommended guideline levels – 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries	Industries monitored for levels of pollutants effluent quality to ensure they are within EPA recommended guideline levels 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries.	Industries monitored for levels of pollutants effluent quality to ensure they are within EPA recommended guideline levels 50mg/l, 75NTU and 1500 µS/Cm respectively for most industries.	MESTI, EPA

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
FOCUS AREA 5: ENVIRONMENTAL POLLUTION							
1. Reduce environmental pollution	1. PM ₁₀ and PM _{2.5} (Particulate Matter) pollution level (SDG 11.6.2)	Average level of particulate matter in the air at selected locations in Accra	2016	For PM ₁₀ 1. North Industrial Area annual mean = 102µg/m ³ 2. First Light annual mean = 173µg/m ³ 3. Shangri La annual mean = 155µg/m ³ 4. Achimota annual mean = 131µg/m ³ 5. La Palm annual mean = 157µg/m ³ 6. Graphic Road annual mean = 178µg/m ³ 7. Kasoa annual mean = 204µg/m ³ 8. Amasaman annual mean = 117µg/m ³	For PM ₁₀ 1. North Industrial Area annual mean = 93µg/m ³ 2. First Light annual mean = 150µg/m ³ 3. Shangri La annual mean = 120µg/m ³ 4. Achimota annual mean = 111µg/m ³ 5. La Palm annual mean = 141µg/m ³ 6. Graphic Road annual mean = 154µg/m ³ 7. Kasoa annual mean = 180µg/m ³ 8. Amasaman annual mean = 90µg/m ³	For PM ₁₀ 1. North Industrial Area annual mean = 80µg/m ³ 2. First Light annual mean = 130µg/m ³ 3. Shangri La annual mean = 95µg/m ³ 4. Achimota annual mean = 90µg/m ³ 5. La Palm annual mean = 120µg/m ³ 6. Graphic Road annual mean = 140µg/m ³ 7. Kasoa annual mean = 175µg/m ³ 8. Amasaman annual mean = 80µg/m ³	MESTI, EPA
	2. Number of companies compliant with Environmental Assessment (EA)	The number of companies that adhere with permitting conditions	2016	4,345	5,400	6,200	MESTI, EPA
FOCUS AREA 6: DEFORESTATION, DESERTIFICATION AND SOIL EROSION							
1. Combat deforestation, desertification and soil erosion	1. State of forest (rate of deforestation)	The changes in forest cover arising out of conversion of forested land to other uses, expressed as a percentage of total forested area of the previous year	2010	21%	21%	21%	MLNR, FC
	2. Hectares of degraded forest, mining areas, dry and wet lands restored/ rehabilitated: - Forest	Total area in hectares of lost forest, mining areas, wetland and mangrove areas restored	2016	6,727 ha	25,000 ha	25,000 ha	MLNR, FC, MC

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	<ul style="list-style-type: none"> - Mining - Wetlands and mangroves 			4,000 ha 47 ha	4,200 ha NA	5,000 ha NA	
2. Promote sustainable use of forest and wildlife resources	1. Percentage of compliance with the Annual Allowable Cut (AAC)	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.	2016	746,745.08 m ³ (26% of AAC)	≤ 2 million m ³ ✓ (≤ 0.5 million m ³ of on-reserve AAC; ✓ ≤ 1.5 million m ³ of off-reserve AAC)	≤ 2 million m ³ ✓ (≤ 0.5 million m ³ of on-reserve AAC; ✓ ≤ 1.5 million m ³ of off-reserve AAC)	MLNR, FC
FOCUS AREA 7: CLIMATE VARIABILITY AND CHANGE							
1. Enhance climate change resilience	1. Percentage of sectors with climate change mitigation and adaptation strategies	The number of MDAs with climate change mitigation and 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 of total MDAs	2017	35%	50%	80%	MESTI, EPA, NDPC
2.Reduce greenhouse gases	1. Greenhouse gas emissions	Emissions of carbon dioxide, methane, nitrous oxide, and several fluorinated gases in Ghana, expressed in million tonnes of carbon dioxide equivalent	2010	20 MTCO ₂ e	34 MTCO ₂ e	37 MTCO ₂ e	MESTI, EPA
	2. Global Green Economy Index (GGEI) for Ghana	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	2016	43.28 (58 th out of 80 countries)	48	6	MESTI, EPA
FOCUS AREA 8: DISASTER MANAGEMENT							
1. Promote proactive planning for disaster prevention and mitigation	1. Recorded incidence of disasters across the country	Total number of disasters occurrences across the country in a year	2017	1,339	10% reduction	10% reduction	MINT, NADMO
	2. Number of communities trained in disaster prevention and mitigation	Total number of communities that receive disaster prevention and management training per annum	2016	81	150	250	MINT, NADMO

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	management (especially bush fires and flooding)						
	3. Number of deaths, missing persons and persons affected by disaster per 100,000 people	Total number of persons affected by disasters	2017	287,399	20 % reduction	20 % reduction	MINT, NADMO
FOCUS AREA 9: TRANSPORT INFRASTRUCTURE (ROAD, RAIL, WATER AND AIR)							
1.Improve efficiency and effectiveness of road transport infrastructure and services	1. Road condition mix	The road condition mix shows the proportion of the classified road network which is good, fair, poor)	2017	41% Good 33% Fair 26% Poor	43% Good 34% Fair 23% Poor	49% Good 31% Fair 20% Poor	MRH
	2. Total road network size (km) - Trunk roads - Urban roads - Feeder roads	The total length of classified road network by type, measured in kilometres	2016	71,401 km 14,582.62 km 15,462 km 48,401 km	73,345 km 14,874 km 16,426 km 42,045 km	74,657 km 15,223 km 17,389 km 42,045 km	MRH
	3. Proportion of classified road network maintained	Roads maintained as a percentage of the classified road network	2016	57%	60%	≥67%	MRH
2. Ensure safety and security for all categories of Transport users	1. Accident statistics - Road crashes - Maritime accidents - Train derailments - Air traffic accidents	Number of accidents for each transport mode	2016	8,651 6 54 1	7,141 4 0 0	5,206 1 0 0	MoTr, MoAv, MORD, NRSC, GPS (MTTD), GMA, GRDA
	2. Number of road traffic fatalities	Count of persons killed	2016	2,084	1,708	1,607	MoTr, NRSC, GPS (MTTD)
	3. Number of serious injuries.	Count of persons seriously injured	2016	5,237	4,340	3,839	MoTr, NRSC, GPS (MTTD)
3. Increase capacity and efficiency in port operations	1. Turnaround time of vessels - Tema port - Takoradi port	Average time spent for a vessel to unload goods.	2016	103.66hrs 78.25hrs	108.95hrs 72.85hrs	118.50hrs 89.50hrs	MoTr, GPHA
	2. Maritime traffic: - Container traffic (TEUs) - Cargo traffic (tonnes)	Volume and weight of goods carried by maritime traffic to and from Ghana	2016	942,463 19,459,834	1,054,287 23,213,500	1,248,576 27,486,281	MoTr, GMA
4. Enhance the contribution of inland waterways to safe and efficient transportation of goods and people	1. Inland water traffic: - Freight (tonnes) - Number of vehicles - Passengers	Quantity of goods and number of vehicles and passengers transported on waterways	2017	59,739 91,903 798,370	97,826 91,108 790,725	130,207 121,265 1,052,455	MoTr, VLTC
5. Make Ghana the aviation hub for West African sub-region	1. Total air freight and number of transit passengers by categories: - Domestic aircraft movement - International aircraft movement - Domestic passengers - International passengers	Number of air passengers and weight of air freight to and from Ghanaian airports	2017	12,491 26,726 483,261 1,811,428	13,836 26,598 647,654 1,935,836	19,607 30,829 1,270,074 2,282,477	MoAv, Ghana Airport Company

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	- Freight movement (tonnes)			50,360	55,839	58,407	
6. Modernise and extend railway network	1. Passenger traffic and goods traffic by railways: - Passenger traffic (1,000 passengers-km) - Goods traffic (1,000 tonnes-km)	Number of passengers and weight of goods carried by railways	2016	9,138 40,441	28,061 54,181	32,484 62,721	MORD, GRDA
7. Ensure effective and efficient flow of goods, services, and related information to meet customer requirements	1. Volume of goods transited through Ghana: - Transit cargo traffic (tonnes) - Transit container traffic (TEUs)	The volume of goods that passes through Ghana's sea ports to landlocked or other coastal countries	2016	944,082 51,285	1,214,617 69,275	1,438,452 82,043	MOTI, MoTr, GCNET
	2. Number of cargo transit terminals in operation	The number of public or PPP-operated cargo transit terminals along the major transit corridors, including Elubo-Accra-Aflao and Accra-Kumasi-Ouagadougou	2017	NA	NA	NA	MoTr, MRH
FOCUS AREA 10: INFORMATION AND COMMUNICATIONS TECHNOLOGY							
1. Enhance application of ICT in national development	1. Value of total investment in the ICT sector	Value of public and private investment in the ICT sector	2015	US\$44,500,282	NA	NA	MOC, NCA, NITA
	2. Internet penetration rate: - Subscribers - Providers	The ratio of population with access to internet to total population, expressed as a percentage	2016	70.6% 24	NA NA	NA NA	MOC, NCA, NITA
2. Expand the digital landscape	1. Total broadband capacity of the country	Total broadband capacity in terabytes, both public and private.	2015				MOC, NCA, NITA
	- International transit	Sum of total international gateway capacity to send and receive internet traffic.		12.3 TB/s	15 TB/s	20 TB/s	
	- Local backbone capacity	Ability to transmit internet traffic within the country.	15.0 TB/s	20 TB/s	30TB/s		
	2. Delivery of government services using ICT: - Access services (number of MMDAs covered) - E-services (number of MDAs)	Access for government agencies to deliver services through ICT Provision of services by government agencies through ICT	2017	120 8	200 15	275 20	MOC, NCA, NITA, GIFEC, PSRS
FOCUS AREA 11: SCIENCE, TECHNOLOGY AND INNOVATION							
1. Mainstream science, technology and	1. 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	2016	0.05% (GH¢41,984,473.26)	1.0%	≥1.0%	MESTI, MOF, GSS, CSIR

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
innovation in all socio-economic activities		and innovation, expressed as a percentage of GDP					
	2. Number of research findings adopted by industry	The number of research findings of key national research institutions (including CSIR, GAEC and the universities) adopted by industry	2016	70	88	112	MESTI, CSIR, AGI
	3. Number of technology start-up companies established	Count of technology start-up companies established	2016	0	3	10	MESTI, Registrar-General's Dept., Ministry of Business Development, CSIR, AGI
	4. Number of technologies commercialised	Count of technologies commercialised	2016	NA	41	72	MESTI, CSIR, AGI
FOCUS AREA 12: ENERGY AND PETROLEUM							
1. Ensure availability of, clean, affordable and accessible energy	1. Per capita consumption of energy per annum (in tonnes of oil equivalent (TOE): - Total (TOE/capita) - Electricity (kWh)/capita - Petroleum (TOE/capita) - Biomass (TOE/capita)	Total amount of energy consumed in the economy per year divided by total population, expressed in tonnes of oil equivalent (TOE)	2016				MoEn, Energy Commission, ECG, VRA (NEDCo), GRIDCO, BOST, TOR, NPA
				0.25	0.27	0.29	
				403.5	443.74	504.1	
				0.12	0.13	0.14	
	2. Total installed capacity of power generation plants	Total electricity generated by the various supply sources, including hydro, thermal and renewable sources in megawatts (MW)	2017	4,607	4,867	5,440	VRA, MoEn, Energy Commission
				0.10	0.10	0.11	
3. Percentage of indigenous energy sources: a. Installed capacity - Hydro - Thermal - Renewable sources (i.e. solar) b. Available capacity - Hydro - Thermal - Renewable sources (i.e. solar)	Quantity of electricity generated by the various sources such as hydro, thermal and renewable sources, expressed as a percentage of total electricity supply	2016				MoEn, Energy Commission	
			34.29	32.46	29.05		
			65.22	67.08	70.32		
			0.49	0.46	0.63		
			43.0	43.0	43.0		
			57.0	56.5	50.0		
4. Percentage of households with access to electricity	Number of households with electricity as a percentage of total number of households	2016	83.24%	86.5%	88.0%	MoEn, Energy Commission, ECG, VRA (NEDCo)	
			0.00	0.50	7.00		
5. Customer Average Interruption Duration Index (CAIDI)	Average outage duration that any given customer would experience. CAIDI can also		SAIDI NEDCo:	SAIDI - Metro= 48	SAIDI - Metro= 48	MoEn, ECG, VRA (NEDCo), PURC	

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
		be viewed as the average restoration time. The sum of all customer interruption durations (SAIDI) divided by total number of customer interruptions (SAIFI).	2016	Urban- 126.5 Rural- 162.2 ECG: - Metro= 129.76 - Urban = 145.54 - Rural = 158.47 SAIFI NEDCo: NA ECG - Metro= 59.80 - Urban = 89 - Rural = 108.12 CAIDI NEDCo: NA ECG: - Metro= 2.17 - Urban = 1.64 - Rural = 1.47	- Urban = 72 - Rural = 144 SAIFI - Metro= 6 - Urban = 6 - Rural = 6 CAIDI - Metro= 8 - Urban = 12 - Rural = 24	- Urban = 72 - Rural = 144 SAIFI - Metro= 6 - Urban = 6 - Rural = 6 CAIDI - Metro= 8 - Urban = 12 - Rural = 24	
	6. Number of weeks of strategic stocks of petroleum products	Number of weeks of strategic reserves of petroleum products held in stock	2016	BOST has 6 weeks of strategic stock of petroleum products	12 weeks	≥12 weeks	MoEn, BOST, NPA
2. Ensure efficient transmission and distribution system	1. Percentage change in: - Transmission losses - Distribution losses	The difference between power purchased from producers and sales by transmission and distribution companies, expressed as a percentage of power purchased	2017	GRIDCo = 4.11% ECG = 23.88% NEDCo = 21.7%	GRIDCo = 3.64% ECG = 22.33% NEDCo = NA	GRIDCo = 3.30% ECG = 20.0% NEDCo = 18%	MoEn, ECG, VRA (NEDCo), GRIDCo
3. Improve financial capacity and sustainability of utility companies	1. Cost recovery ratio (%): - VRA - ECG ⁸ (operating cost recovery ratio) - NEDCo	Average tariff / cost of service, calculated: $[\text{((volume-based charge per kWh} \times \text{volume consumed)} + \text{fixed charge}) / \text{(total cost per kWh)}]$	2016	98% ⁹ 96% 97.8%	NA 97% NA	NA 89% NA	MoEn, ECG, VRA (NEDCo)
4. Ensure efficient utilisation of energy	1. Total amount of electricity saved from demand-side management interventions (kWh)	Total amount of electricity saved by implementing demand-side management interventions (such as replacement of incandescent bulbs and old electrical appliances) per annum	2016	133 GWh	NA	NA	MoEn, Energy Commission

⁸ Total Revenue Collected/Total Operating Cost

⁹ Excluding Subsidiaries (S), non-core SBUs (SBU) & Net Financing Costs (NFC); 95% excluding S & NFC but including SBU; 71% excluding S but including SBU & NFC.

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
5. Promote petroleum exploration	1. Amount of new investments in oil and gas sector (US\$ billion)	Amount of investments going into exploration for oil and gas, and development of fields already discovered	2015	US\$3.3 billion	NA	NA	MoEn, GNPC, PC
6. Promote development and use of indigenous capabilities for exploitation of petroleum resources	1. Share of contracts awarded to indigenous companies	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	2016	31.9% of 1,152 (368 contracts)	NA	NA	MoEn, PC
	2. Percentage share and value of services awarded to indigenous companies	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	2016	13.5% (\$671,422,232)	50%	50%	MoEn, PC
	3. Proportion of Ghanaians employed in the oil and gas sector - Management - Technical - Others	Number of Ghanaians employed in the oil and gas sector as a percentage of total employment in the sector	2016	1,132 (9.3%) 2,270 (18.6%) 7,930 (65.1%)	50%-60% 50%-60% 90%	50%-60% 50%-60% 90%	MoEn, PC
7. Leverage oil and gas industry as a catalyst for national economic development	1. The share of oil and gas activities in GDP/contribution of growth in petroleum output to GDP growth	Total value added of oil and gas activities as a percentage of total GDP	2016	6.26%	8.7%	7.8%	MoEn, MOF
	2. Percentage change in oil refinery capacity (%)	Change in total oil refinery capacity, including expansion of existing refinery and construction of new refinery, expressed as a percentage	2016	45,000 bpd	11.1% (50,000 bpd)	15% (57,500 bpd)	MoEn, NPA, Energy Commission, TOR
8. Ensure efficient management and utilisation of oil and gas revenue	1. Proportion of petroleum revenue allocated to priority areas	Proportion of Annual Budget Funding Amount (ABFA) allocated to social and economic infrastructure across all sectors, expressed as a percentage	2016	ABFA 70% of \$140.5 mn Stabilisation Fund - 21% Heritage Fund - 9%	ABFA 70% of GoG receipts	ABFA 70% of GoG receipts	MoEn, MOF, PIAC
9. Minimise potential environmental impact of oil and gas industry	1. Percentage of companies complying with conditions of their respective Environmental Assessment (EA) and Environmental Management Plans (EMP) Permit	Percentage of conditions under the respective EA and EMP permits being adhered to by companies in the oil and gas sector	2016	100% compliance	100% compliance	100% compliance	MESTI, EPA
FOCUS AREA 13: CONSTRUCTION INDUSTRY DEVELOPMENT							
1. Build a competitive and modern construction industry	1. Construction Industry Law enacted and implemented	Legal framework which will regulate the development of the industry enacted, including the setting up of apex body for the industry	2016	Draft Construction Industry Bill in preparation. The Bill has benefited	Construction Industry Bill finalised and submitted to Parliament	Construction Industry Bill passed into law and implemented, including setting	MWH, MOJAGD, Association of Construction Industry

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
				from comments from the A-G's Department		up of the apex body	
FOCUS AREA 14: DRAINAGE AND FLOOD CONTROL							
1. Address recurrent devastating floods	1. Number of drainage master plans prepared: - Regional - Districts	A comprehensive plan which outlines systemic actions to create adequate artificial waterways to carry storm water discharge in major cities and towns	2016	Only Accra, Tema, Tamale, Kumasi and Ho so far have drainage master plans	3 0	10 216	MWH, Hydrological Services Department, LUSPA
	2. Kilometres of drains constructed: - Primary - Secondary	Kilometres of drains rechanneled, upgraded and maintained	2016	28.6 km NA	23.4 km 167.0 km	133.0 km 250.0 km	MWH, , Hydrological Services Department, LUSPA
	3. Number of flood warning stations constructed/rehabilitated	Count of national advanced flood warning systems installed for forecasting floods	2016	0	5	55	MWH, , Hydrological Services Department, NADMO
FOCUS AREA 15: INFRASTRUCTURE MAINTENANCE							
1. Promote proper maintenance culture	1. National public works maintenance framework instituted and operationalised	A routine maintenance arrangement for all public infrastructure in health, education, roads, railways, ports, etc, introduced and enforced by government with appropriate sanctions	2016	0	Commence preparation of a national public works maintenance framework	A national public works maintenance framework developed and adopted	MWH, Public Works Department
FOCUS AREA 16: LAND ADMINISTRATION AND MANAGEMENT							
1. Develop efficient land administration and management system	1. Number of days to register land: - Land title certificate - Land Registry (Deeds)	Average number of days it takes to get title to land in a year	2016	210 working days 42 working days	150 working days* 30 working days	30 working days* 20 working days	MLNR, LC
	2. Number of district Lands Commission offices established	Number of district offices established	2016	4	10	20	MLNR, LC
FOCUS AREA 17; HUMAN SETTLEMENTS AND HOUSING							
1. Promote sustainable, spatially integrated, balanced and orderly development of human settlements	1. Percentage implementation of National Spatial Development Framework	The number of activities in the National Spatial Development Framework implemented, expressed as a percentage	2015	National Spatial Development Framework finalised and approved by Cabinet for implementation	40%	100%	MESTI, LUSPA
	2. Percentage of MMDAs with District Spatial Development Frameworks and Structural Plans:	The number of MMDAs that have prepared and are implementing district Spatial Development Frameworks (SDF)	2017	SDF completed for Ashanti and	SDF, SP and LP for the Kumasi and		MESTI, LUSPA

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	<ul style="list-style-type: none"> - Spatial Development Frameworks - Structural Plans - Local Plans 	Structural Plans (SP) and Local Plans (LP) as a share of total MMDAs, expressed as percentage		Greater Accra regions	the Sekondi-Takoradi Metropolitan Assemblies prepared	100% 100%	
2. Provide adequate, safe, secure, quality and affordable housing	1. Number of household units provided nationally (thousands) <ul style="list-style-type: none"> - Urban households - Rural households 	The number of household units constructed by the public and private sectors in rural and urban areas	2010	2,074	2,632 1,707 925	3,629 2,775 854	MWH, GSS
	2. Access to affordable housing for middle-to-low income groups (%)	Number of middle-to-low income population with access to affordable housing	2016	NA	2,748	≥10,000	MWH, GSS
FOCUS AREA 18: RURAL DEVELOPMENT							
1. Enhance quality of life in rural areas	1. Incidence of poverty in rural areas (%)	Proportion of people living below the upper poverty line	2013	37.9%	31.6%	29.7%	GSS, MLGRD
	2. Number of rural sub-projects completed and jobs created under the rural development and management programme: <ul style="list-style-type: none"> - Sub-projects - Jobs created 	Count of rural sub-projects completed and jobs created under the rural development and management programme	2017	247 32,091	NA NA	NA NA	MLGRD
	3. Proportion of rural population with access to basic services (%): <ul style="list-style-type: none"> - Education - Health - Water 	Proportion of rural population with access to basic social services such as education and health	2016	NA NA NA	NA NA NA	NA NA NA	MLGRD, MOE, MOH, MSWR, GSS
FOCUS AREA 19: URBAN DEVELOPMENT							
1. Promote resilient urban development	1. Proportion of urban population (%)	The number of people living in urban areas, expressed as a percentage of total population	2010	50.9%	54%	57.2%	MLGRD, GSS, NPC
	2. Number of cities developed into City Regions	The number of cities designed under the National Spatial Development Framework to be developed into City Regions	2015	0	Commence work on human settlement development plan for 2 City Regions	2 City Regions developed	MLGRD
FOCUS AREA 20: ZONGOS AND INNER CITIES DEVELOPMENT							
1. Improve quality of life in slums,	1. Proportion of people living in slum areas	Total population living in slum areas as characterised by overcrowded housing and lack of access to infrastructure (water,	2015	6,873,580 (est.)	≤6,873,580 (est.)	NA	MWH, Ministry of Inner Cities and Zongo Development

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
Zongos and inner cities		electricity supply, drains) as a percentage of the total population in selected cities and of national population					
	2. Number of slums/Zongo communities upgraded	Number of slums/Zongos upgraded under the Zongo Development Fund	2017	Parliament passed the law establishing the Zongo Development Fund	NA	NA	MWH, Ministry of Inner Cities and Zongo Development
4. GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY (Goal: Maintain A Stable, United and Safe Society)							
FOCUS AREA 1: DEMOCRATIC GOVERNANCE							
1. Deepen democratic governance	1. Revised national Constitution	A revised 1992 Republic of Ghana Constitution that has gone through the necessary approval by Parliament and referendums, and assented to by the President	2015	Entrenched constitutional provision revised and approved by Parliament	Report on preparatory work towards referendum	Hold referendum on national Constitution	MOJAGD, Parliament, OoP
	2. Percentage change in budgetary resources allocated to Parliament, Judiciary and Independent Governance Institutions	Change in amount of budgetary resources allocated to Parliament, Judiciary and IGIs expressed as a percentage of the preceding year's budgetary resource allocation	2016	(GH¢ 000) % Chg: Parliament (GH¢255,870) 109% EC (GH¢870,000) 2,286.8% CHRAJ (GH¢17,020) 30.3% NCCE (GH¢35,496)	NA EC (875,461.1) NA NCCE (GH¢42,951) NA	NA EC (1,078,765.3) NA NCCE (GH¢66,137) NA	MOF, Parliament, JS, NMC, CHRAJ, NCCE, EC
	2017	JS (GH¢171,851.9) 19.1% NMC (GH¢1,451.7) 27.1%	NA NA NA NA	NA NA NA NA			
3. Operational Election Fund established	Description of actions taken, including legal processes, to ensure that the Election Fund is established and made operational	2017	0% Public Financing of Political Parties Bill resubmitted to Parliament for consideration	0% Public Financing of Political Parties Bill laid before Parliament for consideration	0% Passage of Bill into law by Parliament and assented to by the President	MOF, EC, Parliament	

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
FOCUS AREA 2: LOCAL GOVERNANCE AND DECENTRALISATION							
1. Deepen political and administrative decentralisation	1. MMDCEs elected into office	Legal and operational arrangements effected for all MMDCEs to be elected into office by constituents instead of the current situation where they are appointed	2017	216 MMDCEs appointed by the President and confirmed by members of the MMDAs by a two-thirds decision	Necessary constitutional changes initiated to allow for elections for the post of MMDCE	All MMDCEs elected by constituents	MLGRD, OoP, OHLGS
	2. Size of MMDA personnel in relation to central government	Total number of employees in all MMDAs, expressed as a percentage of total number of personnel on government payroll	2016	-Total no. MMDA employees: 39,519 -Total no. personnel on govt payroll: 516,916 -MMDA share: 5.95%	≥6%	≥8%	MLGRD, OHLGS
2. Improve decentralised planning	3. Percentage of MMDA medium-term development plans certified	Number of MMDA medium-term development plans certified by NDPC as a ratio of those uncertified	2017	NA	100%	100%	NDPC, MLGRD, MOF, DACF
3. Strengthen fiscal decentralisation	1. Share of MMDA total revenue in relation to total national revenue	Total MMDA revenue (including IGF, DACF, GoG transfers, HIPC transfers and donor funds) expressed as a percentage of total national revenue	2016	Total MMDA revenue: GH¢1,445.61 mn Total national revenue: GH¢33,678.17mn % share: 4.29%	≥4.3%	≥5%	MLGRD, MOF, MMDAs, DACF
	2. Share of central government transfers to MMDAs in total national budget	Total amount of DACF, HIPC and GoG funding to MMDAs, expressed as a percentage of annual national total revenue, excluding grants	2016	Total central govt transfers: GH¢1,050.88 mn Total national revenue, excluding grants: GH¢32,54 mn Share: 3.23% Share of DACF in total tax revenue: 7.5%	≥3.23%	≥5%	MLGRD, MOF, MMDAs, DACF
4. Strengthen the coordinating and administrative	1. Number of additional regions created	Number of additional administrative regions created to enhance coordination and improve their administration	2017	10 Regional Administrations	10 Regional Administrations	At least four additional regions established	Ministry of Regional Reorganisation and Development

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
functions of regions				(A Constitutional Instrument 105 – (CI 105) – was published and gazetted to enable the President to appoint a Commission of Inquiry into the Creation of New Regions and a nine-member Commission of Inquiry inaugurated)	(Commission of Enquiry undertakes public consultations and makes recommendations to the President)	following the outcome of referendum	
FOCUS AREA 3: PUBLIC ACCOUNTABILITY							
1. Deepen transparency and public accountability	1. Right to Information Bill (RTI) passed and implemented	Pass into law RTI Bill which will give substance to Article 21 (1) (f) of the Constitution and ensure that all persons shall have the right to information subject to such qualifications and laws as are necessary in a democratic society	2017	MOI supported MoJAGD to draft RTI Bill and cabinet Memo which was submitted to cabinet	The RTI re-submitted to Parliament for consideration and enactment	Right to Information Act in place	MOJAGD, Parliament, NMC, Mol, OoP
	2. Percentage of Public Accounts Committee (PAC) recommendations implemented	Number of PAC recommendations on the annual Auditor-General's Report implemented by relevant agencies, expressed as percentage of total number of recommendations	2017	NA	80%	80%	MOJAGD, Parliament, Office of the Special Prosecutor, Auditor-General's Department
	3. Launch digitised M&E system to monitor 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	2017	Concept note developed and approved by stakeholders and funding secured	Expert for designing and establishing the system procured and commences work	Digitised M&E system established and made functional	NDPC, MME, Ministry of Planning, MOF
	4. Percentage of population reporting improved level of transparency and public accountability	Citizens reporting improved transparency and public accountability expressed as a percentage of total population	2016	NA	≥80%	≥90%	Office of Senior Minister (PSRS)

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
FOCUS AREA 4: PUBLIC INSTITUTIONAL REFORM							
1. Build an effective and efficient government machinery	1. Integrated public service-wide Human Resource Management Information System (HRMIS) established	A Human Resource Management Information System which will allow MDAs to update their HR data (processing of recruitment, promotions, resignations and retirement, etc.) established and made functional	2017	20 MDAs, comprising 7 Commissions, 5 Services and 8 ministries went live on the HRMIS. This constitutes 19% (113,938) of the entire workforce of the public service	Extended to more MDAs covering 50% (299,837) of the entire workforce of the public service	Extended to all MDAs, covering entire workforce of the public service (100%) = 599,674	MOF, PSRS, PSC, OHCS
	2. Proportion of public service institutions with client service charters established (%)	Number of public service institutions with client service charters established, expressed as percentage of all public service institutions	2016	NA	50%	100%	PSRS, PSC
	3. Office of Public Ethics established and functioning	Government to establish Office of Public Ethics as part of public sector reform initiatives	2017	20 ethics officers trained	Concept note developed and finalised	Office of Public Ethics established and made operational	Office of Senior Minister (PSRS), PSC, CHRAJ
FOCUS AREA 5: PUBLIC POLICY MANAGEMENT							
1. Enhance capacity for policy formulation and coordination	1. Public policy guidelines and almanac developed and implemented	NDPC develops guidelines for formulation of policy Policy almanac established to serve as database of all national policies	2017	Draft policy guidelines and almanac website developed	Policy guidelines finalised and almanac website developed	Policy guidelines adopted and almanac website made functional	NDPC, MOF, OoP (Cabinet Secretariat)
	2. Integrated national statistical system established	Ghana Statistical Service (GSS) establishes an integrated national statistical system	2017	Funding secured for the implementation of the National Statistical Development Strategy (NSDS)	National Statistical Development Strategy (NSDS) rolled out in selected MDAs	National Statistical Development Strategy (NSDS) rolled out in additional MDAs	GSS, NDPC, MOF, OoP, Office of the Vice President
	3. Key national surveys conducted	Ghana Statistical Service (GSS) conducts key national surveys including Ghana Living Standards Survey Round Seven (GLSS), Population and Housing Census, Agricultural Census, Ghana Demographic and Health Survey, etc.	2017	Year-long data collection for the Ghana Living Standards Survey Round Seven (GLSS 7) was completed	Analysis and report writing for the Ghana Living Standards Survey Round Seven (GLSS 7)	2020 Population and Housing Census	GSS

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
					was also completed		
	4. Economic and forecasting modeling developed for Ghana	NDPC develops an economic and forecasting model to serve as a basis for national development planning	2017	Draft economic and forecasting model developed and going through final validation and review of equations	National economic and forecasting model adopted and made operational	National economic and forecasting model adopted and made operational	NDPC, BOG, MOF, OoP, Ministry of Planning, MME
FOCUS AREA 6: HUMAN SECURITY AND PUBLIC SAFETY							
1. Enhance security service delivery	1. Police-citizen ratio	Ratio of total number of police officers to total population	2017	Total no. of police: 33,002 Ratio: 1:848	Total no. of police 37,002 Ratio: 1:800	Total no. of police 40,570 Ratio: 1:775	MINT, GPS
	2. Percentage change in reported cases of overall crime levels per 1,000 population	Change in number of reported cases of major crimes including rape, armed robbery and murder, expressed as a percentage of total number of reported cases of major crimes in the preceding year	2017	Cases reported 205,936 % chg.: 1.9% (decrease)	190,000 5% decrease	162,901. 5.01% decrease	MINT, GPS
	3. Percentage change in reported communal and chieftaincy conflicts (%)	Change in the number of reported communal and chieftaincy conflicts expressed in percentage	2016	NA	20% reduction	50% reduction	MINT, GPS, Ministry of Chieftaincy and Religious Affairs
	4. Number of reported cases of drug trafficking and drug-related crime	Number of reported cases of drug trafficking and drug-related crime	2017	NACOB Cases reported: 15 Cases disposed of: 1 % chg. = -400% Police = 644	NACOB Cases reported =NA Cases disposed =NA % chg. = NA Police = NA	NACOB Cases reported = NA Cases disposed of = NA % chg. = NA Police = NA	MINT, NACOB, GPS
2. Enhance public safety	1. Fire officer-citizen ratio	Ratio of total number of fire officers to total population	2016	1:800	1:700	1:500	MINT, GNFS
	2. Recorded incidence of fire outbreaks	Number of reported incidents of bush fires and domestic fire disasters	2017	5,487	5,577 (20% reduction)	3,486 (37% reduction)	MINT, GNFS
	3. Recorded cases of foreigners arrested without residence/work permit	Total number of illegal foreign immigrants processed and arraigned before court	2017	310 % chg. = 158.3%	35% reduction in irregular immigrants by 2021	35% reduction in irregular immigrants by 2021	MINT, GIS
	4. Overcrowding rate in prisons	Change in prison population expressed as a ratio of total holding capacity	2017	39.07%	≤35%	≤18%	MINT, Ghana Prisons Service
	5. Net recruitment rate into the Ghana Armed Forces	Rate of recruitment into the Ghana Armed Forces, Ghana Air Force, Ghana Navy,	2017	Net recruitment rate = 11.5%	15.44%	5.58%	MOD, Ghana Armed Forces

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
		minus the rate of loss of personnel through retirement, death, etc.		Rate of recruitment = 12.1% Attrition rate = 0.57%	16.07%	8.47%	
	6. 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	2016	16.4%	16.4%	16.4%	MOD, Ghana Armed Forces
FOCUS AREA 7: CORRUPTION AND ECONOMIC CRIME							
1. Promote the fight against corruption and economic crime	1. Special Prosecutor's Office established and functioning	Establishment of a special office with the authority and control to effectively investigate and prosecute some cases of corruption	2017	Complete the legal processes for establishing the Office and for appointing the Special Prosecutor	A Special Prosecutor appointed and the Office established and made functional	Office of the Special Prosecutor remains functional	MOJAGD, OoP, Parliament, Office of the Special Prosecutor
	2. Percent of corruption cases for which prosecution has been initiated by: - Special Prosecutor - Attorney-General's Office	Corruption cases for which prosecutions have been initiated as a percent of total number of corruption cases received	2016	NA NA	70% 70%	At least 80% At least 80%	MOJAGD, OoP, Parliament, Office of the Special Prosecutor
	3. Number of corruption cases recorded and investigated by state anti-corruption institutions including CHRAJ and EOCO	Number of corruption-related cases received by CHRAJ and EOCO	2016	CHRAJ No. of corruption cases received = 59 No. of corruption cases investigated = 31 EOCO Number of cases reported = 218 Number of cases investigated = 218 Number of cases prosecuted = 13 Number of convictions = 2	CHRAJ NA NA EOCO NA NA NA NA NA	CHRAJ NA NA EOCO NA NA NA NA	CHRAJ NA NA EOCO NA NA NA NA

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
	4. Corruption Perception Index	Composite index of corruption-related data 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)	2017	40 out of a clean score of 100	At least 48 out of a clean score of 100	At least 50 out of a clean score of 100	CHRAJ, Ghana Integrity Initiative, CDD
FOCUS AREA 8: LAW AND ORDER							
1. Promote access and efficiency in delivery of justice	1. Number of days for resolving dispute	Average number of days taken for a court to pass judgement on a dispute	2017	5 months	5 months	4 months	MOJAGD, JS
	2. Number of lawyers called to the Bar	Total number of new lawyers called to the Bar on an annual basis.	2017	Called to the Bar: 255 Number of lawyers appointed to the Bench: 28	500 60	600 80	MOJAGD, Ghana Legal Counsel, JS
	3. Percentage of courts computerised	Number of courts computerised, expressed as a percentage of all courts	2016	96.0%	98.0%	100%	MOJAGD, JS
	4. Number of cases recorded and settled through Alternative Dispute Resolution (ADR)	Total number of cases recorded and settled through ADR	2017	JS Recorded = 3,486 Settled=1,571 (45.0%) Legal Aid Recorded = 8,570 Settled = 5,712 (66.6%)	1,922 961 (50%) 9,972 4,986 (50%)	2,748 1649 (60%) 14,250 8,550 (60%)	MOJAGD, JS
	5. Percentage of population reporting the justice system as fair, independent and professional in its processes and proceedings (Afrobarometer surveys)	Citizens rating the justice system as fair, independent and professional in its processes and proceedings expressed by % of total population disaggregated by gender, socio-economic and disability status	2016	50% (2012 Baseline Survey of the Justice Sector)	At least 60%	At least 79%	CDD, Political Science Department, UG, MOJAGD, Office of the Senior Minister (PSRS)
FOCUS AREA 9: CIVIL SOCIETY AND CIVIC ENGAGEMENT							
1. Improve participation of civil society (media, traditional authorities, religious bodies) in national development	1. Level of CSO engagement in the policy formulation and development process	Inventory of national development processes (such as national policy formulation, implementation, monitoring and evaluation; budgetary process; national dialogues, etc.) that CSOs, private sector, traditional authorities, religious bodies and think tanks are involved in	2017	CSOs, think tanks, etc. were involved in the preparation of annual national budget, and inception and follow-up	CSOs, think tanks, etc. involved in the preparation of annual national budget, and	CSOs, think tanks, etc. involved in the preparation of annual national budget, and inception and follow-up	NDPC, CSO Platform

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
		during the year, as well as a description of the nature of involvement		meetings on the Annual Progress Report (APR)	inception and follow-up meetings on the Annual Progress Report (APR)	meetings on the Annual Progress Report (APR)	
	2. Level of press freedom (Press Freedom Index – PFI)	A composite index of every kind of violation directly affecting journalists including murder, imprisonment, physical attacks and threats, and news media censorship, confiscation of newspaper issues, searches and harassment.	2016	Ranked 26 th out of 179 countries surveyed	Ranked <26 th out of 179 countries surveyed	Ranked <26 th out of 179 countries surveyed	MOI, NMC
FOCUS AREA 11: ATTITUDINAL CHANGE AND PATRIOTISM							
1. Promote discipline in all aspects of life	1. Launch “Good Society Campaign”	NDPC, Ministry of Information and NCCes launch and undertake long-term national campaign to promote discipline in all aspects of life, including developing and promoting core national values	2016	Draft concept noted developed by NDPC	Finalise the concept with key partners and stakeholders, and set up a Steering Committee to implement the programme	Implement national programme to promote core national value and promote tenets of a “good society”	NDPC, MOI, Office of the Senior Minister (PSRS), NCCCE
FOCUS AREA 12: DEVELOPMENT COMMUNICATIONS							
1. Ensure responsive governance and citizen participation in the development dialogue	1. Number of National Policy Dialogues	Number of Meet-the-Press sessions, budget dissemination workshops, town hall meetings, etc. organised	2016	- No. of meet the press sessions: 19 - Press Conferences: 13 - Budget dissemination programmes: - 1 -Town Hall meetings: 9 - National Policy Fairs: 0 - Regional Press Soirées: 0	5 0 2 100 districts 2 0	> 25 NA > 2 152 districts 4 10	MOI, ISD

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
2. Demystify the Presidency and bring the President closer to the people	1. Number of regular interactions organised between the President and citizens	Total count of regular interactions of the President with citizens per year in the form of regional visits and other fora	2017	The President made 8 regional visits to interact with traditional authorities and citizens on government programmes and to launch flagship programmes, including Planting for Food and Jobs; free SHS; 1D1F; restoration of nurses' allowance, etc.	Undertake, at least 10 regional visits to interact with citizens on how government policies are impacting people's lives	Undertake visits to all region to interact with citizens on how government policies are impacting their lives	OoP (Communications Unit), MOI, ISD
	2. Number of presidential meet-the-press sessions organised	Total count of presidential meet-the-press sessions organised per year	2017	1	2	2	OoP (Communications Unit), MOI, ISD
FOCUS AREA 13: CULTURE FOR NATIONAL DEVELOPMENT							
1. Promote culture in the development process	1. Culture and creative arts industry contribution to GDP	Total annual value of culture and arts activities, expressed as a percentage of GDP	2017	NA (Creative arts share of NTEs is estimated at 0.21% in 2016)	0.21%	0.21%	MOTCCA, NCC
	3. Proportion of traditional laws and lines of succession codified	Number of traditional laws and culture catalogued expressed as percentage of all known traditional law and cultures	2016	11 draft legislative instruments on lines of succession to stools/skins prepared and ready to be submitted to Parliament	11 legislative instruments on lines of succession to stools/skins approved by Parliament	NA	Ministry of Chieftaincy and Religious Affairs, MOJAGD, Parliament
	4. Percentage of cases of chieftaincy disputes resolved	Number of chieftaincy disputes resolved, expressed as a percentage of total disputes recorded	2016	Total no. of disputes = 356 No. resolved = 13 (3.65%) No. unresolved = 343 (96.34%)	= <356 = At least 5% of all recorded cases = Unresolved = NA	= <356 = At least 10% of all recorded cases = Unresolved = NA	Ministry of Chieftaincy and Religious Affairs, MOJAGD

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
FOCUS AREA 14: STRENGTHENING GHANA'S ROLE IN INTERNATIONAL AFFAIRS							
1. Promote a globally competitive Foreign Service	1. Foreign Relations Advisory Council established	An Advisory Council set up by the Ministry of Foreign Affairs and Regional Integration to monitor, evaluate and shape the performance, strategies and methods of the foreign service	2016	Proposal for setting up the Council submitted to Cabinet for consideration and approval as part of the proposal for bifurcation of the foreign and civil service	Cabinet decision to be reviewed through stakeholder consultation	Foreign Relations Advisory Council established and made functional	MOFARI, OoP
	2. Foreign Service established	Bifurcation of foreign and civil service to enable Foreign Service to stand on its own in pursuit of its goals and the appropriate conditions of service capable of attracting the kind of expertise needed in this field.	2016	Proposal for bifurcation submitted for Cabinet consideration and approval	Cabinet decision on bifurcation to be reviewed through stakeholder consultation	Foreign Service established and made functional	MOFARI, OoP
	3. Turnaround time for processing biometric passports	Length of time taken in processing biometric passports and consular services Length of time taken to process consular issues Visas Attestations Passports at Missions Consular issues	2017	3 months for normal 1 month for express 7 days 7 days 3 months 5-10 days	7 days for regular 3 days for express 7 days 7 days 1 month 3-5 days	7 days for regular 3 days for express 7 days 7 days 1 month 3-5 days	MOFARI, Passport Office
2. Enhance Ghana's international image and influence	1. Number of Ghanaians occupying positions in international organisations	Ghanaians elected or appointed to positions in international organisations	2017	6	10	15	MOFARI, OoP
	2. Ghana's contribution to peacekeeping efforts	Number of security agency personnel deployed for global peacekeeping efforts, expressed as a percentage of total number of security service personnel	2017	NA	≤15%	≤15%	MOFARI, OoP, MOD, GPS
3. Promote Ghana's political and	1. Penetration of Ghanaian products in foreign markets	Number of new markets identified	2017	NA	NA	NA	

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source	
			Year	Data	2018	2021		
	economic interests abroad	2. Number of investment promotion activities held	Count of trade and investment promotions carried out by Ghana Missions abroad	2017	22	35	50	MOFARI, OoP
4. Integrate Ghanaian diaspora in national development	1. Representation of the People Amendment Law (ROPAL) 2006 (Act 699 fully implemented	ROPAL is an Act of Parliament that allows Ghanaians in the diaspora to exercise their franchise during general elections in Ghana. The Act was passed in 2006 but was not operationalised.	2017	The Law has not been implemented since 2006 due to what Electoral Commission (EC) describes as operational challenges	Process begins to operationalise ROPAL by laying a constitutional provision (CI) before Parliament to set out the modalities for implementation	Law implemented for the 2020 general elections	MOFARI, EC, Parliament, political parties	
	2. Number of Ghanaians registered with Ghana Missions abroad	Number of Ghanaians captured in the database of Ghana Missions abroad	2016	1,000,000	1,200,00	1,500,000	MOFARI	
	3. Number of Ghanaians in the diaspora mobilised for developmental interventions	Count of Ghanaian professionals mobilised to support developmental interventions in Ghana	2017	20	25	40	MOFARI	

